







More and Better (with Less) | Leadership Lessons on Motivation, Engagement, and the Power of Purpose.

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."



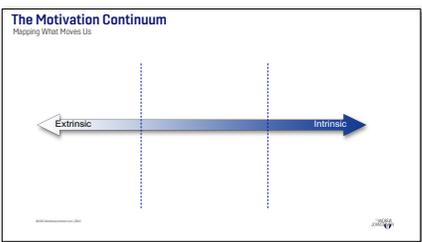
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The Motivation Continuum

The Motivation Continuum
Mapping What Moves Us

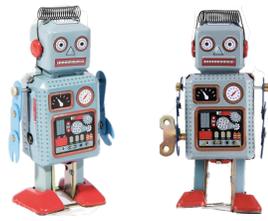


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Extrinsic vs. Intrinsic Motivation



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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)?

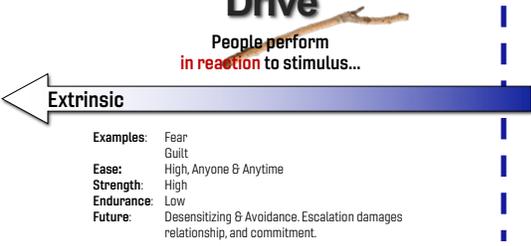


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Drive

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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PEOPLE PERFORM BEST WHEN THEY FEEL GOOD ABOUT THEMSELVES.

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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...



Intrinsic

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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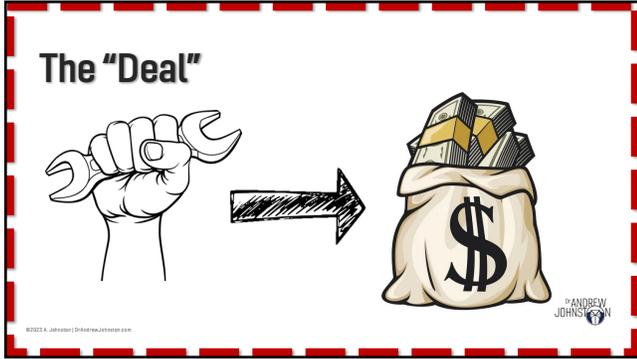
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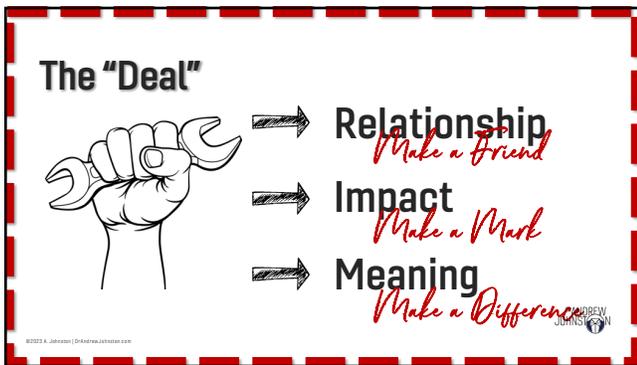
~~An Instructive Rant~~ Hissy Fit Word about Volunteers



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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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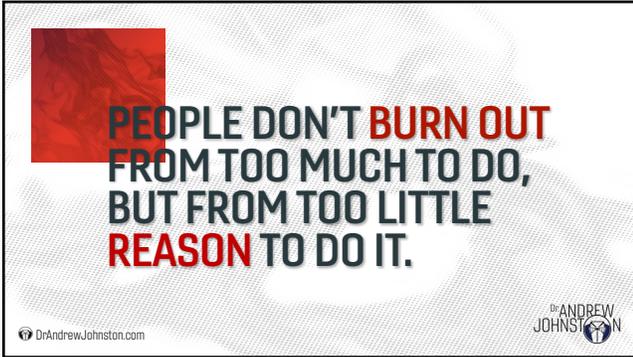
Why Purpose Matters

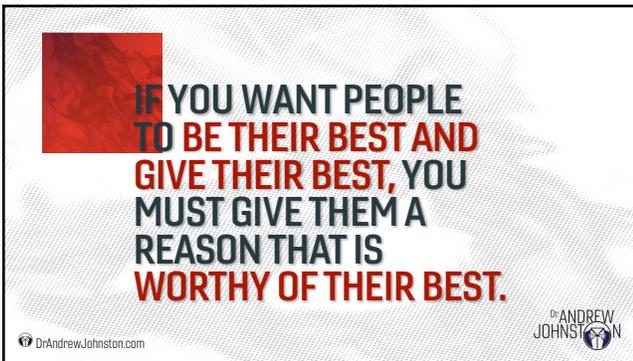
- **Motivation, Fuel**
"Creatures of Conviction"
- **Resilience & Engagement**
- **Busywork vs. Worthywork**
Overworked vs. Underworked

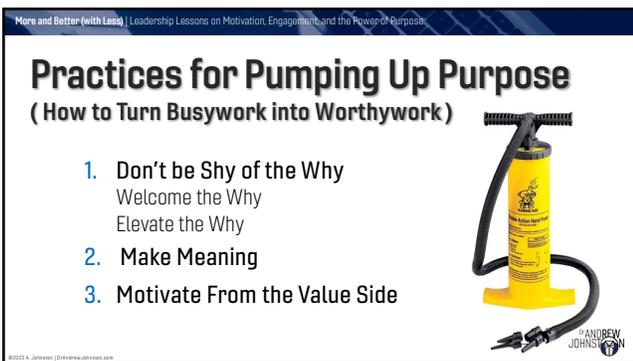


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Practices for Pumping Up Purpose (How to Turn Busywork into Worthywork)

1. Don't be Shy of the Why
Welcome the Why
Elevate the Why
2. Make Meaning
3. Motivate From the Value Side



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WHAT AND HOW MAY BE THE WHEELS OF YOUR ORGANIZATION'S PROGRESS, BUT **WHY IS THE FUEL** ON WHICH ITS PEOPLE RUN.

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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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Meaning Makers & Breakers

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



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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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(but with Less)

ENGAGEMENT

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What's the Difference?

Engaged vs. Involved Transformation vs. Transaction



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Characteristics of Engagement

✓ Buy-in	✓ Stay attentive	✓ Invest in it
✓ Care	✓ Motivated	✓ Spend time, energy
✓ I Want More	✓ Commitment	✓ Draws you in
✓ Concern	✓ Prioritize it	✓ Contribute to it
✓ Passion	✓ Others notice	✓ Advance it
✓ It Matters	✓ Tell others about it	✓ It's Personal
✓ Significance	✓ Active	✓ Sense of Ownership
✓ Serious about it	✓ Have opinions	

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What's the Difference?

Engaged vs. Involved Transformation vs. Transaction



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YOU ARE NOT IN THE TRANSACTION BUSINESS; YOU ARE IN THE TRANSFORMATION BUSINESS.

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YOU ARE NOT SIMPLY PREPARING CHURCH FOR THE PEOPLE; YOU ARE PREPARING PEOPLE FOR THE CHURCH.

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THE WORK OF THE CHURCH IS TO PUT THE CHURCH TO WORK.

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What Changes with Engagement?

UNINVOLVED	ACTIVITY	Feet (Presence)	→	Hands (Effort)	→	Heart (Care/Concern)
	MOTIVATION	Extrinsic (Outside)	→		→	Intrinsic (Inside)
	INVESTMENT	Minimal	→		→	Significant
	ACCOUNTABILITY	None	→		→	Full
	OWNERSHIP	None	→		→	Deep / Full

FULLY ENGAGED

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Stages of Engagement

Uninvolved Spectators or Passengers	Awareness People have knowledge of activities, events, or experiences that may or may not appeal to their interests or needs.	Participation People take part in activities, events, or experiences that appeal to their interests or needs.	Responsibility People take responsibility to complete tasks or make other meaningful contributions to the activity, event, or experience.	Influence People make decisions, lead, or contribute to plans defining the activity, event, or the experience of other participants.	Independent Wholehearted Discipline-Makers
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Which of these stages of engagement are the most challenging to foster? Why?

