MOVING BEYOND MOTIVATION FOR LASTING RESULTS

MOVING FROM GOOD TO GREAT

“A good hockey player skates to where the puck is. A great hockey player plays where the puck is going to be.”

~Wayne Gretzky
FROM WELLNESS TO WELL-BEING

INDIVIDUAL WELL-BEING

5 Universal, Interconnected Elements:
> Career Well-Being
> Social Well-Being
> Financial Well-Being
> Physical Well-Being
> Community Well-Being

WELL-BEING CONSIDERATIONS

- 66% of people thriving in 2 areas.
- Only 7% of people thriving in all 5 areas.

- Struggling/Suffering people have 2x higher new medical costs due to disease burden (2008-2009) compared to those who are Thriving.

- People with high quality friendships at work are 7x as likely to be engaged in their work.

Source: Rath & Harter (2010), The Economics of Wellbeing

7/18/2012

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LIFE EVALUATION & MEDICAL CLAIMS

- **Thriving**
  - Average 20% Lower Medical Costs
  - 7.0

- **Struggling**
  - 4.0

- **Suffering**
  - Average 50% Higher Medical Cost

**Source:** Gallup-Healthways Well-Being Community Survey and Wellmark Corporate Survey (2008)

ENGAGEMENT & PHYSICAL HEALTH

- **Effect of Work Life on Health**
  - Positive
  - None
  - Negative
  - Don’t Know / Refused

- **Engaged**
  - 25%
  - 62%
  - 12%

- **Not Engaged**
  - 30%
  - 39%
  - 1%

- **Actively Disengaged**
  - 54%
  - 23%
  - 1%

- **Passively Disengaged**
  - 1%
  - 30%
  - 22%

**Source:** Crabtree, Gallup Management Journal (2005)

NEED FOR INDIVIDUAL WELL-BEING

- **Outcomes**
  - Part 1 – Work Side
  - Part 2 – Self Side

- **Outcomes**
  - Part 1 – Work Side
  - Part 2 – Self Side

**Source:** Byrum, Ph.D. / Judgment Index™
REASONS EMPLOYEES LEAVE

1. The job/workplace was not as expected
2. Mismatch between job and person
3. Too little coaching and feedback
4. Too few growth & advancement opportunities
5. Feeling devalued and unrecognized
6. Stress from overwork and work-life balance
7. Loss of trust & confidence in senior leaders.


WHEN ENGAGEMENT OCCURS

• Emotionally connected to others
• Cognitively stimulated
  • Know what is expected of them
  • Have what they need to do their work
  • Perceive they are part of something significant with co-workers they trust
• Have chances to improve and develop


THE IMPACT OF CULTURE / WHY IT MATTERS

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ORGANIZATIONAL CULTURE

WHAT INTERFERES WITH PRODUCTIVITY?

ISSUES WITH TRADITIONAL APPROACHES TO CHANGE

• Focused on behavioral management and “getting” people to change.
  • More important to get underneath surface of behaviors to values & attitudes.
• Little evidence that short-term changes in attitudes and behaviors resulting from traditional HP programs lasts after the program ends.
• Stand-alone behavior change programs have proved to be relatively ineffective.

Sources: Jon Robison, Ph.D. (2009); O’Donnell, AJHP (1997); Edington, Zero Trends (2009); Alfie Kohn (2011)
TRUST IS EVERYTHING!

> High Trust Organizations are 3x more profitable!

> 13 Key behaviors establish trust

> (Strategy x Execution) x Trust = Results

» Trust impacts speed and cost

IT ALL STARTS WITH CULTURE

- "Healthier" Organization
- Culture supports healthy/safe environment
- Employees feel valued
- Reduced costs (claims, benefits, premiums)
- Funder incidents: higher productivity
- Employees actively engaged
- "Healthier" organization
- Less incidents/hours lost
- "Healthier" environment
- Results: speed and cost

LESSONS FROM ZAPPOS!

• Focus on company culture as the #1 priority!
  > Culture dedicated to EE empowerment & delivering happiness through satisfied customers and valued workforce

• Help employees grow personally and professionally
The Realities of Motivation

Types of Motivation

- **Intrinsic Motivation**: People doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself. (Gagne & Deci, 2005)

- **Extrinsic Motivation**: People are driven to do something due to pressure or tangible rewards rather than for the fun or interest of it. (Petri, 1991)

Why We Do What We Do

- **Autonomy & Authenticity**: Actions come from true sense of self

- **Control & Alienation**: Actions come from being pressured.
  - Acting without sense of personal endorsement
  - Behavior isn’t expression of self

CHANGING THE QUESTION...

How can we create CONDITIONS within which others will motivate themselves?


