

# MOTIVATING FOR PERFORMANCE

How Leaders Can Help Teams Find Their Drive

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HIT Conference 2022

# DISCLAIMER

The views and opinions I express during this presentation are my own and do not reflect the views and opinions of my employer, Neovest, or our parent organization, JPMorgan Chase.







# COLD-CALLING: THE HARD WAY

- Three evenings weekly
- Three hours/evening
- Each phone number list: \$5
- Each scheduled lead: \$20
- Expected nightly output: 4 lists, 2 appointments
- Expected nightly haul: \$60
- Expected weekly paycheck: \$180

## First Night:

2 lists: \$10  
0 appointments: \$0  
TOTAL HAUL: \$10

## Second Night:

3 lists: \$15  
1 appointment: \$20  
TOTAL HAUL: \$35

## Third Night:

3 lists: \$15  
0 appointments: \$0  
TOTAL HAUL: \$15

**Weekly Total: \$60**

# COLD-CALLING: THE CHEATING WAY

- Three evenings weekly
- Three or four hours/evening
- Each phone number list: \$5
- Each scheduled lead: \$20
- Expected nightly output: 10 lists, 0 appointments
- Expected nightly haul: \$50
- Expected weekly paycheck: \$150

## **First Night:**

3 lists: \$15  
1 appointment: \$20  
TOTAL HAUL: \$35

## **Second Night:**

9 lists: \$45  
0 appointments: \$0  
TOTAL HAUL: \$45

## **Third Night:**

12 lists: \$60  
0 appointments: \$0  
TOTAL HAUL: \$60

**Weekly Total: \$140**

# 1968: TWO-FACTOR THEORY OF JOB SATISFACTION



Frederick Herzberg, Ph.D. (1923-2000)  
Professor of Psychology, Case Western Reserve University

“Factors involved in producing job satisfaction are separate and distinct from the factors that lead to job dissatisfaction.”

