

SEPTEMBER 2018 • ISSUE 4: I NEED SOME MOTIVATION!

THE **BOTTOM LINE**

BY HER CORNER



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Welcome to

CORNER



Frédérique Irwin

Frédérique is the Founder and CEO of Her Corner. She has spoken on the topic of the state of women and entrepreneurship at The White House, The U.S. State Department, as well as companies such as Marriott, Chobani, Microsoft, AstraZeneca, TD Bank, and others.



Kimberly Berger

Kimberly is the President and COO of Her Corner. She is an active angel investor with a passion for women-owned companies. She has worked with venture-backed companies and large publicly traded companies specifically in the areas of digital marketing and strategy consulting.

Dear Her Corner Members,

Welcome to the last quarter of the year, and our fourth issue of *The Bottom Line!* We hope you have been enjoying reading the magazine and thank you to the many of you who are doing the magazine worksheets with us in person in our Mini Sessions in NYC, DC and Philly! We will be announcing more of those this Fall if you want to work on this quarter's worksheets with us in person.

This quarter's theme is ***"I Need Some Motivation!"*** This topic could not come at a better time. How many of us have let business slide (just a little) over the summer months and are now ready to kick it into high gear to end the year on a positive note? But that's hard! How do we get re-motivated to do that? And even if you didn't slow down this summer, you're probably feeling tired from keeping up the frantic pace for all these months! We're here to talk about how to overcome burnout and how to re-fuel your motivation.

We are delighted to share an article by Paula Davis Laack, Founder and CEO of the Stress and Resilience Institute. In her article, Paula shares what it's like to live in a society where we are all addicted to being busy. She speaks from the heart, and from experience, and shares specific strategies on how to ease the guilt and the burnout.

You'll also find an article by Philadelphia Her Corner founding member and Accelerator facilitator Erin Owen on the topic of business engagement. Erin, a business owner since 2004, shares concrete tips from her experience for our collective benefit.

Lastly, this issue's worksheets and templates are designed to help you think about engagement in your business and what you can do to better align your work in order to be more motivated and fulfilled!

We would love to hear your secrets for staying motivated. Make sure to share your experiences on our private member-only FB group.

Here's to your success!

Fred & Kimby

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The Doing OF THE DOING *By Frédérique Irwin*

Role fatigue. It is something I see over and over again. And it looks something like this: A business owner starts her business. She is several years into it. And while the business is doing well, she begins to find herself demotivated. Something is missing. The experience of running a business is no longer fulfilling to her.

Unfortunately, at this time of the year – the end of the year – it gets even worse.

But here’s the thing about role fatigue, and what you have to know to overcome it.

Role fatigue is just one more way to describe a lack of motivation. And there is no silver bullet to improving motivation, unfortunately. It is important to change things up and there are tools to do so (at Her Corner, we’re fans of the Job

Characteristics Model – something we teach in our Accelerator, and making sure these are tied to your intrinsic motivators), but the bottom line is that in business, you have to love the work you do.

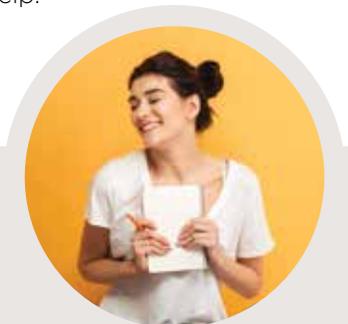
The doing of the doing. You just have to love it.

And, if you don’t, then you begin to feel demotivated, uninspired, bored, and most likely a little depressed – because honestly, who talks about this stuff? Who talks about what it feels like to no longer be sure that you love what you do? What you worked so hard to build?

The only secret to any of this is that you have to love what you do. And you have to do it with passion. The more you put into it, the more it will love you back.

And, if you’re still not sure – if you put everything into it but you just don’t have your heart in it anymore – then it’s time to go through the process of redesign. And that’s hard. And emotionally charged. And a lot of work.

But you can do it. And, by the way, we can help.



