



# CAN GOOD LEADERS TRULY MOTIVATE OTHERS?

# The Business Case...

2



**SHARPER IMAGE**



**Abercrombie  
& Fitch**



**BORDERS**



**MOTOROLA**



**xerox**



**SPORTS  
AUTHORITY**



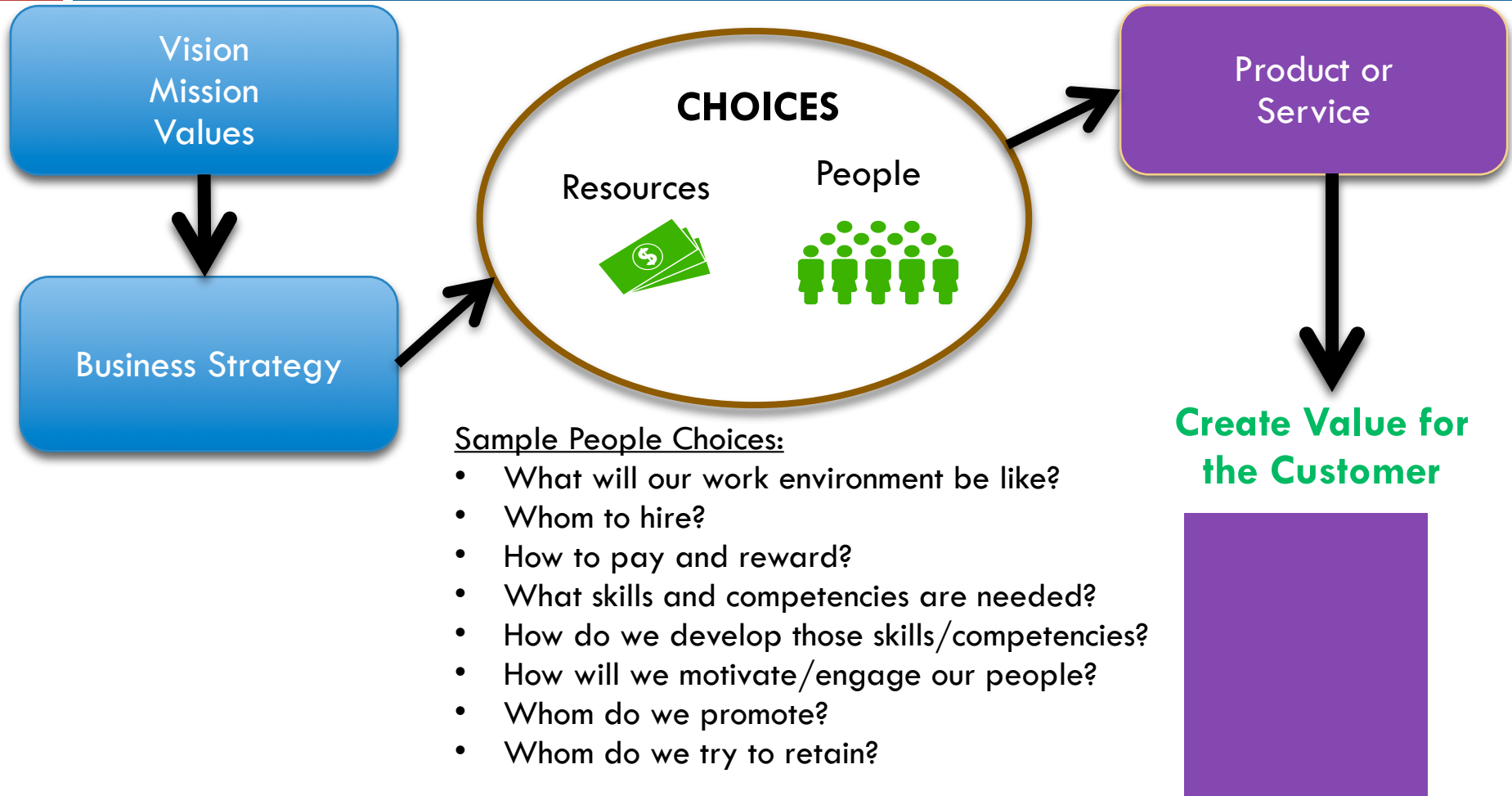
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**YAHOO!**

# Business Strategy is About Choices to

3



# Key Message...

4

Value is Perishable





# Core HR Strategy Question

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*“What individual and collective capabilities do we need so that our people not only will be able to respond to the changes in our industry but also will be able to create the ‘turbulence’ to which others must respond?”*

*“Why Doesn’t This HR Department Get Any Respect  
Harvard Business Review, 1998 R.M. Galford”*



# How do we define *motivation*?

7



- Getting people to make a choice to spend their time and energy in ways that drive accomplishment of business or organizational goals (i.e. create 'turbulence')

# Factors of Motivation...

8

## Motivation

Expectations  
(Self,  
Others)

