



FINDING YOUR MOTIVATION

and managing when you aren't motivated

Jennie.ocken.org

MANAGING SYMPTOMS

- Different Roles
Sales/Marketing <-> Engineering department head
Single team embed <-> Head of Product
- Different Team Management
Individual Contributor <-> Hiring Manager
Small team (1 DR) <-> Department Head (21 DRs, two levels)
- Different sizes of company
30 <-> 94,000 (~800 in IT)
- Different Business Pressures
SaaS product <-> Internal business applications
Direct sales of development time <-> Development to create services efficiency
- Different business structures
VC funded startup <-> Privately owned <-> Publicly traded
- Different technical challenges
Mainframe forklift <-> Startup “greenfield”
Monolith <-> Microservices
- 15+ years in Product Management





WHERE DO
YOU WANT TO
BE IN 5 YEARS





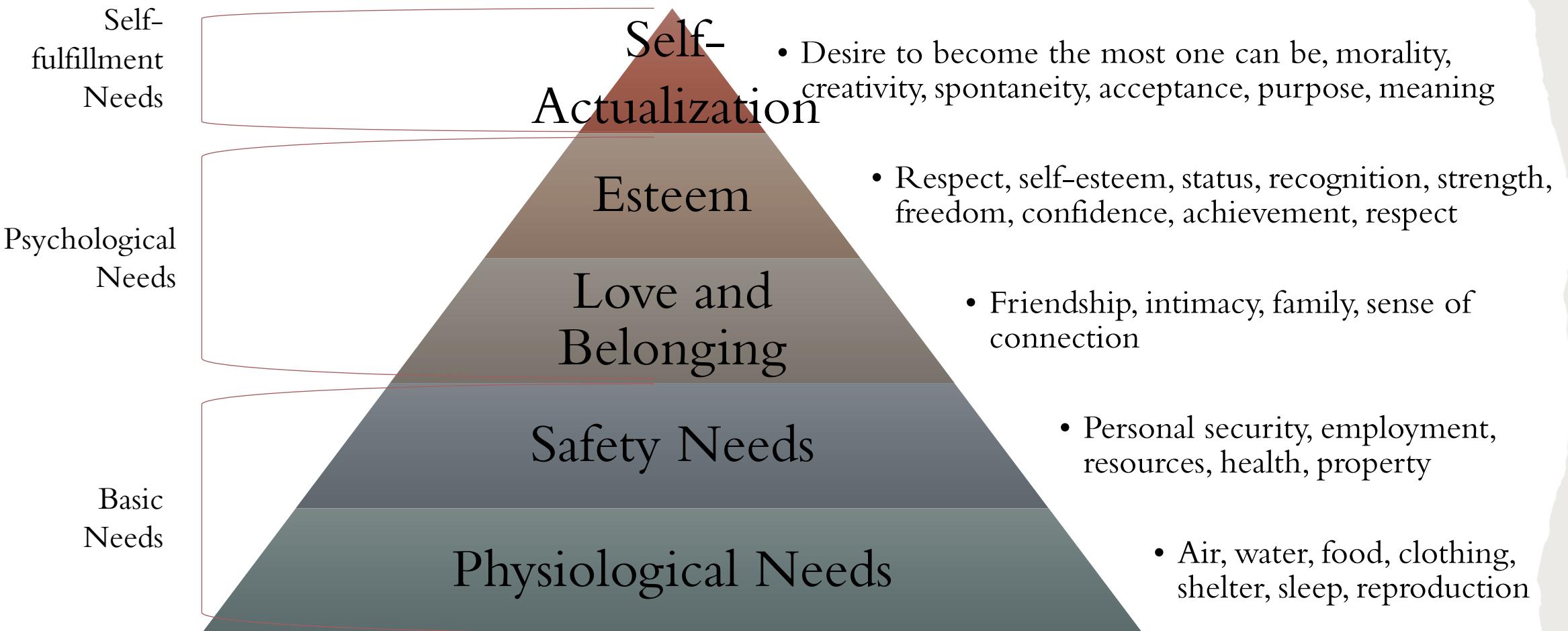
THE GARDENER AND THE CARPENTER

- Gardening: “create a protected and nurturing space for plants to flourish...our specific plans are always thwarted”
- Carpentry: “ shape that material into a final product that will fit the scheme you had in mind to begin with...Messiness and variability are a carpenter’s enemies; precision and control are her allies. Measure twice, cut once.”

