

Outcomes

Ready

Steady

Go!

In this session, I will have the opportunity to ...

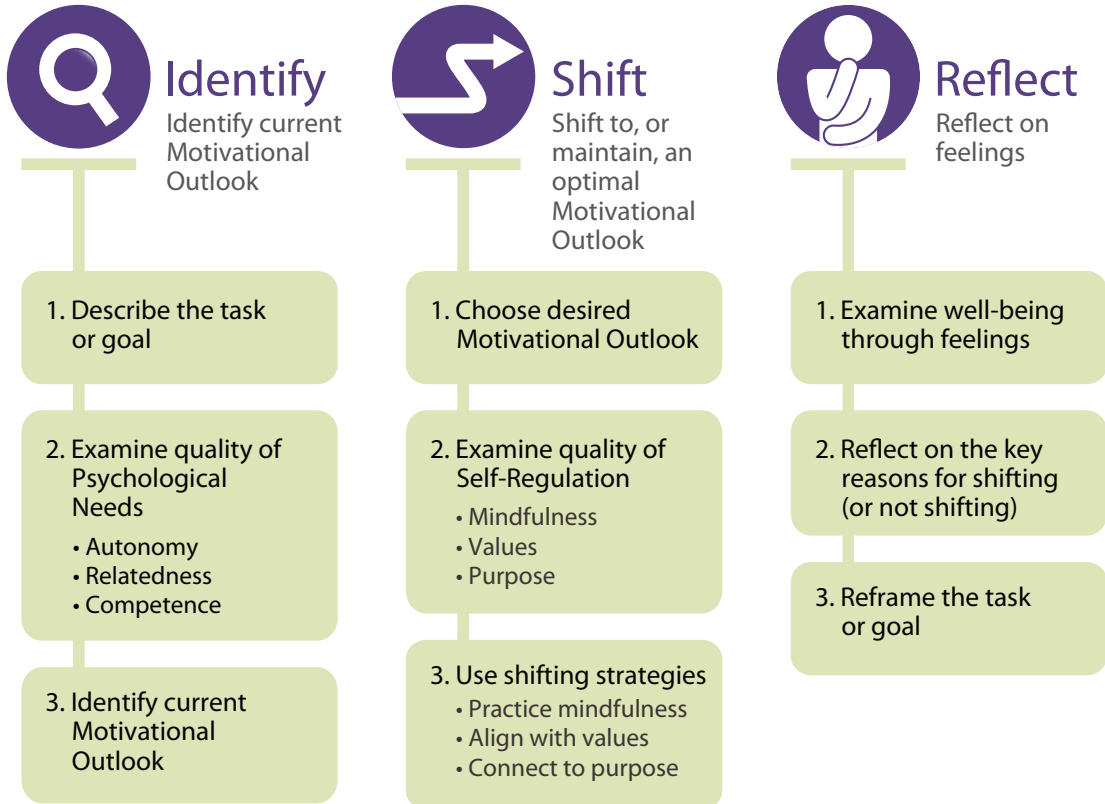
- _____ the three skills for activating Optimal Motivation
- _____ the three skills on a meaningful task or goal
- Create an action _____ to address a challenging motivational situation

My intentions ...

Sample

Three Skills for Activating Optimal Motivation®

To proactively shift to a more optimal Motivational Outlook, apply these three skills to any task or goal.



Sample

Examine Quality of Psychological Needs



A _____

Our need to ...

- Perceive we have _____.
- Recognize and feel we have _____.
- Have a sense of _____.



R _____

Our need to ...

- _____ and _____ by others.
- Feel _____ to others without concerns about _____.
- Contribute to something _____
_____.



C _____

Our need to ...

- Feel _____ at meeting everyday
_____ and _____.
- Demonstrate _____ over time.
- Feel a sense of _____ and _____.

Sample

Use Shifting Strategies

Workplace conditions, life circumstances, and their own patterns of behavior tend to undermine people's satisfaction of their Psychological Needs. There will never be a perfect workplace. This is why Self-Regulation is so essential to experiencing well-being in the workplace.

There are three primary Self-Regulation strategies for shifting to an optimal Motivational Outlook: Mindfulness, Values, and Purpose (MVP).

Shifting Strategies

Promote
Mindfulness



Align with
Values



Connect to
Purpose



Self-Regulation
is mindfully managing
feelings, thoughts,
values, and purpose
for immediate
and sustained
positive effort.