What Is The Difference Between Your Purpose And Your Passion? *By Kimberly Berger*

A few weeks ago Fred and I attended the Circular Summit in Washington, DC. It was a day spent listening to one amazing woman after another, offering opinions, guidance, and advice on all sorts of different topics related to entrepreneurship. One presenter posed a question that I have been thinking about ever since.

WHAT IS YOUR PURPOSE? WHAT IS YOUR PASSION? AND DO YOU KNOW THE DIFFERENCE?

As I listened and pondered how those questions applied to my own life and career, I thought about the presenter’s answer. She proposed that your purpose is your “North Star,” your guiding principle or motivation. Your passion is the fuel you use to get there. I think that is a pretty accurate description, although there is a little more to it. I would argue that they both need to feed off of each other if you want to achieve long-term success.

Let me explain what I mean. Yes, you definitely have to have a purpose, the big picture vision of where you

want to go. But the passion is almost more important for the day-to-day running of a business, because that’s what keeps you going. If you have a purpose without the passion, sooner rather than later you will run out of gas. You’ll get bored or distracted or your motivation will disappear. Suddenly, a challenge that isn’t that big a deal will feel insurmountable.

I recently met a woman in this exact situation. She had started a business a number of years ago based on a need she saw at her kids’ school. She thought the service she was providing was valuable and important. She had a clear North Star. But she didn’t have the passion. When her kids got older, she lost interest in the service her

business provided. It wasn’t that her services were suddenly worthless or unimportant, but they weren’t important to her anymore. This business was not her end-all be-all and, after 10 years, she has realized that she just doesn’t have the passion to keep it going. So she is walking away. And that is okay.

Who wants to spend their days busting their butts in a business they don’t feel passionate about?

So here’s my question for you. Do you agree? Can you have a successful business long term without the purpose or the passion? Do you have those for your business? If your answer is no, what are you going to do about it?



Is Staying Positively Motivated the *Secret Sauce* for Better Business Performance?

We as business owners are responsible for our own business results as well as our own positive engagement in the business. We are also the role models who must inspire our employees, contractors, vendors, and clients to partner with us along the way. What's at risk, though, if we don't reach our business goals and stay positively engaged? Lower revenues is just the beginning.

By Erin Owen

What is even worse? When we fail to reach our goals, we also lose confidence in ourselves—a contagion that can spread throughout our business as the cycle of under-performance infects every facet of our work: how we engage in relationships, the energy we bring to solving problems, and the creativity we need to innovate and continue to stay relevant in the marketplace.

What else is at risk if we don't achieve or surpass our business goals? Our business results can directly and indirectly influence our mental and emotional states—thus impacting how effectively we “show up” in all the roles we play as volunteers, neighbors, board members, parents, siblings, children of elder parents, and friends. Performing well in our businesses has a ripple effect that we cannot ignore. With all this at stake, we must learn concrete ways to stay positively engaged in our businesses.

These past 14 years in business, I've experienced a direct correlation between my business success and staying positively motivated. At the root of staying motivated are three factors that no one taught me in business school: Positive Focus, Self-Care, and Community. Notice I did not say my success comes from effective goal setting, flawless execution or picking the most profitable market segment – though those are critical as well.

How do the three factors of Positive Focus, Self-Care, and Community translate to being more engaged in your business and realizing better results?

Positive Focus: Activate your Brain Power to Fuel Your Actions and Maximize ROI

Take a few minutes to write down the details for yourself:

- 1 What *originally* motivated you to start your business? What positive benefits did you originally expect to receive from being your own boss? [Write down ALL that come to mind. Be honest with yourself.]
- 2 Fast forward to today: What moments or activities in your daily work excite you and make you feel on top of the world? [No matter how few or many, write them down so you can see the words in front of your eyes.]

Staying aware of why you're in business and what excites you most in your business is a powerful way to activate your brain power and give yourself an internal boost of motivation.

