Six Drivers of Human Motivation

Need for Autonomy

Daniel H. Pink speaks about the “fundamentally autonomous quality of human nature.” That when people have some discretion in deciding a target for innovation, they will be deeply committed to the work; when they can decide how they use their time, they will be energized by the trust that has been provided them; When they have discretion to apply whatever techniques they think will work, they will attack their project more creatively; and that teams will produce better work when they have greater discretion on membership, processes, and methods by which they attack projects. By giving people “volition and choice” they are energized by the freedom to exercise their unique intellectual and emotional assets. Under these adult oriented conditions, people feel like “players rather than pawns.” (Daniel Pink)

- Brainstorm rather than assign
- Select project to lead and champion
- Involve – have input into selecting assignments
- Selecting teams to be involved with
- Enable ideas (one-on-one) for process improvement initiatives and leadership
  - Collects and takes action/feedback
- Set up innovation lab to test ideas and process improvement or new concept
- Rotating leadership for team/division meetings
- Planning lessons – open/transparency/trust communication/allowing feedback
- Follow Through
- Fess up if you mess up.
- Delegate to empower & give autonomy to lowest level
- Define what you can let go of as a leader
- Define swim lane – let them go swimming, hold accountable.
- Prepare and enable the skill sets for people to be autonomous and to feel comfortable
- Exposure to top leadership, involved them in developmental assignment
- Enable teams/opt-into teams & the techniques involved
- Feed back
- Exposure to top leadership, not limited by role, conversations allowed
- Understand employee goals through conversation
- Transparency on time calendars
- Lunch n’ learn
- Focus group by outside facilitator to discuss autonomy, encourage the conversation
  - Apply ideas
• Reminder of purpose
• Rotating leadership
• **A Over Task**
  o Call for innovation without judgment
  o Ownership/autonomy over a project (100%)
  o Define the lane and let them go – with accountability
  o FedEx Day
  o Skills development to enable/allow for enabling
  o Empowering to make decisions
    ▪ Focus on outcome
• **A Over Team**
  o Avoid repercussions for the team and individuals
  o Allow individuals to self select teams or opt into teams
  o Say who is on the team, not just management decision
    ▪ Involve employees in hiring.
• **A Over Technique**
  o Culture of risk without penalty
  o Allowed to make mistakes
  o Managers need to let go of specific way
    ▪ Example: Zappos
  o Preconceived notions
    ▪ Focus on what not how
• **A Over Time**
  o FedEx day 3-4/year
  o W-L Balance, flexibility
• **Guiding Principle**
  o Culture of risk and candor without penalty or repercussion
  o Work hour flexibility
  o Empower decision – making, focus outcome
  o Self-selection of teams
• Full autonomy for a single (small) project
• Know experience/skill sets to identify areas of autonomy
• Focus groups facilitated by “other”
  o What they care about in work environment
  o Ask what autonomy means
  o Both staff and managers
  o Report out together
  o Start trust building
• Pull a “Zappos”
• Inclusion goal setting, work planning
• Genius Hour
• Call for innovation
  o Anything: product, process
• Open-door
  • Specific day (period of time)
• Conversation on what ownership of a task means
• On-going dialogue
• Bottom up generation of goals/performance
• Identify goals and performance
• Allow flexibility in work life
  • When and what they are working on
• Clarity from SL to mid-managers on what autonomy means
• Training and why autonomy is critical to their success

• Lunch and learn
  • Groups come together learn, discuss
• Brainstorm in various groups to generate ideas
• Candor without repurcussions
• Authenticity and honesty with staff
  • Increase loyalty with staff
• Treat people like adults
• Fedex days – a few times a year
• Invest interest in what employees have to say
• Giving people a change to opt-in to projects
• Let employees sit in on interviews for selecting team members
• Let go of what is in your head
• Instill pride – give information, offer assistance, but let them form opinions, ideas, etc.

• When Absent:
• Left out
• Non-creative, stifling
• Withdrawn & run away
• Lack of confidence
• Insecurity
• People shut down
• Difficult to influence, get things done
• Angry, combative