



# Maximising Motivation While Working From Home

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Continuous Improvement  
Services team



## Take a holistic approach

- This information has been developed to help leaders lead in this volatile, uncertain, complex and ambiguous time
- **Motivation paradox** – if you just focus on how to increase motivation, you'll never increase motivation. Instead, get the environment right and motivation will follow.
- Considering the whole working experience will maximise motivation, productivity and wellbeing
- This guidance will cover:
  - Expectations
  - Pillars of wellbeing
  - Purpose
  - Leadership
  - Communication
  - Psychological safety
  - Trust
  - Accountability
  - Problem solving
  - Motivation



## Expectations

- Some say the root of all conflict is a lack of clarity of expectations
- Discuss expectations around:
  - Working hours
  - Setting boundaries
  - Understanding what work everyone is doing
  - Updating work status – tasks complete, late or not done
  - How each individual ensures their own health and wellbeing
  - How each individual supports other team members health and wellbeing
  - Anything else that's relevant to your team

# Pillars of Wellbeing

- The transition to home working is a great time to review our approach to health and wellbeing
- It's a chance to thrive, not just survive
- Talk frequently about what you are doing to support your wellbeing. Think progress, not perfection. You don't need to be an elite athlete, just share what's working for you.
- Benefits of addressing wellbeing:
  - Help reduce spread of COVID-19
  - Make people happier and more productive
  - Avoid working long hours, which can lead to burnout
  - Lower stress levels
  - Avoid feelings of isolation

# 8 PILLARS OF OPTIMAL HEALTH & WELL-BEING

Natalie Moore | Holistic Psychotherapy

## 1 NUTRITION

Put good in, get good out! We can't expect our lives to run smoothly if we aren't putting optimal fuel in our tanks. Aim to eat 5 servings of veggies & fruits per day.



## 2 SLEEP

We know we should be getting 6-8 hours per night, but most don't. Poor sleep is implicated in most mental health conditions.



## 3 MOVEMENT

You don't need to be a pro athlete to gain the mental health benefits of exercise. Find meaningful movement throughout the day, even if just a quick walk.



## 4 (LOW) STRESS

The body was not built to thrive with the levels of chronic stress we experience on the daily. Find a relaxation practice that you can commit to.



## 5 (LOW) TOXICITY

We are exposed to tens of thousands of chemicals everyday. Take reasonable precautions to reduce the amount of toxic load on your body & mind.



## 6 CONNECTION

No man is an island! We've become more isolated than ever before. Seek face-to-face connection over digital communication when possible.



## 7 PURPOSE

Our sole purpose in life cannot be to make money & buy more stuff. Connect to something deeper to attain peace, joy & freedom.