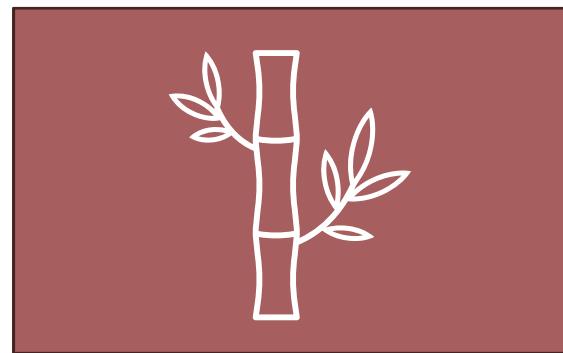
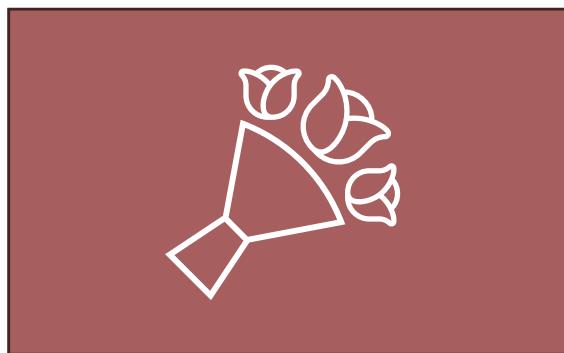
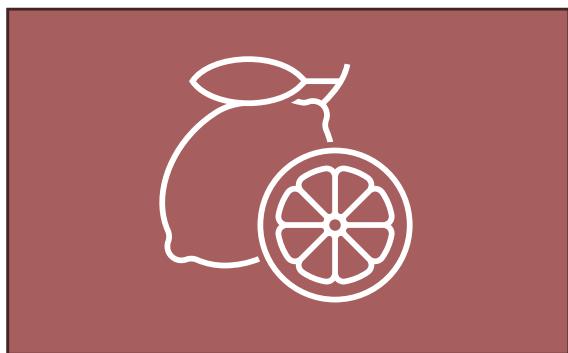
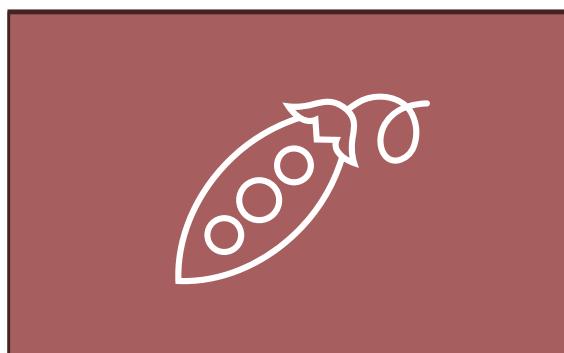
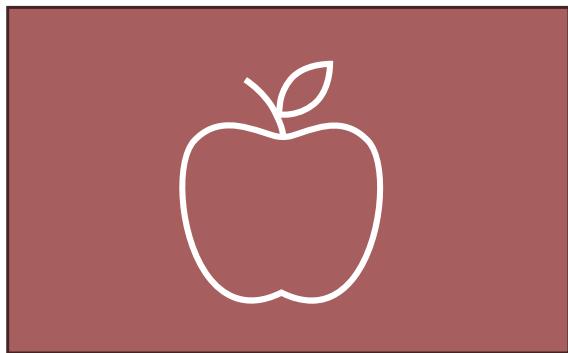
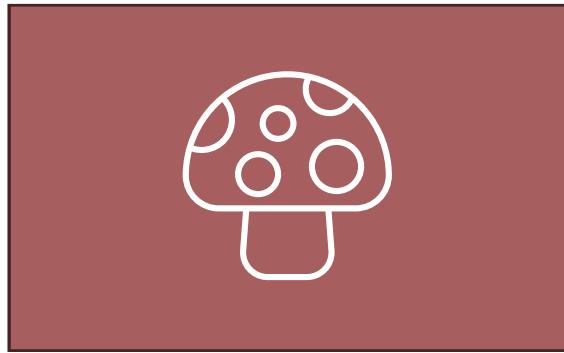
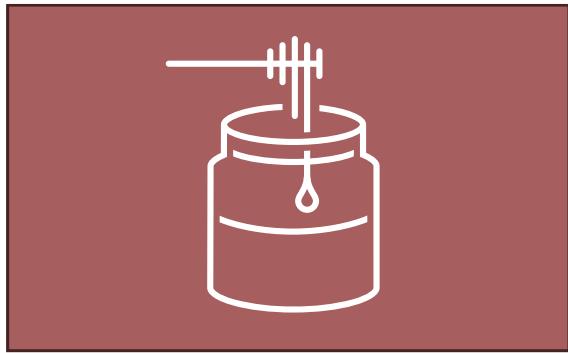


