

Unit 4: Motivation and Codes of Conduct

Learning Objectives

At completion of the course, you will be able to describe and explain the codes of conduct for the crafts and the disciplinary process maintained by the craft unions and the apprenticeship program. Additionally, you will be able to explain the keys to success - motivation and setting and keeping goals.

Codes of Conduct

Increasingly, the Building Trades unions are adopting Codes of Conduct to encourage members to perform the highest quality and quantity of work, maximize their skills and abilities, and exercise safe and productive work practices. Additionally, Codes of Conduct help eliminate practices that reduce contractors' profit margins and aid signatory contractors in becoming more competitive in the unionized construction industry. In the following section, you should open one of the Building Trades' Codes of Conduct or Codes of Excellence and think about what they mean for life on the job within that union. In the "Code of Excellence for Use in Construction of Nuclear Facilities," you will also see that some of these codes apply to contractors and owners as well.

Click here for Code of Conduct Link

Setting Goals

What goals do you have right now? Do you have specific plans for achieving those goals?

We tend to feel better about ourselves when we take control of our lives. Although we can't control what happens to us, we can control the direction we move in, and how we respond to events along the way. No matter what the pressures or compromises we face, we are the only ones who can say "yes" or "no" to each of life's choices.

Setting goals helps us to become more realistic about ourselves. We learn ways to capitalize on our strengths and compensate for our weaknesses. Our decisions and choices tend to become clearer, as well.

Setting goals requires us to set priorities. The very act of choosing a goal eliminates all the

possibilities that we have not chosen. Some people become crippled by such a choice; others find that it simplifies their lives.

With each step toward our goal, we are learning how to succeed. Our victories teach us that success is not just for other people - we, too, can plan and work toward something meaningful. Our failures not only teach us specific lessons, but also reaffirm that we can survive pain and disappointment. Nothing is wasted.

Why People Avoid Setting Goals

Predictability. A predictable life is not a safe life, but it feels safe to many people. Some of us avoid change because we are frightened by the unknowable future. Others avoid change because the inertia of empty routine is more comfortable than making the effort to engage with life.

Motivation and Setting and Keeping Goals

Conditioning. Some of us have been conditioned since childhood to think of ourselves in a certain way, and we surrender our lives so that others will think of us in those ways, too. Even if nobody talked with us about our education, military service, occupation, spouse, and economic success - we still got the message. If the expectations were high, we may worry about not living up to them. (“Why should I even try to own my own company someday if failure is a real possibility?”) If the expectations were low, we may fear being considered “above ourselves” if we set high goals - and worse, if we achieve them. (“If I enroll in those extra courses I need, I won’t have the time to hang out with my friends. How will they treat me then?”)

Wishful thinking. Many of us wait for miracles to happen instead of taking action to achieve our goals. We buy a lottery ticket instead of paying off our credit cards, or we watch countless hours of fictional TV characters living full lives instead of simply living our own.

Restlessness. We all lead busy lives. Some of our business is important and meaningful. Some of it is undirected, purposeless, and distracting.

Setting goals requires us to keep our eyes on long-term prizes. But we are so used to instant gratification that we can’t stay focused that long. We are tempted to fritter our time, money, and attention on short-term pleasures, in effect saying “no” to the future.

Setting SMART Goals

When we decide that we’re ready to set some goals, we’ll discover that - no matter what our starting point is - we have a lot going for us.

First, research shows us that people who set goals tend to be more successful than those

who do not. They accomplish even more if their goals are specific rather than vague. And when the goals they set are challenging rather than too easy, their performances are improved - even if they don’t reach the goals after all.

Second, there are clear, specific steps we can take to move toward goals that really matter to us. We can set SMART goals - Specific, Measurable, Attainable, Rewarding, and Timely goals - to focus us and help us stay on track.

Be Specific. If we want to learn how to develop a particular skill, for example, we would plan to:

- learn as much as we can about the process, equipment, and material involved;
- watch experienced mentors as they exercise the skill;
- seek critical observation and feedback from mentors as we practice the skill;
- continue to learn as we grow more proficient; and
- teach others our skill so that we continue to see it with new eyes.

Each step has its own substeps. These specific steps apply whether we are learning to lay out fittings or to perform open-heart surgery. The more specific our goals can be, the more realistic they become.

Measurable. If we are working toward a long-term goal, we need benchmarks along the way so that we know we are making real progress. We owe it to ourselves to stop from time to time and measure how far we’ve come - especially if our progress has been quiet, undramatic, or based on routine. We can also use benchmarks to reassess our long-term goals. Has our life situation changed since our last benchmark? Do we

