

Welcome to our virtual waiting room!

While you wait for the session to start, please take time to:

1. Mute yourself – audio and video
 - 1 in the picture
2. Visit the chat window
 - 2 in the picture
3. Check your name- update if incorrect
 - 3 in the picture
 - We are using these names to track attendance

BlueJeans Participant Screen

1. Camera mute, Audio Mute, Share your screen and Leave meeting
2. People roster, Chat, Apps and Settings
3. People roster detail

Who's talking

Hide menu

View People

1

2

3

Hide Video Thumbnails

Switch Video and Content Frames

Your self view, with quality bar and mic status

Send Meeting link to others

Click to see only who's talking (also shown by blue mic highlight)

Click pencil to change your name. Mute/unmute your camera or microphone.
Note: only moderators (marked by ⚙️ next to the name) can also mute & unmute other participants

Click name to see call details and connection stats. Moderator has ability to drop them from meeting

Moderators only can Mute & Unmute All participants at once

Copy meeting link, & share with others



Penn Medicine



Leading Others:

Learn how to tap into your employees' motivations to build an even more engaged team



A link to the slides will be emailed at the end of the week

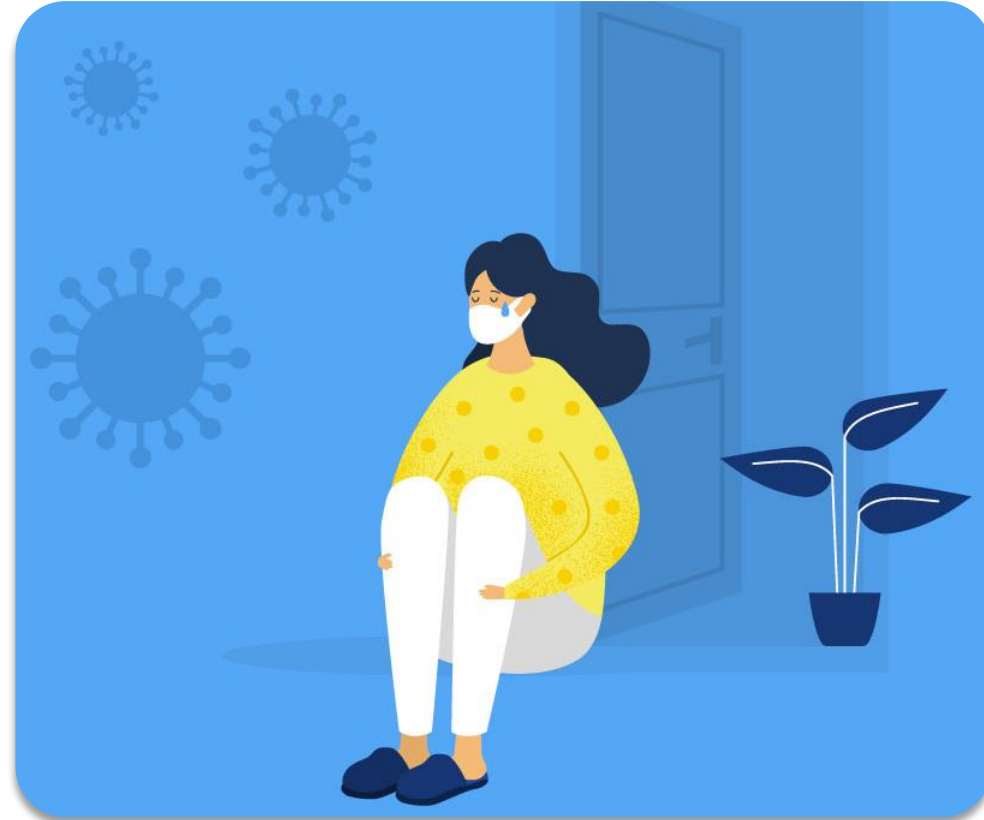
A COVID-19 Caveat

Pandemic Fatigue is real

Burnout in the course of dealing with a pandemic can make one feel *emotionally drained* and unable to function in the context of many aspects of life. Burnout can *lower motivation* and cause you to feel helpless, hopeless, and resentful.

