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## Understanding Motivation

"In the end, people only do what they want to do..."

A leader's job, then, is not so much to make them **do** the right things as to make them **want** the right things."



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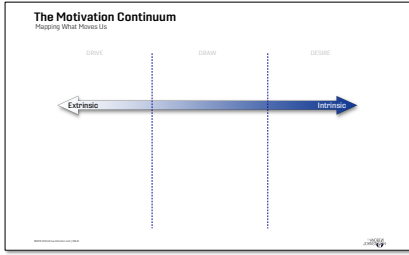
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## The Motivation Continuum



DEGREE DEGREE DEGREE

Extrinsic Intrinsic

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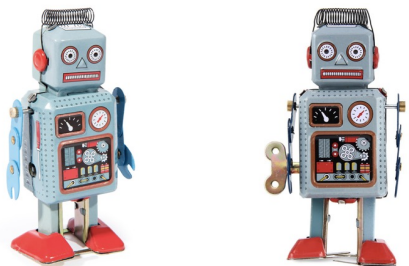
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## Extrinsic vs. Intrinsic Motivation



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## Important Considerations

- **Ease.** How *easy* is it to produce?
- **Strength.** How *strong* is it?
- **Duration.** How *enduring* is it?
- **Future.** How does it effect *Future Interactions* (e.g. relationship and commitment)?



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## Drive

People perform in reaction to stimulus...



**Extrinsic**

**Examples:** Fear, Guilt

**Ease:** High, Anyone & Anytime

**Strength:** High

**Endurance:** Low

**Future:** Desensitizing & Avoidance, Escalation, Damages relationship, and commitment.

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## Draw

People perform in response to stimulus...



**Examples:** Cash & Prizes, Relationship

**Ease:** Depends on Resources

**Strength:** Depends on Resources

**Endurance:** As Long as Resources Last

**Future:** Relocates allegiance and commitment. Detracts from inherent value. Draws attention externally (to incentive).

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## Desire

People perform for themselves...



**Examples:** Cause  
Calling

**Ease:** Difficult to Foster

**Strength:** Very High

**Endurance:** Very High

**Future:** Self Sustaining. Creates New Relationships & Deeper Commitment.

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## To Foster Intrinsic Motivation...

...Pump Up the Purpose.



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## Why Purpose Matters

- **Motivation, Fuel**  
"Creatures of Conviction"
- **Resilience & Engagement**
- **Busywork vs. Worthywork**  
Overworked vs. Underworked



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PEOPLE DON'T **BURN OUT** FROM TOO MUCH TO DO, BUT FROM TOO LITTLE **REASON** TO DO IT.

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### Strategies to Pump Up the Purpose

1. Don't be Shy of the Why
2. Reflect & Refine Your Own Purpose
3. Motivate From the Value Side
4. Welcome Questions, Pushback, etc.

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### 1. Don't Be Shy of the Why

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## Signs of Puny Purpose

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## Signs of Puny Purpose

- Angry
- Lack of Joy
- Lack of Pride
- Distracted
- Procrastination
- Tired, Burnout
- Frustrated
- Minimal Commitment, 1/2 Efforts
- Giving Up Easily
- Derailed by small things
- Personal (not purpose-full) Conflict
- Low Emotion

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## Wimpy Whys

Beware of **Diminishing Impact** and **Desensitization**

- To Get Money
- To Get Approval (supervisor's or others')
- To Counteract or Avoid Undesirable Things (Fear)
- To Be Successful

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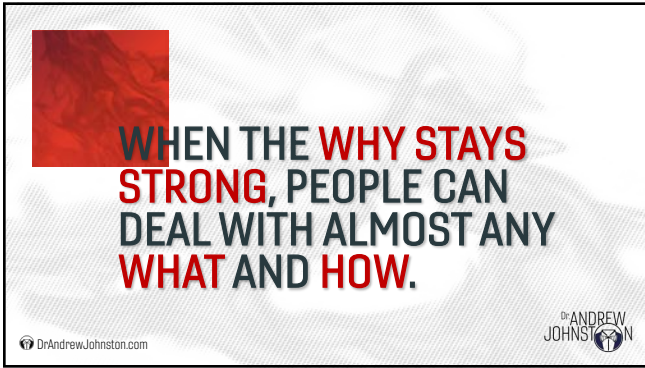
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**WHEN THE WHY STAYS STRONG, PEOPLE CAN DEAL WITH ALMOST ANY WHAT AND HOW.**

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### Making Meaning at Work

Few jobs are consistently or perfectly aligned with purpose. **Discovering, Creating, and Labeling Connections** to purpose makes meaning and inoculates people against busywork and burnout.



