

Engagement Challenge – Tapping into Intrinsic Motivation

This exercise allows participants to tap into what is intrinsically motivating to themselves, watch a video of how a call center job was redesigned, then examine ways in which they could redesign a self-identified job to be more intrinsically motivating. The video was designed and produced by a Cinema Arts undergraduate, which adds to the story of intrinsic motivation.

Introduction:

While the concepts of intrinsic and extrinsic motivation are discussed in Organizational Behavior courses, an examination of an individual's own intrinsic motivations are not always explored. This exercise asks participants to consider tasks where they pushed themselves beyond extrinsic motivators and examine what was the source of their motivation. The idea of how jobs could be redesigned to tap into sources of intrinsic motivation is introduced through a student created video of a redesigned call center job. Students are then challenged to redesign a job they have identified to engage intrinsic motivation.

Theoretical Foundation/Teaching Implications:

Explores how intrinsic motivation as described by Edward L. Deci and Richard M. Ryan can be part of job redesigns. Using an introductory example from Total Engagement (2009) by Byron Reeves and J. Leighton Read, a video explores a call center redesign. Hackman and Oldham's (1976) job characteristics model is also presented in consideration of the job redesign.

Learning Objectives:

Encourages participants to identify their sources of intrinsic motivation.

Presents a redesign of a typical job with low engagement and high turnover to consider the source of the change in motivation

Allows participants to use the job characteristics model in redesigning a job with more intrinsic motivation/engagement

Exercise Overview:

Two Facilitator's Guides are attached with details on implementing the exercise for undergraduates and graduates or executive education audiences. Since the exercise is new, it has only been run with an executive education group who generated innovative presentations of redesigned jobs.

Session Description:

For the 30-minute MOBTS session, participants will identify personal intrinsically motivating situations, share common themes with participants, watch the student generated video, then discuss how they could engage different levels of students.

Appendix A

Engagement Challenge for Graduates and Executive Education

Engagement Challenge for Graduates and Executive Education Facilitator's Guide

Goals:

- Identify personal intrinsic motivation
- Create workplace environment that taps into intrinsic motivation for others

Materials:

- Jennifer's Story video
- Engagement Challenge PowerPoint
 - Background image for PowerPoint:
https://wallpaperscraft.com/image/focus_gears_motor_gear_109852_2560x1600.jpg
- Group signs
 - TBD [blue]
 - TBD [red]
 - TBD [green]
- Engagement Challenge worksheets 1 per person

Activity:

- Announce: "Today's exercise is about intrinsic motivation and it has 2 parts to it. The first part is an independent reflection on what makes something intrinsically motivating to you personally."

Display PP slide

Intrinsic Motivation

Reflect on activities in which you were highly motivated. Use the worksheets to capture how each of the following may have influenced your experiences:

- Autonomy/Social
- Purpose
- Meaningfulness
- Other

- After the self-reflection, you will be asked to share your insights with the group and I will then tell you more about part 2. Please distribute the worksheets to everyone. You need to think of a time that you were highly motivated to push through on achieving a desired result. It could be performance related, creating something, or perhaps fulfilling an obligation. To accomplish the desired result, you devoted a bulk of time willingly. Once you think of the task that truly tapped into your intrinsic motivation, please jot down how autonomy, purpose, meaningfulness, or anything else influenced your experience. You have the next 8 minutes to fully consider your experience and record your insights.”
- After 8 minutes, announce: “You have just spent the last 8 minutes considering how intrinsic motivation was triggered for yourself. Please spend the next 10 minutes sharing your experiences with the people at your table. Using one of the blank worksheets, capture some of the common themes you all share.”

Towards the end of the 10 minutes, have each table report on their common themes and jot them down on the whiteboard. Discuss commonalities and unique themes.

- Announce: “What I want you to do for the next few minutes is to consider jobs that currently have high turnover rates. At your tables, identify several of those jobs.”

After a few minutes, ask the tables to share the jobs they identified and write them on the whiteboard. After all tables have reported, ask the group to identify the top 3 jobs that are the most concern. Circle those jobs. Explain that these will be the jobs they will be working with.

- Announce: “The second part of today’s exercise is considering ways that you can trigger intrinsic motivation for employees. You can create job environments and cultures that enable intrinsic motivation. Thinking about how you could make the jobs intrinsically

motivating for your employees, we are going to show your Jennifer's Story. It is the story of how an isolating call center job was transformed into one of engagement.

Broadcast Jennifer's Story.

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Display PP slide:



Your 30 minutes begin now. I will tell you when the presentations are to start but before that, I will come by each room to answer any questions.”

Go to each room to answer questions.

- After 30 minutes, announce: “It is time to rejoin in the debrief room. Please sit with the group you have just worked with.”

Debrief

Publishing:

- Reactions to the exercise
- Ask groups to share their common themes for Intrinsic Motivation and list on whiteboard

Autonomy/Social | Purpose | Meaningfulness | Other

Processing:

- Play each room's presentation and have them discuss how intrinsic motivation would be realized
- Problems with creating engagement

Generalizing:

- Why intrinsic versus extrinsic?
- Individual differences in intrinsic motivation

Application:

- What do you look for in a job?
- What role does organizational culture play?