Connection  
with  
Personal  
Values

Excitement

Learning &  
Building  
Competence

Desire to  
Do Good  
Work

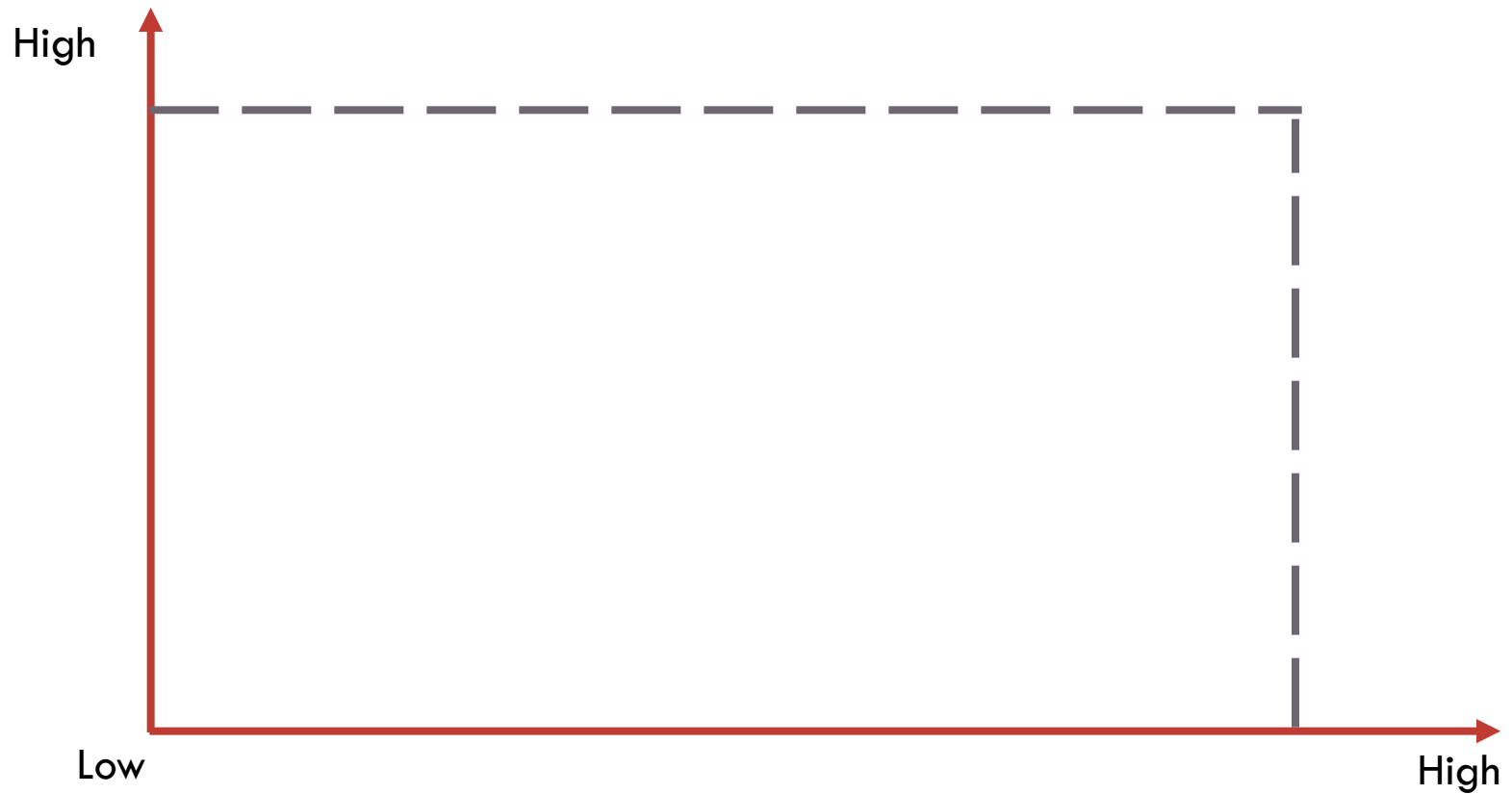
Vision/  
Mission  