Signs of Pandemic Fatigue. Your employee may be:

- Not as diligent about wearing a mask or washing hands
- Less careful about social distancing
- Getting enough sleep but still feel exhausted
- Feeling more impatient and more irritable
- Getting upset more easily
- Feeling unusually stressed by tasks or situations
- Not engaging in previously enjoyable activities
- Feeling hopeless about the future
- Consuming more alcohol, substances, or food
- Finding it harder to focus and concentrate



A COVID-19 Caveat



COBALT

Sign in

with my penn account


anonymously



Maintaining Resilience - For Your Team

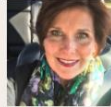
Self-care is more important now than ever. In these half-hour group discussions, we will discuss strategies for self-care with your team, and elicit ideas from one another about useful tips to stay healthy, mentally and physically, during these stressful times. In this team environment, participants will have the opportunity to share difficult experiences and related methods of coping during this pandemic (whether at work or at home), in a confidential, supportive environment. If you would like to schedule some time to have a moderator from the Center for the Treatment and Study of Anxiety support your team in any of these ways, please request a session. We will be in touch to learn more about how we can support you, and your team's availability. Sessions are generally held from 8-8:30am and 5-5:30pm.

connect with support




David Mandell
Resilience Coach
No Fee

8:00am 9:00am




Karen Alkire, M.Ed
Resilience Coach

7:00pm



Kathleen Burke, PhD, RN-BC, CENP, FAAN
Resilience Coach

3:00pm 4:00pm



Kristina Kotecha, LPC
Psychotherapist
Available to employees in Philadelphia and Chester County
No Fee

10:30am 11:00am 11:30am 12:00pm
12:30pm 1:00pm 1:30pm 2:00pm
2:30pm

Why is employee motivation important?

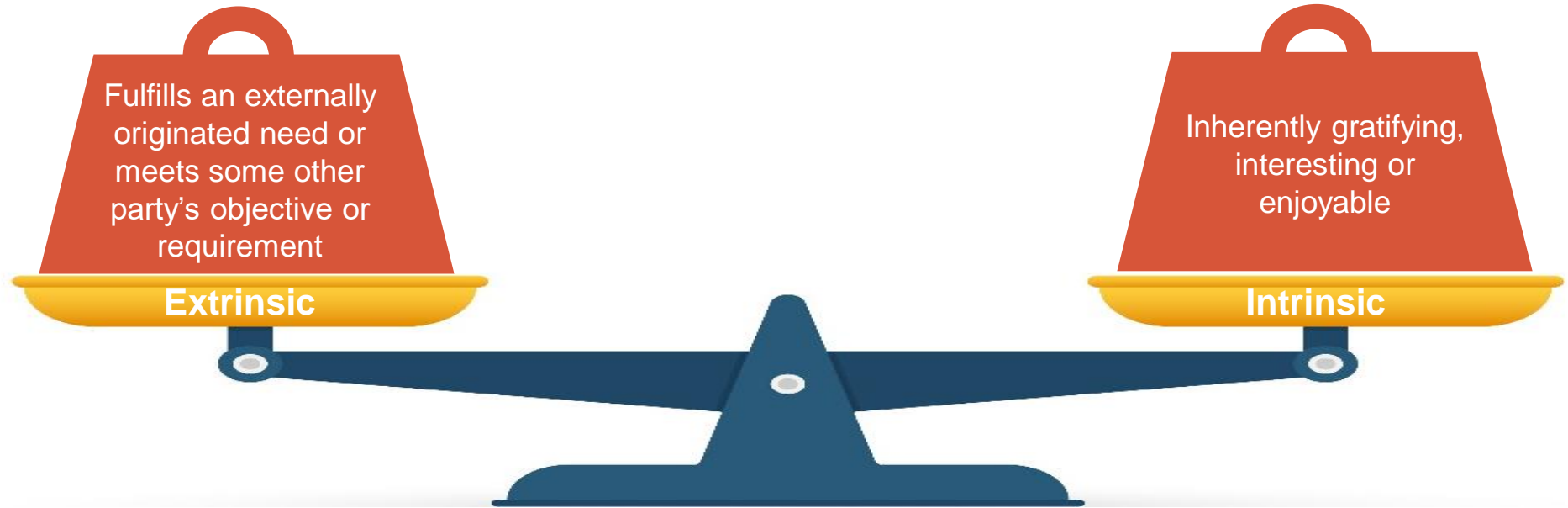


► Motivated employees are:

- ✓ Better at handling uncertainty
- ✓ Better problem solvers
- ✓ More focused on customer/patient outcomes
- ✓ More engaged
- ✓ More loyal
- ✓ More productive
- ✓ More innovative

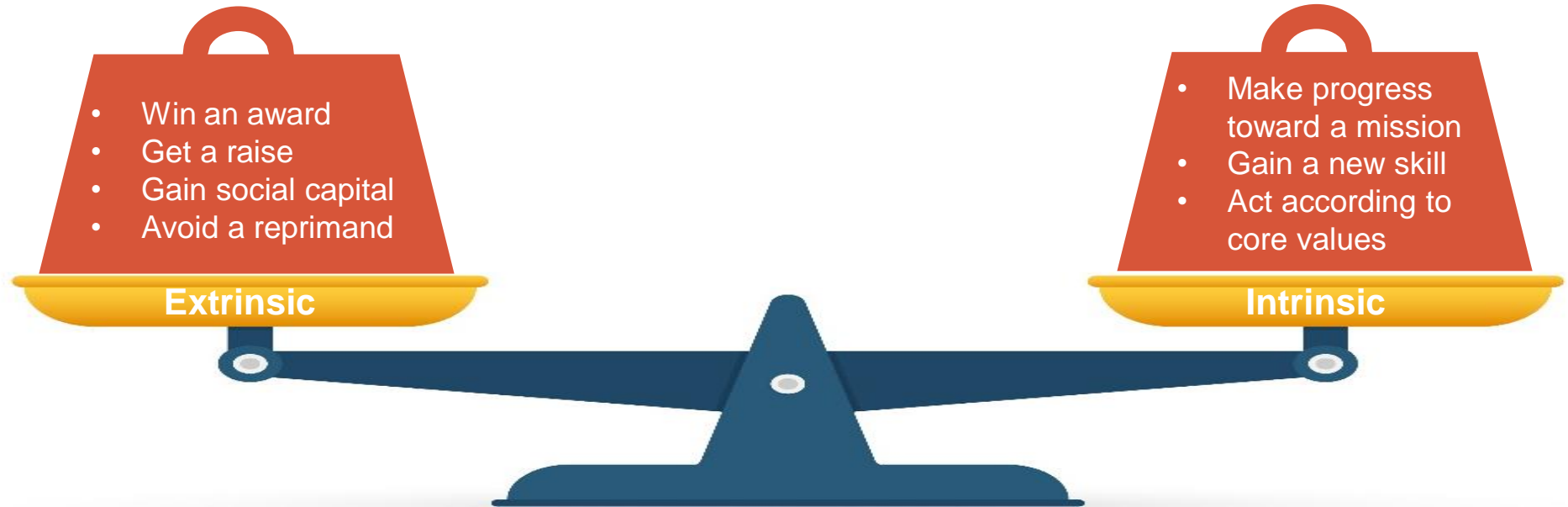
Extrinsic vs. Intrinsic Motivation

The essence of motivation is **energized and persistent** goal-directed behavior.
When we are motivated, we move and take action.