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### Meaning Makers & Breakers

Makers	Breakers
<ul style="list-style-type: none"><li>• Rituals</li><li>• Look Behind &amp; Beyond</li><li>• Means vs. End</li></ul>	<ul style="list-style-type: none"><li>• End vs. Means</li><li>• Counter to Purpose</li><li>• Purpose Blockers</li><li>• Time</li></ul>

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**SELFASSESSMENT:**  
**How are you at Welcoming, Elevating, and Connecting to The Why?**

Sketchy (Cloudy or Inconsistent) ←  → Solid (Clear & Consistent)

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**2. Reflect & Refine Your Own Purpose**

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**Attitude Toward the Vision/Mission...**

Commitment  
Enrollment

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Genuine Compliance  
Formal Compliance  
Grudging Compliance  
Noncompliance  
Apathy

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## Meddlesome Myths

- ~~Purpose is something you find.~~  
Purpose is something you Build, Look For, Extract, Elevate
- ~~Purpose is singular~~  
Purposes is more accurate; it's not a Dot but a Cloud, a Collection.
- ~~Purpose is static~~  
Purpose is living, subject to Nuances and New Things.

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## Pieces of Purpose

**Cause/Concern**  
Issues, Emphases, Values, etc.

What issues or concerns compel me to act? What values come up again and again? What failures or violations disturb me the most? What should always be championed or advanced? What should always be fought, or opposed?

**Competence**  
Talents, Abilities, Skills, etc.

What tasks, projects, activities fuel me? Make me feel potent and capable?

**Context**  
Environments, locations, people, situations, etc.

What environments make me feel alive, invigorated? What situations do I gravitate towards? What are the elements or characteristics of contexts that seem to "fit" me well?

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## Pieces of Purpose

**The Sweet Spot**

The convergence of these three spheres is **especially rewarding, fulfilling, life-giving**.

It's not always a successful or "safe" place but it is (surprisingly) **sustaining and feels worthy** of your investments.

**Cause/Concern**  
Issues, Emphases, Values, etc.

**Competence**  
Talents, Abilities, Skills, etc.

**Context**  
Environments, locations, people, situations, etc.

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SELFASSESSMENT:  
How **clear** are you about your personal sense of purpose?

Sketchy (Cloudy or Inconsistent) ←  Solid (Clear & Consistent)

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### 3. Motivate from the Value Side

(Not the Cost Side)

What is the **Investment?**      What is the **Return?**



Cost Side      Value Side

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**WHEN YOU'RE ASKING A LOT, DON'T DOWNPLAY THE COST, TELL 'EM WHY ITS WORTH EVERYTHING THEY'VE GOT.**

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**SELFASSESSMENT:**  
**How consistently do you motivate from the Value Side?**

Sketchy (Cloudy or Inconsistent) ←  Solid (Clear & Consistent)

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### 4. Get Messy

(Welcome Questions, Pushback, and Decisions You Wouldn't Make)

**"Build Believers, not Followers;  
Co-Leaders, not Clones"**



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**SELFASSESSMENT:**  
**How well do you create choices and welcome the opinions and pushback characteristic of "Co-Owners"?**

Sketchy (Cloudy or Inconsistent) ←  Solid (Clear & Consistent)

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# Influence Factors



- Liking
- Social Proof
- Reciprocity
- Scarcity
- Consistency
- Authority

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## Resources, etc.

For copies of slides, resources, and other materials, visit the *Client Login & Downloads* section at [Dr.AndrewJohnston.com](http://Dr.AndrewJohnston.com) and click on CLA | Outcomes 2024.



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## Lenses

- Illuminate **hidden factors** influencing your own decisions and others'
- Consider how you can overcome or remove **unnecessary and unproductive barriers** to persuasion and change.
- Tune your sensitivity yourself to **manipulation or misuse** of influence factors



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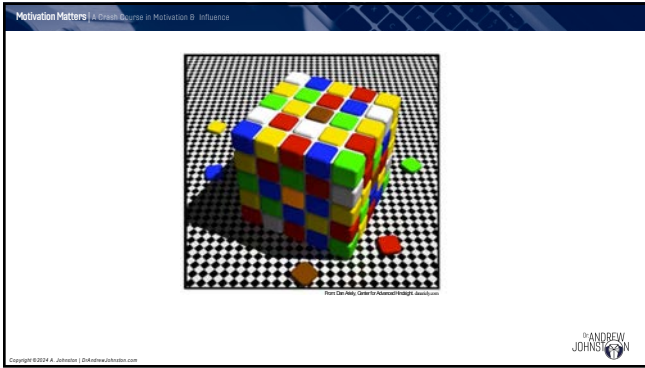
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## Which offer would you choose?

