

Developing a Team Player:

Enhancing staff
motivation and
commitment for
better school
environment

Topic Flow

- ▶ **Motivation**
 - ▶ **Intrinsic**
 - ▶ **Extrinsic**
- ▶ **The Leader's role in enhancing motivation**
- ▶ **Strategies of Appreciative Leadership**
- ▶ **The Challenge is to make a choice**

Carrots and sticks – do they really work?



Motivation

What are you going to use, a carrot or a stick?

When carrots and stick work . . .

Studies show that for simple, short-term tasks such as stuffing envelopes, paying people well to do it is actually a great way to get them to complete the task provided that

- ▶ **Acknowledge that the task is dull**
- ▶ **Explain the importance of the boring task**
- ▶ **Give people the autonomy over its completion**

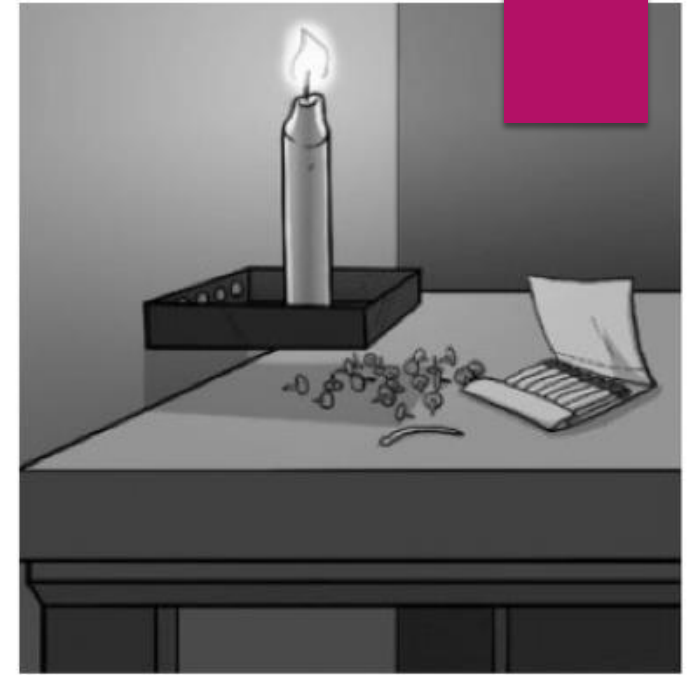
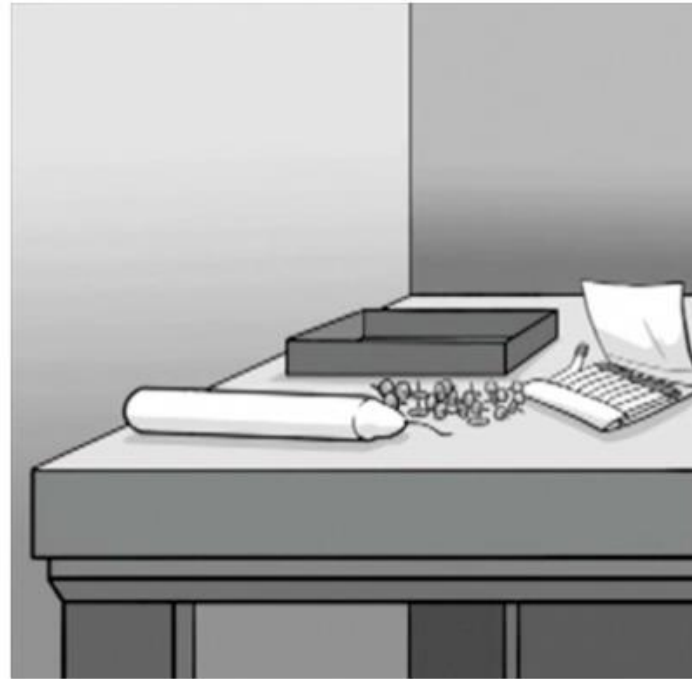


David Pink, *Drive*, 2009

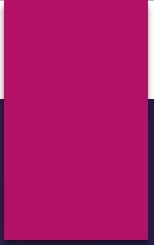
External Rewards vs Intrinsic motivation

“When money is used as an external reward for some activity, the subjects lose intrinsic interest for the activity.”