Extrinsic vs. Intrinsic Motivation

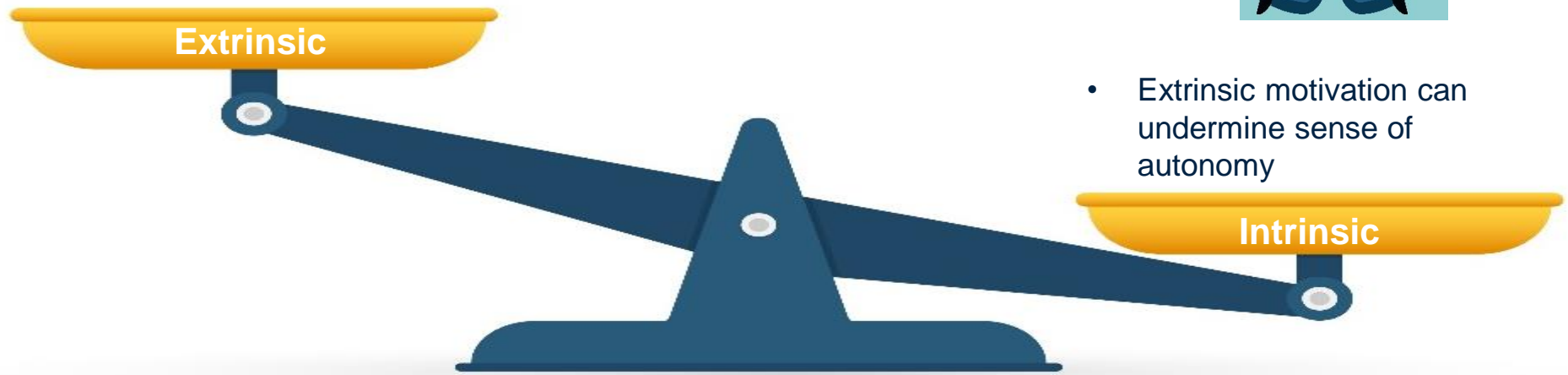
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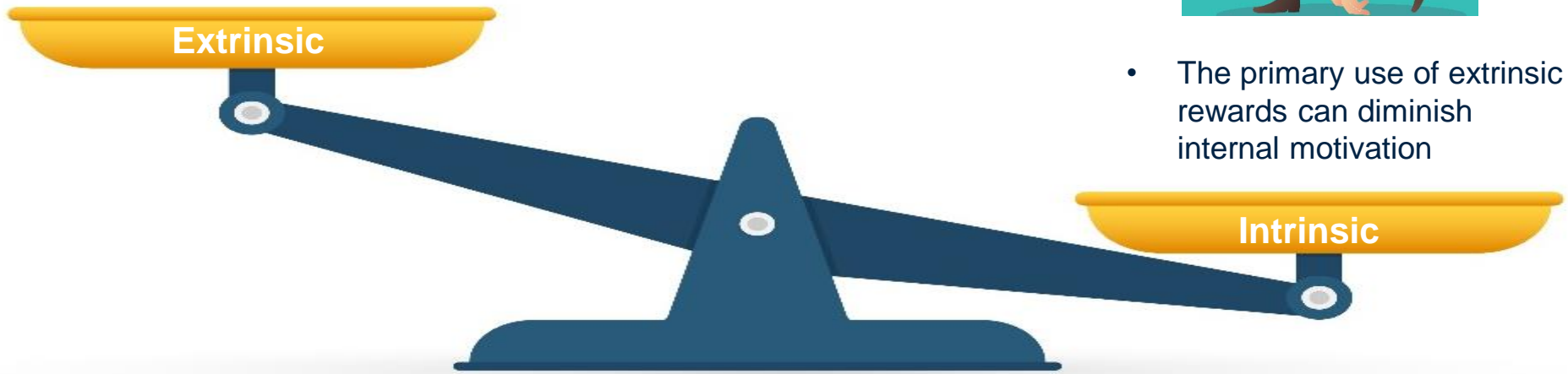
Extrinsic vs. Intrinsic Motivation