Alignment

Passion



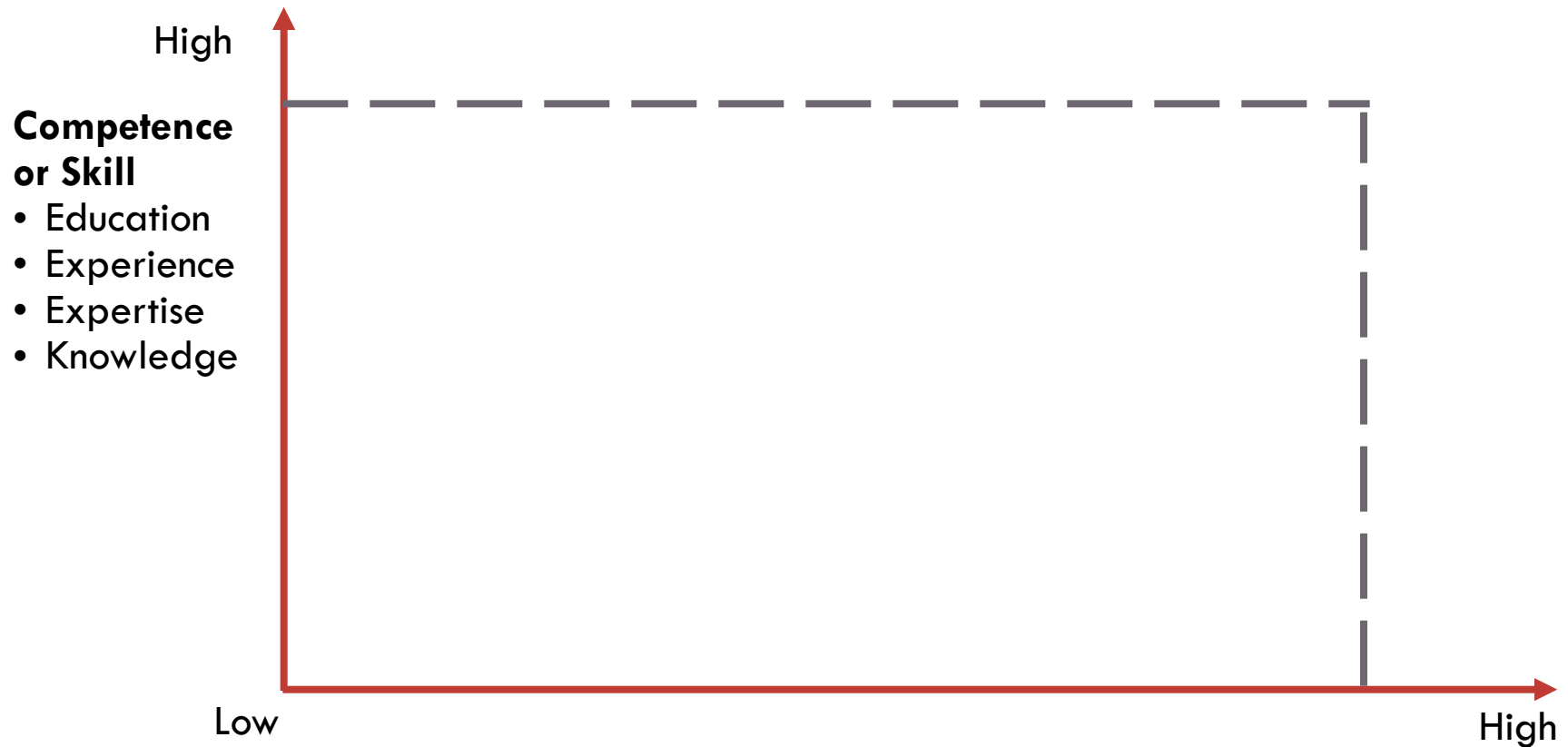
# Contribution – The Connection Between

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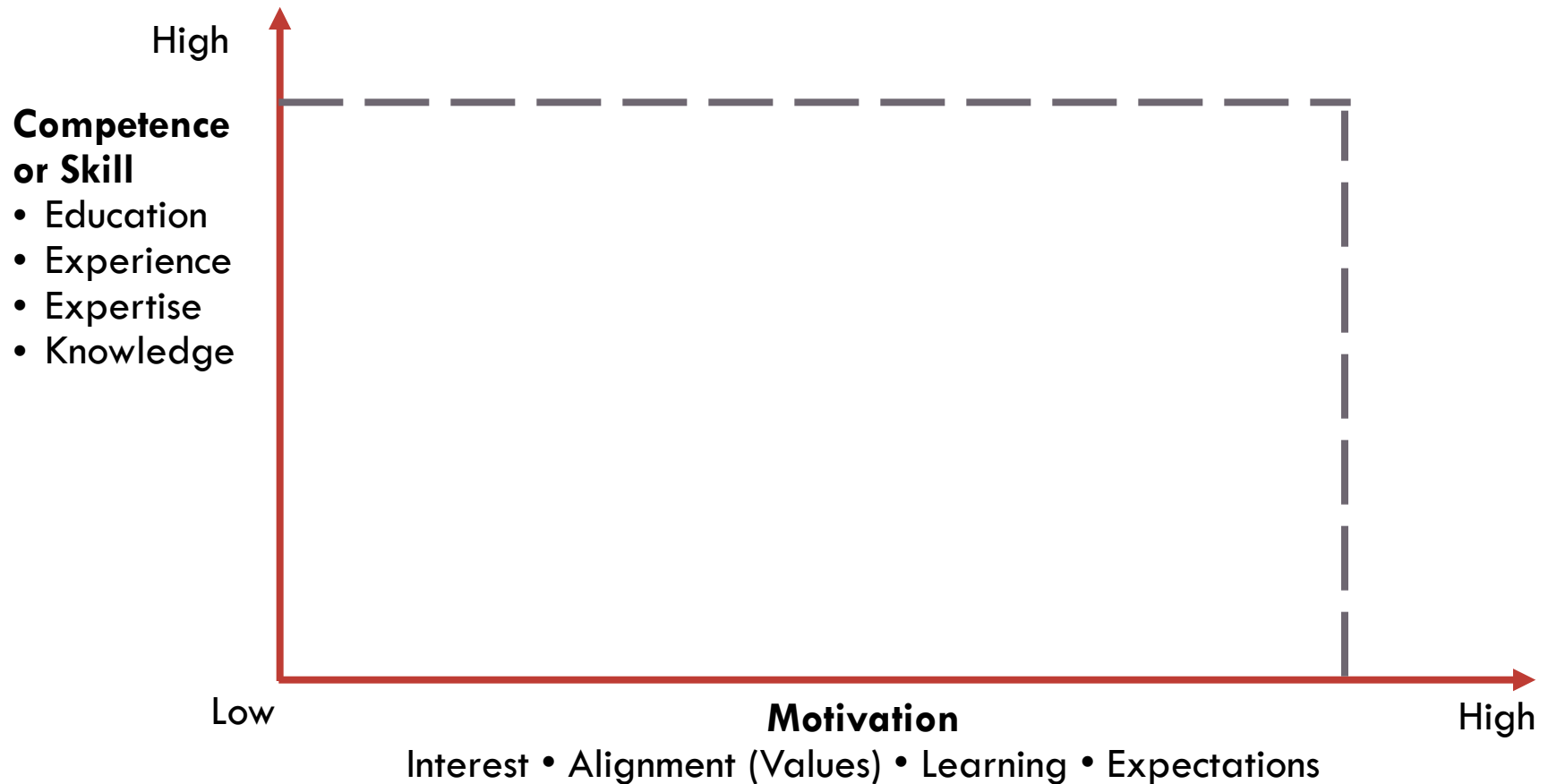
