

Motivation Questionnaire

>Development Tips



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30 practical tips and suggestions to improve your ability to motivate people

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1. Autonomy

1.1	Explain how the team's mission and people's individual goals and work activities connect to a larger, corporate purpose.
1.2	Ensure that everyone in the team has work that is interesting, meaningful, and developmental.
1.3	Ask for feedback on whether people feel that their job objectives are appropriate, stretching, and developmental.
1.4	Convince people that they can influence what happens to them within their jobs and the organization.
1.5	Frame targets and deadlines as essential information to ensure success rather than ways to hold people accountable.
1.6	Encourage people to be mindful (open and receptive to what is going on around them) because mindfulness increases feelings of autonomy.
1.7	Foster creativity and innovation, and show that you can accommodate differing thinking and problem solving styles within the team.
1.8	Avoid trying to incentivize people using competitions and games. Giving people interesting and meaningful jobs works better.
1.9	Engage with people and find out about why they are in their current positions, what motivates them, and what frustrates them.
1.10	Ask people whether you are doing the right things to encourage people to work hard, show initiative, and be creative.

2. Competence

2.1	Demonstrate your commitment to development by addressing people's need to increase their knowledge and skills.
2.2	Increase people's motivation by understanding and supporting their view and image of themselves and what they are good at.
2.3	Find out whether people feel that their work is helping them become what they want to become, and have the capability to become.
2.4	Review whether rewards and progression systems discriminate effectively between levels of performance and capability.
2.5	Ask team members whether they feel that the ways resources are allocated and performance is managed are fair and transparent.
2.6	Find out whether people think you are doing everything you can to create a motivating team climate even if the organization as a whole falls short.
2.7	Look for opportunities to build on people's strengths and help people turn strengths into outstanding strengths.
2.8	Ensure that people have support in the form of resources, time, manpower, and advice to achieve the stretching goals that you have set them.
2.9	Allow for mistakes, setbacks, and failure, and react appropriately according to the causes.
2.10	Assume that everyone prefers a boss with a participative/developmental style regardless of their own operating style.

3. Relatedness

3.1	Bring the team together regularly to strengthen camaraderie and relationships.
3.2	Consider whether the way your unit and operations are structured has a motivating or demotivating effect.
3.3	Help people to understand, communicate, and align their values to the team's mission and goals.
3.4	Think about whether your personality and work style foster fellowship, teamwork, collaboration, and openness.
3.5	Use small, unexpected gestures and gifts to recognize good performance and build relationships with individuals.
3.6	Listen more and talk less because when people feel they have a say in what they do, they are much more committed to the task.
3.7	Review how effectively team members work together, and act quickly when conflict or problems arise.
3.8	Avoid applying pressure to perform because strong performance comes when people feel they are performing because they want to, not because they have to.
3.9	Invite people to communicate their views, opinions, feelings, and emotions, but discourage people from venting negative emotions.
3.10	Ask for feedback on whether you are doing the right things to build effective relationships and stimulate collaboration and team working.

Reading



By Daniel Goleman, Peter F. Drucker, John P. Kotter, Ronald A. Heifetz, Donald L. Laurie, Robert Goffee, Gareth Jones, Warren G. Bennis, Robert J. Thomas, Jim Collins, David Rooke, William R. Torbert, William W. George, Peter Sims, Andrew N. McLean, Diana Mayer, Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, Peter M. Senge.

120 pages. Publication date: Jun 07, 2010. Prod. #: 12546-PDF-ENG



By Peter F. Drucker, William Oncken Jr., Donald L. Wass, Stephen R. Covey, Diane L. Coutu, Tony Schwartz, Catherine McCarthy, Edward M. Hallowell, Stewart D. Friedman, Sumantra Ghoshal, Heike Bruch, Robert E. Quinn, Robert S. Kaplan, Daniel Goleman, Richard Boyatzis, Annie McKee.

113 pages. Publication date: Jun 07, 2010. Prod. #: 12572-PDF-ENG



By John P. Kotter, David A. Garvin, Michael A. Roberto, Samuel J. Palmisano, Paul Hemp, Thomas A. Stewart, Debra Meyerson, W. Chan Kim, Renee A. Mauborgne, Dan S. Cohen, Ronald A. Heifetz, Marty Linsky, Robert Kegan, Lisa Laskow Lahey, Michael Beer, Nitin Nohria, Harold L. Sirkin, Perry Keenan, Alan Jackson, Russell A. Eisenstat, Bert Spector.

124 pages. Publication date: Jun 07, 2010. Prod. #: 12599-PDF-ENG



By Daniel Goleman, Frederick Herzberg, Jean-Francois Manzoni, Jean-Louis Barsoux, Carol A. Walker, Marcus Buckingham, W. Chan Kim, Renee Mauborgne, Chris Argyris, Mahzarin R. Banaji, Max H. Bazerman, Dolly Chugh, Jon R. Katzenbach, Douglas K. Smith, John J. Gabarro, John P. Kotter.

131 pages. Publication date: Jun 07, 2010. Prod. #: 12575-PDF-ENG



By Michael E. Porter, James C. Collins, Jerry I. Porras, Mark Johnson, Clayton M. Christensen, Henning Kagermann, W. Chan Kim, Renee Mauborgne, Gary L. Neilson, Karla L. Martin, Elizabeth Powers, Robert S. Kaplan, David P. Norton, Orit Gadiesh, James L. Gilbert, Michael C. Mankins, Richard Steele, Paul Rogers, Marcia Blenko.

143 pages. Publication date: Nov 12, 2009. Prod. #: 12601-PDF-ENG

Development Plan

LIFE DIMENSION	STRATEGY/GOAL	LEARNING ACTIVITY	TIMELINE	REVIEW NOTES
AUTONOMY				
COMPETENCE				
RELATEDNESS				