- Extrinsic motivation can undermine sense of autonomy

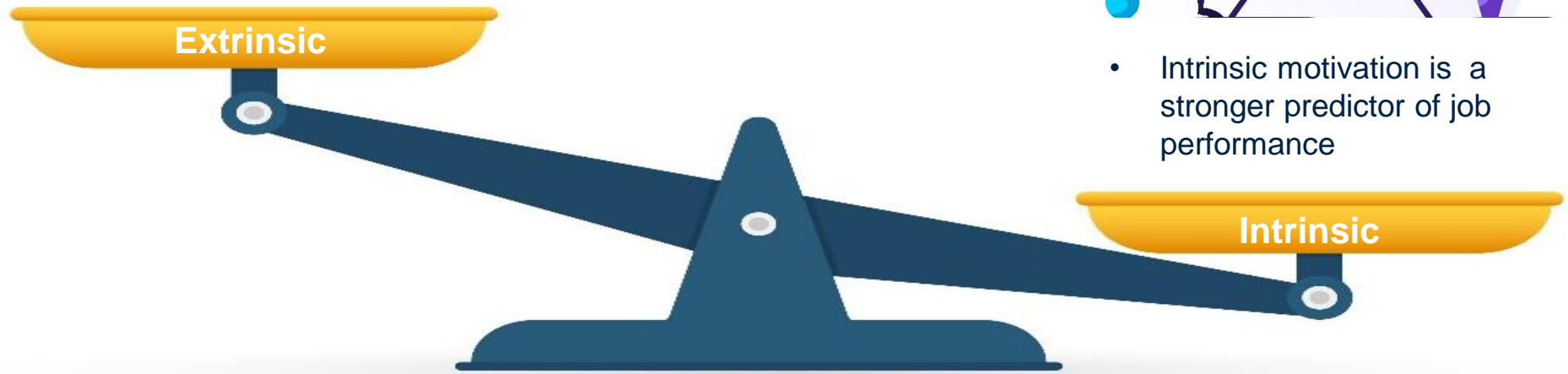


Extrinsic vs. Intrinsic Motivation



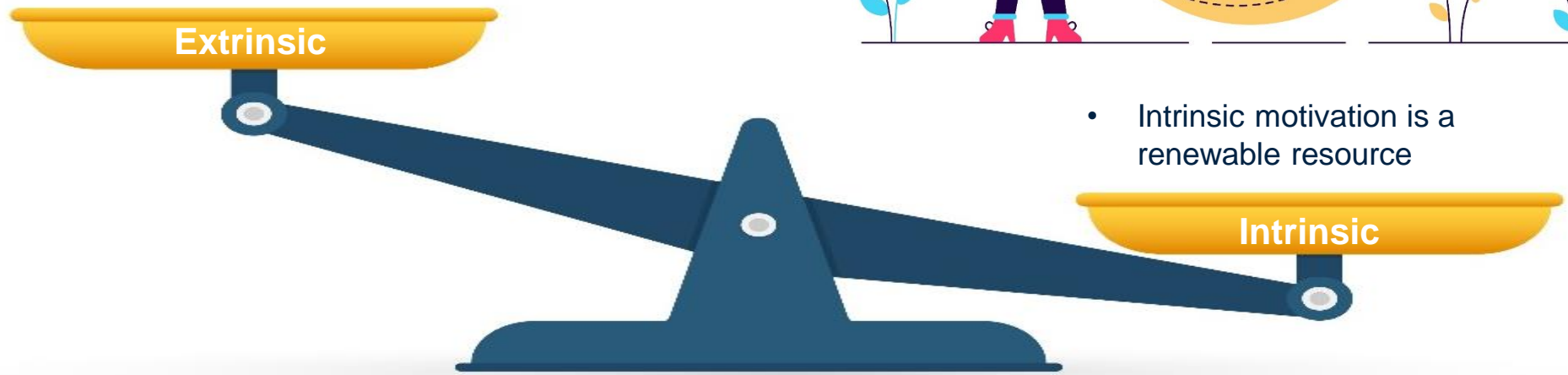
- The primary use of extrinsic rewards can diminish internal motivation

Extrinsic vs. Intrinsic Motivation



- Intrinsic motivation is a stronger predictor of job performance

Extrinsic vs. Intrinsic Motivation



- Intrinsic motivation is a renewable resource

Extrinsic vs. Intrinsic Motivation

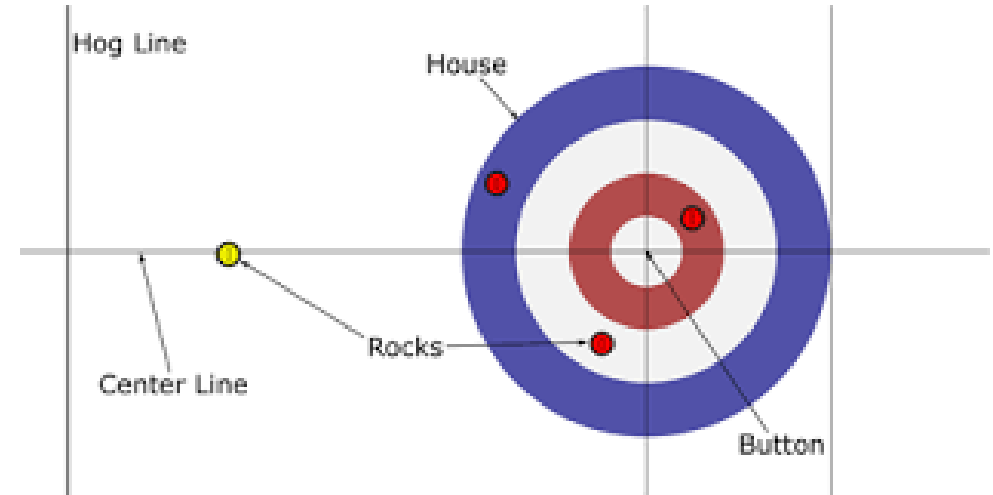
Motivation is a fire from within.
If someone else tries to light that fire under you,
chances are it will burn very briefly.

