

Lesson 21 Worksheet: Motivation and Creativity

This worksheet will help you identify the intrinsic and extrinsic motivations that affect your work and career, and strike the right balance between the two.

1. Types of intrinsic and extrinsic motivation

(a) Intrinsic motivation

Which of the following types of intrinsic motivation are most important to you in relation to your work?

- Challenge
- Interest
- Learning
- Meaning
- Purpose
- Creative flow

(b) Extrinsic motivation

Which of the following types of extrinsic motivation have the biggest influence over you?

- Money
- Fame and recognition
- Awards
- Praise and appreciation
- Status and privilege
- Opportunities and deadlines
- Bribes or threats

2. Boosting your creativity with intrinsic motivation

When it's time to produce a piece of creative work, you need to be 100% focused on the work itself, regardless of the external rewards or pressures. Here's a technique to help you do that.

1. Before you start work, close your eyes and visualise two boxes. The first box contains the intrinsic motivations you identified in question 1. The second box contains the intrinsic motivations you identified.
2. Imagine closing the lid on the second box, then taking a heavy padlock and locking it shut.
3. Now imagine taking the intrinsic motivations out of the first box, and either placing them in front of you or absorbing them into your body, so that all of your attention is taken up with them.
4. Open your eyes and go to work!

3. When – and how – to use extrinsic motivations

Extrinsic motivations are not all bad. You wouldn't be very creative if you didn't have enough money to pay the bills! Starving artists may look romantic from a distance, but up close it's not so much fun.

In the following situations, it's a good idea to weigh up both intrinsic and extrinsic motivations before you come to a decision:

- choosing a career path
- negotiating a contract or deal
- starting a new business
- accepting a job offer
- forming a partnership or hiring an employee

In all of these cases, intrinsic and extrinsic factors play a part. E.g. when deciding whether to accept a job offer, you have to weigh up how much you'll enjoy the work and the company of your colleagues, plus how much you'll learn (intrinsic), as well as how much you'll earn, the effect on your reputation within the industry, and what opportunities it will open up for you (extrinsic).

So before you make a decision:

1. Draw a line down a sheet of paper and list all the intrinsic motivations on the left-hand side, and the extrinsic motivations on the right.
2. Never say 'yes' until you feel happy with the balance between the two.

4. Questions to ask yourself before starting any creative project

These questions will help you make well-considered decisions about whether and how to go ahead with a new creative project. The questions combine intrinsic and extrinsic motivations with **personal motivations** (what matters to you) and **social motivations** (what matters to other people and how you influence each other).

Personal satisfaction (personal intrinsic)

- What's the attraction of the work itself?
- What difference will it make if we succeed?
- Does it provide each of us with a meaningful challenge?
- What are the opportunities for learning?
- Is there a good fit between the task and my/our personal values?

Personal rewards (personal extrinsic)

- What's in it for me/them?
- Is everyone clear about their share of the rewards?
- Is everyone happy with their share?
- Is anyone doing this in hope of future opportunities? How definite/explicit are these?
- What will happen if anyone fails to deliver on their commitment?

Social interaction (interpersonal intrinsic)

- Have we worked together before? If so, what patterns of behaviour emerged?
- What commitments are we making to each other?
- Will we be competing with each other? How?

- How can we facilitate collaboration/knowledge sharing?
- What kind of encouragement and support do we need to provide for each other?
- What feedback loops do we need?
- If I/you have concerns, what's the best way to raise them? How will we go about addressing them?

Public Recognition (interpersonal extrinsic)

- How much information is confidential?
- What will we be publishing/presenting? Where? How?
- Who will be credited? Where? How?
- Does anyone want/expect a testimonial?
- Will we be entering any awards? Under whose name?