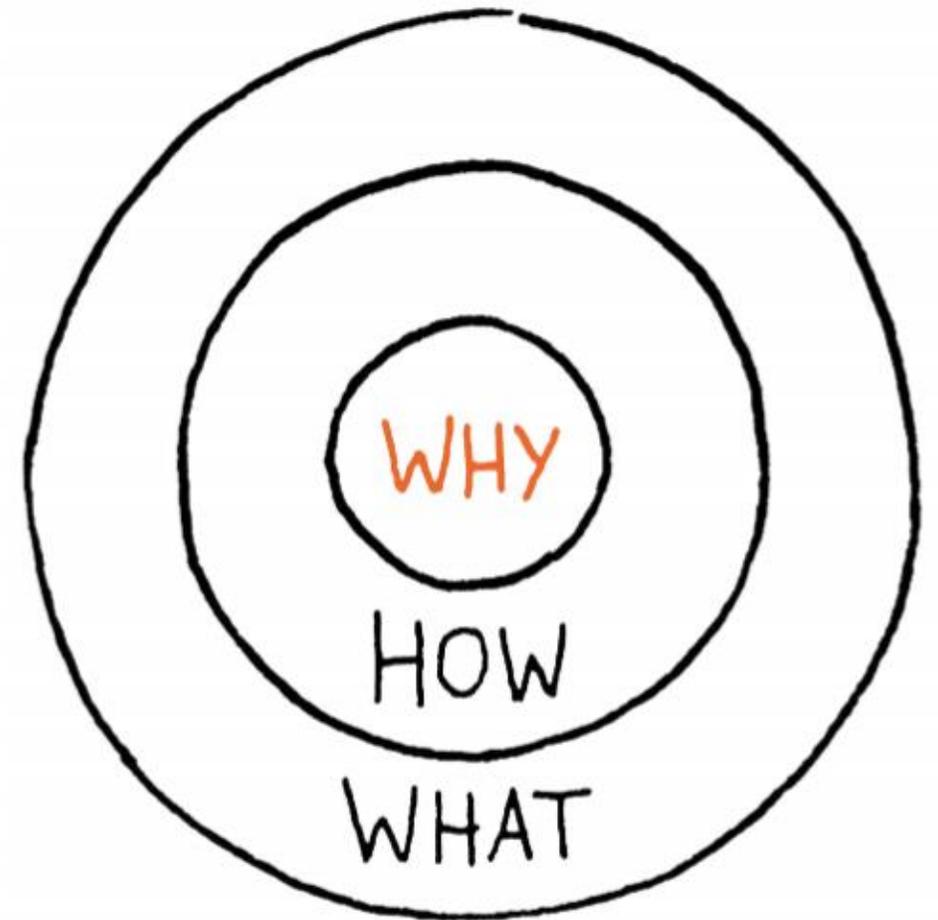
## 8 ENJOYMENT

All work and no play makes you an unhappy camper. Find joy in the small things and take time to go on vacation. Everyone deserves a break.



## Purpose

- Simon Sinek beautifully articulates the concept of purpose and why it's important in [this Ted Talk](#)
- As people work from home they may feel further from your team's purpose. This can decrease motivation.
- Here are some suggestions to help people feel connected to the purpose of their work:
  - Talking about how your purpose helps others (e.g. organisation, country)
  - Sharing stories and successes
  - Actions that tangibly link to purpose



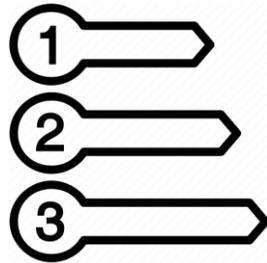
# Leadership

- Leading in this volatile, uncertain, complex and ambiguous time will be challenging
- Obviously these 5 elements are not everything a leader needs to do. However, we hope they are a good starting point for helping your team perform better