- Stephen R. Covey

Environments that Foster Intrinsic Motivation

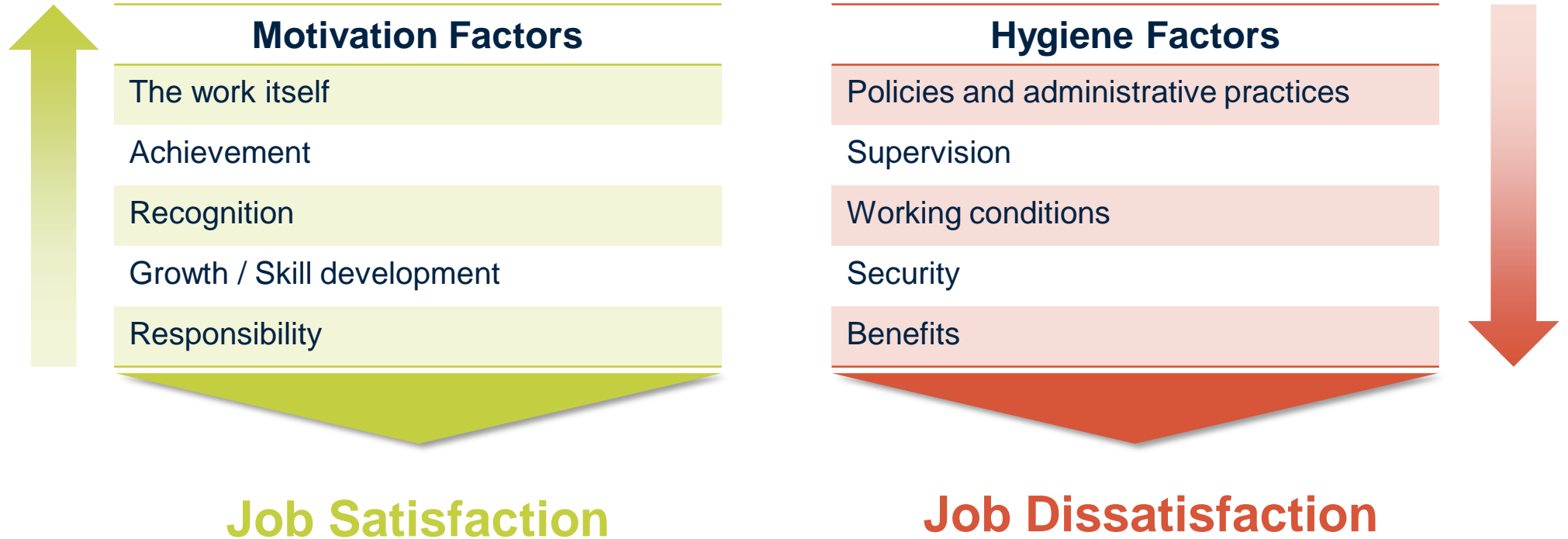
- ✗ A manager **can't** force a person to have internal motivation
- ✓ A manager **can** help create an environment that allows an employee's internal motivation to flourish

Manager



Environments that Foster Intrinsic Motivation

► Frederick Herzberg's Motivation-Hygiene Theory



Environments that Foster Intrinsic Motivation

► Eliminate Conditions for Job **Dissatisfaction**

Hygiene Factors

Policies and administrative practices

Supervision

Working conditions

Security

Benefits

- Identify and **improve** obstructive policies
- **Fairly** apply administrative practices
- Provide **helpful** supervision
- Support a culture of **respect** and dignity
- Create a psychologically **safe** environment



Avoid the “Demotivators”

- ✗ Giving the perception that an employee’s work or ideas do not matter
- ✗ Not providing ownership of work
- ✗ Being too positive
- ✗ Placing blame
- ✗ Playing favorites