Version	Version
1	2
68%	16%
32%	0%
	84%

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## Is this saw expensive?



**\$895.05**  
~~**\$1,199.00**~~

LOWEST Price on the Web... Shipping is FREE!

**LOWEST PRICE GUARANTEE** BEST PRICE - we beat FREE shipping - call for details. QUESTION? Call us at 800.383.1321

Cutsalot Signature SL Table Saw

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## Is this saw expensive?



**\$895.05**  
~~**\$1,199.00**~~

LOWEST Price on the Web... Shipping is FREE!

**LOWEST PRICE GUARANTEE** BEST PRICE - we beat FREE shipping - call for details. QUESTION? Call us at 800.383.1321



**\$9,500.00**

Cutsalot Signature SL Table Saw

Cutsalot Commemorative Edition 18k Gold Plated Table Saw

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## Choosing a "Wingman"



Form A Tom Jerry

Form B

From Dan Avey, Owner of Advanced Insight, Inc.

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### Choosing a "Wingman"

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### Choosing a "Wingman"

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### Choosing a "Wingman"

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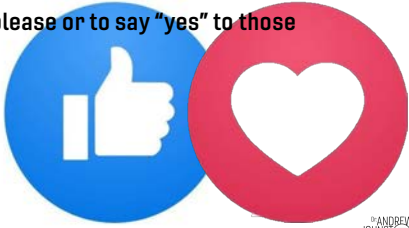
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## Liking

**INFLUENCE FACTOR 1**  
People prefer to please or to say "yes" to those they like.



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## What contributes to likability?



- Similarities**  
People who are like us
- Compliments**  
People who like us
- Cooperation**  
People who help us

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## Liking Correlates with Success

<b>Group 1</b> Don't waste time on small talk. Get right down to business	<b>Group 2</b> Pause to exchange personal info and identify some similarity, something you have in common.
<b>55% Agreement</b>	<b>90% Agreement</b> (Worth 18% more to both parties!)

Time may be money, but it pays off to be liked...

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## Liking

INFLUENCE FACTOR 1

How can you **illuminate personal similarities** to make you (and your persuasion) more appealing?

How can you **incorporate genuine compliments or cooperative experience** to increase your "likability"?



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## Social Proof

INFLUENCE FACTOR 2

People often look to the behavior of people like them to affirm or direct their own actions or choices.

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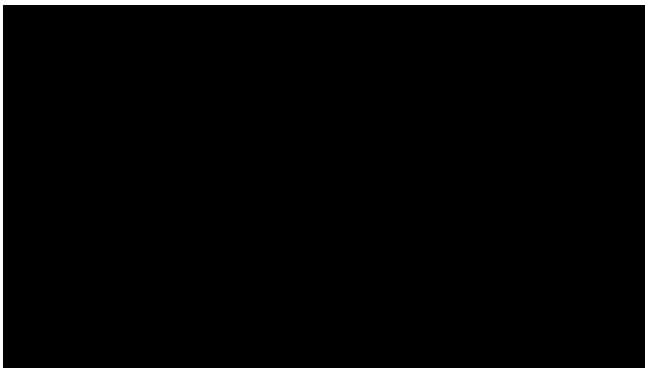
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### Social Proof



Choosing Apples **10%**

Choosing Candy **90%**

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### Social Proof



What would Batman eat?

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### Social Proof



Choosing Apples **48%**

Choosing Candy **52%**

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## Does Peer Pressure Work?



75% of the guests in this hotel choose to reuse their towels and do the same...

Compliance Rate:  
**68%**  
Choose to reuse their Towels

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## Peer Pressure & Road Rage



HOV 2+ ONLY  
2 OR MORE  
PERSONS  
PER VEHICLE

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REPORT  
HOV LANE  
VIOLATIONS  
921-HERO

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## Social Proof

INFLUENCE FACTOR 2

How can you use **identification with another person or group** to make your persuasion more appealing?

How can you use **the power of consensus or peer pressure** to increase inclination to support your proposal?