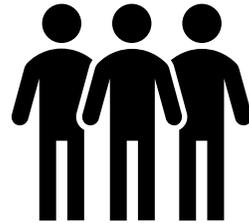
Create clear goals



Set priorities



Build collaborative climate



Manage performance



Build confidence



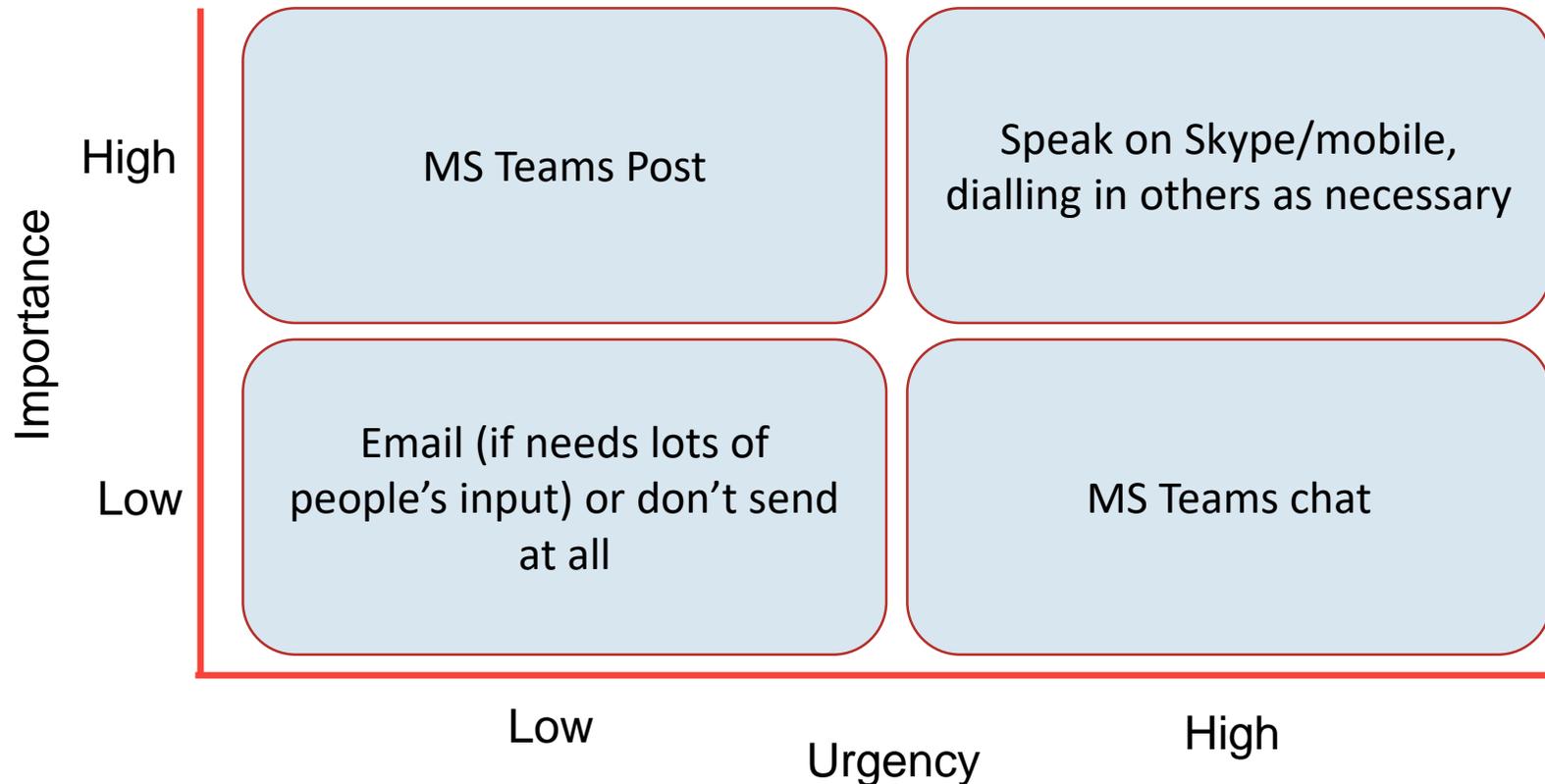
# Communication

- Having the majority of people working from home may be the most substantial change to how we communicate since email was invented
- With this new way of working, what does good communication look like for your team?
  - A 30 minute discussion will pay you back many times over in increased productivity
- Some options to consider:
  - Setting ground rules for communication
  - Having a 5 minute break between meetings, e.g. finish at 10:55 instead of 11:00
  - Do you want to have daily check ins? Weekly meetings with ad hoc emails and calls? Or something in between?
  - Daily coffee breaks – 15 mins with no obligation and no agenda
  - “Virtual Office Hour” – the team logs onto video chat and works on their own tasks but can ask anyone a question. People are free to move around just as they would in the office.