BUSINESSES IGNORE THE EVIDENCE

Carrot & Stick (especially $$$) not only ineffective but HARMFUL

True Motivation = Autonomy; Mastery; Purpose.

- Results in higher EE satisfaction and stronger results

BEYOND PROGRAM COMPLIANCE
INCREASING COST OF INCENTIVES

• 73% of companies used incentives in 2011 in health-improvement programs

• Average Incentive Values Increasing:
  > 2011: $460
  > 2010: $430
  > 2009: $260

Heavy Use of Extrinsic Incentives → It costs more over time to get the same result.


SAY “NO” TO THE WHACK-A-MOLE

IT’S NOT A MOTIVATION PROBLEM...
MOVING BEYOND MOTIVATION & BEHAVIORS FOR SUSTAINABILITY

“Insanity: doing the same thing over and over again and expecting different results.”
~Albert Einstein

REALITY OF HUMAN DEVELOPMENT
BRAIN: FRIEND OR FOE?

WHY DON’T WE ACT IN OUR OWN BEST INTEREST?

“Leaders don’t have time for the future because they’re too busy with the present.” ~ Muhammad Yunus

“With transformation of the world, we must first transform ourselves.”


BRAINS ARE LIKE RW CDs

“Scientists estimate that the average person has 50,000 to 60,000 thoughts a day. 90% of those are repetitive. 85% of the repetitive thoughts are negative. If leaders have approximately 45,900 negative thoughts a day, and, their followers are doing the same, the most important skill that leaders can develop is training the mind to lead.”

~ Suzanne Kryder, Ph.D. (www.themindtolead.com)
COGNITIVE CHALLENGES WITH CHANGE

• Change itself amplifies stress & discomfort.
• Carrot & Stick don’t succeed in the long run.
• Brains = pattern-making organs with innate desire to create meaningful connections.
• People can detect the difference between authentic inquiry and persuasion efforts.
• Change requires changing mental maps through creating moments of insight.


CHANGING WHEN CHANGE IS HARD...

SUSTAINED BEHAVIOR CHANGE

Cognitive Coaching Research (Stanford)

<table>
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<th>New Knowledge</th>
<th>New Skill Developed</th>
<th>New Behavior at Work</th>
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<tr>
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<td>90-100%</td>
<td>90-100%</td>
<td>95%</td>
</tr>
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</table>
FOSTERING INTRINSIC MOTIVATION

- Occurs when learning activity & learning environment elicit motivation in a person.
- Key to organizational effectiveness = empowered & intrinsically motivated employees.
- Individual thoughts central to intrinsic motivation & self-leadership
  - Organizations need to create an environment that fosters developing and maintaining constructive thinking.

Sources: Brach (1986); Chance (1987); Lahiry (1994); Neck & Marz (1982)

THE ROLE OF INTRINSIC THINKING

GROUP ACTIVITY: WHO AM I?

- Description #1
- Description #2
DEFINING & ASSESSING EFFECTIVE THINKING PATTERNS

VALUES THINKING / GOOD JUDGMENT

Hartman’s Hierarchy of Values:

- **Intrinsic (I)** – value for individual uniqueness
- **Extrinsic (E)** – strategy/expertise, labels
- **Systemic (S)** – concepts/ideas; ought/should

- **I > E > S** – people are more valued than things; things are more valued than mere ideas of things or people.


VALUES THINKING IN LIFE

World/Work

- (I): “You Are”
- (E): “You Do” or “It Works”
- (S): For What Purpose?

Self

- (I): “I am”
- (E): “I Do”
- (S): “I Believe”

- **Our thoughts represent what we value**
- **Valuing = where we direct our thinking**

I, E & S IN ORGANIZATIONS

Intrinsic

Extrinsic

Roles/Job Functions
Operational Tasks

Systemic

Policies & Procedures
Mission, Vision, Values

I Want to be fully alive at work
I have unique gifts & talents

SYSTEMIC (S) vs. INTRINSIC (I) THINKING

S > E > I:
• Values OUR thinking
• Conclusive / Evaluative
• Only sees content
• Habitual (i.e., basal ganglia)
• Narrowing, analyzing
• Quick, no pause, no new thinking

I > E > S:
• Values OTHER person’s thinking
• Expansive, NEW thinking
• Takes a little longer
• Recognizes there’s more than what’s merely apparent to us.

When we only work with what is apparent to us...

• Jumping to conclusions
• Judgment
• Impatience
• Frustration

Without the Capacity and Ability to work with more than what is merely apparent, you can never be anything other than my ideas about you…
"I wish my parents would see me for all that I AM instead of all the things that I haven't become!"