Be sure to acknowledge what is true and unique for you! Over the years, I was surprised to learn how much of a rush I experience when closing a sale. I never thought of myself as a sales person. Sure, I love meeting new people, witnessing a client's success, helping a colleague achieve a new milestone, and of course the freedom to decide my best work hours. And as it turns out I also love making money and receiving a signed statement of work or coaching agreement with a new client. In those moments when I find my inner critic taking charge or feel hesitant or sad or depressed, I remind myself of ALL that I love about my business to shift my mood instantly and energize myself into positive action.

What I am actually doing in these moments is a practice you too can do: by focusing on those business “highs”, you intentionally trigger your body and brain to release a powerful cocktail of hormones and endorphins that boost your motivation and confidence. When you feel powerful, motivated, and confident, you perform more effectively and successfully.

Self-Care: Know What You Need to Be Your Best (and Do It Consistently)

In 2004, when I left my corporate consulting job to take my side coaching business full-time, I wrote in an email newsletter the importance of putting on your oxygen mask first before assisting others—borrowing the safety announcement shared prior to take-off on any flight to apply to prioritizing your self-care. A few years later, I morphed this reminder to take care of yourself into a system of personal best practices (that I named Platinum Practices) for clients. I taught my busy professional clients to document and practice consistently those activities that helped them to be their best. Ultimately, my Platinum Practices approach was translated into a set of “self-care anchors” that I helped clients build into their calendar: first scheduling self-care activities before planning the rest of their week.



What moments or activities in your daily work excite you and make you feel on top of the world?

Do this for yourself now:

- 1 Write down what you do that makes you feel well-rested, energized and creative, focused and productive, positive and joyful.
- 2 Next, create repeating calendar appointments to build these most critical activities into your calendar.
- 3 Then observe how great you feel when you prioritize and actually do those things that give you great benefit.

Why might you prioritize and schedule commitments to your own self-care? Not only will you be more focused and productive when you shift your attention to working on your business, but also you will have greater confidence and clarity about what is working well for you. What self-care anchors will you block time for in your calendar this coming week and month? Time spent on you is a direct investment in better results for your business.

Community: Nurture It and Tap Into it to Strengthen

Your Business Performance The third factor that has been critical to me staying engaged in my business is being part of a community of women business owners. Each of us defines Community in a different way, so take a moment now and write down who (and/or what organizations) are important parts of your business-related community.

The people in your Community can provide you with resources, emotional support, and connections. In my first year of business, I acknowledged that I was not timely enough with bookkeeping to have the financial information I needed to make important decisions. The lack of information, and my guilt about “failing” in this area of my business, caused me tremendous stress. I knew I needed to outsource the bookkeeping function in order to keep my outlook positive and focus my energy on higher value activities for my coaching and speaking. Where did I find my bookkeeper? By asking others in my local business community for referrals. Those I asked also positively affirmed my decision to hire a contractor for this activity, and made me realize it was a smart business decision.

My community serves as a sounding board when I am brainstorming new ideas. They are my emotional support when I am struggling. I share successes and celebrate with them. I trust the women in my community to understand my business challenges and be able to offer experience-informed advice. I would be lost without my community.

In those moments when the passion for your business is fading, or when you need to “borrow” someone else’s enthusiasm to motivate you, call on other business owners who understand your circumstances. You do not need to do it all alone! And that is one of the reasons why I value the Her Corner community so deeply. We encourage one another to be our best selves, to leverage our expertise and network to grow our businesses, and to remember that we are also infinitely capable human beings who are worthy of love and respect.

The bottom line:

You set yourself up for financial success when you create the mental, physical and social conditions for staying motivated in your business. Remember to stay present to the reasons why you’re in business and what you love most about it, schedule daily and weekly self-care activities to nourish and fuel yourself so you show up as your best self, and don’t hesitate to lean on your community for advice and resources. You will experience better business results and you will stay more motivated and engaged in all the roles you play in your life.

Erin Owen, MBA, is a founding member of Her Corner in Philadelphia and facilitator of the Her Corner Accelerator. She is Founder/President of EEO Balance Corporation, the author of Refuel Recharge and Re-energize: Your Guide to Taking Back Control of Your Time and Energy, and the mother of two growing boys. Learn more about her at erinowen.com.

