Question:

When was the last time you were *really* excited about your work?
“Individuals differ enormously in what makes them happy—for some, competition, winning, and wealth are the greatest sources of happiness, but for others feeling competent and socializing may be more satisfying.”

Steven Reiss, Ohio State University
The BIG Question...

Why is it important to know what motivates us?
Global Crisis

- **Conference Board**: More than half of all US workers are unhappy in their jobs—an all-time low.
- **Gallup**: 85 percent of world’s workers are not engaged or are actively disengaged.
“People whose work is out of alignment are much more likely to be depressed, anxious, and have damaged relationships in their personal lives.”

Tom Rath, Gallup
Motivators At Work

• Produce Higher-Quality Work
• Greater Output

• 150% more likely to have happier life overall

University of California, Professor Sonja Lyubomirsky
Putting Your Passions to Work

Typically...
• Doesn’t require a major career transition
• Doesn’t require quitting to find a “dream job”

Most People...
• Make small changes in their work lives
• Can make course corrections in their chosen path
Working In Alignment Brings...

- Satisfaction
- Fulfillment
- Happiness
- Engagement
- Empowerment
- Self-Knowledge
- Career/Job Alignment
- Life Alignment
Where Motivation Fits

Strengths

Motivators

Personality
Research + Assessment = WHY
New Research

• Based on largest, most statistically valid study on workplace engagement

• The Motivators Assessment was built by our team of Ph.D. Organizational Psychologists
What helps people feel engaged in their work?

What is it that makes people want to quit a job?

What factors increase or decrease levels of motivation?
23 Motivators

1. Autonomy
2. Challenge
3. Creativity
4. Developing Others
5. Empathy
6. Excelling
7. Excitement
8. Family
9. Friendship
10. Fun
11. Impact
12. Learning
13. Money
14. Ownership
15. Pressure
16. Prestige
17. Problem Solving
18. Purpose
19. Recognition
20. Service
21. Social Responsibility
22. Teamwork
23. Variety
Identities

**THE ACHEIVERS**
- Developing Others
- Friendship
- Purpose
- Service
- Social Responsibility
- Teamwork

**THE BUILDERS**

**THE CARERERS**

**THE FIELDERS**

**THE THEURS**
- Variety
The Motivators Assessment

Your Motivators

1. **STRONG**
   - **VARIETY**
     - For those highly motivated by variety, routines are deadly; in fact, they can drive them batty. They like to change responsibilities frequently to keep things interesting. Trying new work tasks, being given new assignments, or working on a cross-functional team can give them a terrific charge.
   - **IMPACT**
     - Those who are highly impact-driven want to know they are doing work that is important. They often feel a sense of destiny, that they are supposed to do something that will create positive change in the world, and they are usually willing to lead out and can become frustrated if they don’t see the positive outcomes of their efforts.
   - **LEARNING**
     - Those for whom this is a major driver thrive on trying new things and growing. For some, the pursuit of knowledge is its own goal, while for others the emphasis is on making themselves better at what they do. The stimulation of making new discoveries and seeking out new information outweighs any hesitation to be seen as a bit dorky.
   - **SERVICE**
     - Those driven to serve tend to believe it’s a moral obligation to help those around them. That means they put the spotlight on others’ needs, and helping others takes precedence over helping oneself. Don’t expect them to blow their own horn. They take great satisfaction from being willing to sacrifice of themselves, giving their time and talents to others.
   - **EXCELLENT**
     - This motivator leads people to crave the feeling of successfully completing a task, especially when the bar is set high. They want to feel they’re doing the highest quality work and are meeting or exceeding expectations. They want to get things done on time and will do pretty much whatever it takes to do so.
   - **FAMILY**
     - People motivated by family want their loved ones to be proud of them and to know they’ll always be there for them. They try to make family a high priority, which means balancing home and work life. Their greatest goal is to leave a legacy of love.
   - **PROBLEM SOLVING**
     - When this is a leading motivator, people tend to get a great deal of satisfaction from finding solutions, especially in a crisis, and from resolving conflicts. They also enjoy helping others to come up with ways to solve their own problems—digging in to come up with a realistic plan. They relish the mental exercise of looking at challenges from multiple angles, and triple

<table>
<thead>
<tr>
<th>MODERATE</th>
<th>NEUTRAL</th>
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<td>11. Autonomy</td>
<td></td>
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</tbody>
</table>

1. Developing Others | 22. Fun | 23. Money
Happiness & Engagement

• People are **happiest** and most **engaged** when what they do matches to a better degree their internal **motivations**

• One way to help your people be more **productive** and retain your best talent is to help them **sculpt** their work to better align with what drives them
Job Sculpting Model

**MOTIVATORS:** What Motivates You

**SCULPT:** Align with Motivators & Identities

**EVALUATE:** Current Role and Direction

**IDENTITIES:** Related Motivator Clusters

**DISCOVER:** What Matters Most
Job Sculpting Exercises

• **Discover**: What matters most to you in your job

• **Evaluate**: Your current role and the direction you are heading in your career

• **Sculpt**: Align your role with your Motivators & Identities
Our Motivational Biases

• **Influence** how we interact with others.
• **Impact** how we perceive/process information.
• Can create **faulty or biased decisions** and perceptions.
• Can be **overcome** by checking ourselves and creating an inclusive team environment.
• Help identify teammates' core motivators.
• Sculpt jobs as possible to align duties with passions.
• Conduct aspirational conversations with employees.
Manager Effectiveness

- Engage Every Team Member 1:1
- Provide Meaningful Career Development
- Eliminate Team Dysfunction
- Increase Productivity
- Reduce Turnover
## Motivators Team Profile Reports

<table>
<thead>
<tr>
<th>Strong Motivators</th>
<th>Moderate Motivators</th>
<th>Neutral Motivators</th>
<th>Top 3 Identities</th>
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<tbody>
<tr>
<td><strong>Motivator</strong></td>
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**The Culture Works**

Engagement Solved.
Engaged Teams Bring...

MORE...
- Engagement
- Productivity
- Innovation
- Initiative

BETTER...
- Ideas
- Decision Making
- Strategic Thinking
- Empowerment
Team Problems Solved

- Employee Engagement
- Talent Retention
- Team Structure & Clarity
- Talent Screening & Onboarding
- Work Relationships
- Communication & Innovation
- Diversity of Thought/Input
- Team Motivation
Our Task During a What Motivates Me Training Session:

• Understand what **really** motivates each of us
• Sculpt our jobs to do more of what we love
• Become more engaged, enabled & energized
• Get **excited** about our work
Workshop Materials

- "What Motivates Me: Put Your Passions to Work" by Adrian Gostick and Chester Elton
- The Motivators Assessment: Put Your Passions to Work™
- What Motivates Me Manager Workbook
- The 5 Identities
- Thanks