



Mastering Motivation



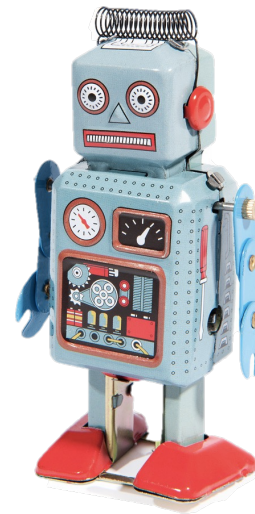
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Understanding Motivation

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

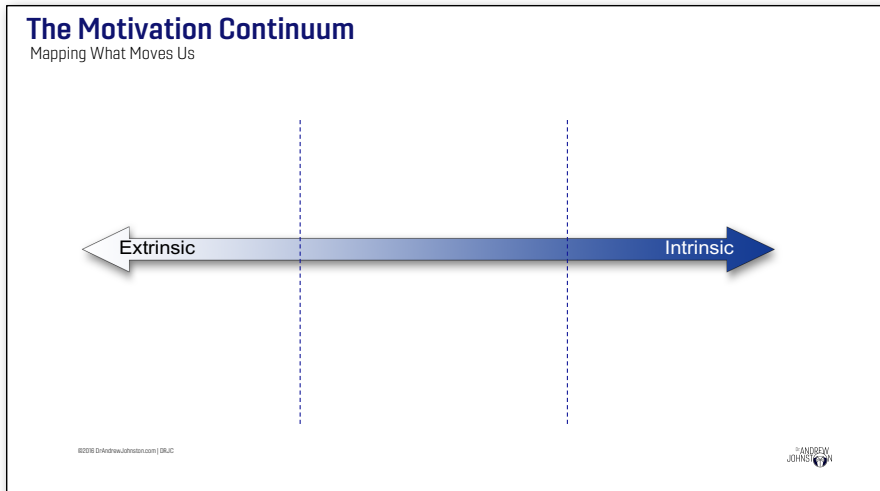
A leader’s job then is not so much to make them **do** the right things as to make them **want** the right things.”



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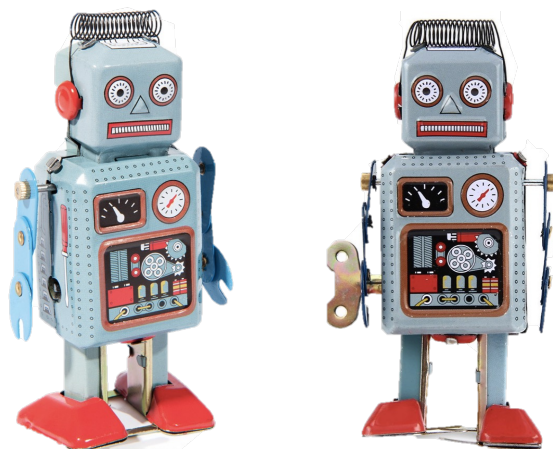
The Motivation Continuum



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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...



- 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

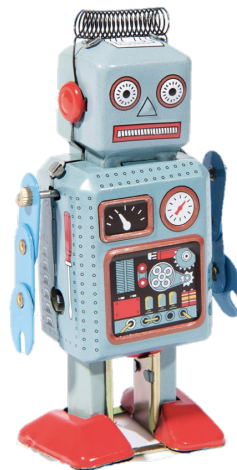
People perform
for themselves...

Intrinsic

- Examples:** Cause
Calling
- Ease:** Difficult to Foster
- Strength:** Very High
- Endurance:** Very High
- Future:** Self Sustaining. Creates New Relationships & Deeper Commitment.



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



The "Deal"



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The "Deal"



Relationship

Make a Friend



Impact

Make a Mark



Meaning

Make a Difference

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If you're having trouble finding or keeping volunteers...

- You didn't make volunteering a **Good Deal**
- You aren't **relying on them enough**. You have **too many spectators and passengers**.
- Their work isn't purpose-full. It feels more like Busywork than **Worthywork**.
- Your current or active volunteers aren't having the **right experience**.

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PURPOSE

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



Why Purpose Matters

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






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

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IF YOU WANT PEOPLE
TO BE THEIR BEST AND
GIVE THEIR BEST, YOU
MUST GIVE THEM A
REASON THAT IS
WORTHY OF THEIR BEST.

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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



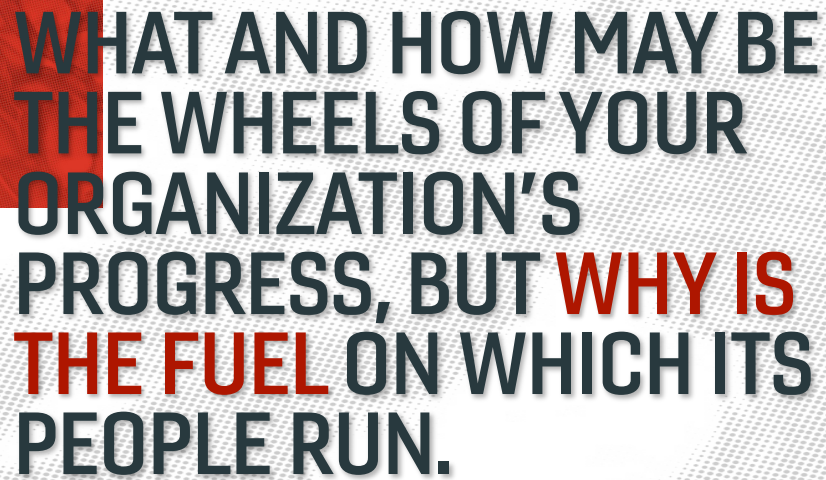
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WHAT AND HOW MAY BE
THE WHEELS OF YOUR
ORGANIZATION'S
PROGRESS, BUT **WHY IS**
THE FUEL ON WHICH ITS
PEOPLE RUN.