Environments that Foster Intrinsic Motivation

► Grow Conditions for Job **Satisfaction**

Motivation Factors

The work itself

Achievement

Recognition

Growth / Skill Development

Responsibility

- Encourage *autonomy* and accountability
- Communicate with *transparency* and authenticity
- Introduce new or more *challenging* tasks
- Provide *recognition* for ideas and tasks
- Highlight *purpose*



Internal Motivations Depend on the Individual

Autonomy

Being self-directed

- I like my co-workers
- I can choose work that interests me
- I am recognized for great work
- I can see a future with Penn Medicine
- I can decide how my work gets done

Mastery

Improving at things that matter

- I have the chance to use my strengths at Penn Medicine
- I am challenged by the work
- I am good at what I do
- I solve problems at work
- I am involved in making decisions
- I am always learning

Purpose

Knowing why a task is being performed

- I am seen as a whole person / they care about me
- I agree with Penn Medicine's mission
- I can see how my work impacts Penn Medicine's mission
- I know my work is important to our patients
- I can see the positive impact of what I do on the community

How do you motivate your employees?

Ask Them!

Identify Strengths

Find What They Love About Work

Highlight the Inherent Value of Work

Demonstrate that Today's Work Helps Advance Goals

Foster Relationships that Make Work More Meaningful



- What activity do you volunteer for because you feel you are the best at it?
- What has gotten you noticed by other leaders?



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- Which work outcome makes you most proud?
- Which of your tasks are critical to the team?



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- What work activities energize you?
- If you could design your job, how would you spend your time?



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- What are you learning that you will use in the future?
- How is your work helping you get to your next step?



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- Which working partnerships are best for you?
- Imagine working with all of your favorite people – what is that team made up of?



How do you motivate your employees?

Foster an Inner Sense of Purpose with Action Identification

Action identification is the theory that there are many levels of description for any action.

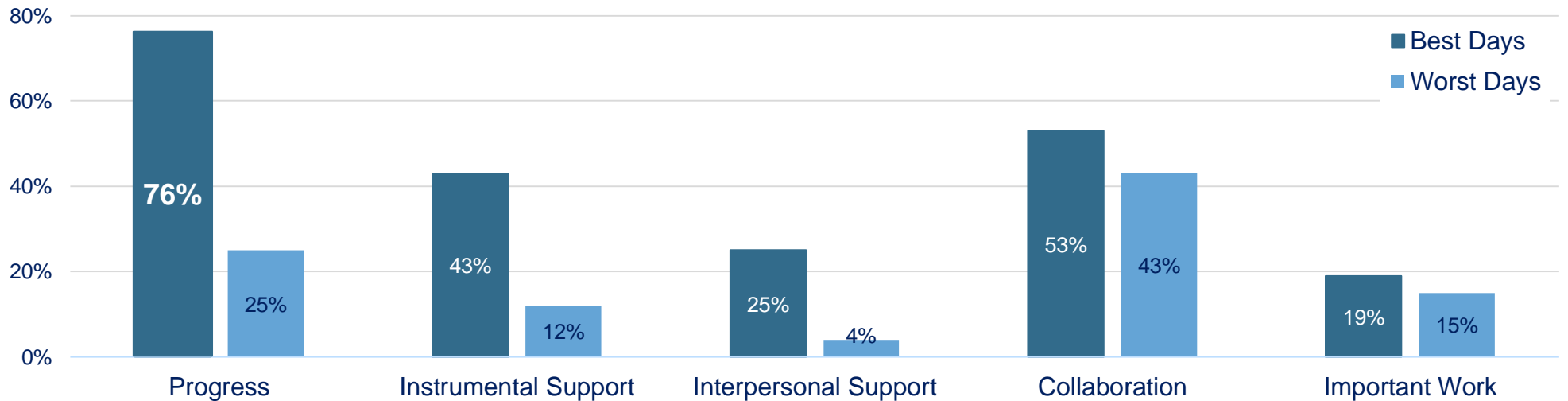


How do you motivate your employees?

Use small wins to enhance motivation

WHAT HAPPENS ON A GREAT WORK DAY?

On **76%** of their best days, diarists mentioned progress



How do you motivate your employees?

Use small wins to enhance motivation

Progress not perfection

- ▶ Clarify goals
 - Avoid changing objectives frequently
- ▶ Act decisively
- ▶ Offer support and resources
- ▶ Celebrate interim milestones



What practices do you use to help foster motivation in your team?