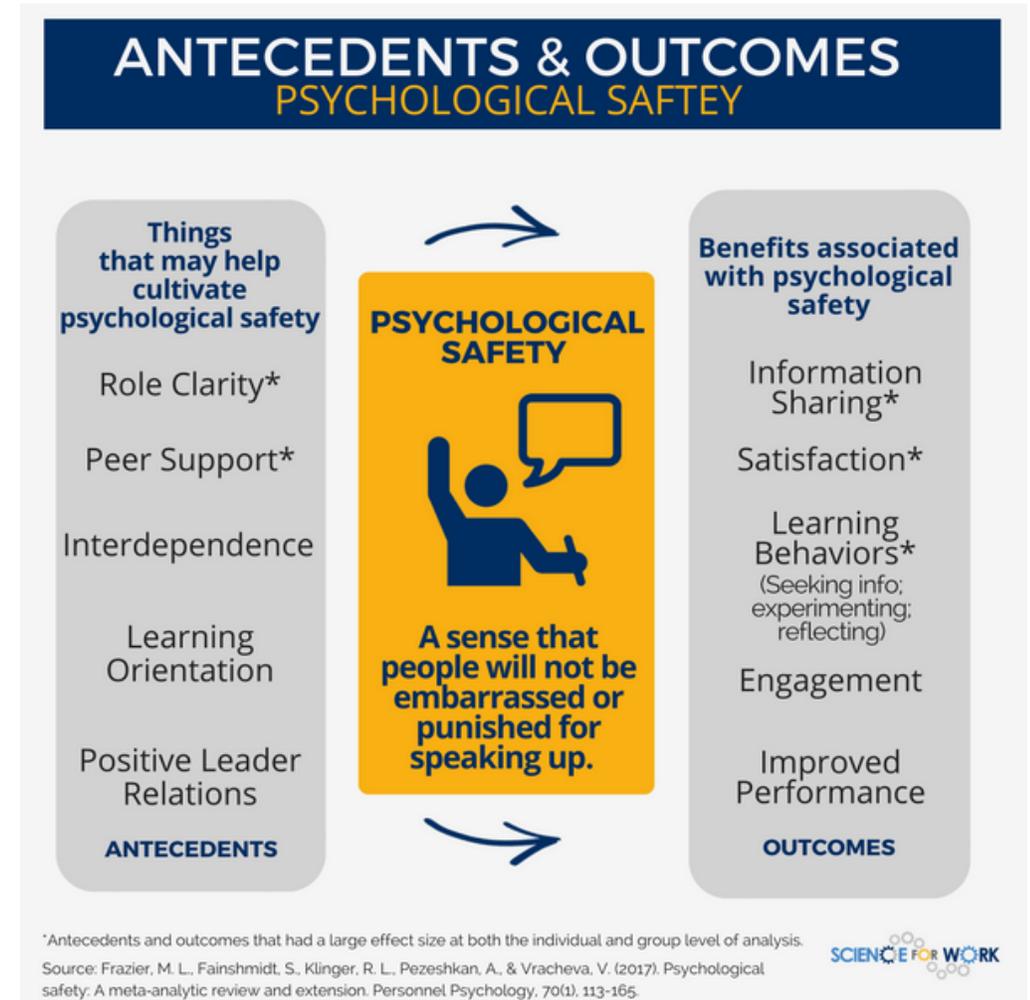
# Communication

- What communication tools will you use?
- What about a 2 x 2 urgency and importance matrix to outline best communication tool?



# Psychological Safety

- Google's Project Aristotle showed that psychological safety was a key element of a high-performing team
- Psychological safety can be difficult to develop face to face, working remotely adds a further level of challenge
- How will you ensure everyone has time and space to speak up?
- Could you set up chat/instant message during each of your calls? That could help people feel more comfortable contributing information without interrupting



# Trust

- Trust is your belief that other people will do what they say they're going to do
- With many people working remotely, managers may increase the number of work-related check ins because they are not able to see what people are doing
  - This could result in people feeling like they are not trusted to deliver their tasks
- Setting up visual management for your work (e.g. Kanban/Scrum board) can help increase trust because we see repeated examples of people delivering on their promises
  - This can be done easily in MS Teams