Source: developmental psychologist and philosopher Alison Gopnik

MASLOW'S HIERARCHY OF NEEDS



THE MODEL



Quantifiable



Money

Relational



Position

Intrinsic



Purpose

Comes
from
above



Task Completion



People



Puzzles

Comes
from the
team



Fairness



Recognition



Learning

Comes
from Self



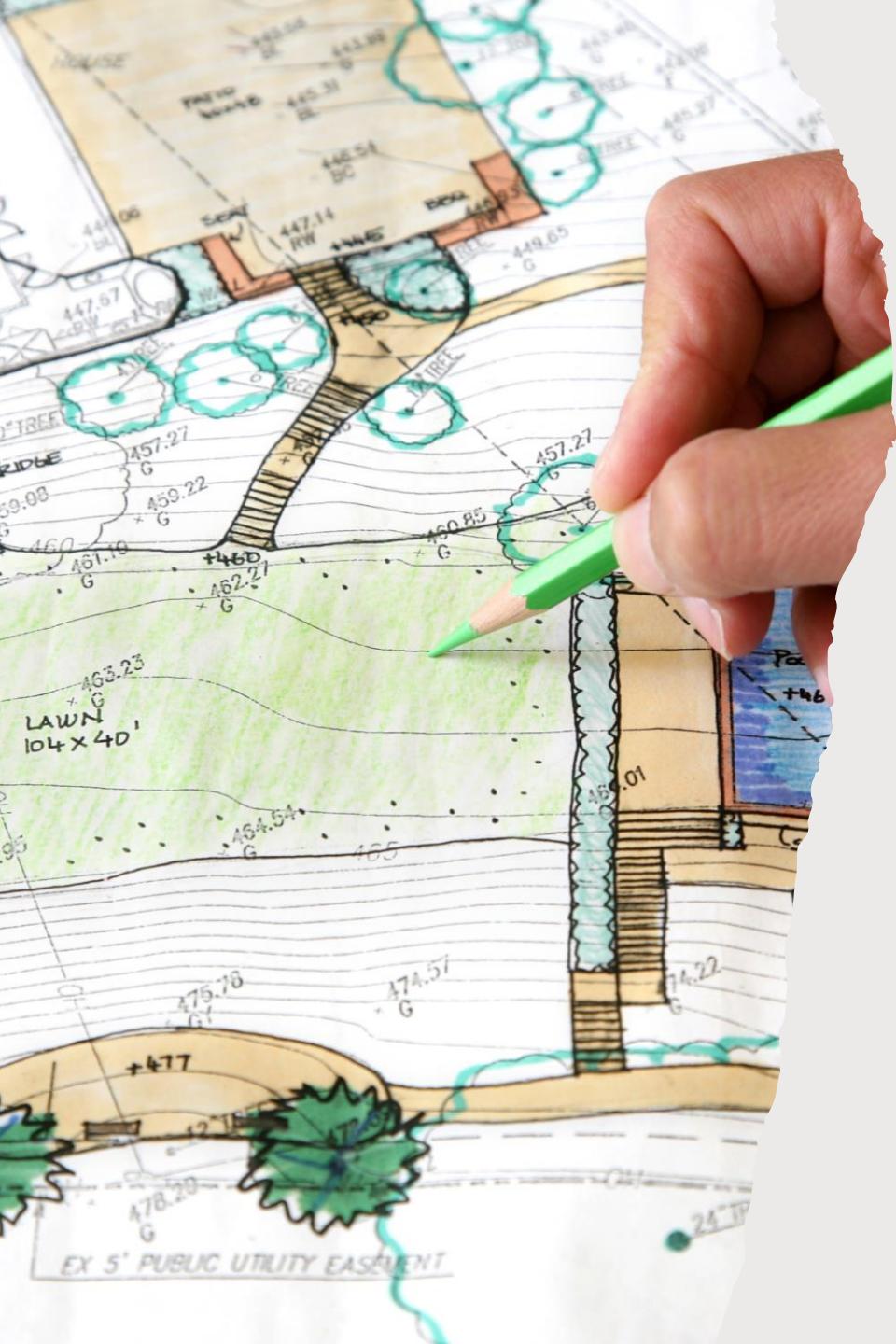
MONEY vs RECOGNITION vs POSITION

- Money: How much is the company paying me?
- Recognition: When do I get public or private monetary or non-monetary acknowledgement of my contributions in a way that speaks to me?
- Position: What is my title or rank with or without position power or compensation?

FAIRNESS vs MONEY

- Money: How much is the company paying me?
- Fairness: Is the way the company fair (compensation, work assignment, hours) based on other's situation, the market, or other factors?





PUZZLES vs LEARNING vs PURPOSE

- Puzzles: How often do I get to explore interesting areas and solve interesting problems regardless of if it's something I already know or serves a bigger goal?
- Learning: When do I get to learn new skills or grow in my abilities regardless of position or it being linked to the company's needs?
- Purpose: How does my work link to a greater mission, regardless of how interesting or impactful my individual work is?

PEOPLE

- How much do I enjoy the people I work with? Do we have fun? Are they easy to work with? Do we have similar skills and work styles?





CONNECTING TO INDIVIDUALS

UNDERSTANDING PEOPLE AS PEOPLE

- Talk to them about their motivations
- People are complex and this is a *model* it won't exactly fit all situations
- Circumstances change over time
- Some things are in your direct control, some things are the culture you create, some things you can't change
- Not all people are the right fit for the company (or visa versa)