ADDICTED TO BUSY:

Strategies to Ease *the Guilt & Burnout*

By Paula Davis Laack

Keeping busy at all costs is the cultural status quo, but the drive to do more is impacting our families, our work, and our health. The result of being Addicted to Busy is not only a lack of time, but also exhaustion, anxiety, guilt, fear, social comparison, inauthenticity and physical illness. I am keenly aware of the price of crazy busy as the constant drive to achieve and push to fill my plate with degrees, accomplishments, board positions, awards, and “things to do,” led me to burnout during the last year of my law practice. The so-called mid-life crisis is a thing of the past as burnout is happening a lot sooner in life and is hitting women hard.

In addition, distraction and disconnection (thank you, iPhone) and outdated workplace policies that don't match the way we live and work today fuel a type of busyness that can lead to burnout if left unchecked. Burnout is a state of chronic stress that is characterized by a combination of exhaustion, cynicism and inefficacy, and it's impacting women more frequently and earlier in their careers.

Burnout and busyness are complex problems with societal, workplace, and individual traits as components; however, these five strategies have been shown to address some of the root causes:

Build your stress resilience.

Resilience is your capacity for adaptive problem solving and stress-related growth, and it's a learned set of skills. The way you react to everyday stressors has been shown to have long-term implications for your physical and mental health. How you deal with an annoying colleague, traffic, long lines in the store, and a later-than-you-wanted pick up of your child at daycare may not matter much to your mental health in the moment, but consistent stress sensitivity and lack of stress resilience have been shown to predict future mental-health outcomes – as much as 10 years after the fact.

Determine your “Giver Type.”

In his book *Give and Take*, Dr. Adam Grant offers a unique perspective on success and classifies people as givers, takers, or matchers based on their styles of social interaction. Takers like to get more than they give, givers are other-focused and prefer to pay attention to what

other people need from them, and matchers are a blend, wanting an equal balance between giving and taking. Dr. Grant has identified different sub-sets of givers, two of which are “selfless” givers and “self-protective” givers. Selfless givers give their time and energy without regard to their own needs (hey – it's 3pm and I haven't eaten yet today!). Selfless giving, in the absence of recovery, becomes overwhelming and can drive burnout. Self-protective givers, however, find a way to balance giving with their own self-interest and self-care. As you probably guessed, selfless givers are more likely to burn out. You can determine your giving style at www.giveandtake.com.

Realize that we are building the plane as we fly it.

When I started working for the Army teaching and training resilience skills to soldiers, launching the program was more important to the Army than making sure every single skill was perfectly designed. Army officials said of the program, “We are building the plane as we fly it.” When my mom was a teenager, her high school didn't offer sports programs for girls because Title IX didn't exist. Both of my grandmothers did factory work because getting an education beyond high school wasn't emphasized, and even if they had gone to college, their professional options were limited. That's not the case today. Women have unlimited opportunities to pursue their educational and professional goals, but the problem is that we don't have a model to follow – we're “building the plane as we fly it.” Media messages, societal expectations, and the pressure we put on ourselves (and each other) have resulted in an impossible standard – “do it all and do it perfectly.” As a result, most working professionals I know are exhausted and burned out.

Understand what really drives the guilt.

Guilt is the predominant emotion of many women I know and just about every parent I talk to. One of the most interesting things I teach in my resilience work is the skill of categorizing or “typing” your thoughts. The emotion of guilt is driven by thoughts in the category of “I have let myself or someone else down.” When you feel guilty, think about your thinking in the moment and check to see whether the “I have let myself or someone else down” theme is lurking in the background. Often, it means you need to have a conversation with someone – your boss, a significant other, or yourself.



Rather than focus on perfection, why not focus on what brings you joy and meaning?

