



Northwestern University Center for Public Safety MOTIVATION

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07.25



- Motivation & Morale **are related**
- The “type” of Leader & Worker interaction is Important
 - Transactional?
 - Relationship?
- Motivate / Manipulate (fine line)

Grant led by Example

- Did not want Union soldiers abusing the defeated Rebs
- Protected the Unions prisoners who were in POW camps.



Grant – Respect All

“The Union officers rode past us Confederates smugly without any sign of recognition except by one. When General Grant reached the line of ragged, filthy, bloody, despairing prisoners strung out on each side of the bridge, he lifted his hat and held it over his head until he passed the last man of that living funeral cortege. He was the only officer in that whole train who recognized us as even being on the face of the earth.”

~Quote from diary of a Confederate soldier

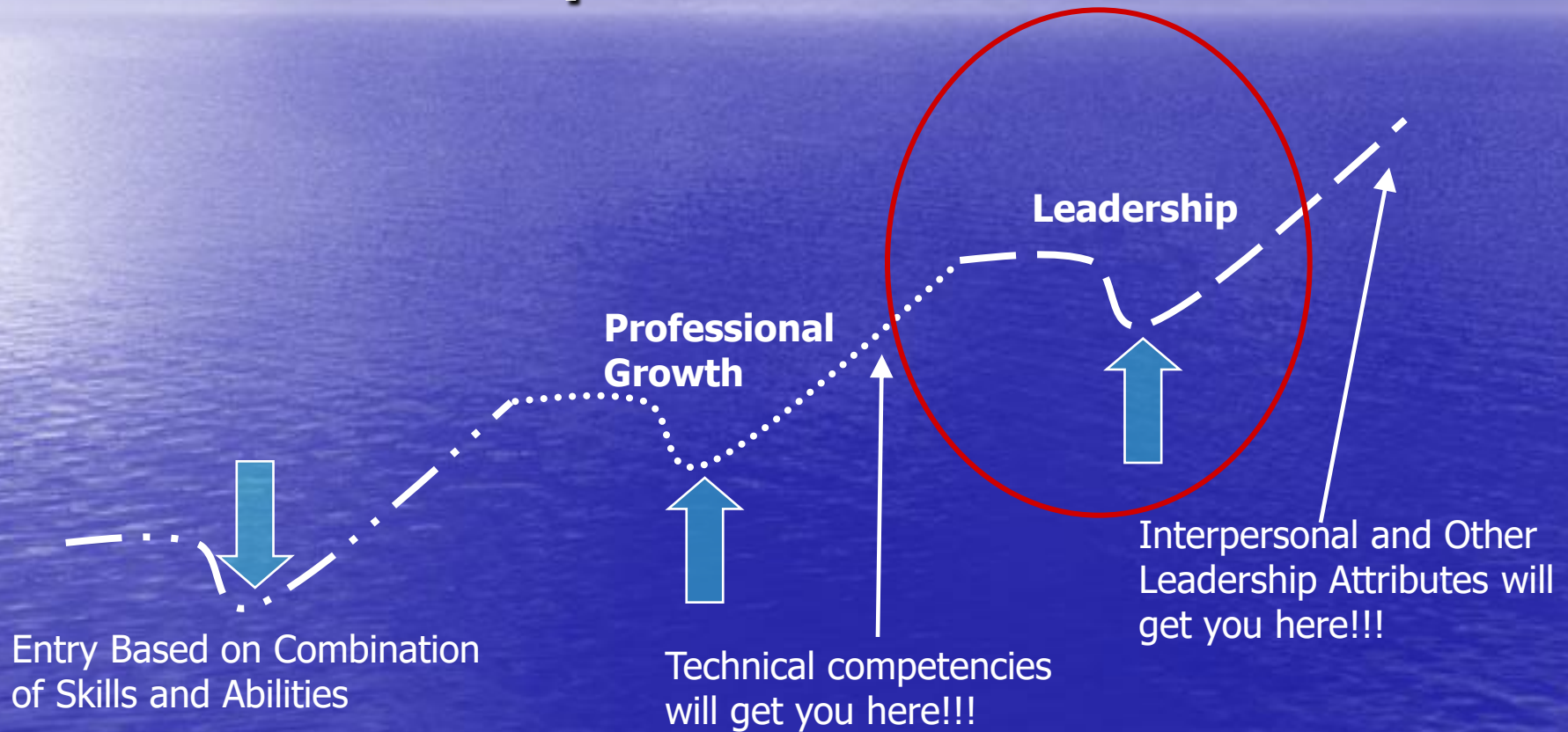
When you think about work, do you
get excitedor experience a
sinking feeling in the pit of your
stomach?