Gartner Hype Cycle





- Puzzles
- People
- Learning
- Fairness



- Position
- Task Completion
- Money



- Recognition
- Purpose



Jennie

- Give me interesting problems to work on with fun people. “Making progress, having fun”
- Give me (unstructured) time to learn on my own.
- Treat me fairly – don’t make me negotiate
- Let me do my work in my own way
- Do not “call me out” (e.g. reward) in public, “I’m a very person private.”
- Rah-rah and grand visions make me cynical



- Fairness
- Learning
- Puzzles
- Money



- People
- Recognition
- Purpose



- Task Completion
- Position

Seth

- Prove to me that what is going on is fair. “Money is how the company shows me they value me.” I want to be compared to others.
- Give me new problems to solve, let me show my skillz.
- Make sure the team is functional and the reasons we are doing things are logical
- I will quit instead of take a title with a whole new set of things to do that get in the way of real work.



- People
- Fairness



- Puzzles
- Money
- Learning
- Recognition



- Purpose
- Position
- Task Completion

Pat

- I will do anything to stay with this team that I trust and I work well with.
- Show me that what's going on is fair and I won't fight you on anything but the team I work with.
- I don't care about your greater purpose, don't give me this "YOUR COMPANY" crap. Don't you dare give me another load of fake title or micromanage my day.



- Money
- Position
- People



- Purpose
- Puzzles
- Recognition
- Task Completion
- Learning



- Fairness

Brad – Before

- My goal is money. CTO by 40. I will work as many jobs or hours I need to do that.
- I want to work with smart driven people. I am deeply loyal to a small set of very talented people.
- Everything else is a check the box on the path to my goals...
- Except fairness: life is pain, highness.



