

# **Stealth Engagement**

## The Hidden Motivators that Drive Performance

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### **Agenda**

- Identify four intrinsic needs that engage employees
- Activate intrinsic needs through learning, management, and HR strategies
- Write a plan to implement at least one new concept

### The Best Holiday

'Twas the day after Christmas. A vacation for me but not, unfortunately, for the rest of my family, so I'm left to my own devices. What to do? Let's see: there's that picture that needs to be hung, but I'll have to paint over the black marks left by the photo of Aunt Mable.

Wow. There are black marks in every room. Two hours later I'm still spot painting the house. Stranger still, I'm enjoying it. What's going on?

Oh, yes. Painting was my choice. When we follow our own decisions, we are motivated and satisfied.

### Motivation That's Habit Forming

Everyone knows it's tough to quit smoking, but why do people start? Cigarettes have a warning label. In Europe it covers half the pack! What's the motivation to begin an activity that everyone knows will eventually kill them? No one would drink a household cleaner even though the warning label is less prominent!

Despite the obvious dangers, many people begin smoking to be cool, to be in, to be part of the group. Social belonging is one of the strongest human needs – and it crosses cultures.

Tap into belonging and you can motivate for life!

### Great Groups

Andy is a wonderful musician, teacher, and storyteller. He teaches in schools, calls at square dances, leads choral groups, and plays a mean accordion. What Andy doesn't realize is that he's an expert at fostering teamwork. He has the ability to lead without being in charge – even though he's the "director".

One comment while leading a choir of novice singers summarizes his philosophy. He said, "Here's how you harmonize. Listen to the person next to you and sing something a little different." One objective but each contributes uniquely.

Whether musicians, teams, families, or communities, great ones harmonize.

### Good Grief!

He didn't just invent Charlie Brown; he created the whole universe of Peanuts. Daily comics, Sunday strips, books, TV, movies, products, endorsements, he was involved in all of it--including marketing the "empire." He even drew some cels for the animated flicks.

Charles Schulz was clearly the parent and manager of a world of comic inspiration. Before retiring, Schulz drew two months of comics. Astonishingly, he died the day before the last strip ran. The deep connection between passion and purpose was broken.

Sever links to a meaningful life, and you may relinquish your reason for living.

### Discussion

*What is the source of motivation in your assigned story? What need is being met? How can this example of motivation be applied to workplace learning?*

## *Autonomy*

To exercise choice and control

## *Belonging*

To connect with and relate to others

## *Competence*

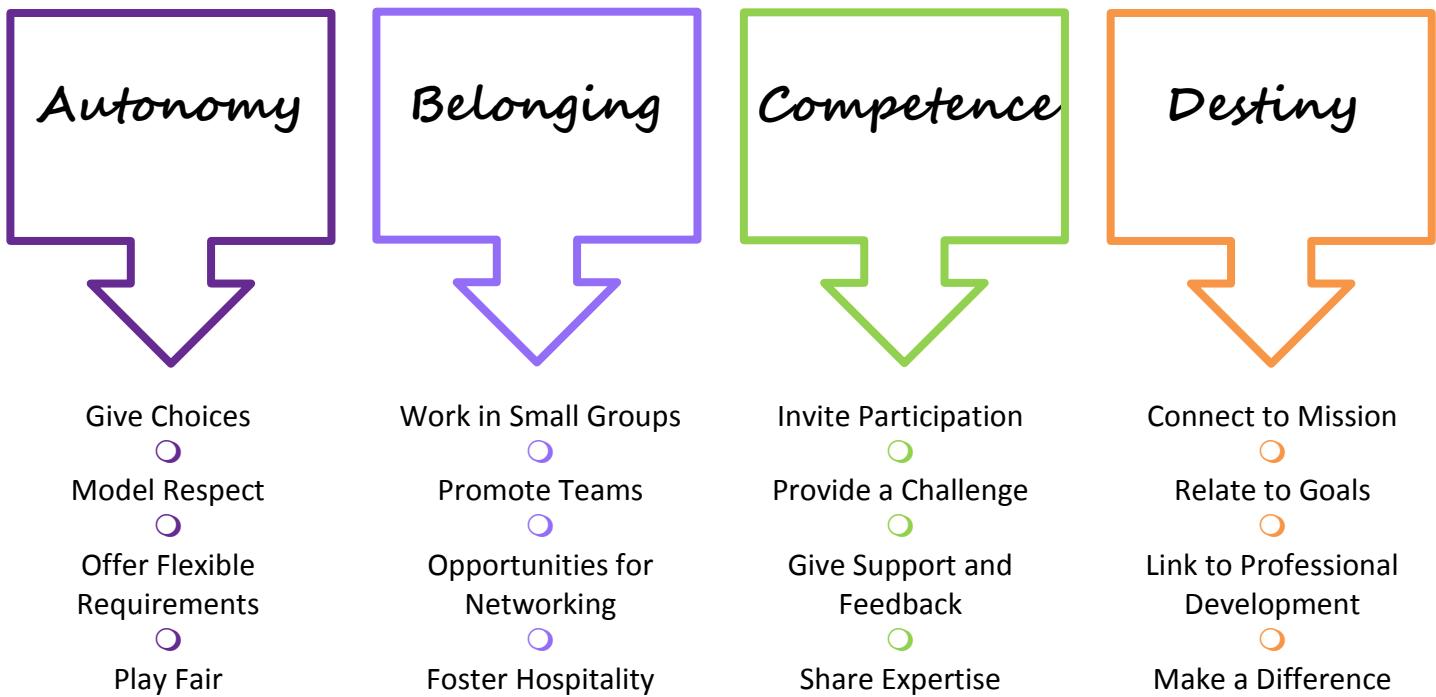
To demonstrate or increase expertise

## *Destiny*

To fulfil a sense of purpose or meaning

	<b>Training</b>	<b>Performance Gap</b>	<b>Coaching</b>	<b>Feedback</b>
<i>Autonomy</i>				
<i>Belonging</i>				
<i>Competence</i>				
<i>Destiny</i>				

To Create More...



### Action Plan

Work or Organizational Issue:

What is the hidden need for...

Autonomy

Plan to increase A,B,C, or D...

Belonging

Competence

Destiny

### Resources

#### Books and Articles

Csikszentmihalyi, Mihaly, *Creativity*, Harper Collins, New York, 1996.

Deci, Edward and Flaste, Richard, *Why We Do What We Do*, Penguin Books, New York, 1996.

Pink, Dan, *Drive*, Riverhead Books, New York, 2009.

*Keep on Learning...*



## *Free Newsletters*

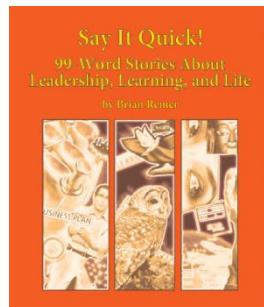
### **The Firefly Newsflash**

Discoveries, Ideas, and Activities  
about Leadership and Learning  
[thefirefly.org](http://thefirefly.org)

## *Training Resources*

### *Say It Quick!*

- 99 Stories
- 22 Activities
- Writing Tips



### **99s on the 9th**

A ready-to-use team discussion  
starter that begins with a story  
written in exactly 99 words  
[99-words.com](http://99-words.com)

### *Words of Wisdom*

- 52 Cards
- 15 Activities
- Facilitator's Guide



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