

E Seminar #8

Motivation & Morale

My Premise

Some Motivation and Morale issues in the Center are **toxic and persistent**. No amount of awards, gadgets, coupons or pep speeches will cure what some people face.

The key is valuing people and that has many different layers. Let's explore this from a trainer's point of view.

- From Surplus Powerlessness by Michael Lerner: **Toxic Stress**
1. Source is hard to id, diffused throughout the environment, makes it mysterious / hidden / hard to id or change
 2. Persists; doesn't have clear beginning or end.
 3. Fixes don't last, seem too small

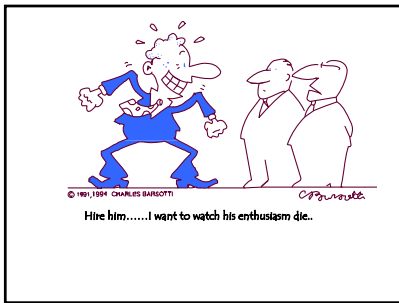
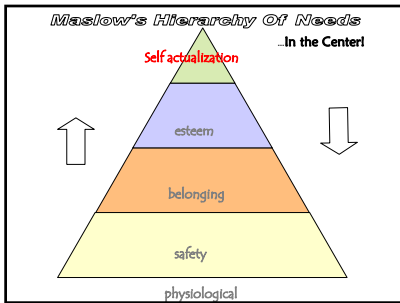
Motivation

from Latin *motus*, past participle of *movēre*, to move.

Quote:

*"The first glance at History convinces us that the actions of men proceed from their **needs**, their passions, their characters and talents; and impresses us with the belief that such needs, passions and interests are the sole spring of actions."*

Abe Maslow, American teacher psychologist author of Toward The Psychology of Being, Farther Reaches of Human Nature – expert on human motivation.



Physiological Needs ~ Food, water, oxygen, etc.
Anything the physical organism needs to survive. Very fundamental life or death needs.

In our context we could call thiskeeping the job to pay the bills. To move from this level one must feel safe.

Q. Are there persons or experiences in the floor training environment that may promote an **Unsafe** environment?

Safety Needs – security; stability; dependency; protection; freedom from fear, anxiety, and chaos; need for structure, order, law, and limits; strength in the protector; and so on.”

In our context we could call this feeling secure in our environment – possibly around lawsuit, errors

In our context how strong is the protector

- Q. How safe do your people feel from: lawsuit, mistakes, judgment
- Q. Do your people believe their administrators have power to get 'their' needs met with higher ups.



Belongingness and Love Needs – Hunger for relations with people in general ~ for a place in the group or family ~ and will strive with great intensity to achieve this goal. Attaining such a place will matter more than anything else in the world ... Now the pangs of loneliness, ostracism, rejection, friendlessness, and rootlessness are preeminent.”

In our context this may be 'fitting in' at times going along to get along...fear of rejection, friendship, being a part of something – Q. What are the negative consequences of this?



Esteem Needs – "All people in our society (with a few pathological exceptions) have a need or desire for a stable, firmly based, usually high evaluation of themselves, for self-respect or self-esteem, and for the esteem of others. These needs may therefore be classified into two subsidiary sets.next

First, the desire for strength, achievement, adequacy, mastery and competence, confidence in the face of the world, and independence and freedom.



Esteem Needs
Second

"The most stable and therefore most healthy self-esteem is based on *deserved* respect from others rather than on external fame or celebrity and unwarranted adulation."

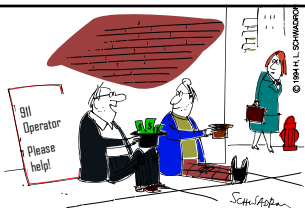


In our context....

- Q. How many here have experienced...tape room paranoia?
- Q. How many of you have promoted outside the agency?
- Q. I hear, ...we get no respect? Why do they feel this?



"Could you tell us what our performance standards are?"



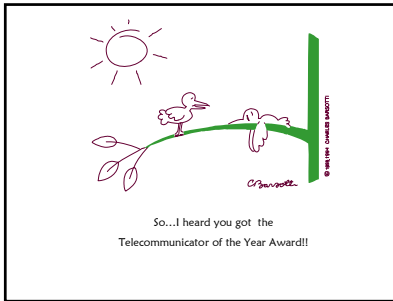
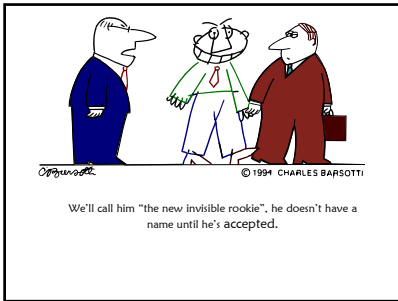
Oh yeah...we have a lot of support from the community! It's when I walk in the center that I become a total LOSER.



Any word back about the Telecommunicator of the Year Award?



OK, congrats...we'll get your headsets & assign you to a trainer.



Self-actualization Need – "Even if all these needs are satisfied, we may still often (if not always) expect that a new discontent and restlessness will soon develop, **unless** the individual is doing what *he* or *she*, individually, is **fitted** for."

Musicians must make music, artists must paint, poets must write if they are to be ultimately at peace with themselves. What humans *can* be, they *must* be. They must be true to their own nature. This need we may call self-actualization."

mo·rale

The state of the spirits of a person or group as exhibited by confidence, cheerfulness, discipline, and willingness to perform assigned tasks.

French, morality, good conduct, "a spirit, as of dedication to a common goal, that unites a group"

Theory #1: Low morale is linked to the inability to get needs heard or satisfied

What exactly is a dysfunctional family?

Theory #2: The practice of the 3 Cs or Complaining, Criticizing and Condemning may come from the inability to get needs met or be heard regarding those needs.

Theory #3: The leader's inability to maintain peace and reach the highest ideals are linked to the people's inability to feel safe and competent.

Encourage comes from **parakalein** – para is alongside of kaleo – to call.


Theory #4: It is not the lack of mastery or expertise, it is the lack of **confirmation** of the mastery or expertise – the question in their minds.



Keep aware of **en-courage-ment**

The opposite of courage is fear –


DIS-courage means....to take away the safety of many things



Have an **up-to-date** SOP / Training Manual / Evaluation process and form – **whatever it takes,**


Create a safe learning environment for your trainee.

Continue to fight for more pay / benefits / easier conditions, sell the concept of parity with responders.




Value by listening - Call together groups - listen to needs...respond...requesting their assistance and advice (they know stuff) - *purposeful.*

Always follow up – always.




Value by continuing to do the little things too – coupons, awards, banquets, bowling, picnics, praise when deserve



Motivation

It's that— the thought of the few, simple things we want and the knowledge that we're going to get them in spite of you know Who and His spites and tempers— that keeps us living I think.

Dylan Thomas (1914-53).




Get Certified



CET Projects Lesson 8

Survey **3** people about what they feel they need in their workplace to have more job satisfaction.



Professional Pride

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