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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

- Rituals
- Look Behind & Beyond
- Means vs. End

Breakers

- End vs. Means
- Purpose Blockers
- Time



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Motivate from the Value Side (Not the Cost 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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**More & Better
(but with Less)**

ENGAGEMENT

What's the Difference?

Engaged vs. Involved Transformation vs. Transaction



Characteristics of Engagement

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



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)	FULLY ENGAGED
	MOTIVATION	Extrinsic (Outside)	→		→	Intrinsic (Inside)	
	INVESTMENT	Minimal	→		→	Significant	
	ACCOUNTABILITY	None	→		→	Full	
	OWNERSHIP	None	→		→	Deep / Full	

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Stages of Engagement

Uninvolved Spectators or Passengers	<h3>Awareness</h3> <p>People <u>have knowledge of</u> activities, events, or experiences that may or may not appeal to their interests or needs.</p>	<h3>Participation</h3> <p>People <u>take part in</u> activities, events, or experiences that appeal to their interests or needs</p>	<h3>Responsibility</h3> <p>People take responsibility to <u>complete tasks</u> or make other meaningful contributions to the activity, event, or experience.</p>	<h3>Influence</h3> <p>People <u>make decisions</u>, lead, or contribute to plans defining the activity, event, or the experience of other participants.</p>	Independent Wholehearted Disciple-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**


DRJC Engagement Model

DRJC Engagement Model | Stages of Building Engagement



Stage	Awareness	Participation	Responsibility	Influence	Independence
Stage Definition	People have knowledge of available activities or experiences and their value. They learn about an activity or experience.	People personally take part 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 feel 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 demonstrate initiative and autonomy . Creating community and engagements that disciple others in contexts outside the church. They identify and step-up to needs and opportunities in their own world.
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 it.	Encourage, support, incentivize, and recognize independent efforts to meet needs, build community, and create disciples outside the church.
Examples	<ul style="list-style-type: none"> Strategic Web Design & Presence Social Media & Communication Strategies Directories, info meetings, try-on or "taste" events Use Sunday stage, program, announcements, etc. Focus groups. Identify and target key audiences. Market the value not just the time/place. Report on previous or ongoing activities (e.g. partner work, events, etc.) 	<ul style="list-style-type: none"> Encourage/incentivize activity over passivity. Design discussion, role play, and other interactive learning. Encourage sharing individual/personal info, opinions, stories, etc. Remove barriers: (e.g., provide childcare, identify strategic times, offer multiple times/sessions) Seek feedback, focus groups. 	<ul style="list-style-type: none"> Assign smaller tasks (handing out materials, collecting information, welcoming participants, setup/cleanup, etc.) Identify and utilize a spectrum of small, easy, one-and-done, episodic acts up to larger, ongoing, or essential ones. 	<ul style="list-style-type: none"> Assign significant tasks, or responsibility. Formalize role and/or responsibility with title. Host, Table Leader, Discussion Leader, etc. Give supervision or direction of other participants or volunteers. Establish an Asst. or Co-Leader Role Create feedback Council, or opportunity to contribute meaningfully to assessment, planning. 	<ul style="list-style-type: none"> Provide space(s), consultation, encouragement, resources (Accountability), networking, information/marketing, etc. Celebrate, recognize efforts and activities. Steer others to participate in member-led external activities via directories, referral, etc.
Role	Audience	Participant	Volunteer	Lay Leader	Disciple-Maker
Posture	Spectator	Passenger	Contributor/Provider	Driver/Owner	Explorer/Missionary

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Strategies to Increase Engagement

Steps

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

Give 'em an <u>invitation</u>	Give 'em a <u>seat</u>	Give 'em an <u>activity</u>	Give 'em a <u>choice</u>	Give 'em a <u>job</u>	Give 'em a <u>say</u>	Give 'em a <u>role, or a bigger role</u>	Give em <u>people</u>	Give em <u>Resources, Support, Recognition</u>
								



In what ways might an increased emphasis on engagement influence...



- 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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Thanks for the opportunity to contribute to your success!

Dr. J

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A dark blue graphic featuring a portrait of Dr. Andrew Johnston on the left. He is smiling and wearing a suit and a patterned bowtie. To the right of the portrait is the text "Thanks for the opportunity to contribute to your success!" followed by a stylized white signature "Dr. J". At the bottom, there is the website "DrAndrewJohnston.com", the social media handle "@DrAndrewJohnston", and icons for Instagram, LinkedIn, and Facebook.