

# MOTIVATION: Creating Conditions Where Workers Can Thrive

(The role of a leader is to) ...set up conditions that will maximize the probability of an employee developing an interest in what they are doing and remove the constraints.

Alfie Kohn, Punished by Rewards

Leaders are often mistaken about what motivates employees. Seeking to influence change, they consume valuable time, energy and resources with misguided incentive programs while imposing punitive consequences that diminish rather than stimulate motivation.

*A kick in the pants produces movement, not motivation.*

Surprisingly, pride has been found to be a greater incentive than rewards, including financial gain. People are most often motivated by the pride they have in their work, who they work with, and in the products or services they produce.

To this end, leaders can investigate employees' motivational preferences, create opportunities where they can utilize their signature strengths and talents while fostering a work environment where positive interactions are the norm rather than an anomaly.

## **Objectives:**

Participants will be able to...

1. Distinguish the difference between motivation and compliance.
2. Identify how rewards and consequences can be disincentives for employees.
3. Recognize the role pride plays in motivating employees.
4. Create practical workplace conditions where workers can thrive.



## **Topics**

1. Strategies for Influencing Behavior Change
2. Compliance vs. Motivation
3. Punished by Rewards: Money as a Motivator?
4. Intrinsic Motivators
5. Creating Conditions Where Workers Can Thrive
6. Choosing Positive Interactions
7. Leveraging Strengths & Best Practice

**Duration:** 4 hours



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