Increase Job Satisfaction / Decrease Job Dissatisfaction

- Encourage *autonomy* and accountability
- Communicate with *transparency* and authenticity
- Introduce new or more *challenging* tasks
- Provide *recognition* for ideas and tasks
- Highlight *purpose*
- Identify and *improve* obstructive policies
- *Fairly* apply administrative practices
- Provide *helpful* supervision
- Support a culture of *respect* and dignity
- Create a psychologically *safe* environment

Identify Internal Motivators

Autonomy
Being self-directed

Mastery
Improving at things that matter

Purpose
Knowing why a task is being performed

Ask Them!

Identify Strengths

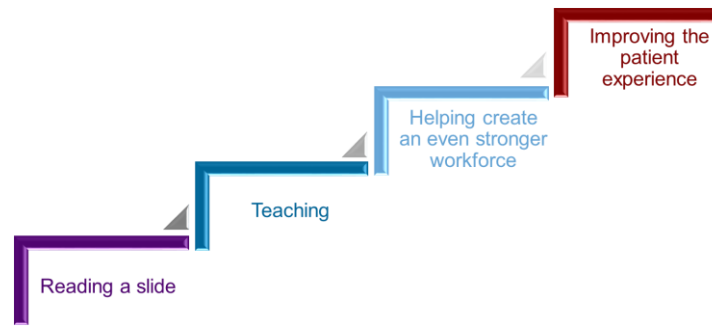
Find What They Love About Work

Highlight the Inherent Value of Work

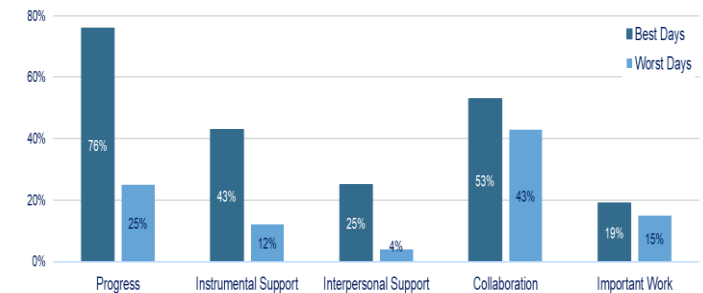
Demonstrate that Today's Work Helps Advance Goals

Foster Relationships that Make Work More Meaningful

Foster an Inner Sense of Purpose with Action Identification



Use Small Wins to Enhance Motivation



Questions? Comments?

Penn Medicine Resources

- ▶ [PennCOBALT](#) a tool for the Penn Community that uses targeted assessments to direct you to the right level of coping support.
- ▶ [Lead Strong](#) Live discussions and curated resources for Penn Medicine employees around leading yourself and your team during adversity.
- ▶ [WELLfocused](#) a program dedicated to making living a healthy lifestyle easier, by providing tools, resources, educational campaigns and health-related challenges to help improve overall well-being
- ▶ [Penn Medicine Academy:](#)
 - Microlearnings:
 - [Creating a Feedback Rich Environment](#)
 - [Building a Development Plan](#)
 - Job Aids:
 - [Giving Feedback](#)
 - [Giving Development Feedback](#)
 - Classes:
 - [Managing at Penn Medicine](#)
 - Tools:
 - [Responsibility Matrix](#)
 - [Project Plan Template](#)

Articles

- ▶ [Why Intrinsic Motivation Is So Powerful \(And How to Find It\) \(lifehack.org\)](#)
- ▶ [What Daily Leadership Behaviors Inspire Motivation? \(thebalancecareers.com\)](#)
- ▶ [Research: A Little Recognition Can Provide a Big Morale Boost \(hbr.org\)](#)
- ▶ [Six Lessons on Fighting Burnout from Boston's Biggest Hospital \(hbr.org\)](#)
- ▶ [How to Lead When Your Team Is Exhausted — and You Are, Too \(hbr.org\)](#)

LinkedIn Learning

- ▶ [The Power of Motivation with Daniel Pink \(30 min\)](#)
- ▶ [Grit: How Teams Persevere to Accomplish Great Goals \(26 min\)](#)
- ▶ [Visualizing your Leadership Journey \(32 min\)](#)
- ▶ [How to Set Goals When Everything Feels Like a Priority \(15 min\)](#)