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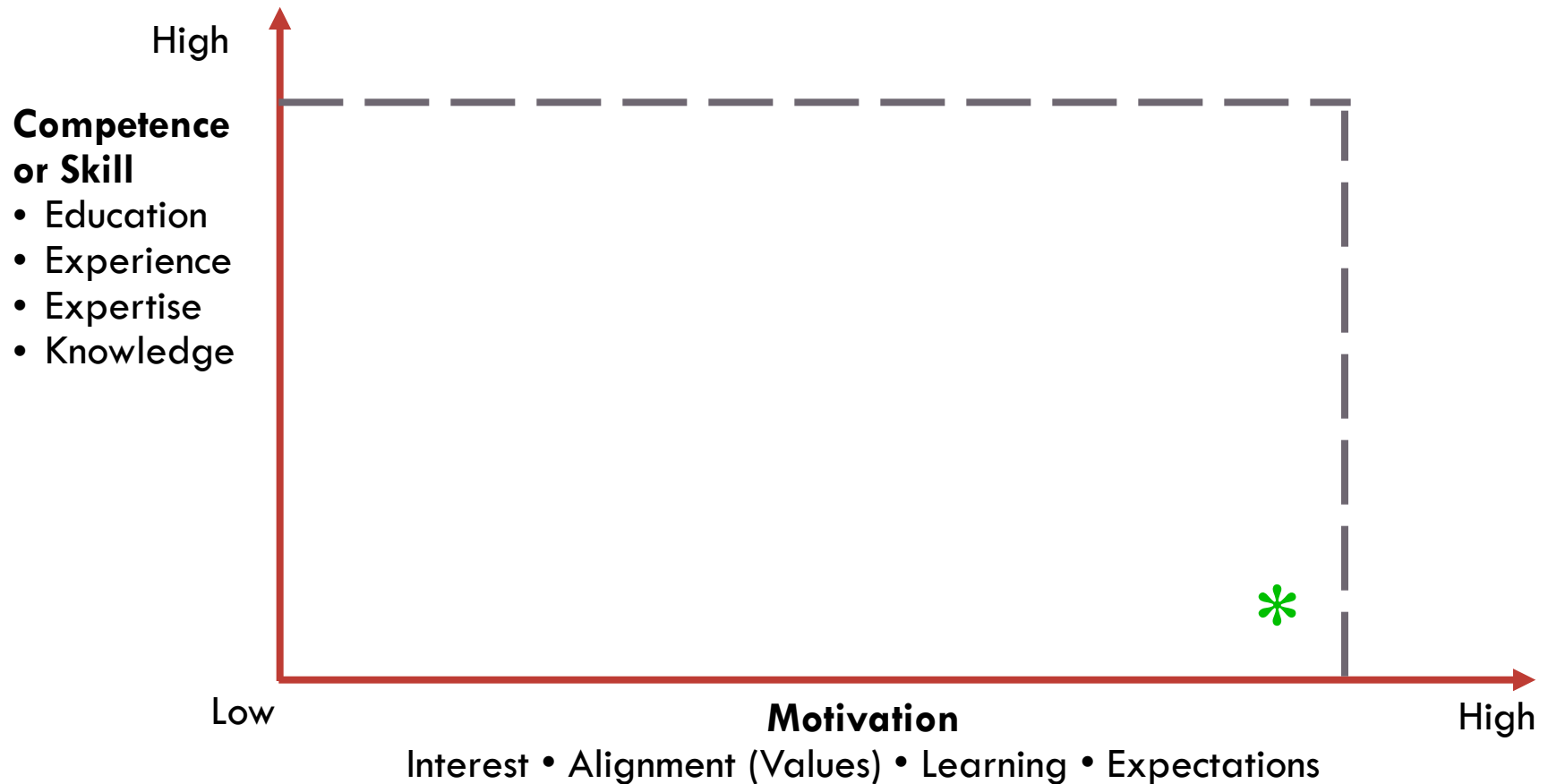
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