Does your future look brightor
stretch before you like a vast
wasteland?



Career Paths and Leadership



Morale

- What is it?
- Is it of real concern in your organization?
- Should it be?
- How often is it openly addressed.
- Goal: maintain employee morale at as high a level as possible without sacrificing agency objectives.



Maslow's Hierarchy of Needs

Dr. Abraham Maslow (1908-1970) American Psychologist
Born in 1908 and raised in Brooklyn, New York, Maslow was the oldest of seven children. His parents were first-generation Jewish immigrants from Kiev, then part of the Russian Empire (now Kyiv, Ukraine), who fled from Czarist persecution in the early 20th century. His parents were poor and valued education. Maslow graduated from City College of New York and went to graduate school at the University of Wisconsin. He continued his research at Columbia University.



Dr. Maslow defined a Hierarchy of Human Needs that stated **the lower needs must be met before an individual can strive to meet the higher needs. LIKE STAIRS**



Maslow's Hierarchy of Needs

A pyramid diagram representing Maslow's Hierarchy of Needs, divided into five horizontal layers of increasing width from top to bottom. The layers are colored blue, green, orange, red-orange, and red from top to bottom. Each layer contains a bold title and a list of associated needs in a smaller font.

Self-actualization

desire to become the most that one can be

Esteem

respect, self-esteem, status, recognition, strength, freedom

Love and belonging

friendship, intimacy, family, sense of connection

Safety needs

personal security, employment, resources, health, property

Physiological needs

air, water, food, shelter, sleep, clothing, reproduction

PHYSIOLOGICAL

Necessary for life - If unmet,
these needs lead to death

- Food
- Water
- Oxygen
- Sleep
- Shelter
- Elimination
- Sensory needs
- Motor needs

SAFETY/SECURITY

- Employment
- Resources (Money\$)
- Health
- Property
- The need to be free from anxiety and fear
- The need to be secure in the environment
- The need for order and routine

LOVE AND AFFECTION

- Social acceptance, friendship, to be loved
- Need to belong, to relate to others
- Family
- Sexuality

ESTEEM

- Feeling important
- Status & Recognition
- Respect, Approval, & Appreciation
- Engaging in activities that bring achievement and success
- Gaining self-confidence and beginning to direct our actions toward becoming what we WANT to be

SELF-ACTUALIZATION

- **DONE-THERE-ARRIVED-SATISFIED**
- Obtaining our full potential
- Becoming confident
- Eager to express our beliefs, and willing to reach out to others to pay it forward & help them

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2025 Peer Reviewed Research

- Harvard Business Review Reprint # R2504N
- July 2025
- 1,958 subjects studied, 1,000 interviews
- Leslie A. Perlow & Sari Menster
 - Harvard Business School
- Salvatore J. Affinito
 - New York University (NYU) Stern School of Business

What are the THREE (3) things necessary to have a “Satisfying Life”?