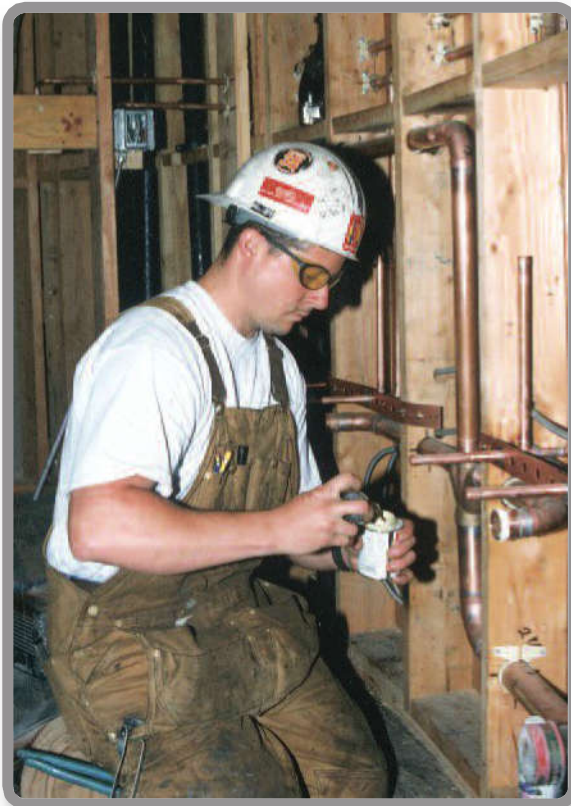
Motivation and Setting and Keeping Goals

need to make some adjustments to our long-term goals?

Attainable. Smart goals should be challenging, but achievable. If we have a talent - comedy, music, basketball - but are convinced that anything less than having our own sitcom, winning a Grammy, or making it to the NBA will be a failure, we are denying ourselves the enjoyment we could reap by exercising these talents for their own sakes at whatever level we find ourselves. We can start small and gradually increase the amount of work that we ask of ourselves. Accomplishing small goals motivates us to set higher goals, which, over time, we attain more easily. The same rule applies to our personal standards. If perfection is our goal, then almost anything we attempt will result in failure. But excellence is something we can all work toward and expect to achieve. Aiming for excellence brings out our best work.

Rewarding. We should be sure that goals reflect that what we hope to do with our lives. For many of us, popular culture's definition of "rewarding" (wealth, excitement, possessions) may not be what actually makes us happy in our everyday, here-and-now lives. Knowing what makes us happy comes with maturity - often after a few false starts. If we find that we feel empty pursuing what we think should make us happy, we know it's time to rethink our goal. When we feel discouraged, as we work toward our goal, we need to ask ourselves if we are temporarily frustrated because the goal is difficult to reach, or if we are losing interest because the goal truly doesn't mean as much to us as it once did. If the goal is important to us - like buying a house, giving up smoking, or being more involved in our children's lives - then we may need to seek some help as we work through the rough patch.

Timely. We should allow ourselves a reasonable amount of time to achieve our goals. Some can be achieved in a few minutes; others take a lifetime. Unplanned distractions are inevitable, so we should try to make flexible timeframes. Spending every minute of every day trying to achieve goals can be exhausting - and counterproductive. If we think that we're not seeing results quickly enough, we might give up. We may have to find a balance point, where we can keep our eyes on the goal while lowering the intensity of our gaze.



Motivation and Setting and Keeping Goals

Motivation

Sometimes, when we'd really like to be moving energetically toward our new goal, our old habits threaten to pull us back down, almost like gravity. We need motivation - power boosters that keep us going when we're tired or stressed.

Questions. Questions help us focus: What is the most important thing I can do today? Is there a different way to see this situation? Can I talk with someone today who will help me learn what I need to know?

Reminders. Phrases, quotations, inspirational pictures, and positive thoughts that mean something to us can often be just enough to keep us going. For example, members of Alcoholics Anonymous use the phrase "one day at a time" when moving toward sobriety. Many have found that simple phrase to be a surprisingly powerful motivator.

Support. If we have chosen a particularly challenging goal for ourselves, we may need help along the way. An array of support systems - mentors, family, friends, religious institutions, and professional counselors - exists to help us when we realize that we can't reach our worthy goal entirely on our own.

We need to know what matters to us: Is this goal worth achieving? Why is it important to me? Does it support what I truly believe in?



Worksheet: Setting Smart Goals

Part 1: Identifying Your Priorities

Directions: Answer each of the nine questions in the grid using just a few specific words. Write down what comes to mind, without thinking of limitations on money, time, or resources. In some boxes, categories are suggested to help you think of specific priorities.

What would you like to experience more of than you did last year?	What would you like to experience less of than you did last year?	What new (result, value, experience) would you like to introduce into your life this year?
What do you want physically in your life? (for example, energy, material things, other)	What do you want emotionally in your life? (for example, self-esteem, excitement, other)	What do you want mentally in your life? (for example, a creative hobby, specialized schooling, other)
What do you want spiritually in your life? (for example, calm, forgiveness, other)	What do you want to achieve in your career? (for example, owning a company, financial security, other)	What do you want to achieve with family, friends, relationship, community?

Write down 5 items that are MOST IMPORTANT (mean the most) to you right now. Below this, write down 5 items that you feel are the MOST URGENT for you to address.

If your priorities are general, create specific goals that can help you reach the more general one. For example, if your general priority is to “get healthy,” you might want to start with “daily exercise” or “stop smoking.”

Worksheet: Setting Smart Goals

Part 2: Making them SMART

Directions: From what you have written down for Part 1, choose either (a) the five goals that mean the most to you right now or (b) the five goals that you consider the most urgent right now. Write each specific goal and plan a strategy to reach your goals the SMART way. The row below illustrates an example.

Specific	Measurable	Attainable	Rewarding	Timely
Sample goal: Construct a finished game room in the basement	For \$1000	Move and store boxes Make plans and budget Get permits Buy material	Rennie offered to sell me his pool table. Now I'll have a place to put it.	By the winter holidays