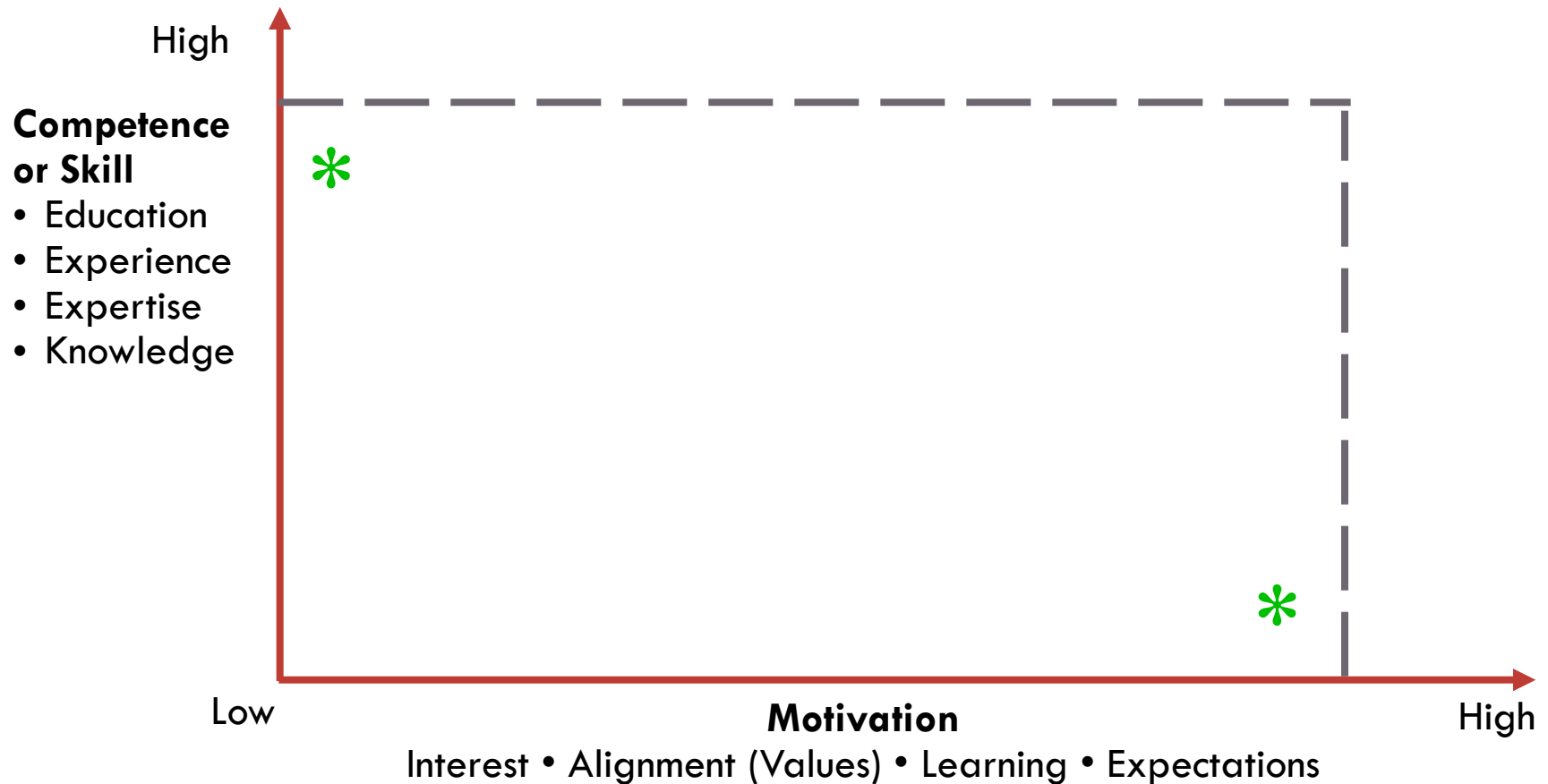
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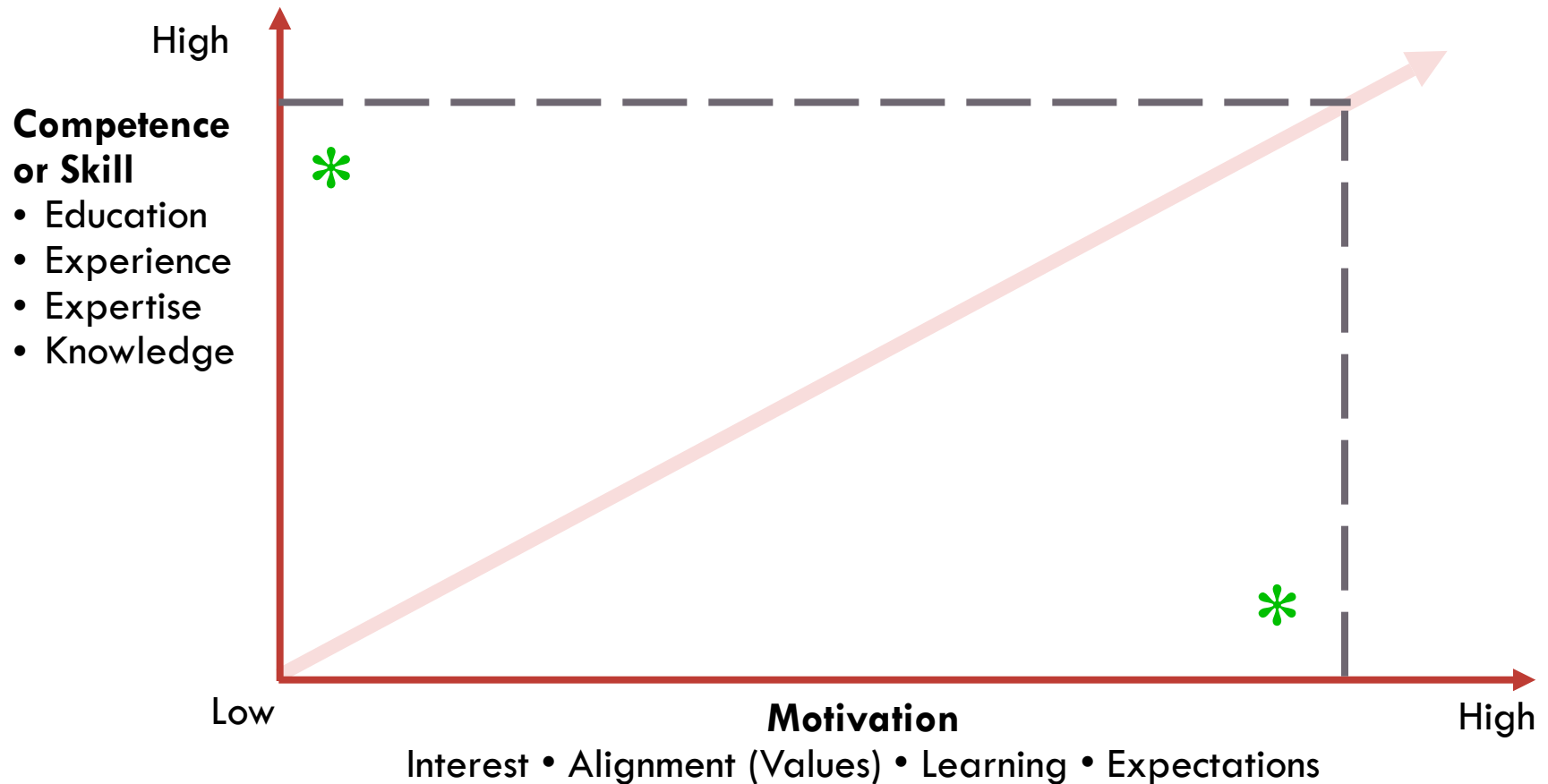
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