- # 1 **Achievement**

- recognition or a sense of accomplishment

- # 2 **Meaningfulness**

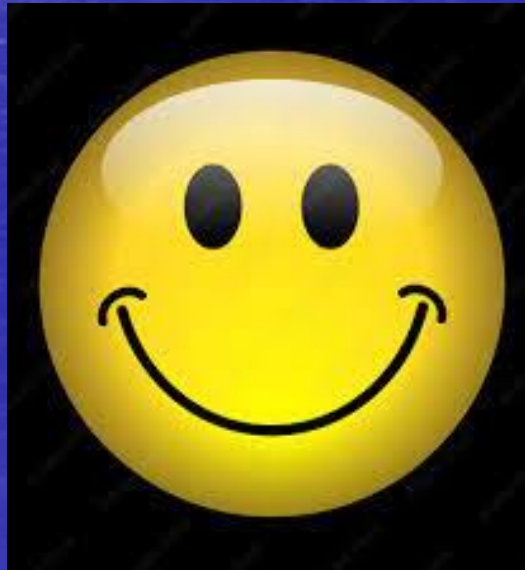
- a connection to something bigger than yourself
- nothing can beat the feeling of being “needed”
(at home / at work)

- # 3 **Joy**

- happiness or positive emotion in the moment
- spontaneity or pleasure

Balance!

- #1 Achievement & #2 Meaningfulness – YES!
 - Get it at work & at home / with friends
- # 3 Joy?
 - Bit more of a challenge.....



Problems with Police Work

- Public Service Focus
- Duty
- Priorities
- Selfless attitude (others before self)
- Finding the missing kid vs. missing my kid's birthday party?
 - Which is more important?
 - To whom?



Balance



WHAT

CAN



DO?

Engage with others

- Strong meaningful relationships
 - Accepting and supportive people
 - Comfort of family bonds
 - Camaraderie of friendship
 - Helps “anchor” us
 - Provides a sense of belonging
 - Shared experiences amplify joy
 - When you engage in a free-time activity with others, it almost always feels more enjoyable
- ** Introverts & Extroverts need “alone time” to allow for reflection and relaxation, which enhance well-being!



“The Harvard Study”

- The Harvard Study of Adult Development, also known as the Harvard Happiness Study, is a long-running, longitudinal study of that began in 1938 and is still ongoing.
- The study's primary goal is to understand what makes people happy and how to live a healthy, fulfilling life. A key finding is that strong, positive relationships are **the most important factor** in happiness, health, and longevity.

Background

- ✓ When scientists began tracking the health of 268 Harvard sophomores in 1938 during the Great Depression, they hoped the longitudinal study would reveal clues to leading healthy and happy lives.
- ✓ After following the men for 87 years as part of the Harvard Study of Adult Development, one of the world's longest studies of adult life, researchers have collected a cornucopia of data on their physical and mental health.
- ✓ Of the original Harvard cohort recruited as part of the Grant Study: President John F. Kennedy and longtime Washington Post editor Ben Bradlee. (Women weren't in the original study because the College was still all male.)
- ✓ In addition, scientists eventually expanded their research to include the men's **offspring**, who now number 1,300 and are in their 60s & 70's, to find out how early-life experiences affect health and aging over time.

Subsequent Studies

In the 1970s, 456 Boston inner-city residents were enlisted as part of the Glueck Study, and a few of them are still alive. More than a decade ago, researchers began including wives in the Grant and Glueck studies.

Over the years, researchers have studied the participants' health trajectories and their broader lives, including their triumphs and failures in careers and marriage, and the findings have produced startling lessons, and not only for the researchers.

“The surprising finding is that our relationships and how happy we are in our relationships has a powerful influence on our health,” said Robert Waldinger, director of the study, a psychiatrist at Massachusetts General Hospital and a professor of psychiatry at Harvard Medical School. “Taking care of your body is important, but tending to your relationships is a form of self-care too. That, I think, is the revelation.”

Close relationships, more than money or fame, are what keep people happy throughout their lives, the study revealed. Those ties protect people from life's discontents, help to delay mental and physical decline, and are better predictors of long and happy lives than social class, IQ, or even genes. That finding proved true **across the board** among both the Harvard men and the inner-city participants.

Key Findings of the Harvard Happiness Study:

Relationships are crucial:

Individuals with warm, supportive relationships are happier, healthier, and live longer.

Social connections matter:

Strong social networks and a sense of belonging contribute to well-being and resilience.

Good relationships are stress relievers:

Positive relationships help with stress and adversity, resulting in positive physical and mental health.