Assess your deeply held beliefs about success. Getting a handle on your stress and preventing burnout requires that you confront the beliefs and mindsets that aren't working for you. Some of the ones I hear most frequently that keep women stuck and overwhelmed are:

- **I have to achieve more**
- **Good mothers are/do/don't**
(fill in the blank – always home to cook dinner; must put their kids to bed every night; don't leave their kids at daycare, etc.)
- **I can handle it all on my own**
- **I'll just power through (this is the opposite of resilience)**
- **It's right to put others first; I'll worry about myself later**
- **I have to be perfect**
- **I can't be perceived as weak (I hear this one from a lot of men too)**

In addition, many smart women have developed something called a fixed mindset – the belief that their ability is limited or fixed. Smart girls with fixed mindsets believe that they were born with only so much intelligence, creativity, athletic ability, etc., and no amount of additional effort will grow these capacities. As a result, smart women and girls aren't always comfortable getting outside of their comfort zones and play it safe rather than risk failing.

Traditional time management techniques might help in the short term, but ultimately only serve to put a Band-Aid on a much deeper problem. Rather than focus on perfection, why not focus on what brings you joy and meaning? Choose one strategy that will help you move forward in a less crazy busy direction and embrace the perfectly imperfect journey.



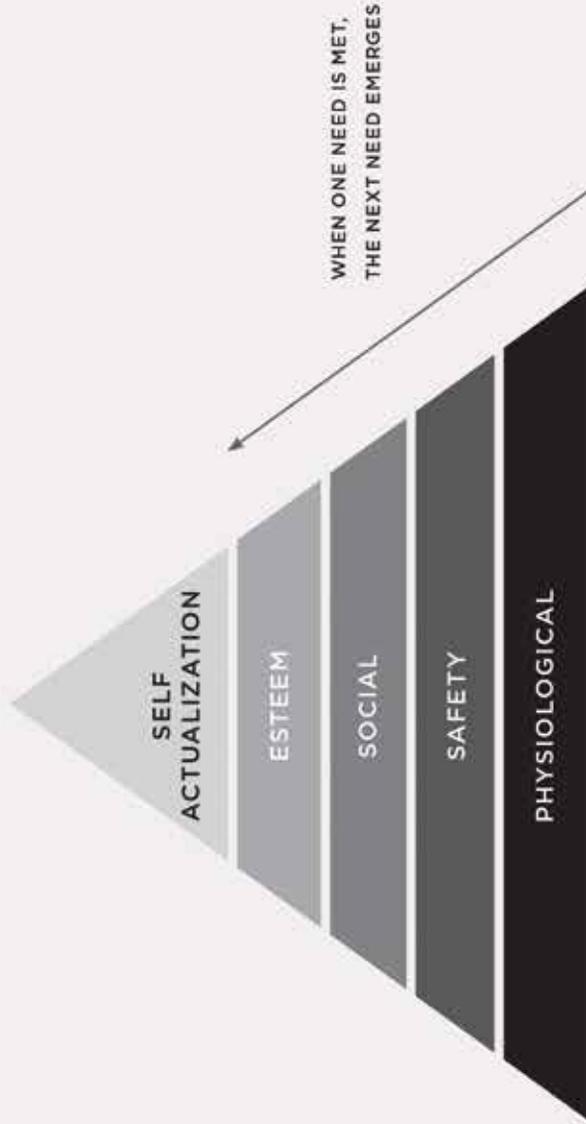
Paula is the Founder and CEO of the Stress & Resilience Institute, a training and consulting firm that partners with organizations to teach resilience skills to leaders and key stakeholders so they can be more effective at leading in a changing environment, managing stress and preventing burnout, and building innovative, high-performing teams. Please visit her website to learn more and to download her e-books: paula@pauladavislaack.com

*** The author wishes to thank Dr. Karen Reivich for teaching her how to categorize thought themes.*

Fostering Motivation and Engagement

MASLOW'S NEED HIERARCHY OF MOTIVATION (1943)

MOTIVATION: The psychological processes that evoke and direct goal-directed behavior.



