

TRAINING & DEVELOPMENT PROGRAMME

Knowledge Network

Webinar Series

Staying Motivated while Staying at Home

Wednesday, 6 May 2020 | 8.30 am to 9.00 am



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Rewind the clock



- ▶ Sudden move to remote working
- ▶ Creating home office
- ▶ Learning
- ▶ Checking in with each other
- ▶ Online workouts
- ▶ New hobbies
- ▶ Lots of information

Forward to now



- ▶ Novelty worn off
- ▶ Fatigue
- ▶ Irritability
- ▶ Worry
- ▶ Uncertainty
- ▶ What's the point?

Working from home reduces motivation

Harvard Business Review

- 2010 – 2015
- 20,000 workers
- 50 organisations
- Those working from home less motivated
- Exacerbated when there is no *choice*

Why motivates people to work?

Harvard Business Review

- Play
- Purpose
- Potential
- Emotional Pressure
- Economic Pressure
- Inertia

Positive motivators

Harvard Business Review

- Play - motivated by the work itself
- Purpose – work outputs are aligned to your values or identity
- Potential – the activity will benefit your identity

Negative motivators

Harvard Business Review

- Emotional pressure - you work because some external force threatens your identity
- Economic pressure - an external force makes you work (gain a reward, avoid a punishment)
- Inertia – not sure why you are working
- *These are likely heightened in the current crisis*

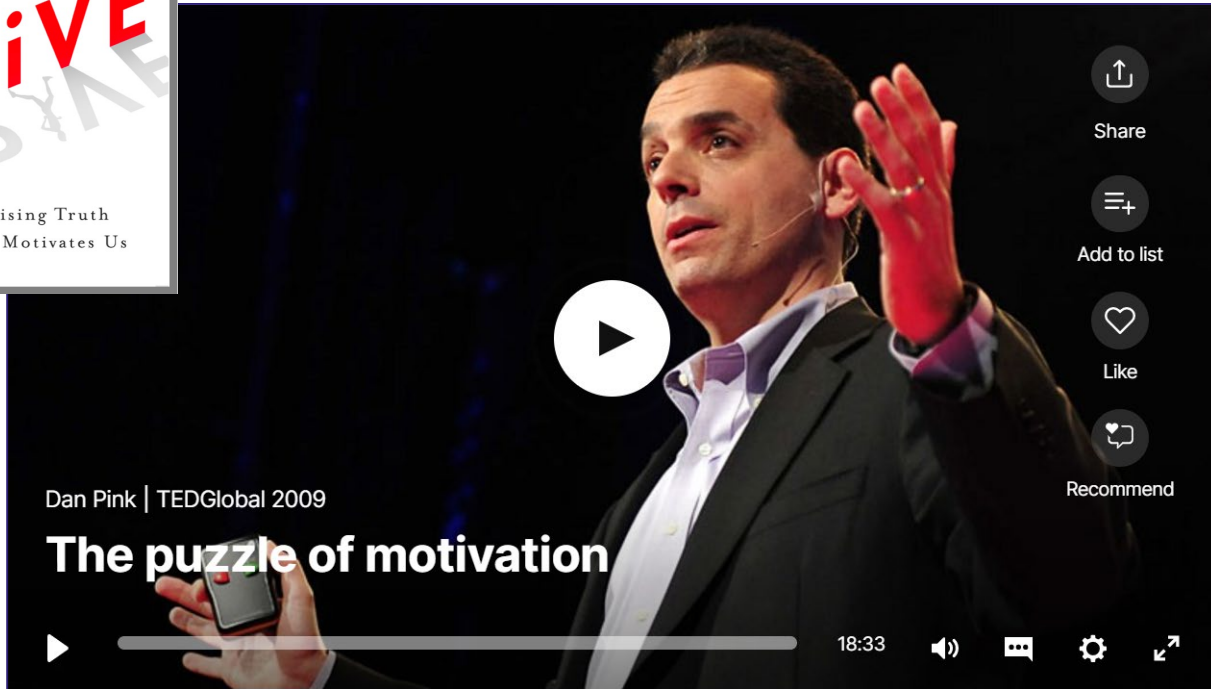
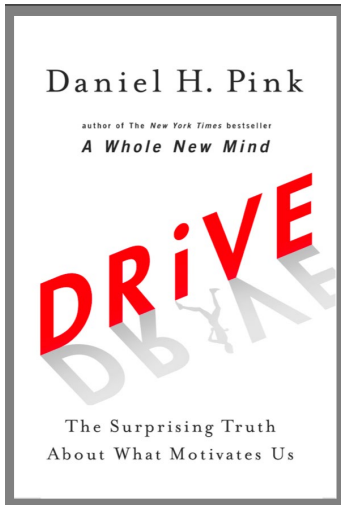
How do we motivate ourselves in the midst of the crisis?



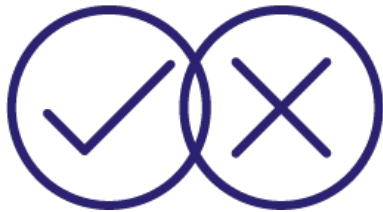
Motivation
theory



Apply it



Daniel Pink



Traditional carrot/stick approaches limited value

- ▶ Routine tasks
- ▶ Can't increase the complexity
- ▶ Limited cognitive capacity needed

(assuming our baseline/threshold needs are met)

The problem with the carrot and stick



- ▶ Impact on intrinsic motivation
- ▶ Impact on performance
- ▶ Impact on creativity
- ▶ Impact on good behaviour
- ▶ Encourage short cuts
- ▶ Addictive
- ▶ Foster short term thinking