Edward Deci, 1969

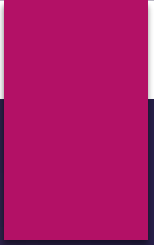


The Candlestick experiment



Type X (Extrinsic) behavior – the ruling theory on motivation in the workplace for many years; it proposes that people are motivated by rewards (carrot) and punishment (stick)

PINK, 2009

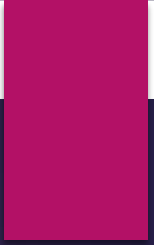


Type I (Intrinsic) behavior “concerns itself less with the external rewards to which an activity leads and more with the inherent satisfaction of the activity itself.”

PINK, 2009

Formula for creating work satisfaction

- ▶ **Autonomy** – our desire to be self-directed
- ▶ **Mastery** – our drive to improve what we do
- ▶ **Purpose** – our desire to be part of something larger than ourselves

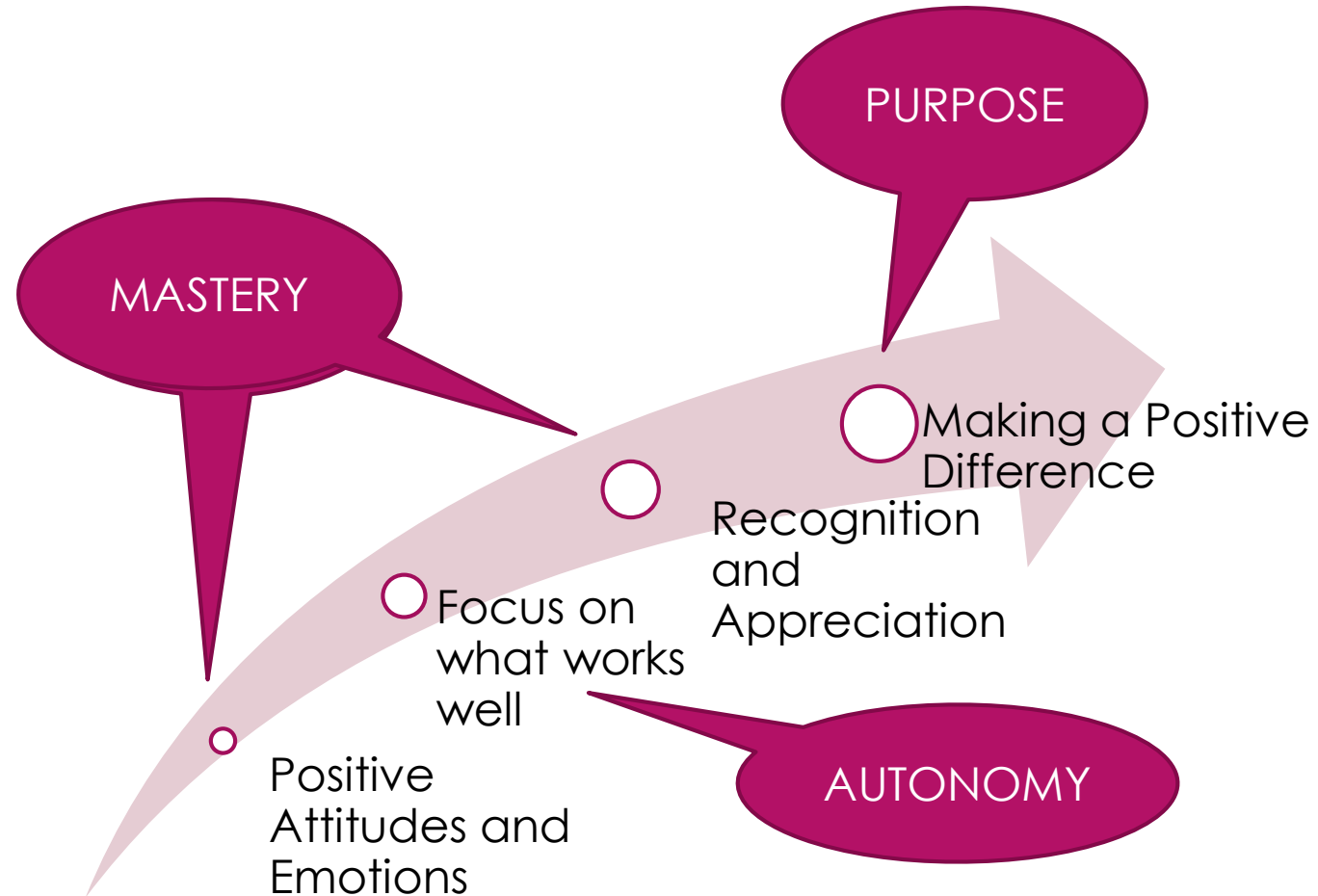


The carrots and sticks of yesteryear could actually hinder high performance. The new world of work ... is built on leaders finding innovative and creative ways to tap into deep-seated desires.

The Leader's role in enhancing motivation-

▶ Q: What may leaders do to promote intrinsic motivation among its team members?

A: **Positive Power**



Appreciative Leadership



"The relational capacity to mobilize creative potential and turn it into positive power, setting in motion ripples of confidence, energy, enthusiasm, and performance that make a positive difference in the world."

