

The Great Motivation Myth Values, Motivation and Emotional Investment

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“Untangle” Personality Dynamics!

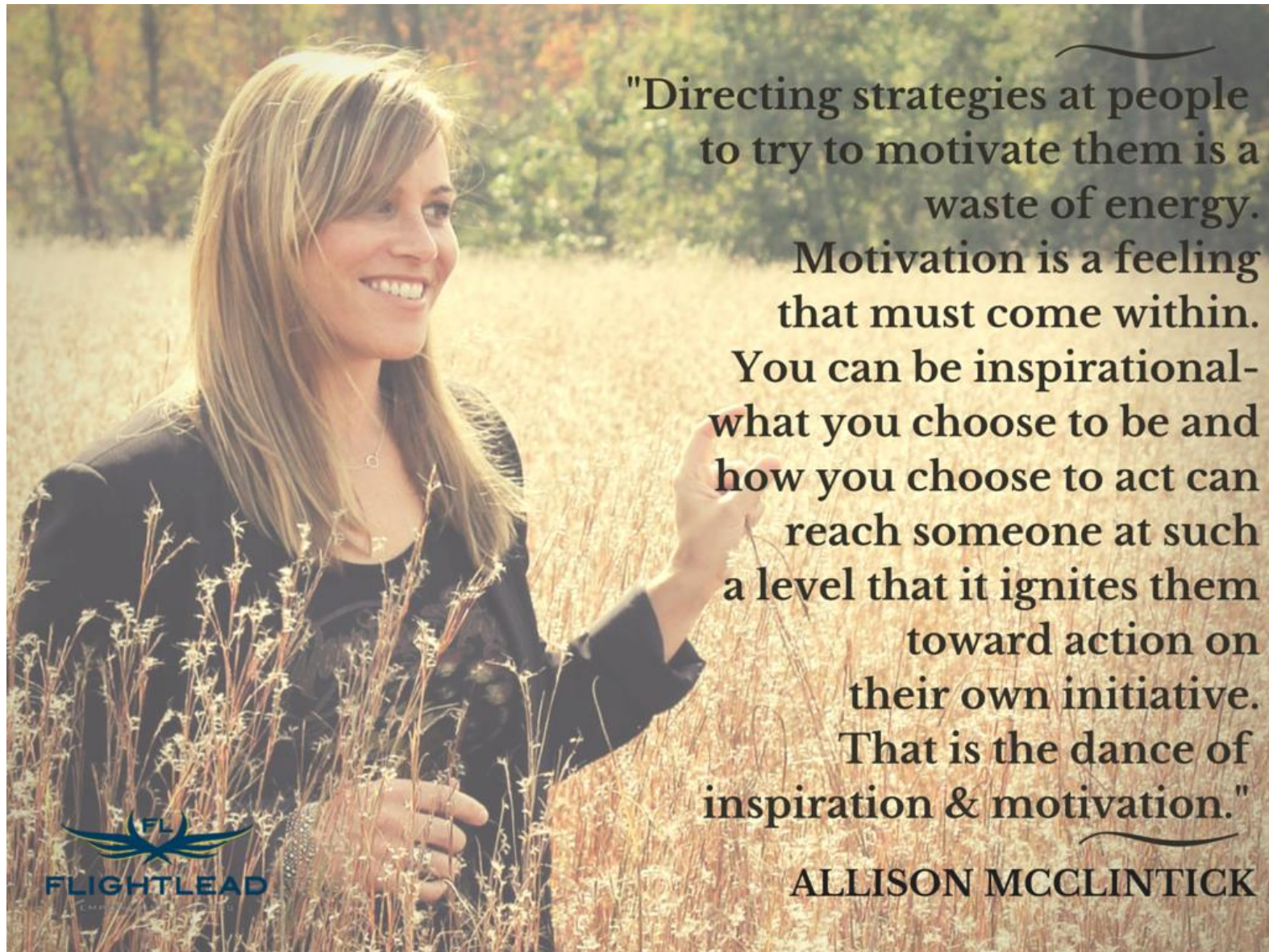
- Patterns of Thinking
- Patterns of Decision Making
- **Patterns of Behavior**
- Patterns of Communication

We INFLUENCE through Communication

Leadership IS Influence....

Reality Check: I cant tell you how to motivate “your people” ...

- **You need to know “your people”**
- **You need to hear “your people”**
- **You need to accept “your people”**



"Directing strategies at people to try to motivate them is a waste of energy. Motivation is a feeling that must come within. You can be inspirational-what you choose to be and how you choose to act can reach someone at such a level that it ignites them toward action on their own initiative. That is the dance of inspiration & motivation."

ALLISON MCCLINTICK

Motivation must come from
within...

And it is ABSOLUTELY attached to
VALUE.

Heifitz and Linksy....

People don't fear change.

They fear

LOSS.

When people demonstrate a lack of motivation or emotional investment:

1. Their values are not aligned
2. Their values are being “threatened”

Which..

Indicates the void or loss of something that they DO value...

When organizations try to offer incentives and no one really responds to it or there is a lack of motivation...