Self Determination Theory

We have innate psychological needs

When satisfied, we are

- More motivated
- More productive
- Happier

Heavily researched

Create environments for these needs to flourish





Type I Behaviour

- Is made, not born
- Is sustainable
- Is a renewable resource
- Promotes greater physical and mental well-being
- Is driven by innate psychological needs

Type I Behaviour



Autonomy



Mastery/Competence



Purpose

Autonomy

- We have choices
- What I do is of my own volition
- Source of my own actions
- Not about independence
- Accountability still important

Mastery/Competence

- Effective at meeting day to day challenges
- Demonstrating skills
- Developing and learning
- Flow – Mihaly Csikszentmihalyi

Purpose

- Sense of connection
- Contribution to a higher purpose
- Work is meaningful
- Aligned to our values

Autonomy (Choice)



Autonomy (Choice)

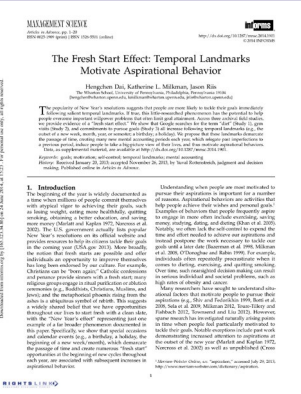
- Routine
- Structure
- Say yes/no to
- Fresh start effect – behavioural economics

Autonomy (Choice)

Fresh start effect

Temporal Landmarks
Motivate Aspirational Behaviour,
by Hengchen Dai, Katherine L. Milkman, Jason Riis

- At the start of a new year, we feel like we have a clean slate.
- It's the fresh start effect...all of my past failures are from last year and I can think 'Those are not me. That's the old me/That's not the new me. New me isn't going to make those mistakes



Autonomy (Choice)

- Routine
- Structure
- Say yes/no to
- Fresh start effect
- Information exposure
- Exercise and diet
- Sleep
- Nudges/prompts – will help you make the better choices

Mastery/Competence

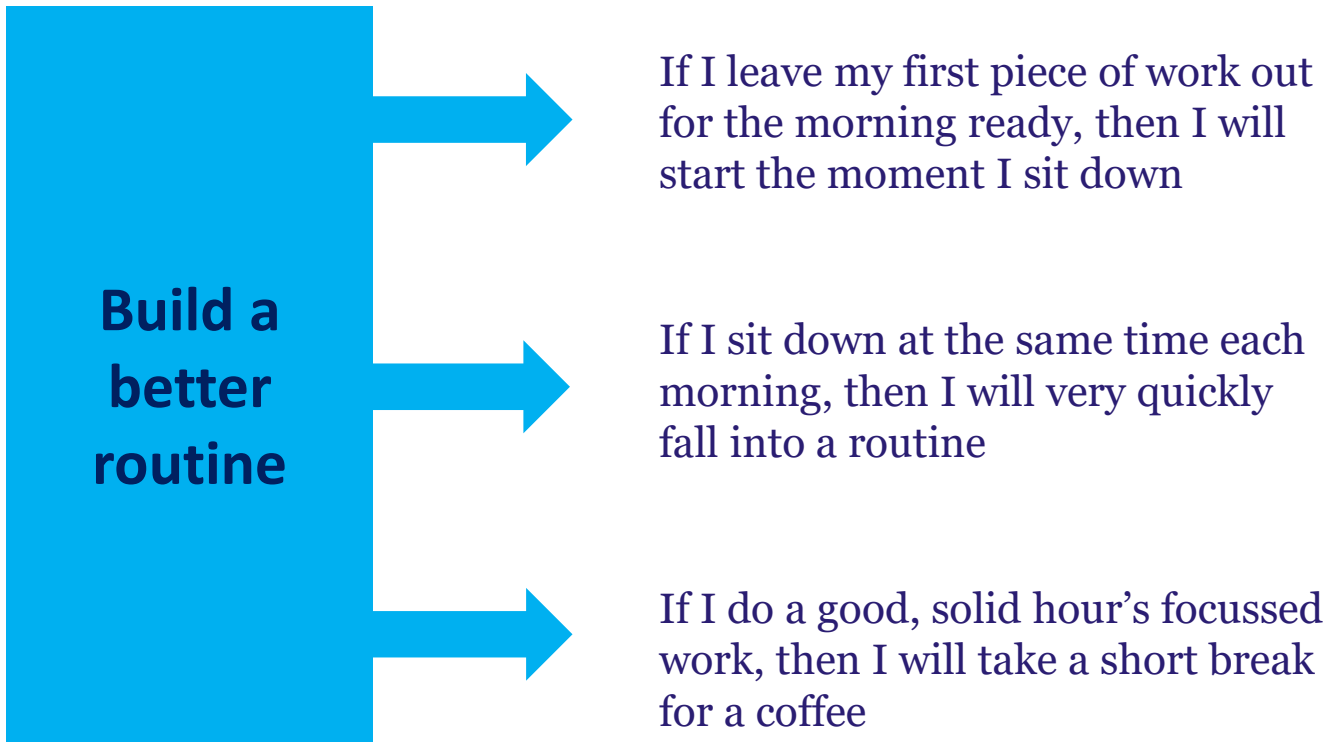


Mastery/Competence

- Dedicated workspace
- Minimise distractions
- Set goals
- If...then/implementation intention

Mastery/Competence

If...then/implementation intention



Mastery/Competence

- Dedicated workspace
- Minimise distractions
- Set goals
- If...then / implementation intention
- Planning fallacy
 - Optimism bias
 - Underestimate the time needed
 - Not only largest scale projects
- Pomodoro Technique
- Regular breaks

Purpose



Purpose

- Focus on the bigger picture
- Stephen Covey matrix – not urgent/important work
- Connect with people
- Do something nice for someone else