- People
- Purpose
- Puzzles
- Learning



- Money
- Recognition
- Task Completion



- Position
- Fairness



Brad - After

- I want to work with smart driven people. I am deeply loyal to a small set of very talented people.
- I want to know that what we are doing together is interesting and more than just my share value. I want to get coffee and talk about GenAI
- I have a rate, I have a way I want to be acknowledged, I have a way I want to complete my tasks
- I never want to be a CTO again.



- Purpose
 - Recognition
 - Task Completion
 - Fairness
-
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- People
 - Position
 - Learning
 - Puzzles
-
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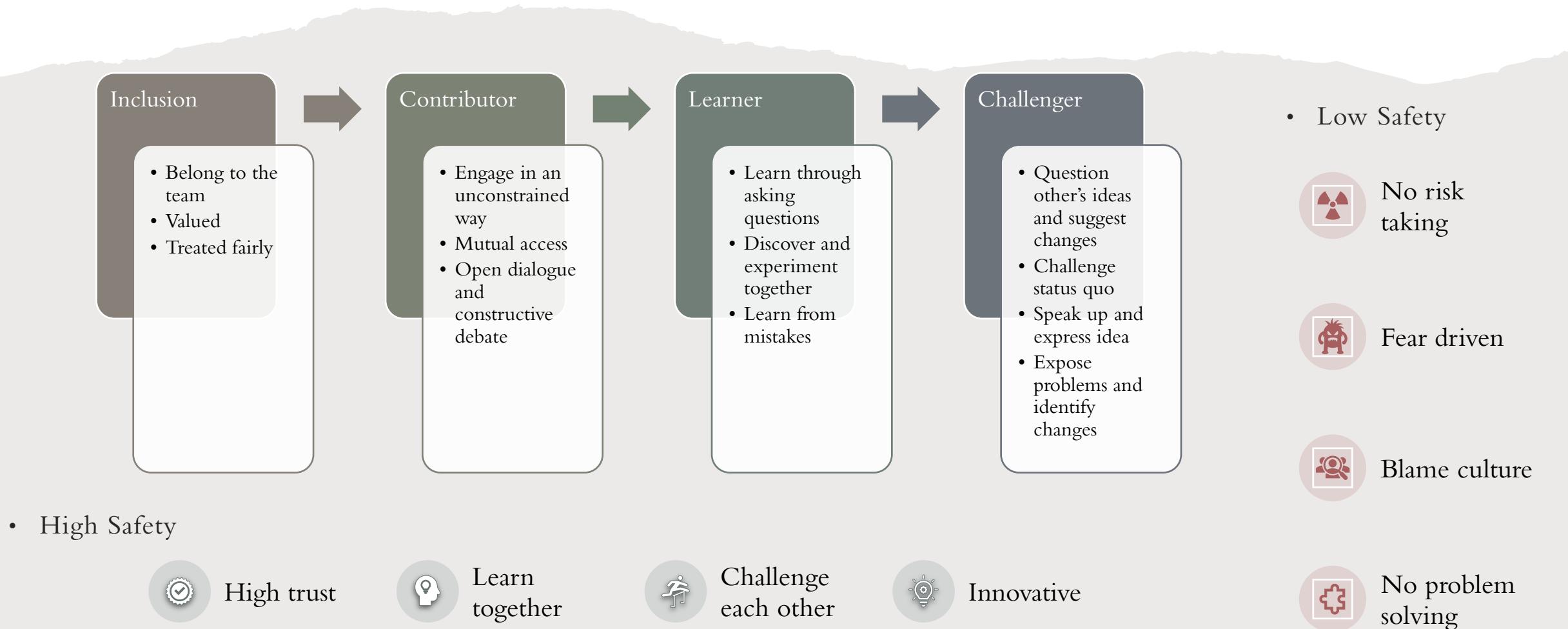
- Money

Sarah

- I can only work for a company where I believe in their mission and my contributions to that mission are acknowledged individually as part of making the world a better place.
- I like to organize my day around a list of goals and I want to check everything off.
- Make sure the environment has the right mix of “culture things” and I won’t spend much time on that.
- I don’t like talking about money.

