

School: Medical Management
Course: Identifying and Managing Motivation of Injured Workers
Faculty: Mark Duncan, Director of Shannon Sports Medicine/Business Development, Shannon Health Systems

Summary

The course "Identifying and Managing Motivation of Injured Workers," taught by Mark Duncan, focuses on understanding the complex motivational factors that influence injured workers' attitudes toward recovery and return to work. Drawing from his extensive background in athletic training, Duncan explores the similarities between managing injured athletes and injured workers, offering insights into how perceptions, workplace culture, and identity impact motivation.

Duncan introduces the concept of motivation, breaking it down into intrinsic (self-motivation) and extrinsic (influence from family, friends, and fellowship) factors. Intrinsic motivation is driven by an individual's internal desire to achieve and succeed, while extrinsic motivation is influenced by external factors like relationships with others. In the context of injured workers, these motivational factors can significantly affect their recovery process and willingness to return to work. Understanding what drives each individual is crucial for managing their recovery journey effectively.

A key theme in the course is the role of workplace culture and identity in shaping an injured worker's motivation. Duncan emphasizes that employees often derive a sense of identity and recognition from their roles, which contributes to their overall motivation. When injured, workers may experience a "primal fear sequence," where they fear being removed from their job, replaced, and eventually relocated or dismissed. This sequence of fears can deeply affect their motivation and perception of their value within the organization.

To address this, Duncan discusses the importance of creating a supportive environment that respects and acknowledges the injured worker's identity. He highlights Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (company policies, supervision, salaries) and motivators (achievement, recognition, work itself, responsibility, advancement, and growth). According to Duncan, fostering a culture of recognition, responsibility, and growth can enhance motivation and promote positive outcomes.

One of the course's main takeaways is the distinction between "logos" and "emblems" in employee motivation. Logos represent the outward symbols of a company, often driven by monetary incentives. In contrast, emblems symbolize deeper loyalty and

identity within the workplace, embodying the values and culture that employees align with. Duncan argues that understanding whether an employee is motivated by logos or emblems can guide how employers support injured workers during their recovery.

Managing the motivation of injured workers requires building respectful relationships, setting realistic expectations, and responding in real-time. Duncan emphasizes the need for meaningful return-to-work experiences that reinforce the worker's value and identity. He cautions against superficial or punitive return-to-work programs that can demotivate workers, leading to negative outcomes.

In conclusion, Duncan advocates for a holistic approach to workers' compensation that focuses on open conversations, understanding, and empathy. He encourages employers and case managers to recognize the intrinsic and extrinsic factors that drive motivation and to implement strategies that support injured workers' return to meaningful and fulfilling work. By doing so, the workers' compensation system can achieve positive outcomes, fostering a culture of care and respect for injured workers.

Learning Objectives

1. Understand the intrinsic and extrinsic motivational factors that influence injured workers' attitudes towards recovery and return to work.
2. Recognize the impact of workplace culture, identity, and recognition on employee motivation, especially following an injury.
3. Learn about the "primal fear sequence" experienced by injured workers and its effect on their motivation and recovery process.
4. Explore strategies for fostering positive outcomes through building relationships, creating realistic expectations, and facilitating meaningful return-to-work experiences.
5. Identify the difference between logos and emblems in employee motivation and how they relate to loyalty and identity in the workplace.

Primary Takeaways

1. Employee motivation consists of intrinsic (self-driven) and extrinsic (family, friends, fellowship) factors that significantly influence recovery and return-to-work outcomes in workers' compensation cases.
2. Workplace identity and recognition play crucial roles in motivating workers; when injured, the fear of being replaced and losing this identity can impact recovery.
3. The "primal fear sequence" involves a psychological process where injured workers fear being removed, replaced, relocated, and potentially losing their sense of identity.

4. Successful management of injured workers involves creating respectful relationships, setting realistic expectations, and ensuring that reactions and interventions happen in real time.
5. Understanding the difference between logos (money-driven symbols) and emblems (deep-seated loyalty and identity) helps employers and case managers support injured workers' motivation more effectively.

Course Outline

- 1) Introduction to Motivation in Workers' Compensation
 - a) The importance of changing perceptions about workers' compensation
 - b) Focus on improving outcomes through motivation management
- 2) Key Motivational Concepts
 - a) Intrinsic Motivation
 - i) Definition and examples: self-motivation, personal drive
 - b) Extrinsic Motivation
 - i) Definition and examples: family, friends, fellowship (three Fs)
- 3) Workplace Culture and Identity
 - a) The role of workplace culture in motivation
 - b) Identity and recognition in the workplace
 - c) Herzberg's Two-Factor Theory (hygiene factors and motivators)
 - d) Achievement, recognition, work itself, responsibility, advancement, and growth as motivators
- 4) The Primal Fear Sequence
 - a) Psychological impact of injury on motivation
 - b) Sequence: being removed, replaced, and relocated
 - c) Effects on the injured worker's identity and recovery process
- 5) Logos vs. Emblems in Employee Motivation
 - a) Logos as money-driven symbols in the workplace
 - b) Emblems as a deeper representation of loyalty and commitment
 - c) The significance of "riding for the brand" and its impact on motivation
- 6) Managing Motivation for Positive Outcomes
 - a) Building relationships with injured workers
 - b) Importance of respect and realistic expectations
 - c) Creating relevant reactions and interventions

- d) The significance of real-time responses in treatment and recovery

- 7) Strategies for Positive Resolution
 - a) Establishing trust and rapport with injured workers
 - b) Maintaining self-respect and dignity during the recovery process
 - c) Implementing realistic and meaningful return-to-work programs
 - d) The need for holistic and outcome-focused approaches in workers' compensation

- 8) Encouraging Conversations and Holistic Approaches
 - a) Promoting open dialogue within organizations and with injured workers
 - b) Addressing negative perceptions about workers' compensation
 - c) Motivating change through understanding and empathy

- 9) Conclusion
 - a) Key messages: if money will fix it, it's not a problem; show care before demonstrating knowledge
 - b) Encouragement to do the right things for the right reasons
 - c) Final thoughts on the importance of motivation management in workers' compensation

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