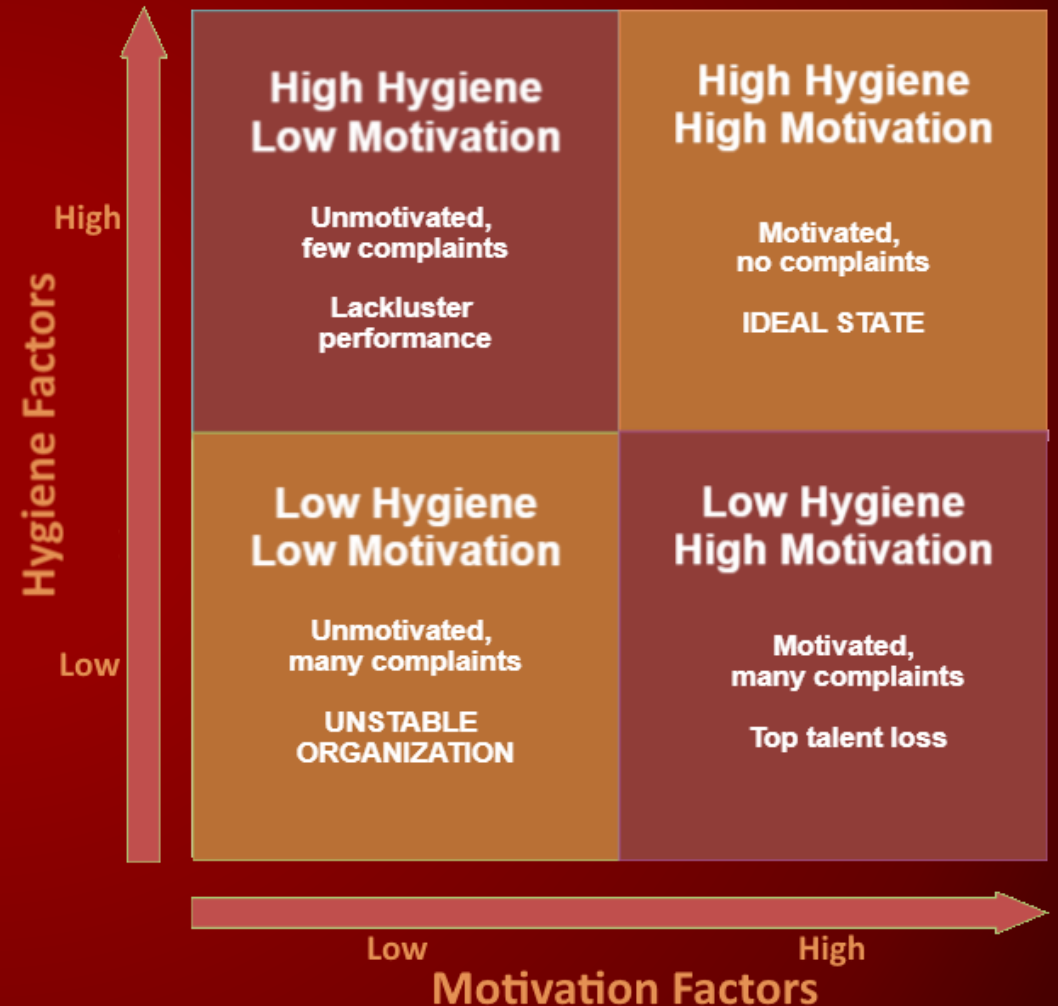
# 1968: TWO-FACTOR THEORY OF JOB SATISFACTION

## Hygiene Factors (↓ Dissatisfaction)

Company policy	Job security
Effective supervision	Work relationships
Respectful work environment	<b>Salary</b>

## Motivation Factors (↑ Satisfaction)

Recognition	Performance
Responsibility	Autonomy
Personal growth	Level of interest
Advancement	



# 2009: INTRINSIC MOTIVATION



Daniel H. Pink  
New York Times Bestselling Author, *Drive: The Surprising Truth  
About What Motivates Us*

“The science shows that the secret to high performance isn’t our biological drive or our reward-and-punishment drive, but *our third drive*—our deep-seated desire to direct our own lives, to extend and expand our abilities, and to make a contribution.”



# 2009: INTRINSIC MOTIVATION

## If/Then Rewards:

Great for simple, well-defined tasks

Bad news for cognitive tasks



# 2009: INTRINSIC MOTIVATION

## If/Then Rewards:

- Narrow our focus
- Encourage shortcuts or unethical behavior
- Limit longer-term thinking
- Start being expected
- Reduce our passion
- Require oversight

