



# FLIPPING THE SCRIPT ON ENGAGEMENT: “WE ARE BECAUSE YOU ARE”

## **UVA HR DREAM SUMMIT**

Michelle Bright, MBA

# ADULT TRUTHS AMPLIFIED FOR EMPLOYEES

## Work Fulfills Some Of Our Important Adult Human Psychological Needs



It provides us a mechanism through which we can accomplish things, which is essential to building our self-efficacy or self-esteem.



It gives us skills, which ultimately allow us to define the direction of our own lives and manifest the realities that we want for ourselves.



It gives us a connection to and a place in broader society, providing a community within which we can share and make sense of important moments in the world.

# SELF-DETERMINATION THEORY

## THE UNDERLYING IMPACT ON WORKFORCE RETENTION & OPTIMIZATION

People can become self-determined when their needs for competence, connection, and autonomy are fulfilled.



### COMPETENCE

People gain mastery of tasks and learn different skills. When people feel that they have the skills needed for success, they are more likely to take actions that will help them achieve their goals.



### CONNECTION

People experience a sense of belonging and attachment to other people.



### AUTONOMY

People feel in control of their own behaviors and goals. A sense of being able to take direct action that will result in real impact.



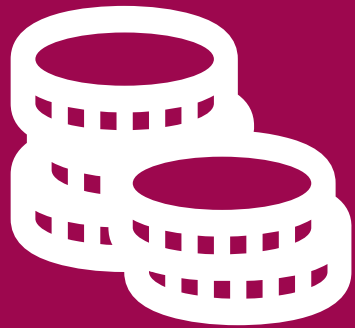
# HOW SELF-DETERMINATION WORKS

- **Psychological growth does not happen automatically**
  - While people might be oriented toward such growth, **the setting** must encourage and sustain growth.
- **Whether a person is proactive or passive is largely influenced by social conditions in the work setting**
  - **Relationships and interactions** with others foster or thwart readiness and personal growth



# HINDER OR HELP?

## EXTRINSIC MOTIVATORS



## HINDER

Can sometimes lower self-determination. Using extrinsic rewards for intrinsically motivated behavior can undermine autonomy. As the behavior becomes increasingly controlled by external rewards, people begin to feel less in control of their behavior and intrinsic motivation is diminished.

## POSITIVE FEEDBACK



## HELP

Can boost self-determination. Offering unexpected positive encouragement and feedback on a person's task performance can increase intrinsic motivation. This type of feedback helps people feel more competent, which is a key need for personal growth.



## SELF-DETERMINED BEHAVIORS

- Motivated by intrinsic rewards
- Driven by enjoyment, interest, or satisfaction
- Feel in control



## NON-SELF-DETERMINED BEHAVIORS

- Motivated by extrinsic rewards
- Driven by obligation or responsibility
- Feel a lack of control

## BELONGING

- “Being somewhere you want to be and knowing others want you there, too”
- “Being accepted for who I am personally”
- “I get to be me here”

## FITTING IN

- “Being somewhere you want to be, but feeling like anyone would do”
- “When it’s clear I should just go along”
- “Others spend time on who I’m supposed to be”



“Irreducible need for people to personally thrive.”

Self-actualized  
among a group  
of others

Fosters resilience  
through natural  
phase of  
change

Requires  
reservation &  
deference to  
emotional  
safety

Diminishes  
contribution



Creates individual compromise that cascades into “Suffering”



# LEADERSHIP ACTIONS THAT FOSTER BELONGING EXPERIENCES

- Habitual practices that align an individual's values to the organization's values
- Recognition of how an individual relates to all levels of the organization
- Continuous evolution of understanding individuals' connection to micro & macro organizational dynamics
- Overt and reliable attention to an individual's personal contribution
- Adaptive responses to enable an individual's "best contribution"





## IDENTIFYING INDIVIDUAL CONTRIBUTION

- Cognitive process for the Leader
  - Analytical, Strategic, Procedural
- Attention to progress through effort
  - Progress Leads to Outcomes
- Differentiation among individual effort, team effort & general process

## RECOGNIZING INDIVIDUAL CONTRIBUTION

- Personalized toward individual's unique effort
  - Emphasizes effort dedicated to the progress
- Articulates aspects that blend individual's values and group's values
  - Timing optimizes affect of future contribution