IT'S NOT A MOTIVATION PROBLEM...
INTRINSIC THINKING VS. INTRINSIC MOTIVATION

<table>
<thead>
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<th>Intrinsic THINKING</th>
<th>Intrinsic MOTIVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is a Skill (an action)</td>
<td>Is a Concept (explanatory notion)</td>
</tr>
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</table>

You can't GET someone to be intrinsically motivated!

PEOPLE ARE NOT NAILS!

"It is not about the way we think about things, but about the way we experience them. If we want to expand our understanding beyond the limitations/nonsense of our minds, it is vitally necessary we drastically rearrange our conceptual constructs or break our nonsense paradigms. Replace them with ones that are more useful. Otherwise, we will never know if the Emperor is really wearing clothes or not."

DR. DAVID JOSEPH BAUM
INCREASING INTRINSIC THINKING

“We cannot solve problems by using the same kind of thinking we used when we created them.”

~Albert Einstein

ENGAGEMENT/WELL-BEING REQUIRES A SHIFT IN THINKING

• Only 29% of employees believe management cares about them developing their skills.
• Only 42% believe management cares about them at all.
• Creating credibility and trust requires acting in the best interest of others.
  > Need to show “I care” and mean it
LEADERS’ ROLE IN WELL-BEING

• Leaders shouldn’t ignore well-being as if it’s beyond the scope of their jobs.

• People who agree their manager cares about them as a person:
  > Are more likely to be top performers
  > Produce higher quality work
  > Are less likely to be sick
  > Are less likely to change jobs
  > Are less likely to get injured on the job

Source: Rath & Harter (2010), Wellbeing: The Five Essential Elements

STOP DOING, START BEING

• People know if being manipulated, coped with, etc….it’s not about skills but how leaders regard others.

• Our thinking about others influences how they perceive our behaviors.

> People respond not to what we’re doing but how we’re being.

SHIFTING THINKING PATTERNS

CHRISTINA MARSHALL

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INTRINSIC COACHING®: INCREASING INTRINSIC THINKING

“A paradigm changing approach to better results for, with, and through people” by “increasing people’s capacity to think better about choices, especially by increasing intrinsic thinking” (Totally Coached, Inc.)

- Shifts thinking to I > E > S:
  - Improves Resiliency and Work/Self Balance
  - Improves Communication
  - Improves Relationships
  - Teams: Get more done in less time

STRENGTHENED INTRINSIC = WORKING BEYOND WHAT IS MERELY APPARENT

- Disabling the dominance of S thinking.
- Listening with a Spirit of Service
  - vs. Listening to Assess
  - vs. Listening for Solutions

CAPACITY & ABILITY TO ACTIVATE I > E > S
JI™ SCORE SHEET

JI™: WELL-BEING & RISK MANAGEMENT

• Wellness Report – 11 indicators that can help facilitate or become obstacles to personal health and well-being.

• Risk Management/Safety Report – 7 indicators with specific implication for RM/safety.
  > Reveals prevailing tendency for unsafe behaviors and likelihood of accidents

> 70% of all organizational accidents and personal health/well-being issues are result of poor judgment.
JI™ AND ENGAGEMENT

PUTTING CONCEPTS INTO ACTION: MOVING FROM GOOD TO GREAT
SHIFTING OUR APPROACH

Yesterday's Approach

- HA
- Biometric Screenings
- Incent Behaviors

Limited in scope; lacking in sustainability

Today: Organizational Well-Being

- Work Environment
- Cognitive Stimulation
- Increase I>E>S

Total Well-Being
- Ind. & Org. Assessment
- Strengthen Judgment

Engagement & Sustainability

Biometrics Optional

MOVING BEYOND “WELLNESS PROGRAMS”

- Position Well-Being as a BENEFIT of employment
- Support Better THINKING through Intrinsic Coaching® services
- Strengthen Career Well-Being

I>E>S IN ACTION

City of Ames, IA
Northwest Eye
MOVING FROM GOOD TO GREAT

**Good: Where the Puck Is**
- Measuring & focusing on health risks.
- Using primarily extrinsic approaches to change and participation.
- Focusing on behaviors.
- Focusing on providing more information.

**GREAT: Where the Puck is Going:**
- Focusing on engagement & eliciting new thinking.
- Bringing more intrinsic into well-being efforts.
- When using tools and resources, making the information second to the person.

WHAT NEW THINKING ARE YOU BRINGING BACK TO YOUR ORGANIZATION???

CONTACT INFORMATION

Rosie Ward, Ph.D., MPH, MCHES, Certified Intrinsic Coach®
Health Management Services Manager
RJF, a Marsh & McLennan Agency LLC company
wardr@rjfagencies.com, www.rjfagencies.com

rosie@DrRosieWard.com, www.DrRosieWard.com

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