MANAGING MOTIVATIONS

PSYCHOLOGICAL SAFETY



HOW TO CREATE PSYCHOLOGICAL SAFETY

- Make it an explicit priority
- Facilitate everyone speaking up
- Establish norms for how failure is handled
- Create space for new ideas
- Embrace productive conflict



Quantifiable



Money

Relational



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Purpose

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above



Task Completion



People

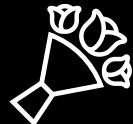


Puzzles

Comes
from the
team



Fairness



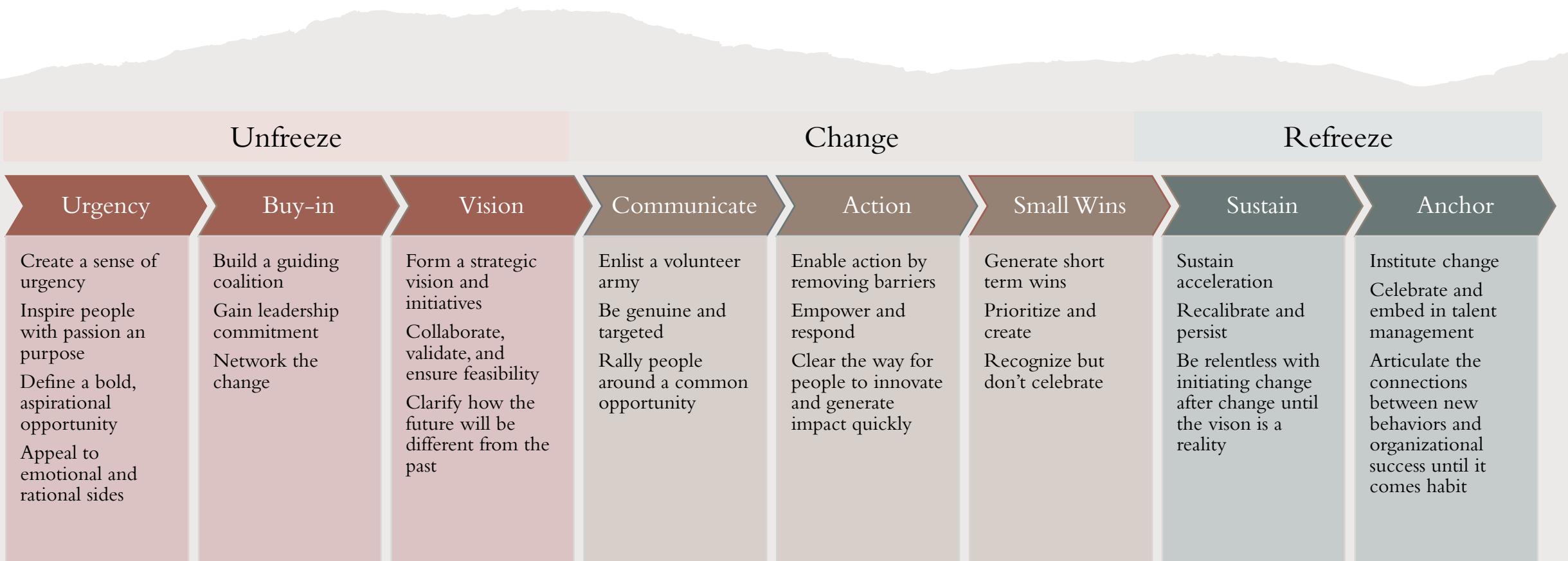
Recognition



Learning

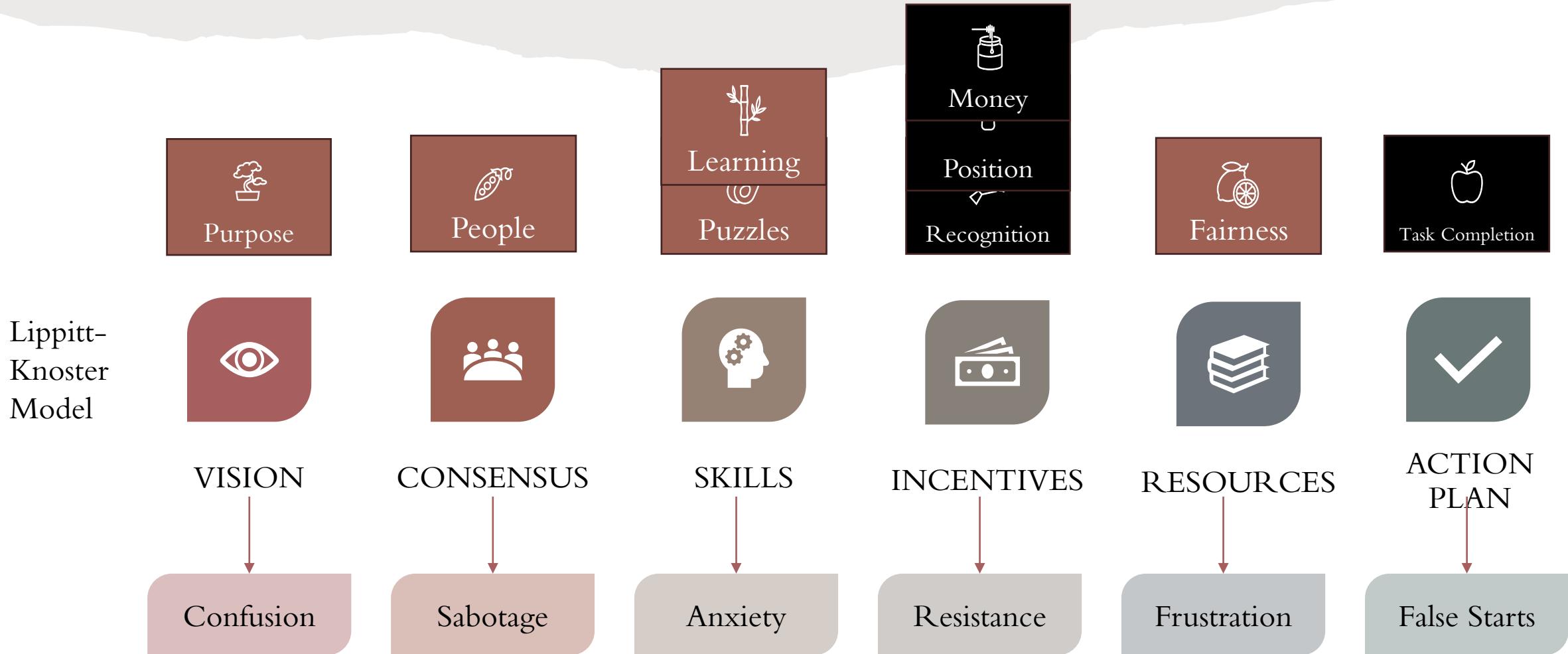
Comes
from Self

CREATING “CULTURE CHANGE”



Adapted from John Kotter's "8-step process for Accelerating Change" and Lewin's 3-Stage Model of Change

MANAGING COMPLEX CHANGE



The background of the slide features a photograph of a misty, overgrown landscape. Bare trees stand silhouetted against a hazy sky, and a dense thicket of tall, yellowish-brown reeds grows along the water's edge in the foreground.

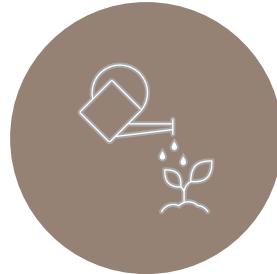
29% OF EMPLOYEES QUIT THEIR JOBS
WITHIN THE FIRST MONTH OF
GETTING A PROMOTION

compared to just 18% for employees who were
not recently promoted

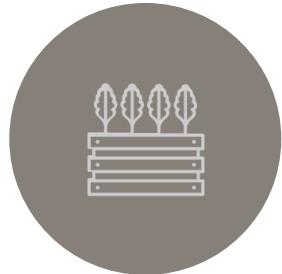
MANAGING YOUR OWN MOTIVATIONS



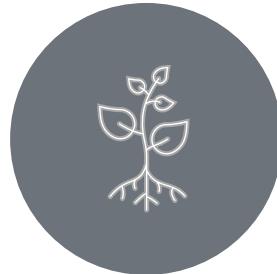
Manager, know thyself



Advocate and nurture



Create a “raised bed” if necessary



Beware weeds



QUESTIONS

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