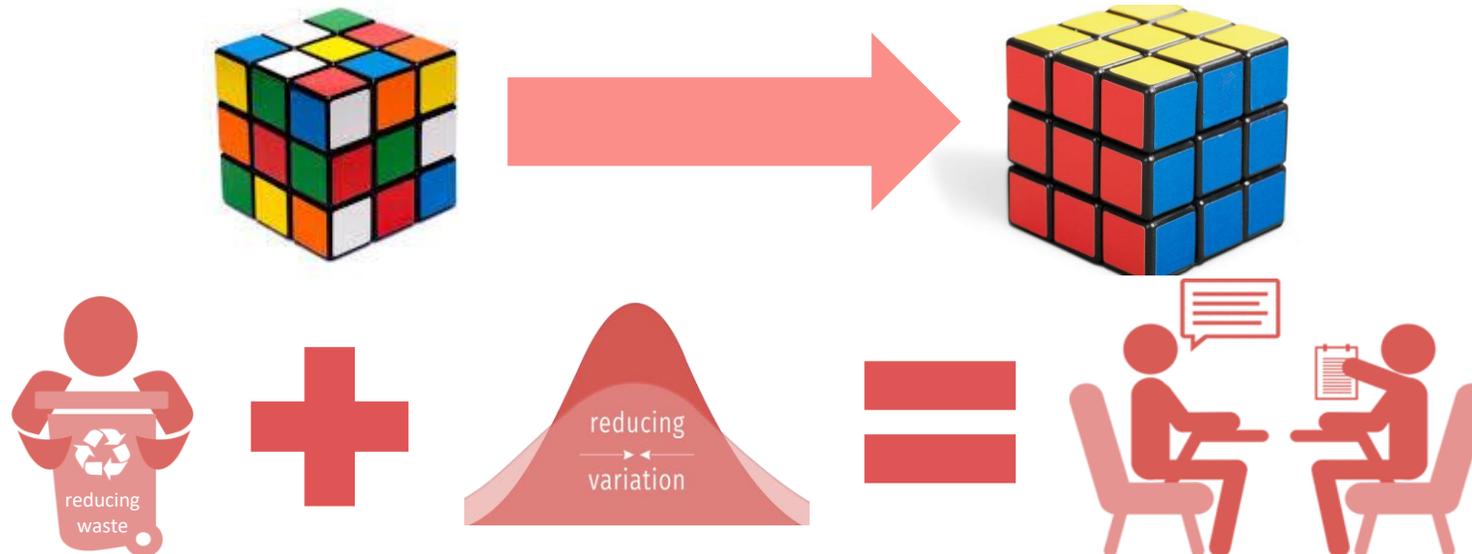
# Accountability

- Accountability is the sense of individual and collective desire to achieve a team's purpose and goals
- It helps create a greater sense of team
- To establish accountability we need to:
  - Set clear goals
  - Measure progress against goals
  - Ensure people are clear on individual and joint responsibilities
  - Deliver on our promises

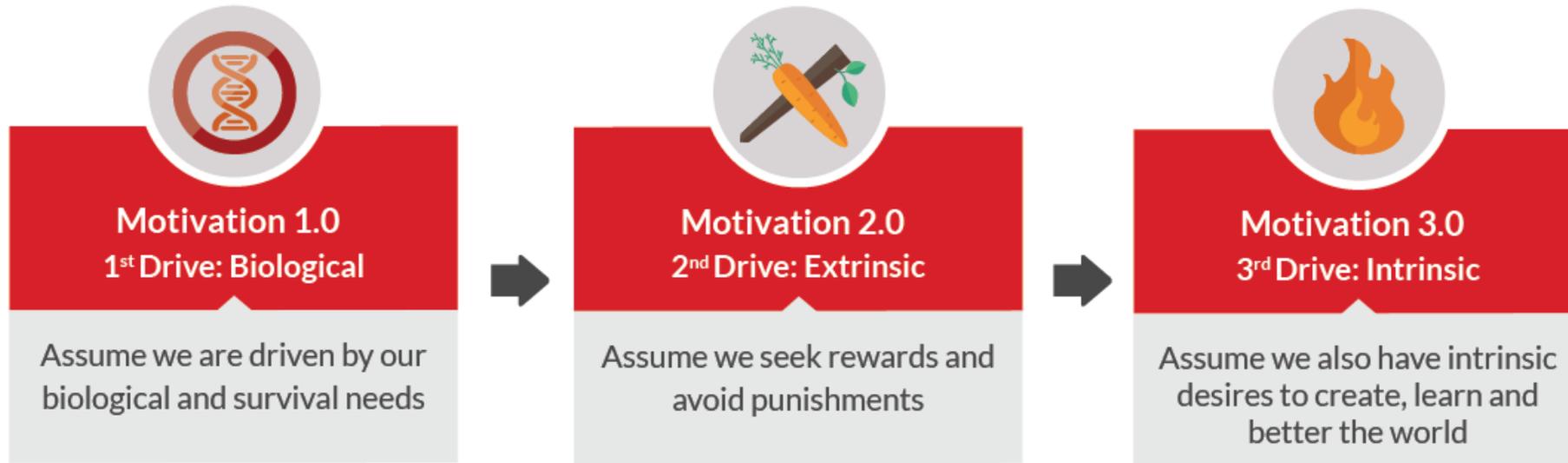


# Problem Solving

- Our new way of working may highlight problems and challenges
- You likely have ways to solve problems already
- If you have very complex problems or challenges that are impacting your productivity it may be difficult to solve these while working remotely
- WSP's Continuous Improvement Services team have tools and techniques to solve these difficult problems and increase productivity