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Coffee with Dr. J

Executive Coaching for Leaders & Teams

Conversations that make the difference!

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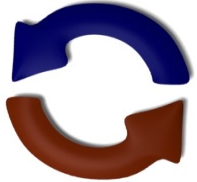
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## Reciprocity

INFLUENCE FACTOR 3

People feel an obligation to return favors and to repay what has been given to them in kind.



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## Mutual Gains



**= 3% increase in tip**  
**= 14% increase in tip**  
**= 23% increase in tip**

It's not What, but How you give that matters.  
Make it **Personal & Unexpected**

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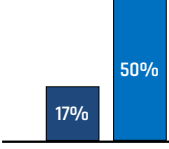
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## Mutual Concessions

Would you be willing to serve as a Big Brother/Big Sister to several juvenile delinquents for a **full year**?

Would you be willing to take 200 juvenile delinquents to the zoo?



17%	50%
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The same question, but in the second example the person "owes" the questioner a concession.

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## Reciprocity

**INFLUENCE FACTOR 3**

How can you use the principle of **mutual gains** to increase the inclination to support your proposal?

How can you **use a concession** to increase the inclination to support your proposal?



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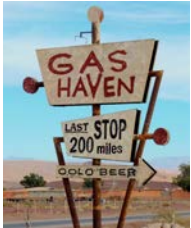
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## Scarcity

**INFLUENCE FACTOR 4**

People tend to over value things that are rare, exclusive, or difficult to acquire.



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## Fear of Loss

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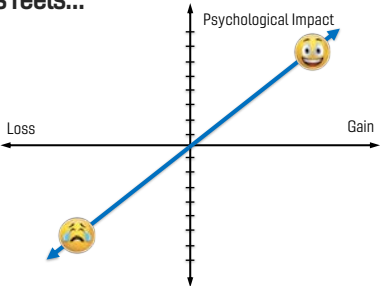
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## How loss feels...



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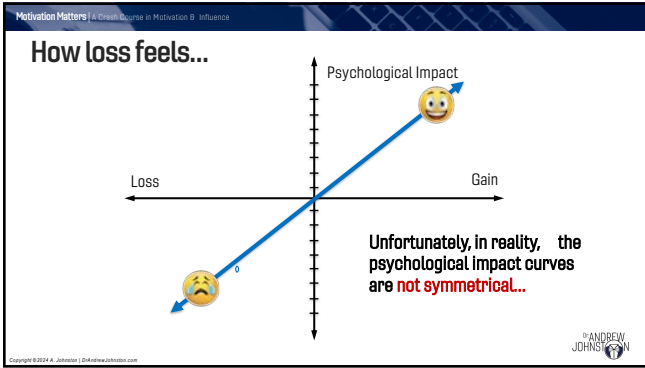
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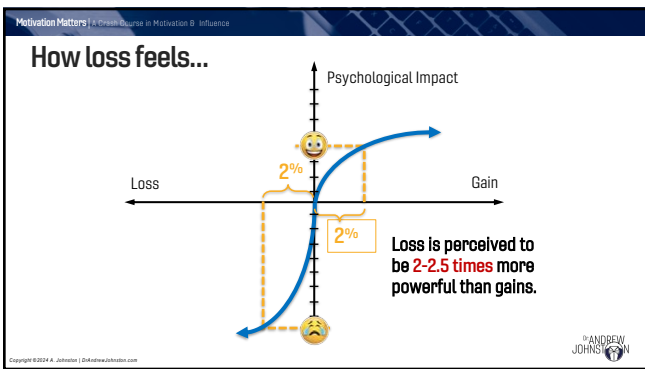
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## Scarcity & Exclusivity



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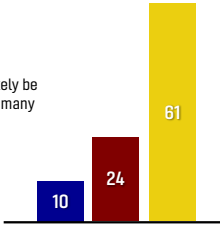
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## Scarcity & Exclusivity

1. **(Standard)** We have Australian Beef for sale. How many train cars would you like?
2. **(Scarcity)** Bad weather is coming and there will likely be a shortage of Australian Beef. We have it now, how many train cars would you like?
3. **(Scarcity + Exclusivity)** This report comes from our exclusive rep in the Australian Weather Service. No one else has this info... How many train cars would you like?



Scenario	Train Cars
Standard	10
Scarcity	24
Scarcity + Exclusivity	61

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## Scarcity

INFLUENCE FACTOR 3

How can you position your persuasion to help people **avoid loss**?

