

## Creating Motivating Work Environments

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Your passion for  
something is an indicator  
of what you find worthy.

### Definitions

- **Motivate:** to provide with an incentive; move to action.
- **Motive:** an emotion, desire, need, or similar impulse that causes one to act in a particular way.

### Research: What Constitutes A Motivating Work Environment?

- All report a strong correlation among perceived work empowerment, work satisfaction, and autonomy.

Anderson, '00; Laschinger & Finegan, '05;  
Laschinger & Havens, '96; Schmalenberg &  
Kramer, '08; Scott, Sochalski & Aiken, '99

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- Informal power is strongly related to accountability, productivity, and work effectiveness. Laschinger & Wong, '99
- Work environments in which meaningful collaboration is actively supported positively impacts satisfaction; leaders who encourage and support staff involvement in professional develop report high levels of job satisfaction. Pearson, et al, 07

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- Leadership activities that lead to satisfaction with the work environment are: 1) sharing an inspiring vision; 2) focus on results, 3) processes and relationships; 4) seeks maximum involvement; 5) coaching for improved performance, and 6) celebrating achievements.

Moore & Hutchinson, '07

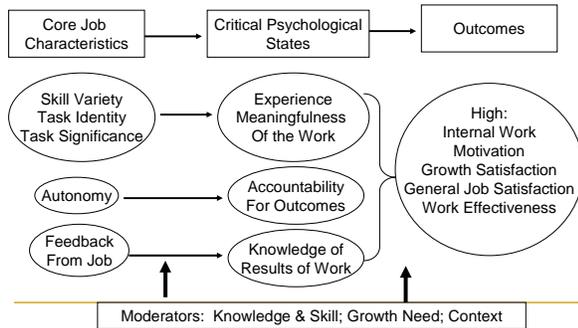
### Research: What Constitutes A Motivating Work Environment?

- Kouzes & Posner, '02:  
External motivation is more likely to create conditions of compliance and defiance, and are more likely to stop trying once the rewards/punishments are removed  
  
Internal/Self motivation produces far superior results, and will keep working toward a result even if there is no reward  
  
You can't impose a self-motivating vision on others, it has to have "meaning" to the worker.

### Research: What Constitutes A Motivating Work Environment?

- Kouzes & Posner, '02:  
  
Regardless of the industry or location, workers rank "interesting work" well above high income, the quality of the leadership is more motivating than \$.  
  
Great leaders speak to people's hearts.

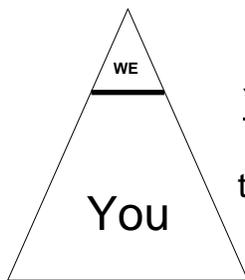
## Hackman & Oldham: Work Redesign Model



## The Organization As Machine

- When an organization is perceived and constructed as a “machine” its parts, and their interface with each other, are fixed, and must remain so for the machine to operate reliably.
- Designed for predictability.
- Drives out “variance”, and thus innovation.

## The Not So Old Machine Hospital



We at the top think.  
You at the bottom do  
what we at the top  
think you ought to do;  
thanks for coming to  
the meeting!!!

## Health Care Organizations

- Many HCOs are basically organized and operated much like hospitals of the mid 20<sup>th</sup> century.
- They lack significant formal and informal vertical and horizontal linkages necessary for information to flow freely, and for meaningful social networks to develop.

## Health Care Organizations

- Changing organizational structure and empowering staff without providing them with the knowledge, skills, abilities, and capacities to lead will likely make things worse.
- A flat organizational structure can produce as many impediments to staff motivation as a tall one.
- Structural changes must be accompanied with behavioral changes.

## Effective Leaders

- Leaders who empower staff and encourage them to step out and experience the changing world place their organizations in a good position to take advantage of the future, rather than be a victim of it.
- Leaders of complex adaptive organizations lead with a finely nuanced combination of power and influence.

## Effective Leaders

- The motivation of the knowledge worker depends on their being effective, and their being able to achieve.
- If effectiveness is lacking in the work, commitment to work will soon wither, and they will become “time-servers”, going through the motions of 9-5. (Drucker)