Happiness can be learned:

While genetics play a role, happiness is not solely determined by unchangeable circumstances.

A sense of purpose is important:

Finding your purpose in life, whether through work, hobbies, or relationships, contributes to well-being.

Better with age:

Individuals tend to become happier as they age, focusing on what matters & letting go of the negative.



FRIENDS

- HAVE FRIENDS YOU CAN TRUST.
- ARE THEY ALL IN LAW ENFORCEMENT?
- DO YOU MAKE TIME FOR THEM?

Joy in free time

- Joy comes naturally when we let it remain FREE – from obligations, societal expectations, and the pressure to do what’s “good for you”
- Choose what YOU enjoy, rather than what is labeled “worthwhile”
- Protect and prioritize spontaneous fun & joy!
- Don’t feel guilty – you deserve it – you earned it – you have permission!

Inside / Outside Motivation

- Intrinsic

- Motivated from the INSIDE
- The drive to engage in an activity for its inherent satisfaction, rather than for any external reward or pressure. It's about doing something because you find it enjoyable, interesting, or personally fulfilling.

- Extrinsic

- Motivated from the OUTSIDE
- The drive to perform actions based on external rewards or the avoidance of negative consequences, rather than the inherent enjoyment of the activity itself. It's essentially doing something for an outcome, like a bonus, a good grade, recognition or praise.

What is Motivation?

- Employees will tell/show you how they need to be supervised / managed
- It's less about what motivates the supervisor or their "style" and more about individual employees.
- One size does not fit all

Self Motivation Achieved

- Employees believe their work is meaningful because it is important to others
- Feel personally responsible for how work turns out
- Value feed back on the job they did
- Motives for each employee are highly individualistic
- It's not about ONE goal, it can be many

Negative Motivation

- Punishment is NOT the most effective way to motivate
- Fear, coercion, intimidation, unwarranted or inconsistent punishment
- Employees will develop sophisticated avoidance techniques
- Many negative motivation techniques lose value over time. Tolerance will be built up

The most expensive
thing in this world is

TRUST

It can take YEARS to EARN
and only a matter of
SECONDS to LOSE

- ✓ **Who is the biggest influence on the level of morale in an organization?**
- ✓ **First line supervisors!!!!!!**
- ✓ **Why?**
- ✓ **Constant interaction / involvement**
- ✓ **Bringing morale to a high level is a continuous process**
- ✓ **Morale refers to the attitudes and feelings of employees**
- ✓ **Morale is contagious and fragile**



The Supervisor's Influence On Morale

- Improving work conditions, trust, & leadership in crisis situations are all positive impacts on employee morale.. Scrutiny of their work is not.



Do what you can

- Family FIRST
- Do WHAT you can
- WHEN you can

- It's a hard & dangerous job
- HELP them

Major Responsibilities of Law Enforcement Leaders

- Two Major Responsibilities:
 1. Achieve public mission
 2. Satisfy the needs of the employees

Balancing Act



Multiple Plates

- Multi-tasking
- Multiple priorities
- Keep them spinning



Be Professional

- ✓ Kind
- ✓ Empathetic
- ✓ Sympathetic
- ✓ Competent
- ✓ Knowledgeable
- ✓ Focused
- ✓ Loyal
- ✓ Prioritized
- ✓ Practical
- ✓ Realistic
- ✓ Fair but FIRM

Basic Terms

Efficient:

“making best use of resources.”
(cost effective)---function of management

Effective:

“ achieving the desired goals & objectives.”
(get it done)---more a function of leadership

Question: Can you be one without the other ??

Where do we get our Tools?