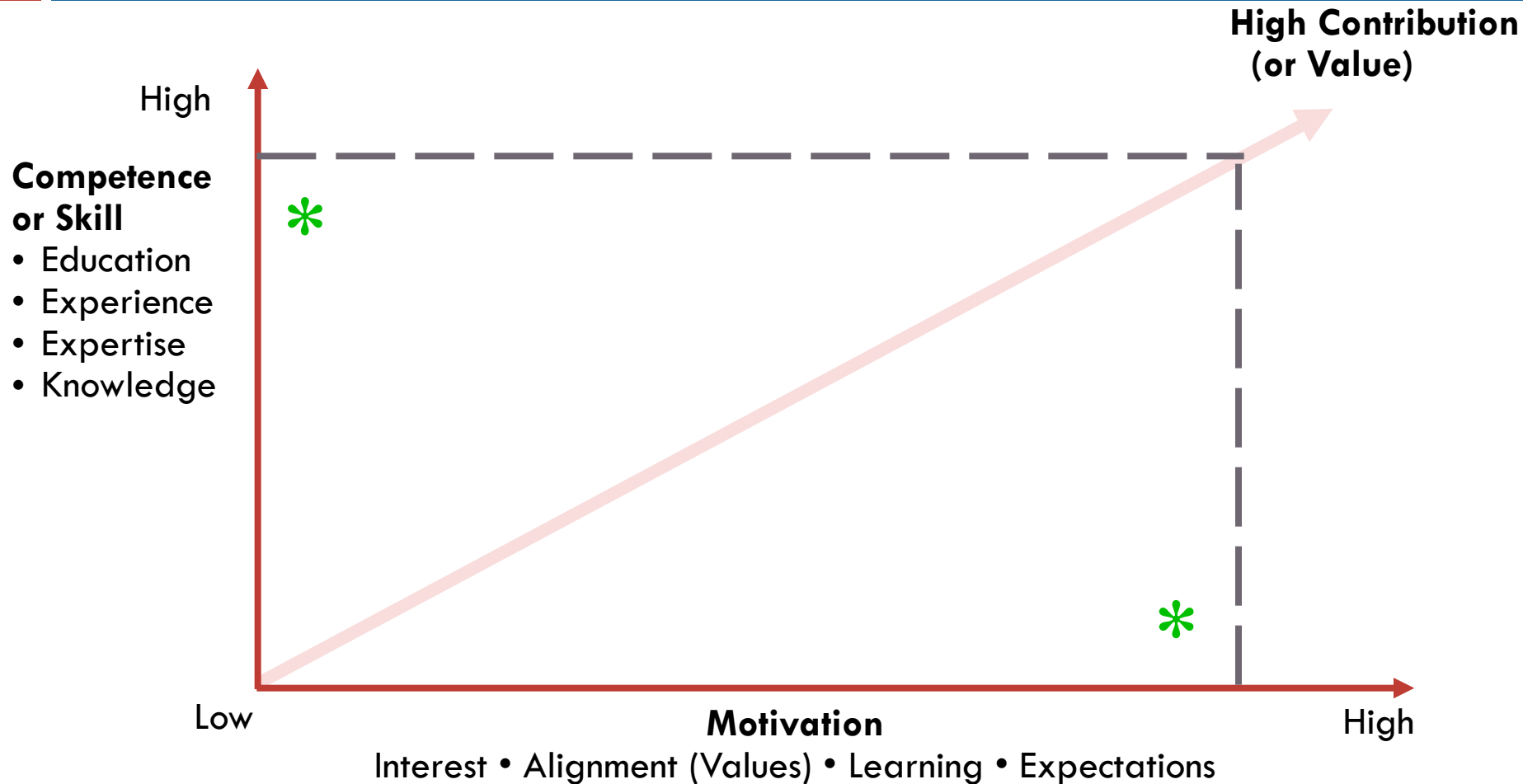
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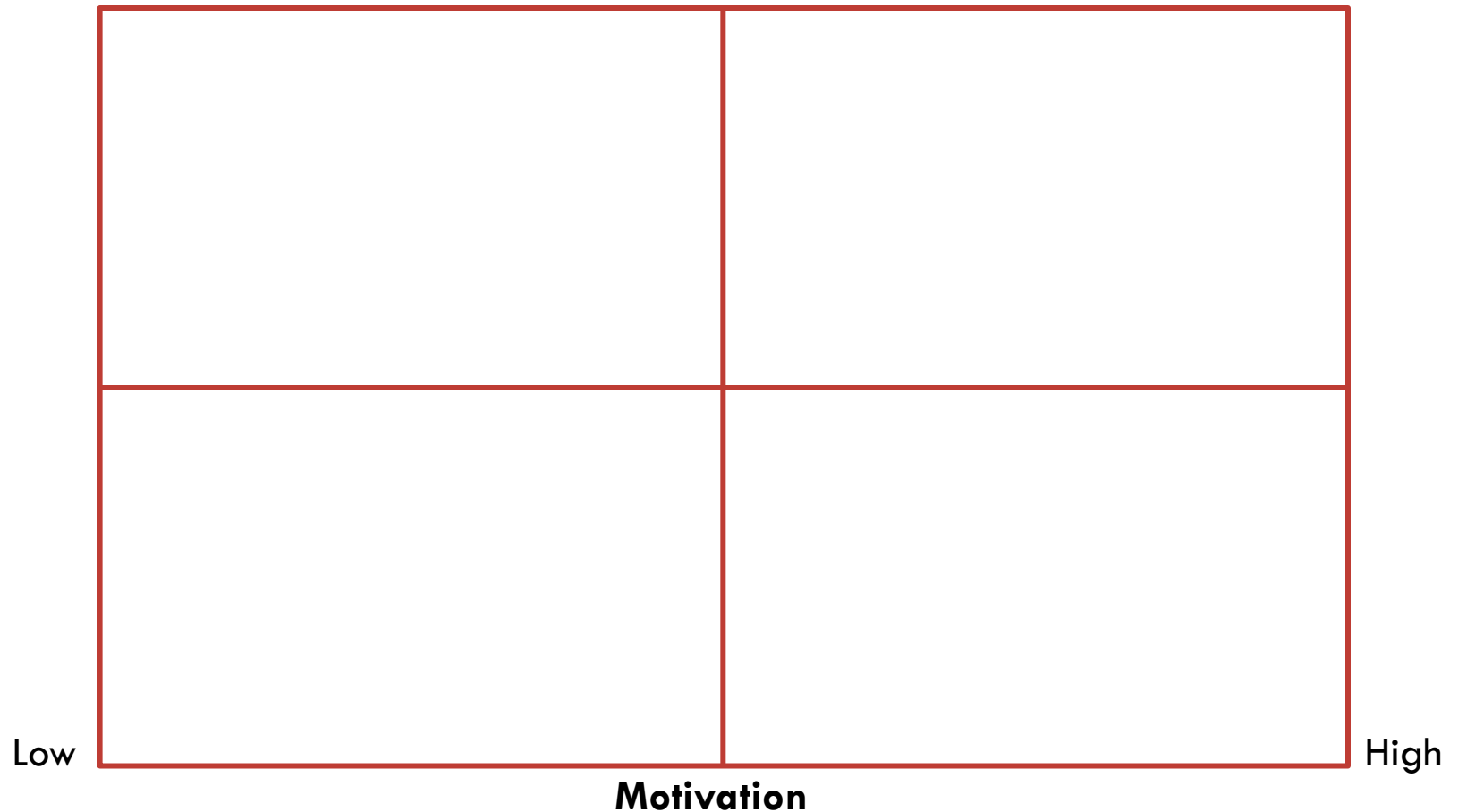
# Motivation Cycle – A Diagnostic Tool