# 2009: INTRINSIC MOTIVATION

## Daniel Pink's Intrinsic Motivators

### Autonomy

To direct our  
tasks, time,  
technique, and  
teams

### Mastery

To become better  
at what matters  
to us

### Purpose

To contribute to a  
greater cause



# 2009: INTRINSIC MOTIVATION

## Daniel Pink's Intrinsic Motivators

### Autonomy

Task

Time

Technique

Team

### Mastery

Engagement

Flow

Practice

Grit

### Purpose

Meaningful

Aspirational

Guiding Principle

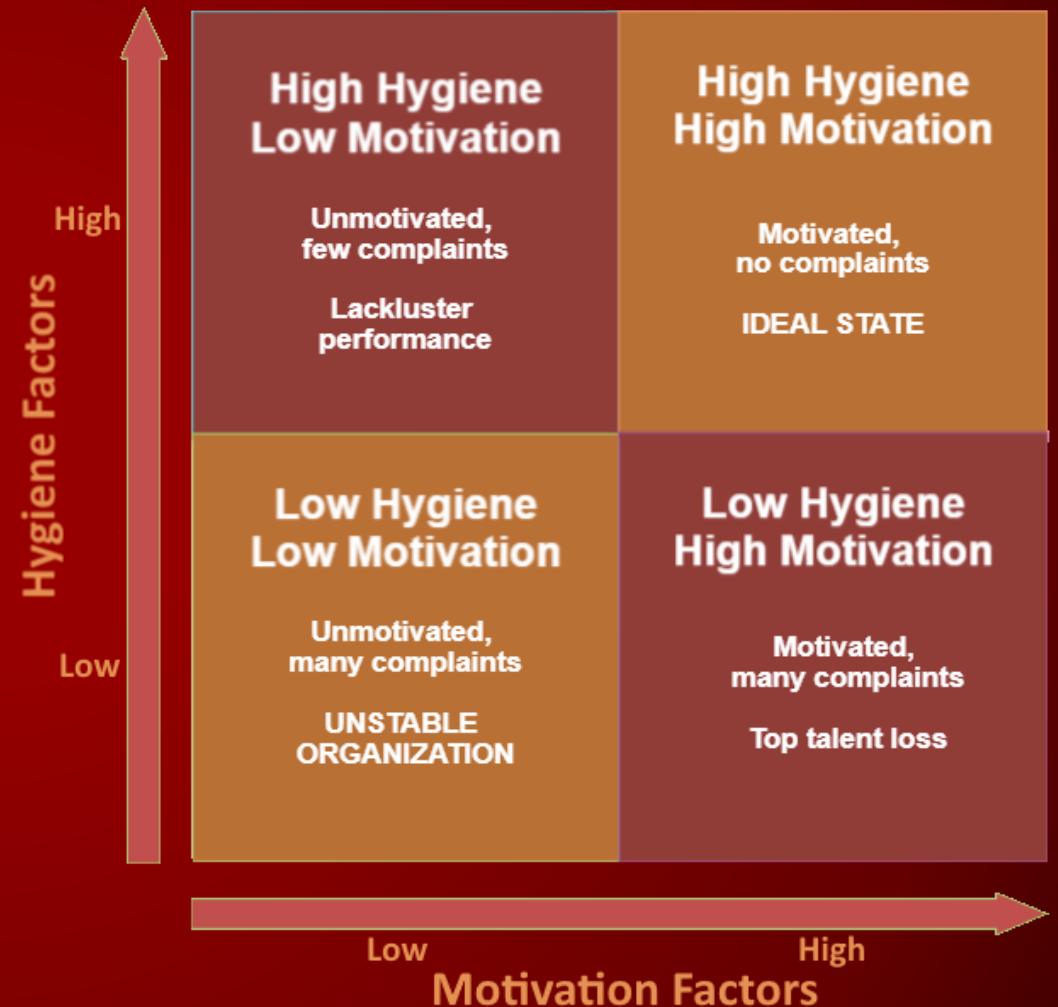
# MOTIVATION IN THE WORKPLACE

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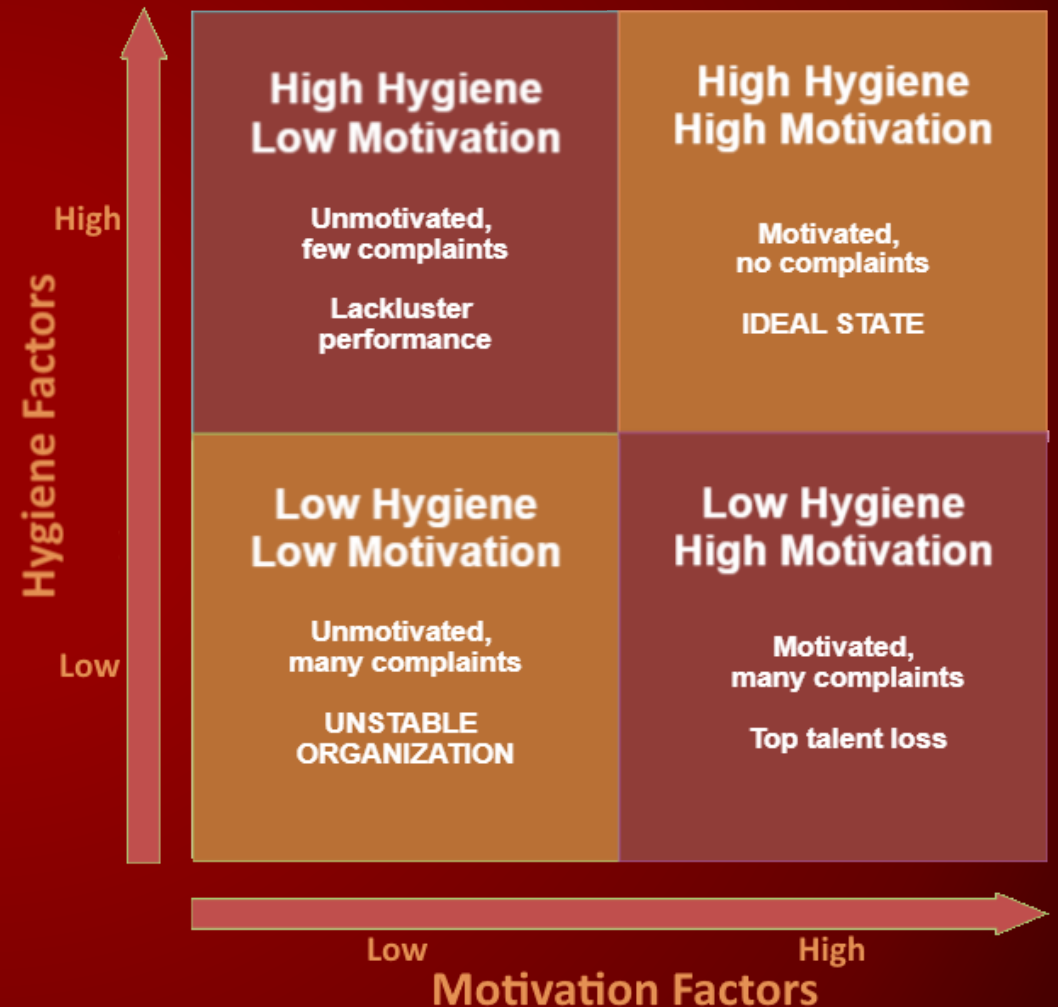
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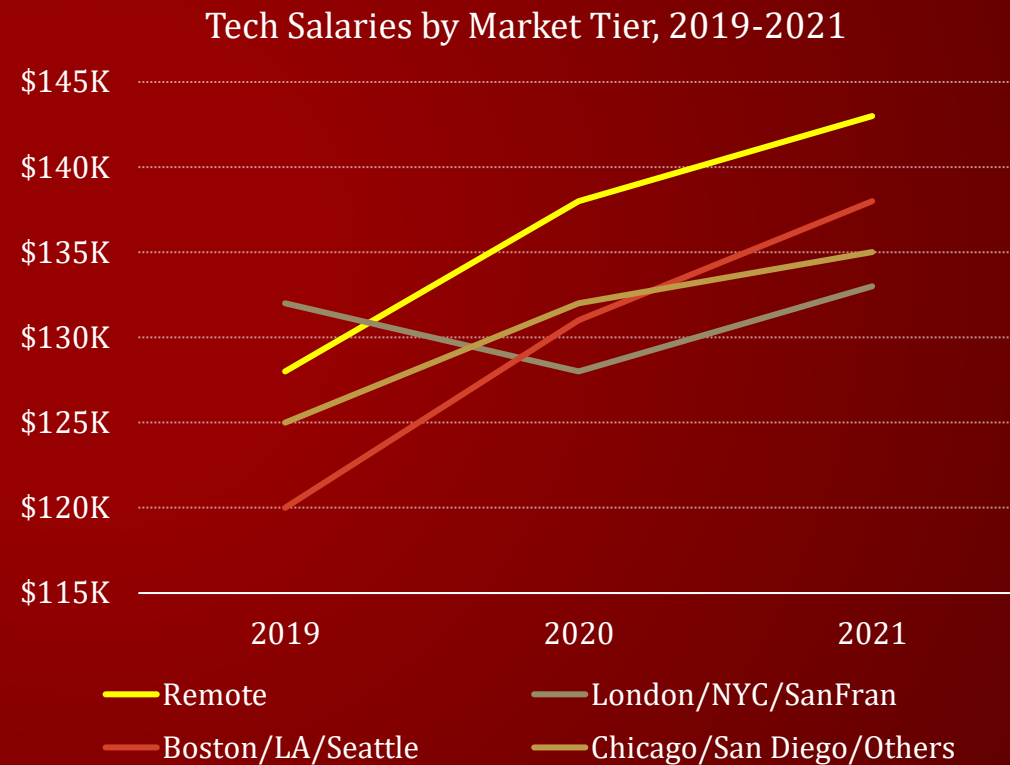


