**Episode 5 – Motivation Outline**

**INFORMATION:** Understanding the types of motivation, different motivators and how to repair a demotivated member of the organization.

**\* History Segment:**

Brashear started out, as all African Americans did at the time, as an Officer’s Steward. (elaborate – Messman Chronicles, link in the show notes)

While on an aircraft carrier in 1950, he saw a mission to salvage a fighter plane that had fallen overboard.

"A Navy diver with helmet and diving suit was sent out to the ship and went down about 50 feet to attach lines to the plane," Mr. Brashear once told a Norfolk reporter. "Everyone on ship was looking at him. No one had ever paid much attention to me. I immediately thought that diving was something I wanted to do."

Admitted to Navy Diving and Salvage School in 1954; endured harassment and death threats.

In January 1966, in an accident now known as the Palomares incident, a nuclear bomb was lost off the coast of Palomares, Spain, after two United States Air Force aircraft of the Strategic Air Command, a B-52 Stratofortress bomber and a KC-135 Stratotanker aerial refueling aircraft collided during aerial refueling. Brashear was serving aboard USS Hoist (ARS-40) when it was dispatched to find and recover the missing bomb for the Air Force. The warhead was found after two and a half months of searching. During the bomb recovery, Chief Brashear noticed a line parting that put a shipmate in peril and in shoving him out of harm’s way nearly lost his leg. He was later awarded the Navy and Marine Corps Medal – the highest Navy award for non-combat heroism.

“The President of the United States of America takes pleasure in presenting the Navy and Marine Corps Medal to Chief Boatswain's Mate Carl Maxie Brashear, United States Navy, for heroism while serving aboard U.S.S. HOIST (ARS-40), which was operating in support of Task Force 65 on 23 March 1966, in connection with salvage operations of great importance to the United States. While engaged in transferring stores from a landing craft to HOIST in heavy seas off the coast of Spain, Chief Brashear saw the bowline of the landing craft part. Realizing that a shipmate standing in the stern of the landing craft was in serious jeopardy if the heavily strained stern line also parted, he unhesitatingly pushed his shipmate to safety, but was seriously injured himself when the stress from the remaining line caused a portion of the craft to carry away and hit him in the leg. By his prompt and courageous actions in saving another man form injury or possible death, Chief Brashear, at the risk of his own life, upheld the highest traditions of the United States Naval Service.”

Brashear remained at the Naval Regional Medical Center in Portsmouth from May 1966 until March 1967 recovering and rehabilitating from the amputation. From March 1967 to March 1968, Brashear was assigned to the Harbor Clearance Unit Two, Diving School, preparing for return to full active duty and diving.

“Sometimes I would come back from a run and my artificial leg would have a puddle of blood from my stump," he told an interviewer from the U.S. Naval Institute in 1989. "I wouldn't go to sick bay. In that year, if I had gone to sick bay, they would have written me up. . . . I'd go somewhere and hide and soak my leg in a bucket of hot water with salt in it -- an old remedy. Then I'd get up the next morning and run."

In April 1968, after a long struggle, Brashear was the first amputee diver to be (re)certified as a U.S. Navy diver. In 1970, he became the first African-American U.S. Navy Master Diver, and served ten more years beyond that, achieving the rating of Master Chief Boatswain's Mate in 1971. Brashear was motivated by his beliefs that "It's not a sin to get knocked down; it's a sin to stay down" and "I ain't going to let nobody steal my dream".

**I. Introduction**

A. Attention (The only easy day was yesterday – we tell new Chiefs as they celebrate their selection that they believe they have arrived and the hard part is over – but it’s only just begun)

B. Motivation (Junior leaders understanding motivation as a concept and how to leverage the motivators of their charges is critical to their success in their own leadership development and the development of those they lead.)

C. Overview (We’re going to talk about motivation in general as a concept, specific motivators of different personalities and what you can do to maximize performance by using knowledge of those motivators to exploit them.)

**II. Body**

A. Main Point 1 (Definitions)

1. Sub-point (The general desire or willingness of someone to do something) – this is what most people think of first when discussing motivation. This is where we find “motivators”. Intrinsic vs. Extrinsic.

2. Sub-point (The reason/reasons one has for acting or behaving in a particular way) – life experience builds a frame of reference. It’s dynamic in ways (develops with increased experience) but is rooted in the foundation of how we are raised (who/what/when/where/why).

B. Main Point 2 (Types of Motivation – Extrinsic vs. Intrinsic)

1. Sub-point (Extrinsic) – External Motivation: motivation comes from external influences. This means that the individual needs some kind of external event to continually influence their motivation to complete a task.

Examples:

* **Financial:** This can come in the form of some kind of bonus, or pay raise through a promotion or some kind of prize money.
* **Awards/Recognition:** Some kind of public recognition of their success or accomplishment (i.e. SOQ/SOY…BJOQ/BJOY…JSOQ/JSOY, NAM/FLOC/MOVSM, Student of the Week, Class Leader, etc.) or even liberty!
* **Praise:** Desire for a person or organization to publically praise and/or credit them with outstanding performance. (Individually from a leader or co-worker, publically from an important figure in the organization [i.e. All Hands Call, Quarters, etc.])

2. Sub-point (Intrinsic) – Internal Motivation: motivation comes from internal influences. The motivators are linked to an internal belief system and work ethic that were built by their previous life experience (i.e. growing up). Our deepest desires have the greatest motivational power.

Examples:

* **Acceptance:** At some level everyone seeks this. Being part of team and the common goal, personal (friendships), etc.
* **Curiosity:** Drive to increase a level of knowledge through insight.
* **Honor:** Drive to be trustworthy, ethical and demonstrate high character and integrity. (Military)
* **Independence:** This could be financial, based on a form dependence on someone or something, to accomplish something on your own (build my own life) or personal individuality
* **Order:** A process or framework (military), I need this to stay productive.
* **Power:** This can be a selfish motivation or selfless, the desire of a leader to have greater influence in order to help someone progress
* **Status:** We all have the desire to feel important. Again, not always negative (popularity contest…can just be a desire to be valued)

3. Sub-point (Dynamic Individual Motivators) – People can be a blend of these. Most people, even the quiet internally motivated folks will respond to other motivators as well. Each individual has a completely different frame of reference (life experience) that has built their very intricate and unique belief system – which in turns defines their motivators.

Find out what is important to them! Know your people! The more you learn about what they desire, the faster you can take advantage of their motivators to move the group forward toward the common goal WHILE ALSO, moving your charges towards theirs. This is individual professional development while also ensuring optimal mission accomplishment. It’s a win-win if done correctly.

C. Main Point 3 (So how do we fix demotivated people?) – It will sound easier than it is, so don’t get discouraged by slow progress. Just keep pushing, rinse and repeat.

1. Sub-point (Get to know them) – Take the time to get to know your charges. Ask questions. Find out what they like/dislike about the organization. Find out what they like and dislike for lunch. Find out what is important to them and why. It’s all tiny little steps towards understanding. And don’t lash out at negativity. When someone is demotivated you can be punished for damage inflicted by someone else. In order to get past this, it’s a burden you need to carry.

2. Sub-point (Let them know you care) – I’m not talking about being a “hugger” or getting all touchy feely. If you ask people who work for me what they think of me, the general consensus is “firm but fair”. They know I care about them even if we aren’t BFF’s outside of work. So demonstrate to them that you care about them. Include them. Actively address the issues they had with the previous leader. Treat them as equals with the rest of the group, through taking time to develop them, but also by including them in important tasks and holding them accountable for proper completion of them. Develop their ownership in the process and they will feel like part of the team.

3. Sub-point (Exploit that motivator!) – If you can find their motivator, and it’s generally not terribly difficult to find at least one big one, EXPLOIT IT! Push that button until your finger gets sore. It helps develop them and it moves the organization forward. We’re a sum of our parts, and if each individual’s contributions go up, the overall productivity of the organization goes up. (Story of Chief Seeley putting me in charge of a watch section…)

**III. Conclusion**

A. Summary – So we talked about…

1) Defined motivation (Desire someone has to do something and the reasons they have for doing it)

2) Types of Motivation (External/Internal) – one is not better than the other, generally people have both with one being dominant

3) How to repair someone that is demotivated (get to know them, show them you genuinely care about them and develop them by exploiting their motivator)

B. Re-motivation (This is a gap for most people. Your individual leadership style is not “one size fits all”. You need to adapt it to fit the individuals you lead. Because your style may be great, but if those you lead don’t respond to it then it DOESN’T WORK. Adapt to your audience.

C. Closing (Motivation is more important that most leadership concepts in almost every situation. I can teach you all these great things like how to be a good listener, but if you’re not MOTIVATED to listen then you won’t! No matter how good you may be at it. So take the time to really wrap your mind around this and start trying to figure out peoples motivators…even before you’re in your first junior level leadership position. And define your own! If you can’t stay motivated to lead and develop your team it will reflect in them! They are a direct reflection of their leader. You will see an organization’s leader’s personality in the group. This tied back in to leading by example…they’re ALWAYS WATCHING YOU. And they don’t miss much. So ensure you are taking care of yourself and finding ways to keep yourself motivated to be the best possible leader you can be. Because, like we say, they’re absolutely entitled to it.