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Higher Engagement Challenges

- More **people and opinions** to wrangle. More "cooks in the kitchen"
- More **vulnerable/risky** for staff to depend on others
- **Shifts focus** of staff from doing the job to leading others to do the job
- **Gives influence away**, shares power
- Finding qualified people (**ability and initiative**)
- Depends on success of **previous levels, preparation**

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DRJC Engagement Model

Stage	Awareness	Participation	Responsibility	Influence	Independence
Stage Definition	People have knowledge of possible activities or experiences and their value. They learn about an activity or experience.	People personally participate in the activity or experience. They actively take part in an activity or experience.	People have responsibility for completing tasks or making meaningful contributions to the activity or experience. They contribute to an activity or experience.	People have ownership of the activity or experience and make decisions defining its content or direction. They help lead/direct, assess, or plan an activity or experience.	People own the activity or experience and recognize independent efforts to meet needs, build community, and create disciples outside the church.
Vital Behavior	Know	Join	Contribute	Own	Lead
Strategies	Make people aware of activities and experiences and the value of Marketing, Advertising	Shift people from disengagement to engagement. Make their experience more active and personal.	Help participants assume more responsibility for the experience. Assign minor task, responsibility. Formalize role or routine task, etc.	Share ownership of the experience or activity - encourage participants to draw from their personal experience, talent, and initiative to improve.	Encourage, support, incentivize, and recognize independent efforts to meet needs, build community, and create disciples outside the church.
Examples	• Strategic Web Design in Presence • Social Media & Communication Strategy • Directories, who meetings, try-on & "shop" events • Use Sunday wrap program, announcements, etc. • Create groups • Market the value not just the discipline • Report on previous or ongoing activities (e.g. partner work, events, etc.)	• Encourage/invite active involvement • Over-prepare • Design discussion role play, and other interactive learning • Encourage sharing • Invite personal and/or, opinions, stories, etc. • Remove barriers (e.g., provide childcare, identify storage areas, other multiple impressions) • Seek feedback, "how's it going?"	• Assign smaller tasks (reading out materials, collecting information, welcoming participants, sign-in/sign-out, etc.) • Identify and utilize a spectrum of small, easy, one-one-done, episodic acts up to larger, ongoing, or occasional ones.	• Honor specific tasks or responsibility. Formalize role and/or responsibility with title, role, title/leader, discussion leader, etc. • One supervisor or direction of other participants or volunteers. • Establish an Act or On-Leader Role • Create Feedback Council, or opportunity to contribute meaningfully to assessment, planning.	• Provide ongoing, consistent encouragement, resources (Accountability, mentoring, information/marketing, etc.) • Celebrate, recognize effort and activities. • Share others to participate in member-led activities outside the church, internet, etc.
Role	Audience	Participant	Volunteer	Lay Leader	Disciple-Maker
Position	Director	Designer	Contributor/Provider	Driver/Director	Explorer/Secretary

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DRJC Engagement Model | Stages of Building Engagement

Stage	Awareness	Participation	Responsibility	Influence	Independence
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Strategies to Increase Engagement

Steps
The journey to engagement is made up of many individual steps.

Give em an invitation	Give em a seat	Give em an activity	Give em a choice	Give em a job	Give em a say	Give em a role, or a bigger role	Give em people	Give em Resources, Support, Recognition
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In what ways might an increased emphasis on engagement influence...

Thoughts?

Suggestions?

Ideas?

- Pedagogy (Teaching Methods)?
- Volunteers & Lay Leadership?
- Communication & Marketing?
- Groups & Group Experiences?
- Member Service & Care?
- Facilities & Operations?
- Community Outreach, Partners?
- Administration & Planning?

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Food for Thought

What new ideas, insights, or strategies will you take with you from our time today?

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