*** 3 places

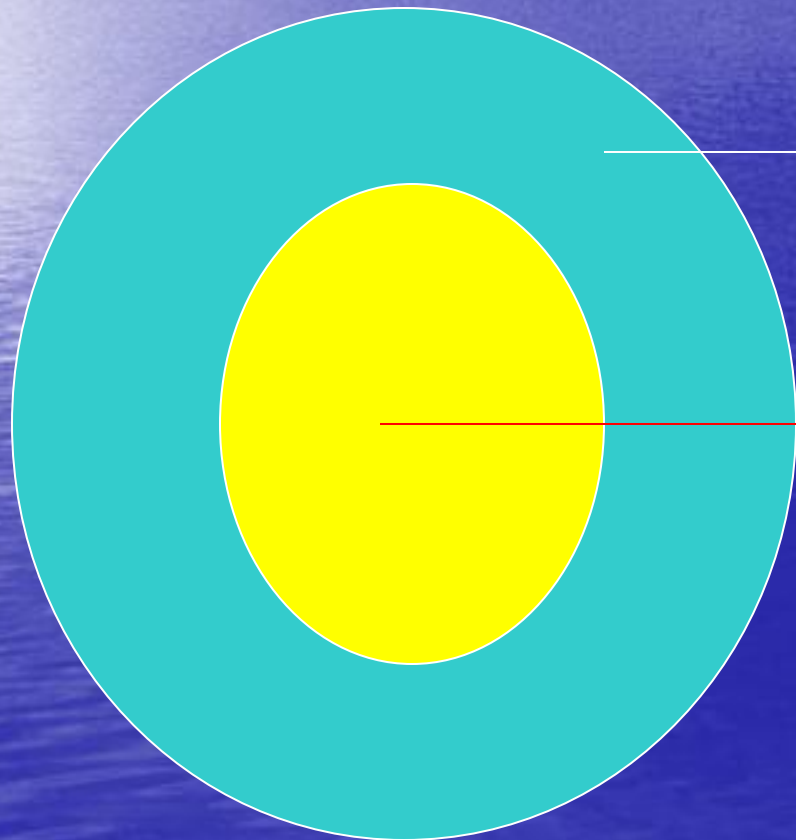
- Military structure
 - command & control
- Business
 - customer service & results
- Political realities
 - keep people happy
 - Majority rules



CIRCLE OF INFLUENCE

What problems are your concern?