It is because they don't VALUE the incentive

Or

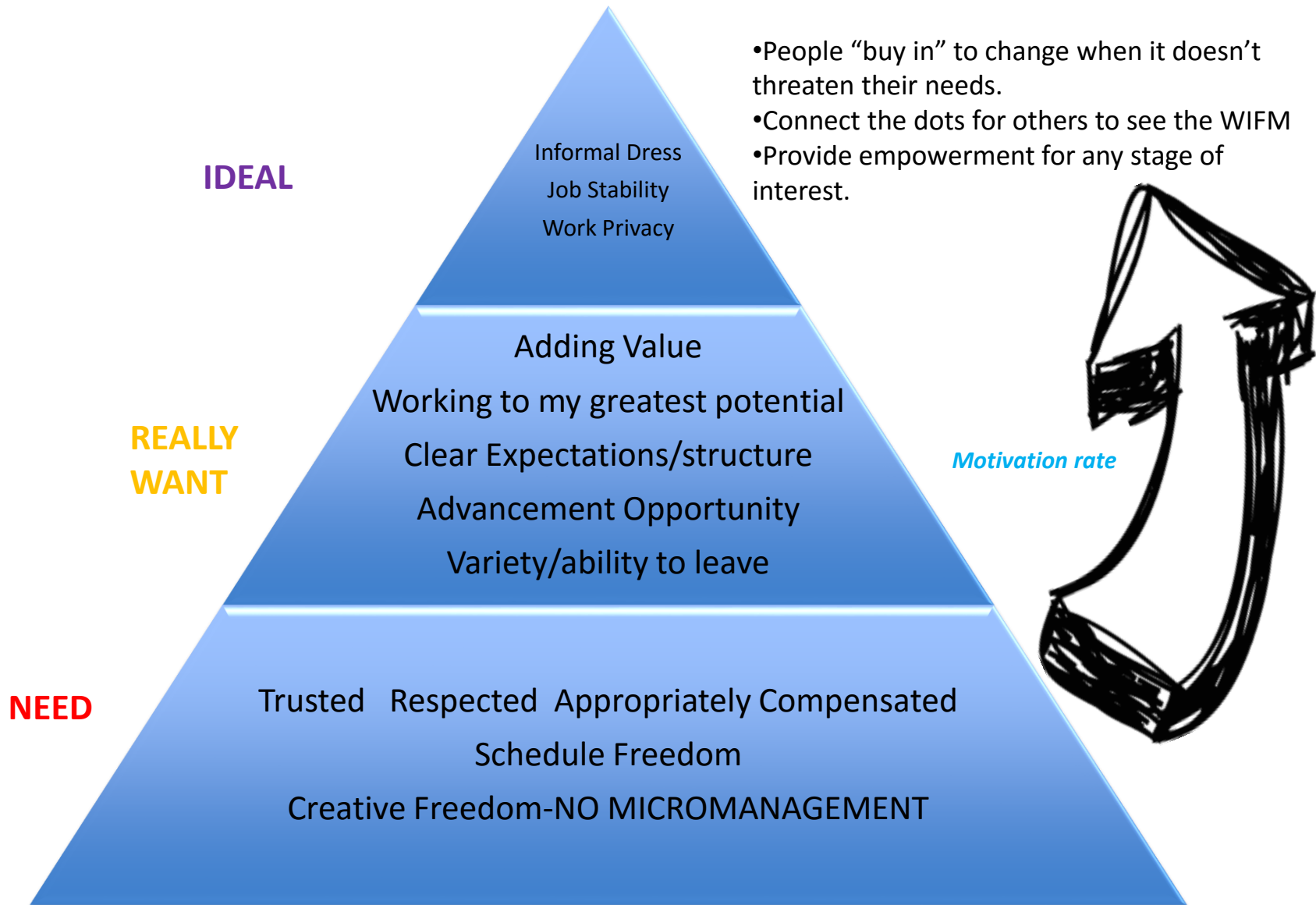
Some other value is competing and **WINNING**.

WIFM

EPN'S

Emotional Professional Needs are the “things” that each person “needs”, in varying degrees of importance, that must be fulfilled for 100% job satisfaction, emotional investment, motivation and positive attitude.

- We all have them.
- When they are met=emotional investment
- When they are not met, engagement suffers.
- **When conflict exists, an EPN is not being met.**



“Failure” occurs when the fundamentals are not met.

Degrees of failure may occur when the rest are not met.

➤ *You need to know what YOUR EPN's are... find the gaps and ask...what can I control? And then fix it. For what you cannot control, let it go or make a decision.*

➤ You need to know what other people's EPN's are.....

1. Creative surveys on what makes them 'tick'
 2. One to one conversation
 3. Intentional listening to informal conversation.
 4. Intentional inquiry when dealing with conflict.
 5. Group activities
- etc....

➤ Once identified, determine what YOU can do.

➤ Do it, if possible. Then let it go.



RANK THE CHOICES FROM 1-10 (1 being the most, 10 the least) by answering the following question:

In general, I would be most motivated by:

- _____ Making more money per month.
- _____ Having total schedule freedom.
- _____ Doing only the things I love to do at my job.
- _____ Having more time off.
- _____ Receiving more praise.
- _____ Calling my own/the shots
- _____ Having more opportunities for power/leading others.
- _____ To work entirely alone.
- _____ To work in a conflict free environment.
- _____ To have more friendly interaction or friendships with people at work.