# MOTIVATION IN THE WORKPLACE

## Hired's 2021 "State of Tech Salaries" Report

### Analyzed:

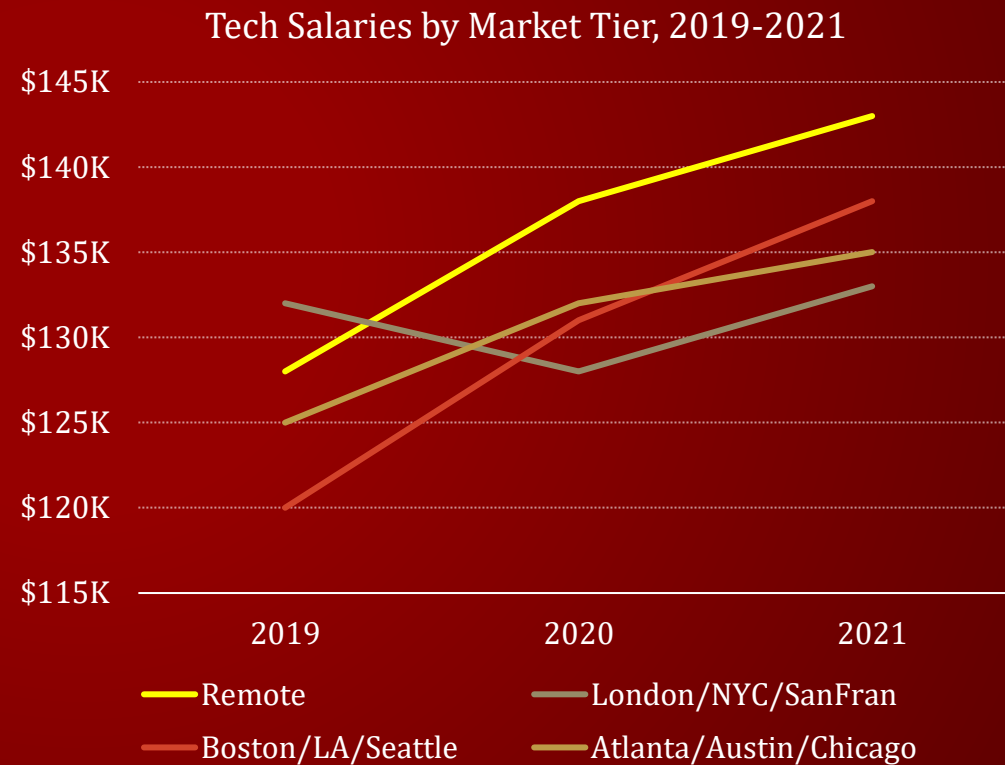
- 525,000 interview requests
- 10,000 job offers
- 1,200 survey respondents



# MOTIVATION IN THE WORKPLACE

## Hired's 2021 "State of Tech Salaries" Report

- 97% expect salary to stay the same or increase in 6 months
  - 57% expect salary increase
- 74% will job hunt if they're wrong



# MOTIVATION IN THE WORKPLACE

## Pay Employees Fairly

- Reduces employee dissatisfaction
- Moves money issues out of the way of other motivations
- Reduces wage gap issues

### Examples

- **Salary transparency:**  
Publish salary ranges with job openings
- **Salary “comparables”:**  
Research industry job openings that match your team’s roles and responsibilities
- **Compensation advocacy:**  
Advocate for fair and equitable pay practices in your org



# MOTIVATION IN THE WORKPLACE

## Use “Now That” Rewards

- Must be unexpected
- Must be infrequently awarded
- Awarded for work already completed – also called “now that” rewards
- Monetary or non-monetary

### Examples

- **Team meal:**  
Team lunch or dinner after a successful project completion
- **Gift card:**  
Unexpected gift card and thank-you note on desk
- **Peer recognition:**  
Peer-awarded rewards through an employee recognition platform

# MOTIVATION IN THE WORKPLACE

## Build Culture of Growth

- Mastery requires engagement
- Engagement requires effort
- Effort requires focus and time
- Build focus and time into growth culture

### Examples

- **Institute annual growth goals:**  
Give each team member 40 hours/year for professional growth; include target goals that align with business needs
- **Block out time for mastery:**  
Schedule growth time on your calendar
- **Spend money on team growth:**  
Include training & education during budget planning
- **Progress checks:**  
Periodic check-ins: Are they tracking to goal? Do they need additional support?

# MOTIVATION IN THE WORKPLACE

## Adopt a “You Time” Program

- Supports/encourages autonomy, mastery, and purpose
- Creates opportunities for business benefits
- Sparks creativity

### Examples

- **10% Time:**  
Offer one week each quarter for teams to choose their own project work
- **Service Projects:**  
Donate your time, talent, and treasure to a community service organization



# MOTIVATION IN THE WORKPLACE

## Avoid Micromanaging

- Reduces worker relationship dissatisfaction
- Supports autonomy
- Builds leadership appreciation

### Examples

- **Wait and reflect:**  
Count to 10 before responding or reacting. Is a response really necessary?
- **Drop the rope:**  
Let it go. There are many paths to the same solution.

# WRAP-UP

Choose one action today; impact your team tomorrow.

# THANK YOU

## Blake Bishop

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## Reading List

***Drive: The Surprising Truth About What Motivates Us***  
by Daniel H. Pink

***Grit: The Power of Passion and Perseverance*** by  
Angela Duckworth

***Wait: The Art and Science of Delay*** by Frank Partnoy

***One More Time: How Do You Motivate Employees?*** by  
Frederick Herzberg