Appendix B
Engagement Challenge for Undergraduates

Engagement Challenge
Intrinsic Motivation

Think of a time/activity in which you were highly motivated to persevere in accomplishing a task (i.e., shooting baskets, playing an instrument, conquering a video game). Now jot down how autonomy, purpose, and meaningfulness influenced your motivation. Also include other aspects of the task that were motivating to you.

Autonomy/Social:

Purpose:

Meaningfulness:

Other aspects:

Engagement Challenge
Intrinsic Motivation

Think of a time/activity in which you were highly motivated to persevere in accomplishing a task (i.e., shooting baskets, playing an instrument, conquering a video game). Now jot down how autonomy, purpose, and meaningfulness influenced your motivation. Also include other aspects of the task that were motivating to you.

Autonomy/Social:

Purpose:

Meaningfulness:

Other aspects

Engagement Challenge for Undergrads Facilitator's Guide

Goals:

- Identify personal intrinsic motivation
- Create workplace environment that taps into intrinsic motivation for others

Setup:

- Conference tables in rooms A-J
- Rooms K-N setup for debrief – no tables and 48 chairs in rows
- Introduction to the ELC video clip on the N: drive
- Jennifer's Story video from the ELC Library 20## flash drive in the Engagement Challenge folder
- Engagement Challenge PowerPoint installed on debrief computer
- Clicker for debrief computer
- Room computers logged into elcgeneral [password: fighton]
- Keyboards and mice in each breakout room
- Headphones outside the rooms
- DVR recording of clips per Trainer and simultaneous recordings of final 2 minute presentations

Materials:

- Introduction to the ELC video clip on the N: drive
- Jennifer's Story video from the ELC Library [current year] flash drive in the Engagement Challenge folder. Created by Nile Jones 5/2018
- Engagement Challenge PowerPoint
 - Background image for PowerPoint:
https://wallpaperscraft.com/image/focus_gears_motor_gear_109852_2560x1600.jpg
- Room signs
 - Consulting [blue]
 - Marketing [red]
 - Finance [green]
 - Hospitality/Entertainment [purple]
- Engagement Challenge worksheets 1 per person

Activity:

Have students gather in large debrief room to watch the ELC Intro video and introduce the exercise. Participants will select areas of interest when moving to the breakout rooms.

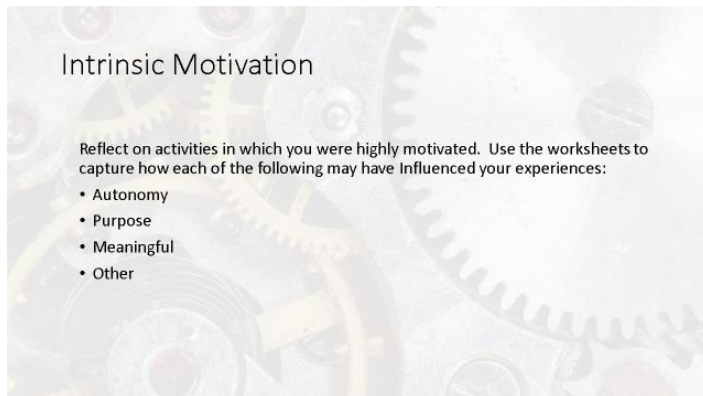
Place Engagement Challenge worksheets in message boxes – 7 per box.

- Announce: “Welcome to the ELC. I’m _____ and I will be facilitating today’s exercise. Since this may be the first time in the ELC for some of you, we have created an introduction video that we will show you now. Once it is over, I will come back to tell you more about today’s activity.”

Ask your Tech to play the Introduction to the ELC video.

- Once the video ends, announce: “Today’s exercise is about intrinsic motivation and it has 2 parts to it. The first part is an independent reflection on what makes something intrinsically motivating to you personally.

Display PP slide



- After the self-reflection, you will be asked to share your insights with your group and I will then tell you more about part 2. What I will say about part 2 now is that your group will be focused on a job within a specific category of jobs. I am sharing these categories with you now because you will be selecting one that interests you and moving to that room for the rest of the exercise. Here is a map of the ELC with the job categories listed. You will note that 2 rooms are assigned to each categories. There is a limit of 6 people to each room so you will need to find a room with less than 6. Take a moment to look at the map and think about the job categories you would be interested in.”

Any questions?

Please move to a room of a category you are interested in with less than 6 people now.

- Once everyone has moved to a room and you have verified no more than 6 are in each room, announce: “At this time please go to the message box under the mirror in your room. You open it by _____. Please distribute the worksheets to everyone. You need to think of a time that you were highly motivated to push through on achieving a desired result. It could be performance related, creating something, or perhaps fulfilling an obligation. To accomplish the result, you devoted a bulk of time willingly. Once you think of the task that truly tapped into your intrinsic motivation, please jot down how autonomy, purpose, meaningfulness, or anything else influenced your experience. You have the next 8 minutes to fully consider your experience and record your insights.