Sample

Promote Mindfulness



Promote
Mindfulness

What are signs mindfulness is not being practiced?

- _____
- _____
- _____

What are techniques for promoting mindfulness?

- _____
- _____
- _____

PROMOTE MINDFULNESS: PURSUE THE POWER OF WHY

To help yourself or someone else experience high-quality Psychological Needs and practice high-quality Self-Regulation, ask the simple but powerful question, "Why?" With each response, continue probing with another "Why?" question meant to dig deeper into the reasons the task or goal really matters. (Be sure to get permission and explain the purpose of the technique before using it with someone else.)

- Why am I (are you) interested in acting on or dealing with this task or goal? If I am (you are) not interested in this task or goal, why do you think that is?
- Why do I (you) want that?
- Why is that approach appealing to me (you)?
- Why is that important to me (you)?
- Why is that outcome meaningful to me (you)?

Sample

Language of Motivation

Language generates energy. It reflects beliefs and values. Listen to what your language tells you about your Motivational Outlook—or what someone else's language tells you about theirs.

Suboptimal Language	Optimal Language
I have to; I must	I am lucky to ...; I get to
I should ...; I am required to	I have decided to ...; I elect to
It is necessary to	I have selected to ...; I opt to
I am obliged to	I am able to ...; I have the pleasure of
It is my duty to	It is a privilege to act on my values.
It is not personal.	It is personal and I value the relationship.
I am getting paid to do this.	I will grow and learn as a result of doing this.
That is what we pay you to do.	This is what I choose to do.
We are paying you a lot of money to do this.	I am lucky enough to do this; I enjoy this; I value having the opportunity to do this.
You will be sorry if you do this (or do not do this).	I need to understand the rationale for
Do not let me down.	I gave my word, and it is important for me to honor it.
Do it for me.	I choose to do it for my own reasons.
You have to follow the rules.	I choose to follow the rules.
You met my expectations; I am so proud of you.	I am grateful that my efforts mattered; I appreciate that what I did was well accepted.
You failed to ...; you did not meet my expectations; I am disappointed in you.	How so; in what way; could you be more specific?
It is all about results.	It is all about the purpose behind what I do.
You owe it to me	I experience the joy of contributing to something greater than myself.
They/them	We/us

Sample

Examine Well-Being through Feelings

To get a sense of whether positive or negative well-being is being experienced

1. Recognize and pay attention to physical sensations connected to the task or goal. Use the Examples of Physical Sensations chart.
2. Identify the emotions that best explain what physiological sensations or disturbances mean. Use the Examples of Emotions—Pleasant and Unpleasant charts.

Physical sensations are how one's body responds to a task or goal. Emotions are *an interpretation* of what those responses represent.

Recognizing physical sensations and their associated emotions connected to a task or goal provides a better understanding of well-being.

Being mindful of the distinction between physical sensations and emotional reactions enables an individual to choose a more positive response.

Examples of Physical Sensations

Achiness	Dry mouth	Itchiness	Perspiration
Agitation	Energy surge	Jumpiness	Raised hair on arms or neck
Anticipation	Fidget	Laughter	Shakiness
Anxiousness	Flush	Lightheadedness	Slouched posture
Balance	Flutter	Muscle tension	Squint
Blush	Goose pimples	Need to stretch	Sweaty palms
Calmness	Headache	Nervousness	Tears
Change in breathing	Heat	Nervous stomach	Throb
Chills	Held breath	Pain	Tightness
Clamminess	Hiccups	Palpitating heart	Twitch
Coolness	Hives		

Sample

Motivation Challenge—for Myself

From your list of current priorities, please choose one difficult or challenging work-related task or goal.

My Difficult or Challenging Work-Related Task or Goal

Choose something that

- Is causing you a problem, you are procrastinating on, or you have tolerated in yourself for too long that needs a permanent solution
- Others are frustrated about because you haven't handled it yet
- Is a persistent or thorny issue where you need a breakthrough or is a routine task that seems to be affecting the quality of your work experience
- You are sick and tired of being sick and tired about
- Has been imposed on you and you feel resentful about
- You wouldn't do it if you weren't getting paid to do it
- You complain to your friends or spouse about, but haven't addressed at work
- You haven't had the courage to act on—such as a great idea
- Drains you of energy when you think about it
- Would feel meaningful and worthwhile if you were able to shift your current outlook and see it from a fresh perspective

Examples

- Implement a new computer software system
- Complete and submit expense forms on time
- Attend a regularly scheduled meeting
- Conduct performance reviews for your staff (or for one person in particular)
- Listen more effectively
- Discuss a safety regulation breach
- Prepare a budget
- Present a report, make a speech, or address a group on a specific topic
- Ensure compliance with regulations within your plant or department

Sample

Motivation Challenge—with Someone Else

Please select and describe a difficult or challenging motivational situation with an individual, perhaps someone you lead.