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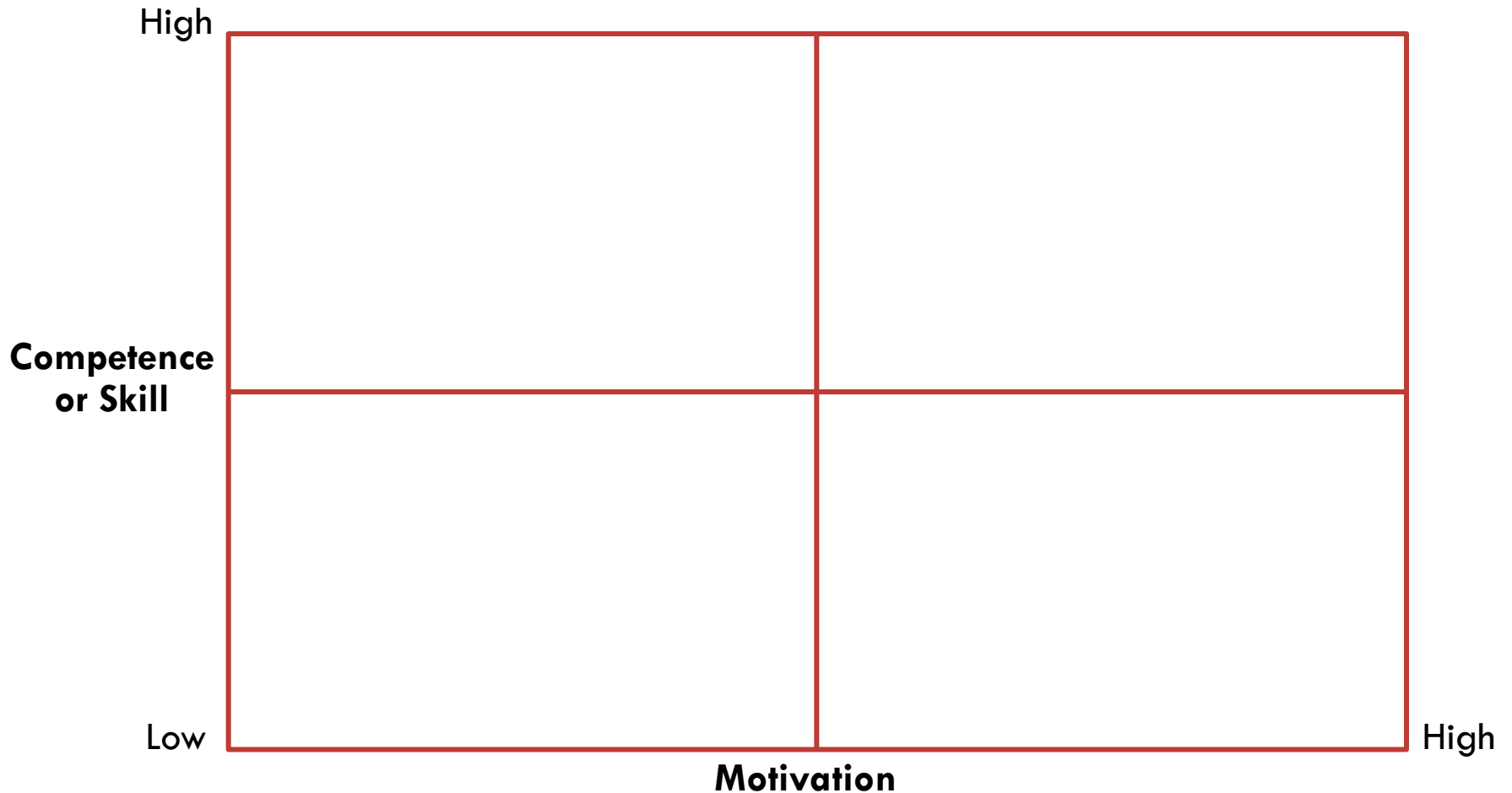