How can you position your persuasion to help people **take advantage of a special, rare, or fleeting opportunity**?



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## Consistency

**INFLUENCE FACTOR 5**

People feel the need to be consistent with their own words and actions.

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## Building Buy-In Little By Little



**Ask for Commitment**

- Voluntary
- Effortful (preferably written)
- Public

**Get them Involved**  
The Ikea Effect

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## Defaults



The stickiness of the status quo

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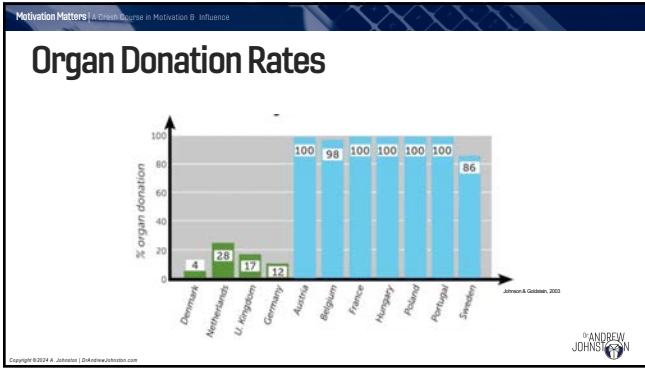
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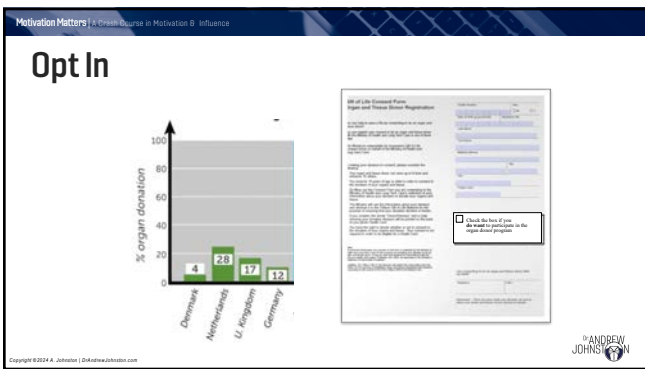
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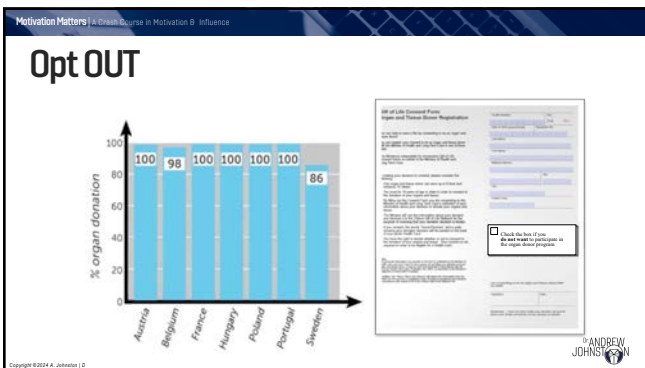
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## Complexity & Consistency

Complexity tends to make the status quo stickier by **strengthening the power of the default.**



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**Group 1**



**Majority  
Changed Decision**

**Group 2**



**72%  
Continued with  
Decision**

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## Consistency

**INFLUENCE FACTOR 5**

How can you **ask for** commitments or lead others to make **smaller commitments consonant with** your proposal?

How can you engage others **in creating the proposal** or enable them to **"try on"** the change/proposal?

How can you **make it simple** to support your proposal?



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## Authority

**INFLUENCE FACTOR 3**

People defer to experts and are more easily persuaded by those they perceive to be legitimate authorities.



The image shows a collage of photos from the Milgram experiment, a control panel with a sliding switch, and a book titled 'OBEDIENCE TO AUTHORITY' by Stanley Milgram. A large red diagonal banner with the word 'AUTHORITY' is overlaid on the collage.

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## Authority

**INFLUENCE FACTOR 3**

How can you **establish your credibility or expertise prior to your engagement** to strengthen your persuasion?

How can you design your proposal to come from **a position of authority**?



A sphere with various words like 'action', 'innovation', 'ideas', 'motivation', 'success', 'goal', 'social', 'action', 'innovation', 'ideas', 'motivation', 'success', 'goal', 'social' written on it.

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## What new ideas, insights, or strategies did you get out of this session?



A hand-drawn illustration of a glowing lightbulb with a hand holding a pen, drawing a squiggly line that loops around the base of the lightbulb.

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