# Maximum Motivation



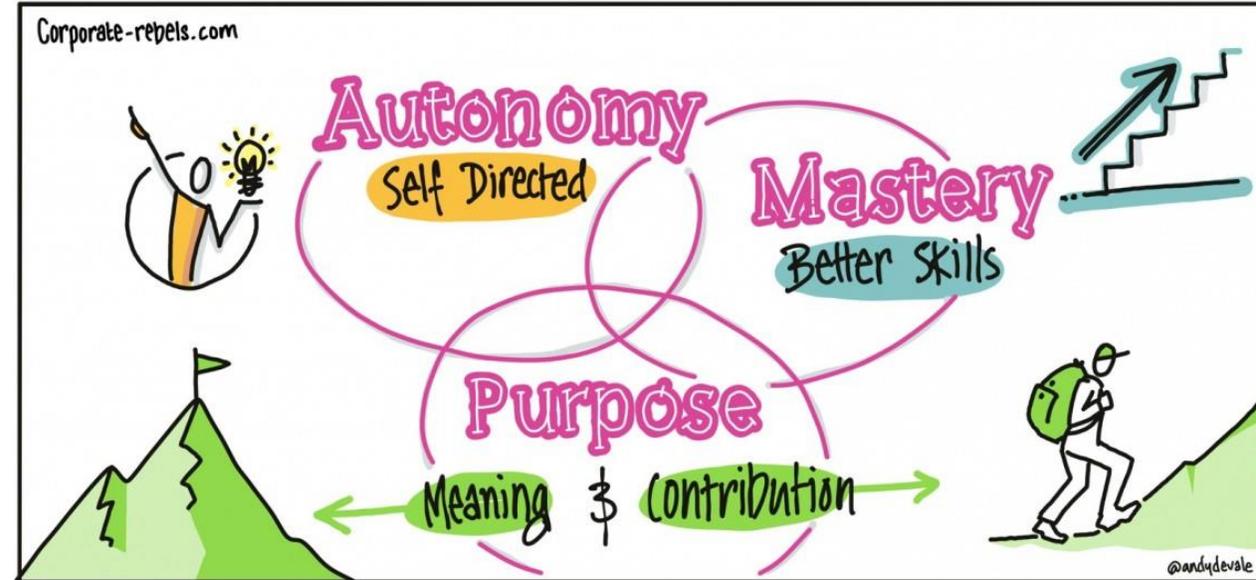
- Mostly, our people have their biological needs met. However, concern about the health of ourselves or our loved ones will substantially reduce our motivation.
- Extrinsic motivation can get simple tasks completed but it's not helpful for innovation, creativity, and creating enjoyment in our work

# Maximum Motivation

- You can help people **maximise their intrinsic motivation** by helping people have purpose, autonomy, and mastery.