Whitney, Trosten-Bloom and Rader

Appreciative Leadership



Involves
**relational
processes and
practices** through
which people
come together
and make things
happen
collaboratively.



Appreciative Leadership



A positive worldview,
based on the belief
that every person,
team and
organization has
positive potential.

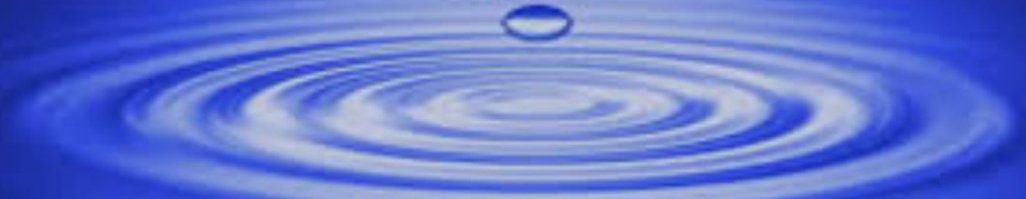
Appreciative Leadership



Recognizes potential and seeks to turn it into positive power; that is, life-affirming results.

Appreciative Leadership

The Ripple Effect



ONE SMALL CHANGE
CAN HAVE AN ENORMOUS IMPACT

Creates waves of
positive change rippling
outward.

The 5 strategies of appreciative leadership



Inquiry



- ▶ Ask Positively Powerful Questions.

Inquiry lets people know that you value them and their contributions.

Inclusion

Invite
Improbable
Participation



Inclusion gives
people a sense
of belonging.

Illumination



▶ Be a Strengths Spotter.

Illumination helps
people understand how
they can best
contribute.

Illumination Exercise

- ▶ Pick a partner. Take turns in telling a story about your most memorable leadership experience.
- ▶ As you listen, take note of partner's strong characteristic/s revealed in his/her story.

Inspiration



- ▶ Maintain a 5/1 Positivity Ratio.

Inspiration provides people with a sense of direction.