NO CONCERN



CIRCLE OF CONCERN -

REACTIVE

CIRCLE OF
INFLUENCE -
PROACTIVE

NO CONCERN

Formal vs. Informal Leaders

- **Formal**

- Rank

- Promotional test
 - Merit
 - Quotas / Politics

- **Informal**

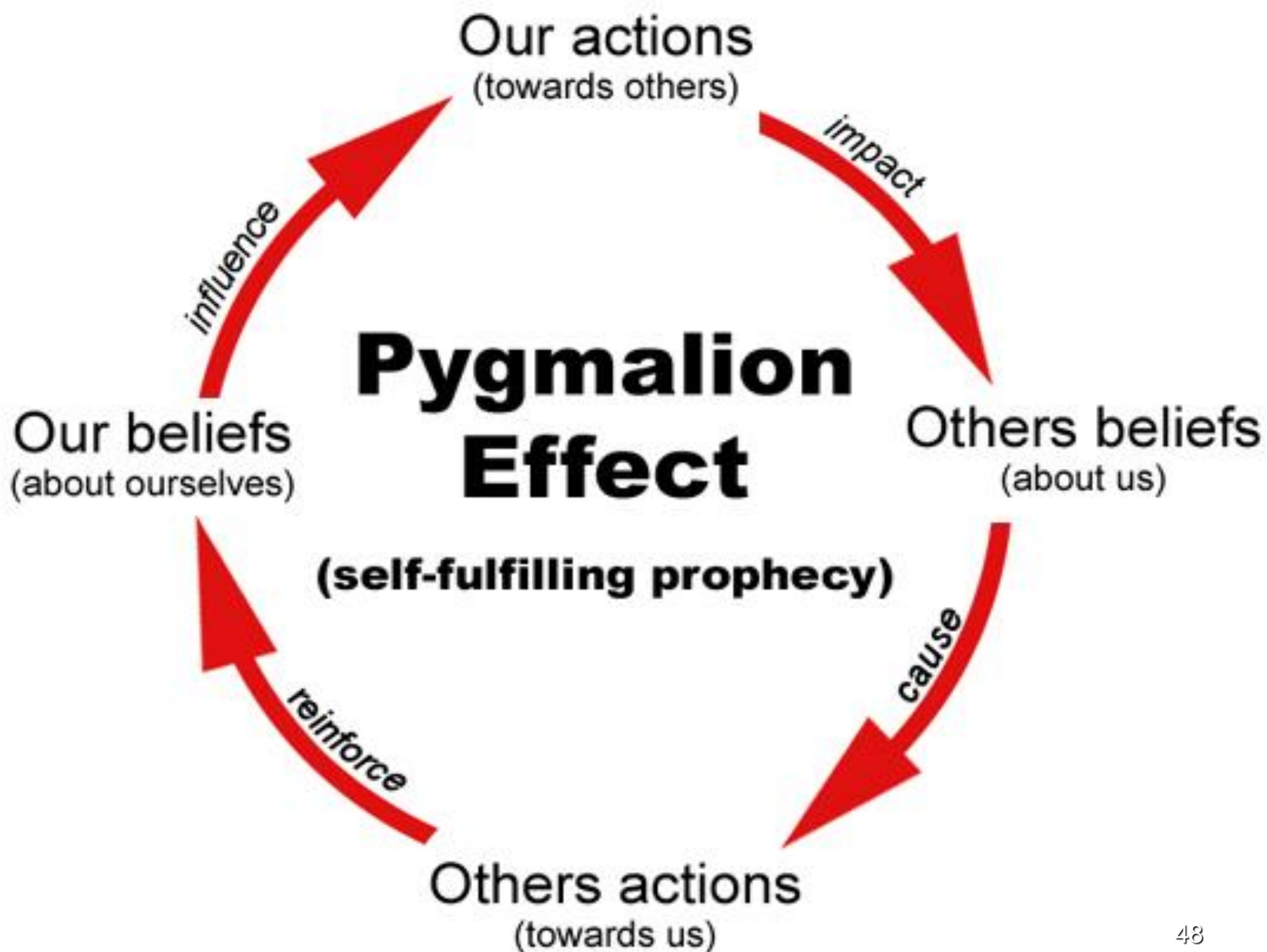
- Influence

- Unions (Alternative Structure)
 - Seniority
 - Hero
 - Competence



The Pygmalion Effect

- * Research supports the motivational aspects of the Pygmalion effect---Most employees perform *as they are expected* to perform.



Building Morale

- Intervene at first sign
- Closer working relationship
- Fair and consistent environment
- Attentive to employees
- TRY TO DO FUN STUFF (Amazon)

Motivate / Manipulate

- There is a thin line between motivation & manipulation
- Patronizing? Sincere?
- Highly motivated workers are productive & happy workers
- Optimism and good attitudes are contagious
- Ethical?