## Purpose

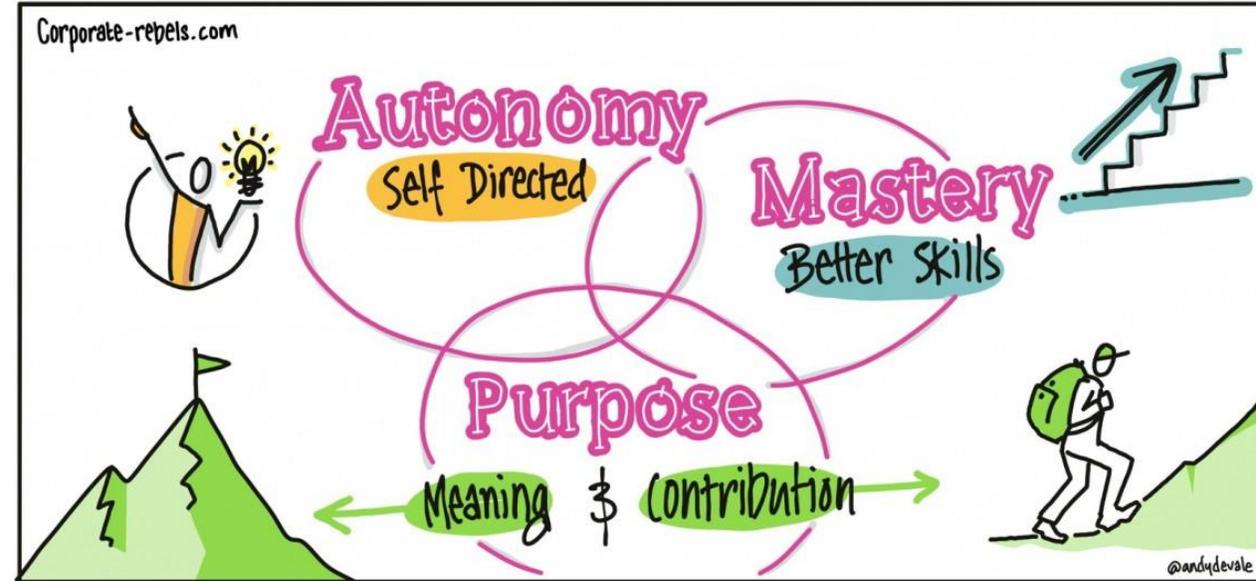
- We've covered meaning above (slide 5)



- Contribution: how do people know they are making a valuable contribution to the team?
  - Do they know how their work helps achieve team goals?
  - Can everyone see when someone has progressed or completed a task?
  - Are you recognising everyone's contribution?
  - Though more difficult when working remotely, all are achievable

# Maximum Motivation

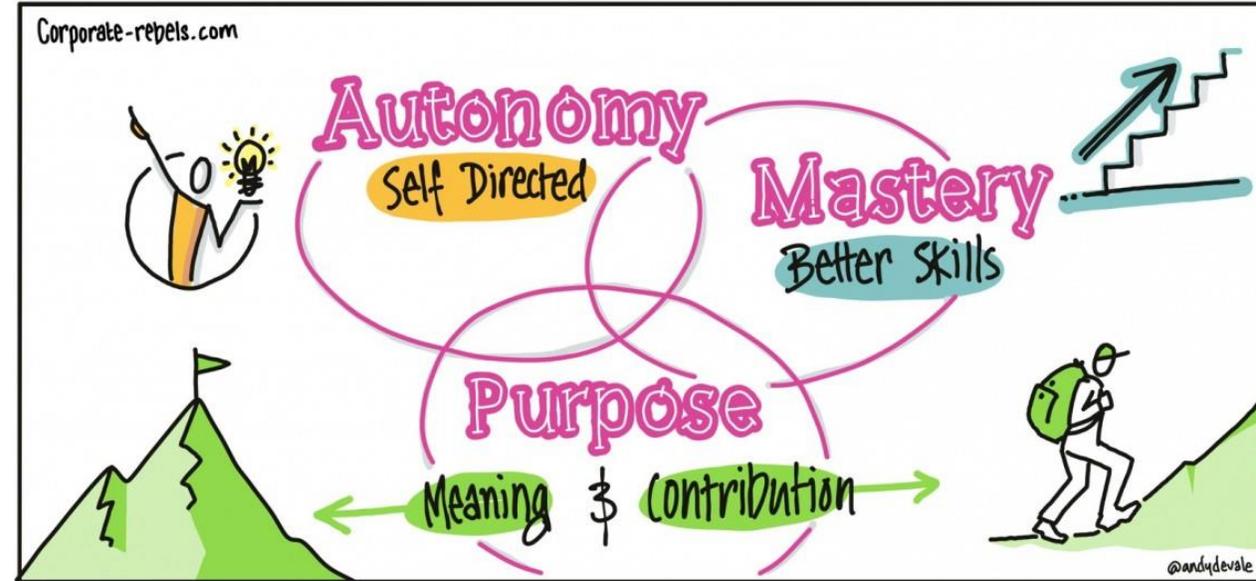
- **Mastery:** feeling like we are improving our skills and ourselves as we progress towards a lofty goal
- How will people feel like they are improving their skills?
  - It's about work tasks we complete AND learning



- Would your team feel more motivated if they have 30 minutes per day devoted to mastery? They will repay that time many times over in increased productivity, creativity, and innovation.
- Can you assign challenging work that helps people develop mastery?

