

Tip Sheet: Motivation

	CHARACTERISTICS	ACTIONS to Take to Help Motivate Others
ACHIEVEMENT Desire to accomplish something difficult	<ul style="list-style-type: none"> ✓ Need to get results ✓ High standard of success ✓ Respond to challenging goals ✓ Want to be highly competent ✓ Like to see things completed 	<ul style="list-style-type: none"> ✓ Set specific and measurable goals ✓ Demonstrate what “above average” achievement would be ✓ Monitor progress in achieving goals/tasks and regularly provide that feedback
AFFILIATION Desire to form close personal relationships	<ul style="list-style-type: none"> ✓ Need to belong ✓ Value being engaged and included ✓ Want to be associated and accepted by the group 	<ul style="list-style-type: none"> ✓ Ask the person to represent team or organization and have them report back to team on findings ✓ Give them active and specific role in team – not an observer
AUTONOMY Value being allowed to be independent	<ul style="list-style-type: none"> ✓ Independent and self-reliant ✓ Enjoy working with others that are also independent ✓ Tend to avoid being governed by rules and systems 	<ul style="list-style-type: none"> ✓ Give them parameters and then leave them alone to complete ✓ Be available, but wait for them to come to you. Being left to “figure it out” in time allotted has great appeal
CREATIVITY Finding novel ways to approach / see issue	<ul style="list-style-type: none"> ✓ Like to be asked to find a new or different way to address issue ✓ Enjoy expressing themselves through pictures, ideas or other non-traditional ways 	<ul style="list-style-type: none"> ✓ Regularly give this person the role of experimenting or finding novel solutions
RESPONSIBILITY Feel accountable for task, process and people	<ul style="list-style-type: none"> ✓ Feel motivated by the responsibility others have placed in them to complete the task or support the people 	<ul style="list-style-type: none"> ✓ Assign this person a key role and explain why role is pivotal ✓ Communicate how you appreciate their contributions
RECOGNITION Need work acknowledged	<ul style="list-style-type: none"> ✓ Want appreciation and praise – can be given individually or in public 	<ul style="list-style-type: none"> ✓ Do not take accomplishment for granted: give feedback and encourage others to acknowledge value of work
STATUS Focus on position	<ul style="list-style-type: none"> ✓ Like titles and symbols of authority ✓ Enjoy sense of power and influence 	<ul style="list-style-type: none"> ✓ Give person chance to “take the microphone” or otherwise have some power and influence
SECURITY Want stability and predictability	<ul style="list-style-type: none"> ✓ Like consistency and sameness ✓ Want to know that job is safe ✓ Don’t like surprises 	<ul style="list-style-type: none"> ✓ In times of change, focus on what is staying the same and not changing ✓ Remind individual of expectations and longer term security comes to those who meet and exceed expectations

For more on the concept of “Unleashing the Potential of Pride Builders” – see writings by Jon Katzenbach. Go to www.booz.com for a series of his articles. We recommend the 2011 article called “Motivating Behaviour Change: Boosting Performance by Mobilizing Pride Builders” by authors Jon Katzenbach; Laird Post, Jonathan Gruber, Aurelie Viriot from the Katzenbach Centre at Booz & Company.