Individual's name (or code name):

Briefly describe the difficult or challenging situation

Choose a situation where an individual ...

- Has rejected values or ideals you suggested in the past
- Has consistently missed deadlines
- Has performed below standard expectations on an important goal or task
- Is not living up to his or her potential in the role
- Is generally not living up to expectations
- Is often in a bad mood
- Does not take initiative
- Displays emotion out of character
- Expresses emotion that seems disproportionate to the situation
- Is cynical toward something specific or in general
- Is undermining positive energy of others
- Has a lousy attitude
- Rejects feedback that could be helpful
- Gets defensive easily or often
- Seems to be acting out with negative behavior

- Is affecting the productivity of others
- Has values that seem out of alignment with the organization's purpose and values
- Is inconsistent with deliverables
- Is ignoring health and safety issues

Choose a situation where you ...

- Think the individual needs help for the sake of the individual, others, or your well-being
- Want to support or help the individual
- See untapped potential and want to promote the individual's growth
- Stay awake at night thinking about the situation
- Are frustrated because nothing you say or do to make things better seems to matter
- Get angry when you think about it
- Are afraid or hesitant to deal with the situation
- Experience tension, stress, or impatience related to the situation
- Experience an energy drain just thinking about it

Sample

Facilitating a Motivational Outlook Conversation

Identify what doesn't work and place a slash through the box. Put a check mark in front of the items that do work.

- ☐ Problem solve
- ☐ Prepare before the conversation
- ☐ Impose your values
- ☐ Trust the process
- ☐ Expect a shift
- ☐ Close the conversation

When to Facilitate a Motivational Outlook Conversation

- Someone is struggling to take action, pursue, or achieve an important outcome.
- Someone is not adapting to or maintaining a change initiative as expected or hoped.
- Someone's actions raise questions about their operating values or intentions.
- You are working with someone on goal setting and aligning leadership style.









People are
always
motivated.
The question
is not if, but
why they
are motivated.

Sample

Leading with Optimal Motivation®

Worst and Best Practices

	What Doesn't Work	What Works	How to Do It
1	Apply pressure; demand accountability	Encourage autonomy 	Invite choice; illuminate boundaries; explore options within boundaries Present goals and timelines as valuable information necessary for achieving agreed-upon outcomes Help reframe goals as relevant
2	Ignore feelings	Deepen relatedness 	Show empathy and caring; acknowledge and validate people's emotions Offer pure and informational feedback rather than personal or evaluative praising Share information about yourself and the organization; discuss your intentions openly
3	Discount learning	Develop competence 	Emphasize learning goals, not just performance goals Ask, "What did you learn today?" Provide training and appropriate leadership style for the person's level of development
4	Enable sabotaging behaviors	Promote mindfulness 	Encourage self-reflection Ask open-ended questions that illuminate options Facilitate the generating of options and alternative implementation strategies
5	Rely on power	Align with values 	Help individuals align goal to their work-related value(s) Explore natural interest in and enthusiasm for the goal Recognize mistakes as part of learning and growth
6	Focus on metrics without meaning	Connect to purpose 	Help individuals connect the goal to their work-related or life purpose Frame actions in terms of the welfare of the whole; focus on contribution to the greater good Provide rationale and big picture

Sample

Leading with Optimal Motivation Plan

Consider Best and Worst Practices

What Doesn't Work	What Works	How to Do It			Notes
Apply pressure; demand accountability	Encourage autonomy	1a	1b	1c	
Ignore feelings	Deepen relatedness	2a	2b	2c	
Discount learning	Develop competence	3a	3b	3c	
Enable sabotaging behaviors	Promote mindfulness	4a	4b	4c	
Rely on power	Align with values	5a	5b	5c	
Focus on metrics without meaning	Connect to purpose	6a	6b	6c	

Put it all together in a Motivational Outlook Conversation as part of

- goal-setting conversations
- performance-planning sessions
- problem-solving sessions
- crucial conversations
- coaching sessions
- giving and receiving feedback conversations

Sample