Go to each room to answer questions.

- After 8 minutes, announce: “You have just spent the last 8 minutes considering how intrinsic motivation was triggered for yourself. Please spend the next 10 minutes sharing your experiences with the people in your room. Using one of the blank worksheets, capture some of the common themes you all share.”

Clips: Capture clips of individuals sharing their stories. Also clips of discussion of common themes.

Alert Techs to prepare the Jennifer’s Story to broadcast to all rooms.

- After about 10 minutes [check on the progress in each room], announce: “The second part of today’s exercise is considering ways that you can trigger intrinsic motivation for your future employees. You will be creating job environments and cultures in your future endeavors. Thinking now on how you could make the jobs intrinsically motivating for your employees, we are going to show your Jennifer’s Story. It is the story of how an isolating call center job was transformed into one of engagement. Before I show you Jennifer’s Story, let me share with you the genesis of the video. In a book entitled Total Engagement, there was a short description about a job that had been redesigned to increase employee engagement. In the summer of 2017, Nile Jones, a Cinema Arts student, was working for the ELC as a Tech. The demand for ELC sessions is less demanding in the summer so I was chatting with Nile about capturing the Total Engagement scenario in a video. Nile erupted with idea, creating a storyboard including animation and identifying animators who could bring her vision to life. What you are about to see is what Nile produced for the ELC from a 3-page description in a book. Hopefully it can trigger your imagination in the possibilities.

Broadcast Jennifer’s Story to all rooms.

- After the video, announce: “This is where the room category comes into play. For the next half an hour, you will work with your group to create engagement for a job that your group chooses. While the video showcased using gamification to reduce the social isolation of the call center job and create virtual teamwork with incentives, you can create something entirely different for the job your group decides to work on. It can be a job you expect to be supervising or one that you can see yourself working in. When groups of executives tackled this very same task, they enacted a job interview role play, a rap song with dance moves, and a rap with audience participation. Let’s see what the millennial generation can create for your presentation. PowerPoints are not allowed.

Display PP slide:



Your 30 minutes begin now. I will notify you when it is time to record your presentations and I will come by each room to answer any questions.”

Go to each room to answer questions and possibly help identify a target job.

- After 30 minutes, announce: “It is time to record your 2 minute presentations. Please position yourselves under the monitors across from the mirror and camera. Once our Tech has everyone framed on camera, I will tell you when to begin and when your 2 minutes are up.”

Check with your Tech to ensure everyone is framed on camera.

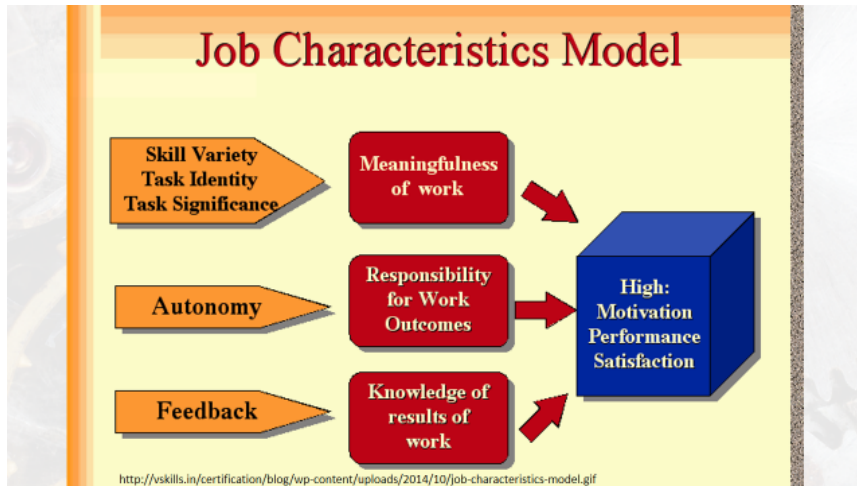
- With your Tech’s OK, announce: “Please begin your 2 minute presentation now.”
- After 2 minutes, announce: “Stop. Please bring the worksheets and join us for a debrief in the room we met in initially. Please sit with the people you just worked with.”

Ask your Tech to prepare the clips you took (if any) during the first part of the exercise. Once those have been watched, the presentations will be broadcast.

Debrief

Publishing:

- Reactions to the exercise
- Ask groups to share their common themes for Intrinsic Motivation and list on whiteboard
Autonomy/Social | Purpose | Meaningfulness | Other
- Display Job Characteristics Model slide and ask how intrinsic motivation maps to it.



Processing:

- Play each room's presentation and have them discuss how intrinsic motivation would be realized
- Problems with creating engagement

Generalizing:

- Why intrinsic versus extrinsic?
- Individual differences in intrinsic motivation

Application:

- What do you look for in a job?
- What role does organizational culture play?

Engagement Challenge

Intrinsic Motivation

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Autonomy/Social:

Purpose:

Meaningfulness:

Other aspects: