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| MOTIVATION WORKSHOP |
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| **Presenter Notes** |

# AIM

The GSTO22 focusses on engaging subcontractors via three challenges: Systems, Motivation and Climate

The aim of this workshop is to have a group discussion about how you can motivate subcontractors and ultimately engage them to take part in our collective health and safety efforts. Not by using the carrot and the stick, but by making the story personal and by making the motivation intrinsic.

# how to use the workshop pack

The workshop pack has three documents you can use:

* The presenter notes: these contain practical preparation tips as well as the script for the slides.
* The support slides (PPT): these will allow you to introduce the workshop and to explain the concepts which will be treated during the workshop.
* The workshop documents: these are to be distributed (digitally or in print) to the participants. They contain a brief explanation of the concept which are treated as well as all the discussion questions of the workshop.

Obviously you can customize the slide pack with examples of your own project for instance. We don’t however recommend to blend in extra messages which have no direct link with the GSTO22 theme as this can compromise/dilute the main message to send and insights to be required.

Please note that the slide pack is intentionally quite brief. It is only an introduction to the workshop and the concepts. The core is the interaction during the workshop. This is where the added value of the entire exercise is created.

# Preparing for the workshop

The main objective of the workshop is to create or improve engagement via motivation. We’re in other words talking about influencing behaviors. This is what leadership is about. And as we know, leadership isn’t about a hierarchical position in an organization. Every single one of us can be a safety leader when we’re interacting with other people. This is important for participants to understand: we can use practices like toolbox meetings, Daily Stands, Safety Walkabouts as opportunities to show leadership, but in essence, leadership can happen during any human interaction.

The workshop is primarily intended for the project team (project management, technical office, construction management), but you could invite subcontractor or client representatives if you think this could add value to the discussion.

The workshop questions should not be seen as a checklist. Instead, they should be seen as questions to start meaningful discussions on critical success factors. Since a workshop is not a procedure, you will not find “the right answers” in this guidance document. The added value of doing the workshop is to start from the reality as people live it, to invite creativity and to find solutions which are fit for project.

It is recommended to discuss about the three elements which create intrinsic motivation, but it’s not mandatory. If you feel that a certain element needs more attention than others, feel free to adapt the workshop to your own needs.

The result of the workshop should be an inventory of actions, ideas (obviously with owners and deadlines) and, why not, personal commitments which will have a positive impact on the engagement of the subcontractors on your project.

To fully understand and master all concepts, we strongly recommend to read the BESIX Field Guide to Subcontractor Engagement. For this workshop the section on motivation is key.

# Script slides

Slide 1

When showing the title slide you can welcome the participants to the workshop and speak about the critical role subcontractors play in our business. You can also explain why we’re specifically talking about “engagement” and not just “management”. If you need inspiration, the BESIX Field Guide on Subcontractor Engagement has a section called “The context of subcontracting”.

Slide 2

Tell the group that to create engagement with out subcontractors, we need to work on three challenges: Systems, Motivation and Climate.

Slide 3

Tell the group that this workshop will be focused on Motivation.

Slide 4

Motivation can be extrinsic or intrinsic. Extrinsic motivation involves completing a task or exhibiting a behavior because of outside causes such as avoiding punishment or receiving a reward. Intrinsic motivation involves performing a task because it’s personally rewarding to you.

Research has shown over and over again that only applying the carrot and the stick approach (extrinsic motivators) doesn’t deliver the results one might expect in the long run. For simple mechanical tasks and making people do to things in the short term, carrots and sticks are highly effective. For tasks that are more complex, such as analyzing a problem and finding a solution, being creative and finding the best way to do things and taking ownership for example and for enduring motivation this approach is inadequate and it actually often is counterproductive. For these tasks, motivators need be intrinsic.

Slide 5

Three things drive intrinsic motivation: Autonomy, Mastery and Purpose. Let’s have a look at those one by one.

Slide 6

Autonomy is the need to direct your own life and work. To be fully motivated, you must be able to control what you do, when you do it, and who you do it with.

Autonomy motivates us to think creatively without needing to conform to strict workplace rules. By rethinking traditional ideas of control – documents to provide, attendance to meetings, detailed and complete sets of rules, and so on – we can increase autonomy, build trust, and improve innovation and creativity.

But giving autonomy doesn’t mean total anarchy. Autonomy is also about setting boundaries and holding people accountable. It should be understood as guided autonomy.

So instead of telling subcontractors precisely what to do and how to do it, engaging in a dialogue about how the job can be carried out in a safe manner creates autonomy.

Slide 7

Mastery is the desire to improve, to learn and to develop. If you’re a runner for instance, you might recognize the motivation it gives to run just a little bit further or faster than you did last week. This is mastery as a motivator.

We know that not all of our subcontractors might be at the same level as us. And that’s perfectly OK. The challenge is to raise their capabilities through learning and coaching. Not only because it’s motivating to get better at things, but also because safety is not the absence of accidents, it is the presence of exactly these capabilities that help to make things go right.

Slide 8

Purpose seems to be the most “fuzzy” element, so let’s make that practical. People may become disengaged and demotivated if they don't understand, or can't invest in, the "bigger picture." But those who believe that they're working toward something larger and more important than themselves are often the most productive and engaged.

This exactly why we’ve adopted the “Care is at our core” slogan. When it comes to health and safety, the ultimate purpose is not to reach a certain number of man hours without an accident. This is a by-product. The purpose is to take care of yourself and of others. Caring is a universal human value and a common purpose everyone can and will be motivated to adhere to. It is the bigger picture of health and safety.

Compliance – even though important – is a weak motivator. Caring for one another is the most powerful and universal human purpose that exists.

Slide 9

Tell the participants that you’ve been talking long enough now and that you’re curious about the thoughts and ideas the group has on the subject (your role will change here from presenter to moderator).

Invite the participants to take their workshop sheets and tell them you will now as a group have a discussion and exchange of ideas on how we can improve the process of subcontractor management in order to boost engagement.

Tip: in the Leadership Toolkit section of the Field Guide you can find a number of tips and cues to invite participation and interaction.