Inspiration Exercise

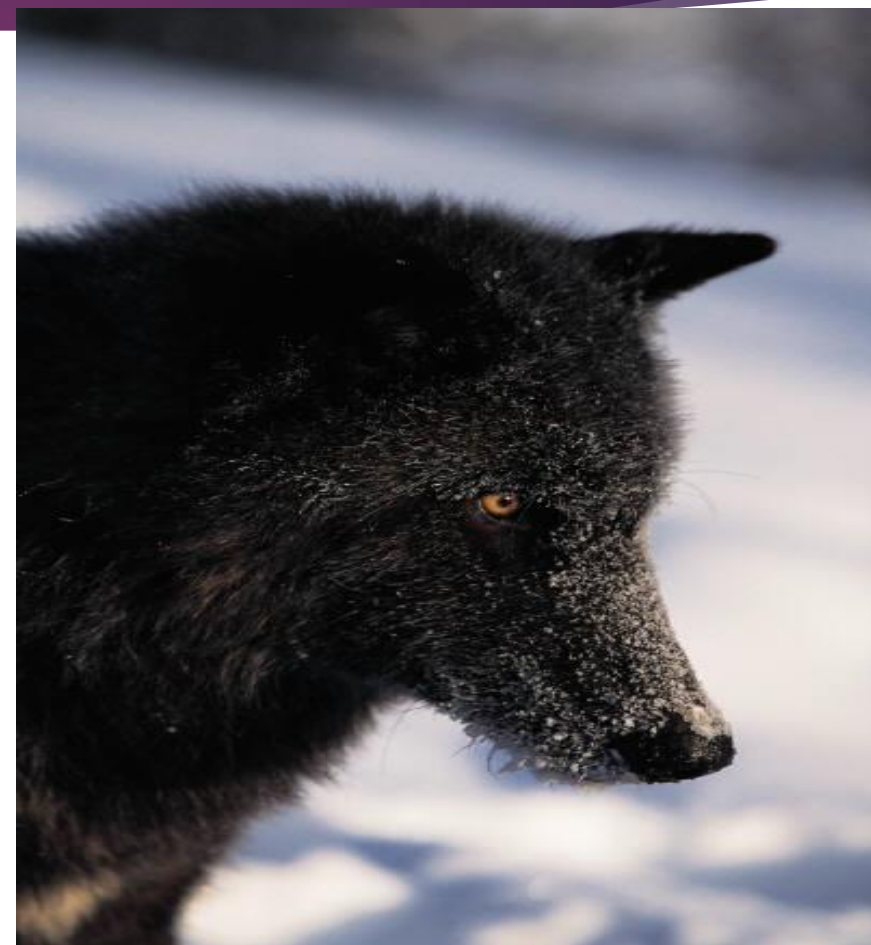
Provide positive and inspiring feedback to others.

- ▶ *Take a blank bookmarker and colored pens. Write the name of your partner and his/her strengths(based on his/her story) on the book marker. Decorate/embellish the bookmarker*
- ▶ *Inspire your story telling partner by presenting to him/her your decorated bookmarker.*

Integrity

- ▶ **Integrity** lets people know that they are expected to give their best for the greater good, and that they can trust others to do the same.
- ▶ Make a Career of Humanity and you will make a greater person of yourself, a greater nation of your country and a greater world to live in.

The story of the two wolves
The choice is yours ...



Resources & References

- ▶ Pink, David, *Drive, The Surprising Truth about what Motivates Us*, (Riverhead Books 2009)
- ▶ Whitney, Diana and Amanda Trosten-Bloom, *The Power of Appreciative Inquiry*, (San Francisco, Berrett-Koehler Publishers, Inc. 2010)
- ▶ Whitney, Diana, Amanda Trosten-Bloom and Kae Rader, *Appreciative Leadership: Focus on What Works to Drive Winning Performance and Build a Thriving Organization* (New York McGraw Hill 2010)
- ▶ <http://www.positivelypositive.com>
- ▶ Appreciative Inquiry Commons <http://appreciativeinquiry.case.edu>