BOTH

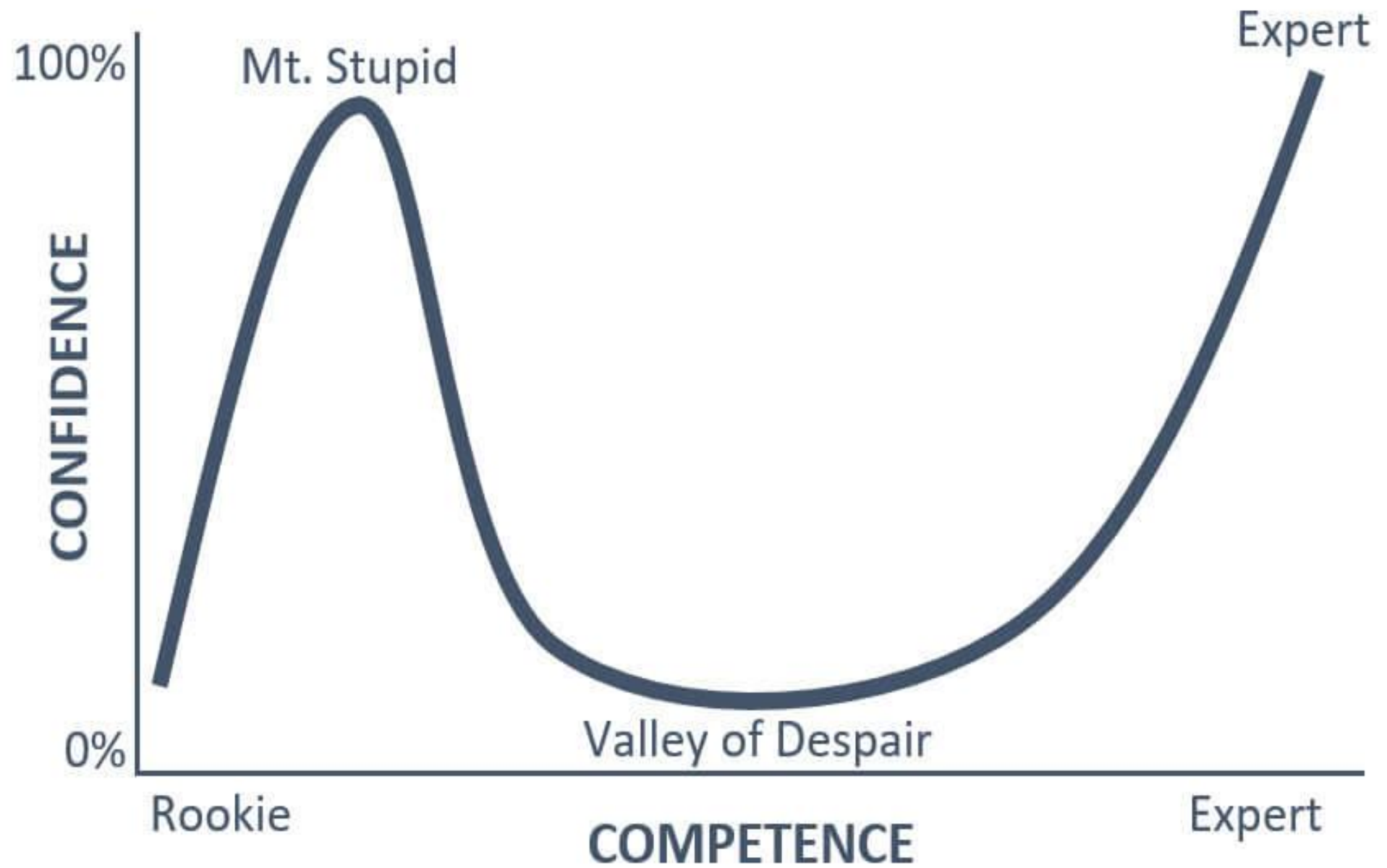
- CONFIDENT in your abilities
- COMPETENT in **all** of your technical skills
 - Conversation & Making Connections
 - Building Trust
 - Leadership & Relationships
 - Management
 - Police Work
 - Law
 - Reports
 - Interviewing
 - Shooting

