

Motivation

Finding the Reasons Why

‘The willingness to get the job done by starting rather than procrastinating, persisting in the face of distractions, and investing enough mental effort to succeed’¹

Motivation: Getting It – Finding the Why

Simon Sinek, the best-selling author of *Start with Why*, claims that

Every organisation knows **what** they do. These are the products they make or the services they offer.

Some organisations know **how** they do it. These are the things that make them special or set them apart from the competition.

But very few organisations **why** they do what they do.

He observes that it’s the ‘why’ that’s way more important than the what and the how.

Example: A Welcoming Team Recruitment Notice

Let’s think about **the what**. What are you asking people to do?

Let’s think about **the how**. How are you going to do that?

Let’s think about **the why**. Why does it matter?

The ‘why’ comes from the answer to the questions

- What’s the point of this?
- Why does this matter?
- What would happen if we didn’t have this and why would that be so bad?

That’s how we get it. Find the why.

Three Motivating Factors (Daniel Pink, Drive)

1. Autonomy:
2. Mastery:
3. Purpose:

¹ 4 Reasons Good Employees Lose Their Motivation, Clark & Saxberg HBR, March 13 2019.

Motivation: Keeping it – Celebrate the Wins

As Hamilton observes,

‘No matter how enthusiastic, godly and developed your team is, they will still lose momentum at times. The friction of ministry will push against them and the grind of the task will sap enthusiasm from them and slow them down. This is just art of life and to be expected’ p494
Wisdom in Leadership

Motivation: Regaining It – Address the Issues

Trap		How this Trap Ensnares	How to Help Out
Values Mismatch	I don't care enough to do this!	When a task doesn't connect with or contribute to something they value	
Lack of Self Efficacy	I don't think I'm able to do this!	When they believe they lack the capacity to carry out a task	
Disruptive Emotions	I'm too upset to do this!	When they are consumed with negative emotions such as anxiety, anger, or depression	
Attribution Errors	I don't know what went wrong with this!	When they can't accurately identify the reason for their struggles with a task, or when they attribute their struggles to a reason beyond their control	

Values Mismatch

There are typically four types of value

1. Interest Value:
2. Identity Value:
3. Importance Value:
4. Utility Value:

Disruptive Emotions

1. Angry:
2. Depressed:
3. Anxious:

The bottom line when trying to recover lost motivation is to ask the question ‘why’?

Motivation: Recap

1. Getting it: Find the why
2. Keeping it: Celebrate the wins
3. Regaining it: Address the issues

Some Potentially Useful Tools

LEAD The Leadership Practices Inventory		STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE
ENGAGEMENT INDEX		1	2	3	4	5
	1. I BELIEVE IN THE VISION AND VALUES OF THIS ORGANISATION					
	2. I UNDERSTAND HOW MY JOB / WORK CONTRIBUTES TO THE SUCCESS OF THIS ORGANISATION					
	3. MY MANAGER TAKES A GENUINE INTEREST IN ME					
	4. I HAVE IMPROVED MY SKILLS AND ABILITIES OVER THE LAST YEAR					
	5. I AM WILLING TO PUT IN A GREAT DEAL OF EFFORT BEYOND WHAT IS NORMALLY EXPECTED TO HELP MY ORGANISATION SUCCEED					
	6. MY ORGANISATION INSPIRES ME TO DO MY BEST WORK					
	7. I WOULD RECOMMEND MY ORGANISATION TO A FRIEND AS A GOOD PLACE TO WORK					
	8. I HAVE THE OPPORTUNITY TO CONTRIBUTE IDEAS AND INFLUENCE DECISIONS					
TOTAL						

8 DISENGAGED 20 NEUTRAL 28 ENGAGED 37 HIGHLY ENGAGED 40

Some Useful Resources

Dan Pink's [‘The Surprising Truth About What Motivates Us’](#) (YouTube)

Simon Sinek's TED Talk [‘How Great Leaders Inspire Action’](#)

4 Reasons Good Employees Lose Their Motivation, Richard E. Clark & Bror Saxberg, 2019, HBR

Why People Lose Motivation – And What Managers Can Do To Help, Dan Cable, HBR, March 12 2018

Turn Your Team's Frustration into Motivation, Dane Jensen, HBR, November 10 2020

Communicate from the Inside Out, Chapter 33, [Wisdom in Leadership](#), Craig Hamilton

Celebrate, Chapter 78, [Wisdom in Leadership](#), Craig Hamilton