# Maximum Motivation

- **Autonomy**: feeling like we have choice about how we do things
- People **love** to be told “**Why**” they’re doing tasks, they **like** to be told “**What**” to do, they **hate** to be told “**How**” to do things.



- Being told how to do things undermines our autonomy and decreases motivation
- We can increase intrinsic motivation by telling people “Why”, “What” and then asking them to create the “How”.
  - Also, ask them to create a reporting mechanism online that everyone can see.



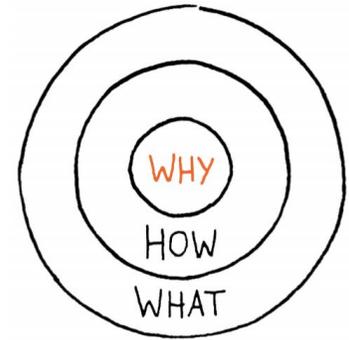
# Any Questions

If you have any questions or want to talk about how to implement any of the ideas mentioned here, please do contact me at [Andrew.dewar@wsp.com](mailto:Andrew.dewar@wsp.com)



# FORMING PERFORMING TEAMS

## Great projects need great teams



### Why

More and more, we need to work within and across teams to achieve our goals. However, this is not easy. WSP's Continuous Improvement Services team can help your team achieve sustainable performance improvement that continues through effective teamwork long after our engagement has stopped.



### How

Dr Andrew Dewar applies expertise in psychology and continuous improvement, as well as experience developing high-performing teams in a sport, third sector, public sector and private sector to increase team performance.

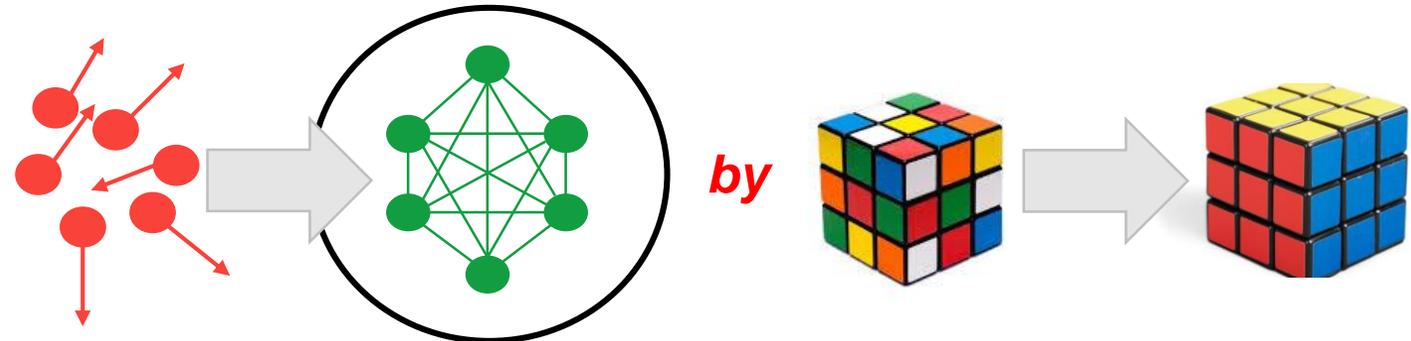


The British Psychological Society  
Chartered Psychologist

By evaluating your current situation, Andrew identifies key areas to focus on from the **House of a High-Performing Team** (and beyond), which provides a blueprint for better team performance. He then creates tailored support so that your team can overcome any challenges.

### What

We transform groups of individuals, lacking alignment and with potentially conflicting goals, into high-performing teams by making the complex simple.



We achieve this through interactive and engaging workshops, coupled with ongoing coaching and support.