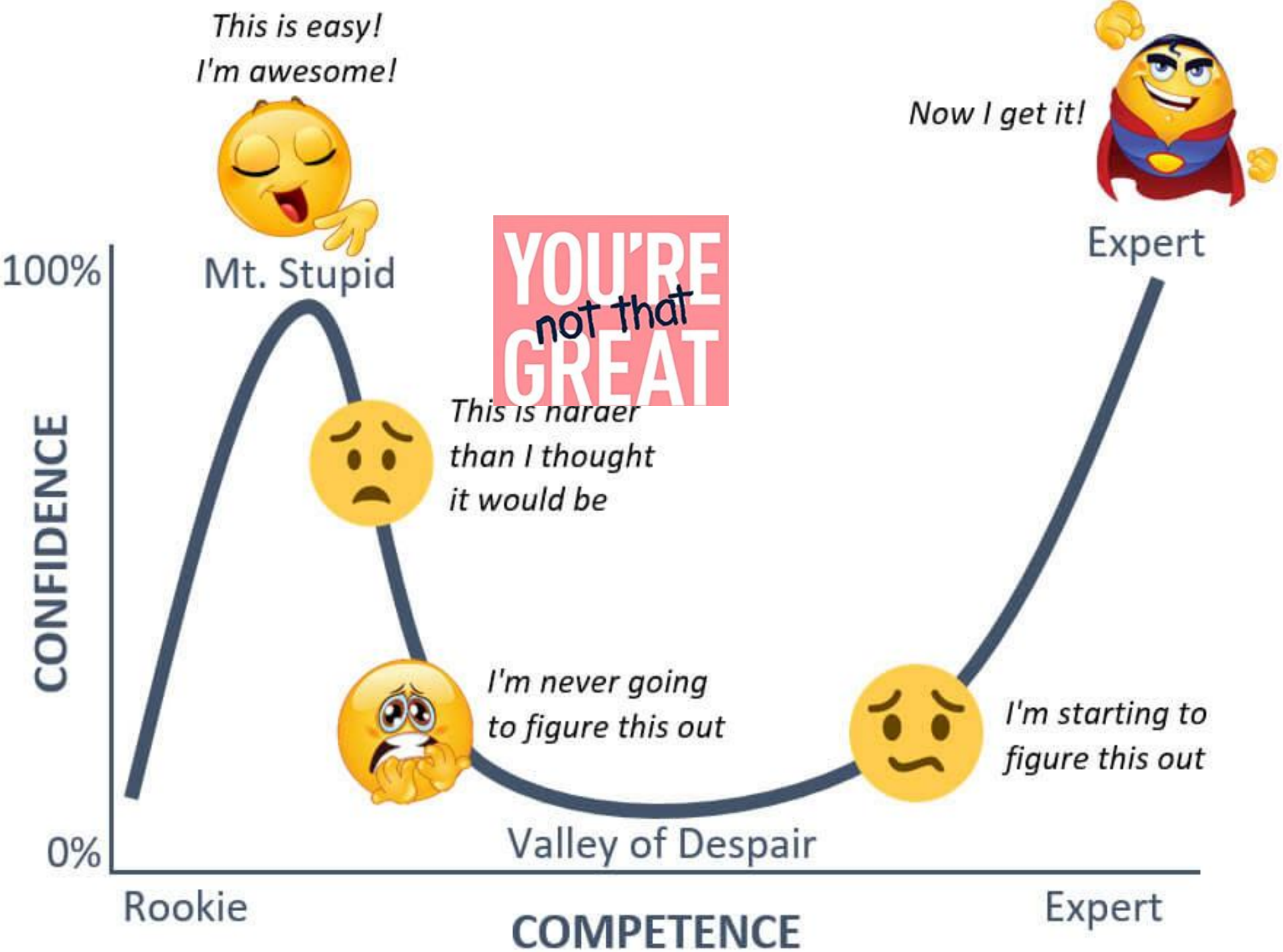


The Dunning–Kruger Effect

- The **Dunning (Michigan)–Kruger (Cornel) effect** is the cognitive bias whereby people with low ability at a specific task overestimate their ability, and the opposite effect for high performers: their tendency to underestimate their skills.
- The Dunning–Kruger effect is usually measured by comparing a subject's own self-assessment with objective performance standards. The Dunning–Kruger effect can lead people to make bad decisions, such as engaging in behavior dangerous for themselves or others due to being unaware that they lack the necessary skills. It may also inhibit people from addressing their shortcomings to improve themselves.
- The psychological phenomenon of **illusory superiority** was identified in Kruger and Dunning's 1999 study "Unskilled and Unaware of It: How Difficulties in Recognizing One's Own Incompetence Lead to Inflated Self-Assessments".

Dunning-Kruger Effect





Reminder

- INTENT is what you mean
- IMPACT is how you come across to others – what you get done
- **You know what your intent is, others do not
 - Causes misunderstandings?
- **Partners, bosses, and the public only see impacts
- **First impressions LAST
- **No prizes for trying hard

CHAIN OF BLAME

If you allow others to speak poorly of management, administration, and or the organization; you have just sanctioned them to speak poorly of you.

Negativity festers into sores that are hard to heal and spread like a bad rash.

#1 reason for low morale.

