RESEARCH ADMINISTRATION IN THE AGE OF WAR, GLOBAL ECONOMIC RECESSION AND CHANGING POLITICAL LANDSCAPES:

MAINTAINING MOTIVATION IN DIFFICULT TIMES



TODAY'S SESSION

Motivation

- External Motivation: Carrot and Stick
- Maslow's Hierarchy of Needs
- Eugene Mathes' Levels of Needs
- Internal Motivation: New model (Daniel Pink)

• Research Administration

- NCURA Peer Review findings/themes
- Big picture needs

Motivation and Research Administration

- Putting it all Together
- Thumbnail possibilities: Brainstorming and Discussion



What we knew, what we know

IN THE BEGINNING, WE HAD CARROTS...

- Most people think of money when asked about motivation.
 - Salaries
 - Bonuses
 - Pensions
 - Travel
- If you do A, we will give you B.

...AND WE HAD STICKS.

- Punishment for underperformance
 - Lack of advancement in career and salary
 - Demotion or termination ("up to and including")

• If you don't do A, not only we will not give you B but we will also smack you with C. Twice.

EXTERNAL MOTIVATION – FEAR (STICKS) AND DESIRE (CARROTS)

- Very common
- Very effective for rule-based, routine tasks that don't require much interpretation (20th Century)
- Less effective (and often detrimental) for jobs that require more creative thinking (21st Century)
 - Encourage short-term thinking
 - Encourage unethical behavior
 - Diminishes creativity
 - Diminishes intrinsic motivation

TODAY, WE HAVE NO CARROTS.

Budget issues have all but eliminated any external motivators for most organizations. It's time to get creative about how to motivate employees and keep them engaged.

There are several models for exploring what makes us humans tick.

ABRAHAM MASLOW'S HIERARCHY OF NEEDS

(1940-50S)

Self-Transcendence

To connect to something beyond the ego or to help others find self-fulfillment and realize their potential

Self-Actualization

To find fulfillment and realize one's potential

Aesthetics

Symmetry, order and beauty

Cognition

To know, to understand, and to explore

• Esteem

To achieve, be competent, gain approval and recognition

Love/Belonging

Affiliate with others, be accepted

Safety

To be out of Danger (actual and perceived)

Physiological

Breathing, food, water, sex, sleep, etc.

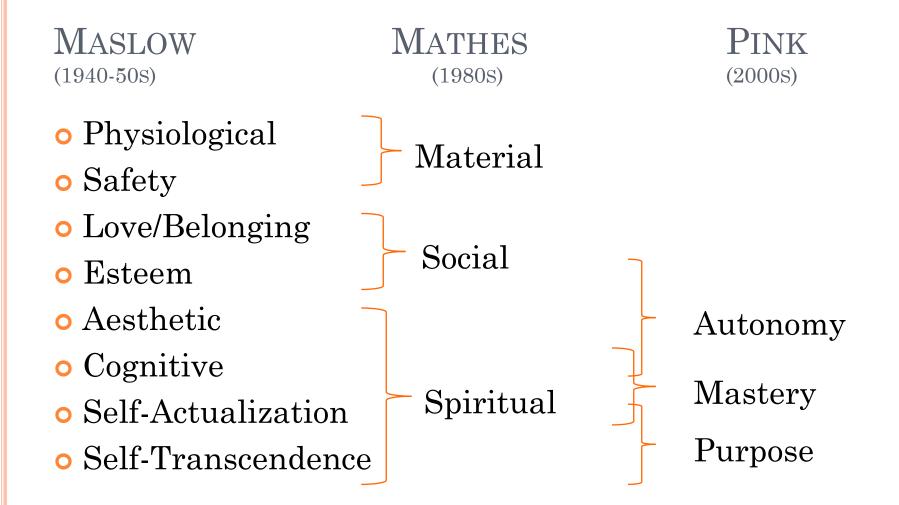
EUGENE MATHES (1980S) THREE LEVELS OF HUMAN NEEDS

- Material
 - Physiological, Safety
- Social
 - Belongingness, Esteem
- Spiritual
 - Self-acutualization

DANIEL PINK: DRIVE (2009) THREE ELEMENTS OF INTERNAL MOTIVATION

Once our basic sense of safety and fairness is satisfied, we're driven by internal motivators:

- Autonomy: The need to direct our own lives
 - I will do it your way, but I would be much less resentful if I could do at least part of it my way.
- Mastery: The need to continually improve
 - Unless I'm given opportunities to learn new things I'm going to end up on autopilot.
- Purpose: The need to do something that matters
 - If there is no point to what I'm doing, there's no point in my doing it well.



So. What about Research Administration?

RESEARCH ADMINISTRATION

Current Issues, Current Challenges

CURRENT ENVIRONMENT IN RESEARCH ADMINISTRATION

NCURA Peer Reviewers have found several common themes across all types of organizations:

- Staffing Concerns
- Inadequate Opportunities for Professional Development
- Undefined Roles and Responsibilities
- Communication Issues
- Strained Partnerships
- Poor Risk Identification and Mitigation

STAFFING CONCERNS

- Inadequate levels of staffing for research administration (both central and department levels)
 - Challenges meeting deadlines
 - Challenges meeting (ever increasing) sponsor requirements
 - Frustration and dissatisfaction among existing staff
 - High turnover
- Mismanaged or unmanaged pay equity for similar positions across Universities
- Good news: You're not alone!
- Bad news: You're not alone!