TWO IMPORTANT BUSINESS IMPLICATIONS

1. A business owner or manager should focus on the self needs: self-esteem and self-actualization because their satisfaction is significantly associated with a host of important outcomes such as professional achievement, physical illness, psychological disorders (*anxiety, depression*) work problems, and performance at work.
2. A satisfied need may lose its motivational potential! (*For example, if you started your business to satisfy the need of having flexibility, and now you have flexibility, then that alone will not be enough to keep you fully motivated anymore!*)

Fostering Motivation and Engagement

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<p>WHAT NEED DID YOUR BUSINESS MEET WHEN YOU FIRST LAUNCHED YOUR COMPANY? <i>(E.g. provided flexibility, autonomy, ability to be the boss.)</i></p>	<p>HAS THAT BEEN MET? <i>(Circle one)</i></p>	<p>IS THAT NEED STILL MOTIVATING? <i>(Circle one)</i></p>	<p>IS THERE A NEW NEED THAT IS MORE MOTIVATING TODAY? IF SO, WHAT IS IT? <i>(This does not have to directly correspond to your original needs list)</i></p>
NEED #1 _____	YES NO	YES NO	_____
NEED #2 _____	YES NO	YES NO	_____
NEED #3 _____	YES NO	YES NO	_____
NEED #4 _____	YES NO	YES NO	_____

Fostering Motivation and Engagement

MOTIVATIONAL APPROACHES

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INTRINSIC MOTIVATION: Employees find their work appealing because of the positive internal feelings that are generated by doing well, rather than being dependent on external factors (such as incentive pay or compliments from the boss) for the motivation to work effectively. Examples include: serving others, travelling, feeling fulfilled.

IMPORTANT TO KNOW:
INTRINSIC MOTIVATION IS VERY CLOSELY TIED TO EMPLOYEE ENGAGEMENT.

EXTRINSIC MOTIVATION: Caused by the desire to attain specific outcomes. Examples include: working for a particular brand name company, titles, salary amounts.

CORE JOB DIMENSIONS: Job characteristics found to various degrees in all jobs



FIVE CORE JOB DIMENSIONS THAT PROMOTE HIGH INTRINSIC MOTIVATION

1. **SKILL VARIETY:** employee uses different skills and abilities.
2. **TASK IDENTITY:** employee works on something from beginning to end and sees a tangible result.
3. **TASK SIGNIFICANCE:** the extent to which the job affects the lives of other people within or outside the organization.
4. **AUTONOMY:** experience freedom, independence, and discretion in both scheduling and determining the procedures used in completing a job.
5. **FEEDBACK:** employee receives direct and clear information about how effectively he or she is performing.

Fostering Motivation and Engagement

EMPLOYEE ENGAGEMENT

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EMPLOYEE ENGAGEMENT: The connection an employee feels to their work role and to the success of the company overall.

IF ... Intrinsic motivation is highly tied to employee engagement

AND ... We know that the 5 Core Job Dimensions promote high intrinsic motivation

THEN ... Building roles around the 5 Core Job Dimensions could improve engagement!



Fostering Motivation and Engagement

BUSINESS OWNER ENGAGEMENT

EMPLOYEE ENGAGEMENT

5 CORE JOB DIMENSIONS	DOES THIS OCCUR IN MY CURRENT ROLE? <i>(Circle one)</i>	IF YES, HOW? IF NO, WHAT CAN BE CHANGED?	5 CORE JOB DIMENSIONS	DOES THIS OCCUR IN YOUR EMPLOYEE'S CURRENT ROLE? <i>(Circle one)</i>	IF YES, HOW? IF NO, WHAT CAN BE CHANGED?
SKILL VARIETY	YES NO		SKILL VARIETY	YES NO	
TASK IDENTITY	YES NO		TASK IDENTITY	YES NO	
TASK SIGNIFICANCE	YES NO		TASK SIGNIFICANCE	YES NO	
AUTONOMY	YES NO		AUTONOMY	YES NO	
FEEDBACK	YES NO		FEEDBACK	YES NO	

WHAT CHANGES CAN BE MADE TO INCREASE YOUR BUSINESS ENGAGEMENT?

WHAT CHANGES CAN BE MADE TO INCREASE YOUR EMPLOYEE'S ENGAGEMENT?