INADEQUATE OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT

- Lack of perceived career path
- Lack of available education
- Lack of resources put towards educational development
- Lack of time to attend educational and developmental sessions
- Lack of understanding in general research administration policies
- Increases in blood pressure, BMI, facial ticks

Undefined Roles and Responsibilities

- Roles/Responsibilities not clearly defined between:
 - Pre- and Post-Award
 - Central and departmental administration
 - Finance and research administration
 - Faculty researchers and whomever they think will complete their PI responsibilities for them

(Can I get an Amen?)

COMMUNICATION ISSUES

- Lack of (non-profane) communication between:
 - Pre- and Post-Award
 - Research administration and senior administrators
 - Central and departmental administrators
 - Financial and research administration
 - Research administration and faculty

STRAINED PARTNERSHIPS

- Lack of understanding and awareness:
 - By research administration for the pressures faced by faculty
 - By faculty for the pressures faced by research administration
 - By senior administration for the needs and pressures faced by research administration
 - By/for central administrators for/by departmental administrators

POOR RISK IDENTIFICATION AND MITIGATION

- Lack of understanding of the risks
- Lack of clarity about who monitors the risks
- Lack of engagement of senior research leadership
- Lack of engagement of senior institutional leadership
- Failure / inability to get the attention of the right people

Note to self: Add name to liver transplant list

SO LET'S GET ON THIS!

- Based on the research, the challenges facing Research Administration are wide-spread and systemic.
- External motivation (carrot and stick) won't fix the problem
 - For one thing, there's a national carrot shortage
 - And for another, our jobs are too complex for this model of motivation.
- Time to get creative! Really, really creative. Because what we have isn't working.

MOTIVATION AND RESEARCH ADMINISTRATION

Putting it all Together

NCURA PEER REVIEW THEMES

Negatively Impact Intrinsic Motivators

Staffing Concerns

Safety and Fairness:
Basic Needs – Urgent!

Inadequate Opportunities for Professional Development

Mastery

Vindefined Roles and Responsibilities

Autonomy, Mastery

Communication Issues

Autonomy, Mastery,
Purpose

Strained Partnerships

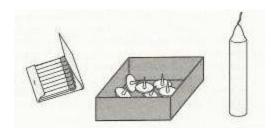
Autonomy, Mastery,
Purpose

Poor Risk Identification and Mitigation

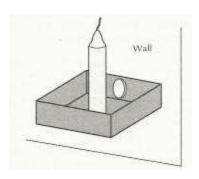
Safety and Fairness: Basic Needs – Urgent!

KARL DUNCKER'S CANDLE PROBLEM AND FUNCTIONAL FIXEDNESS

Problem: Affix the candle to the wall in such a way that no wax will drip on the floor when it's lit.



SOLUTION:



Don't just think <u>outside</u> the box – rethink the box itself!

DANIEL PINK: DRIVE (2009) THREE ELEMENTS OF INTERNAL MOTIVATION

- Autonomy: The need to direct our own lives
 - I just want my stapler, and I am the monarch of me.
- <u>Mastery</u>: The need to continually improve
 - If a monkey could do this work, you might want to hire a monkey because I'm going to be dialing it in.
- <u>Purpose</u>: The need to do something that matters
 - And this matters why?

PROBLEM:

• Rethink the Box:

• Autonomy:

• Mastery:

• Purpose:

PROBLEM: STAFFING CONCERNS

• Rethink the Box:

• Telecommute? (The world is headed this way anyway – we might as well start exploring the option.)

• Autonomy:

- Dress code Ties? Jeans?
- Work schedule Flex time? Four tens?

• Mastery:

- Experts within a department: Agency? Excel? Yoga?
- Mini-training sessions: Processing Tuition Sponsorships

• Purpose:

• Connect with the mission of Research Admin – meet faculty, tour labs

PROBLEM: INADEQUATE OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT

- Rethink the Box:
 - Training doesn't have to involve conferences (necessarily)
- Autonomy:
 - Let staff find opportunities that appeal to them
- Mastery:
 - "Continuing Education Tuesdays" learning for learning's sake
- Purpose:
 - Show staff how their knowledge benefits the organization ("Sunshine Book")

WHAT MOTIVATES? WHAT REWARDS?

- Very individualized, generational differences
- Some people are rewarded by
 - Free time to
 - Work on pet-projects
 - Spend time with family
 - Pursue creative or athletic outlets
 - Recognition, Praise
 - Educational Opportunities
 - Influence, Leadership
- Take the time to find out about your employees, peers, even your bosses!

POINTS TO REMEMBER:

- Only donkeys are solely motivated by dangling carrots. The rest of us are a little more complex.
- Like everything else, Research Administration evolves. Management style evolves. Workplaces evolve. Institutes of higher learning could be (and arguably should be) leading the way.
- Vertical Responsibility is not like an escalator; it's like a staircase. It goes in both directions, and it takes some effort.

AND FINALLY...

"Do not let what you cannot do interfere with what you can do."

- John Wooden

RESOURCES

- o http://www.danpink.com/
- http://www.leadershipchallenge.com/WileyCDA/Section/id-131011.html
- http://humanresources.about.com/od/manageperformance/a/talent_bubble.htm
- http://en.wikipedia.org/wiki/Maslow%27s_hierarchy_of_needs
- o http://hbr.org
- http://en.wikipedia.org/wiki/Functional_fixedness