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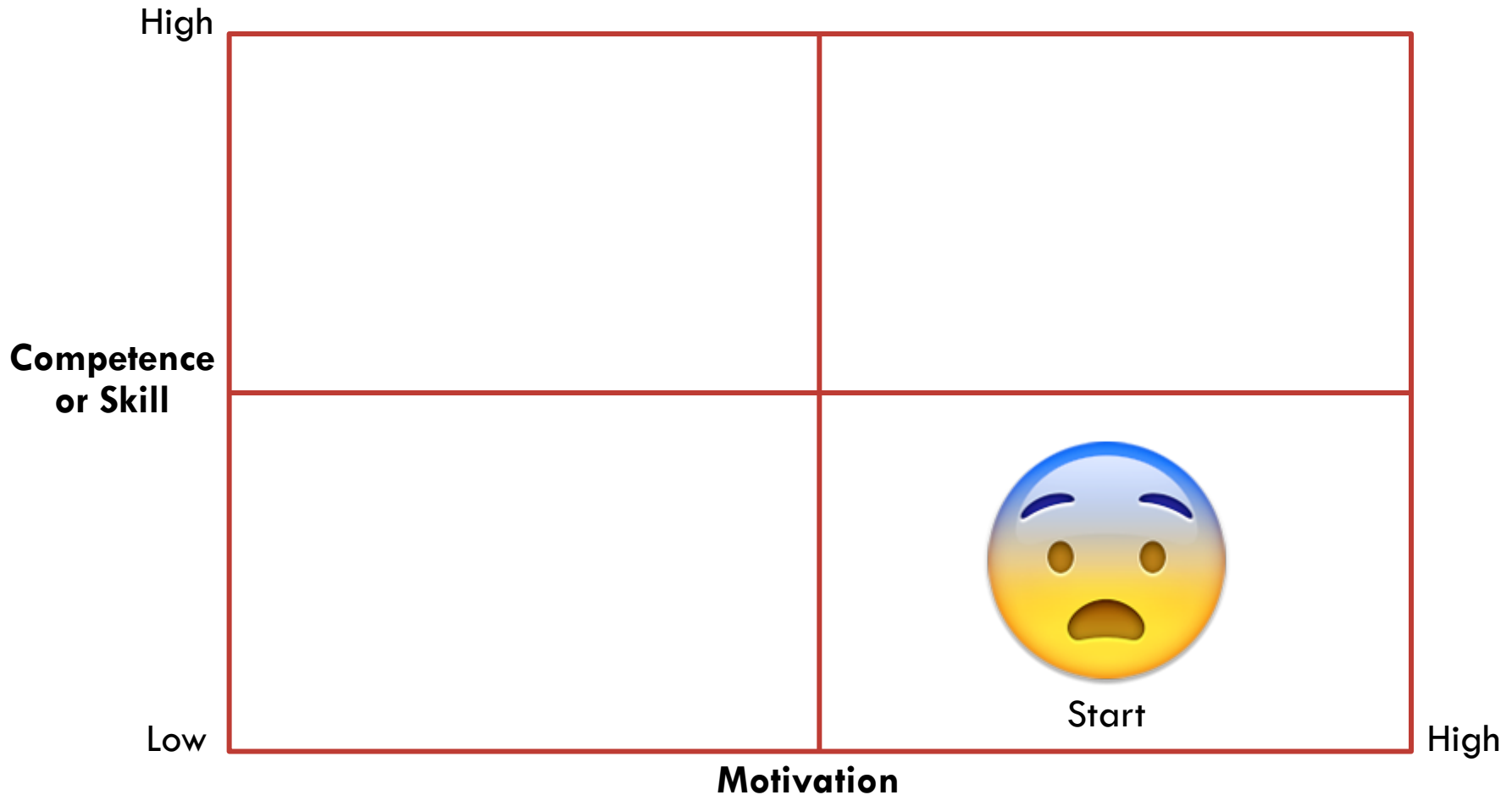
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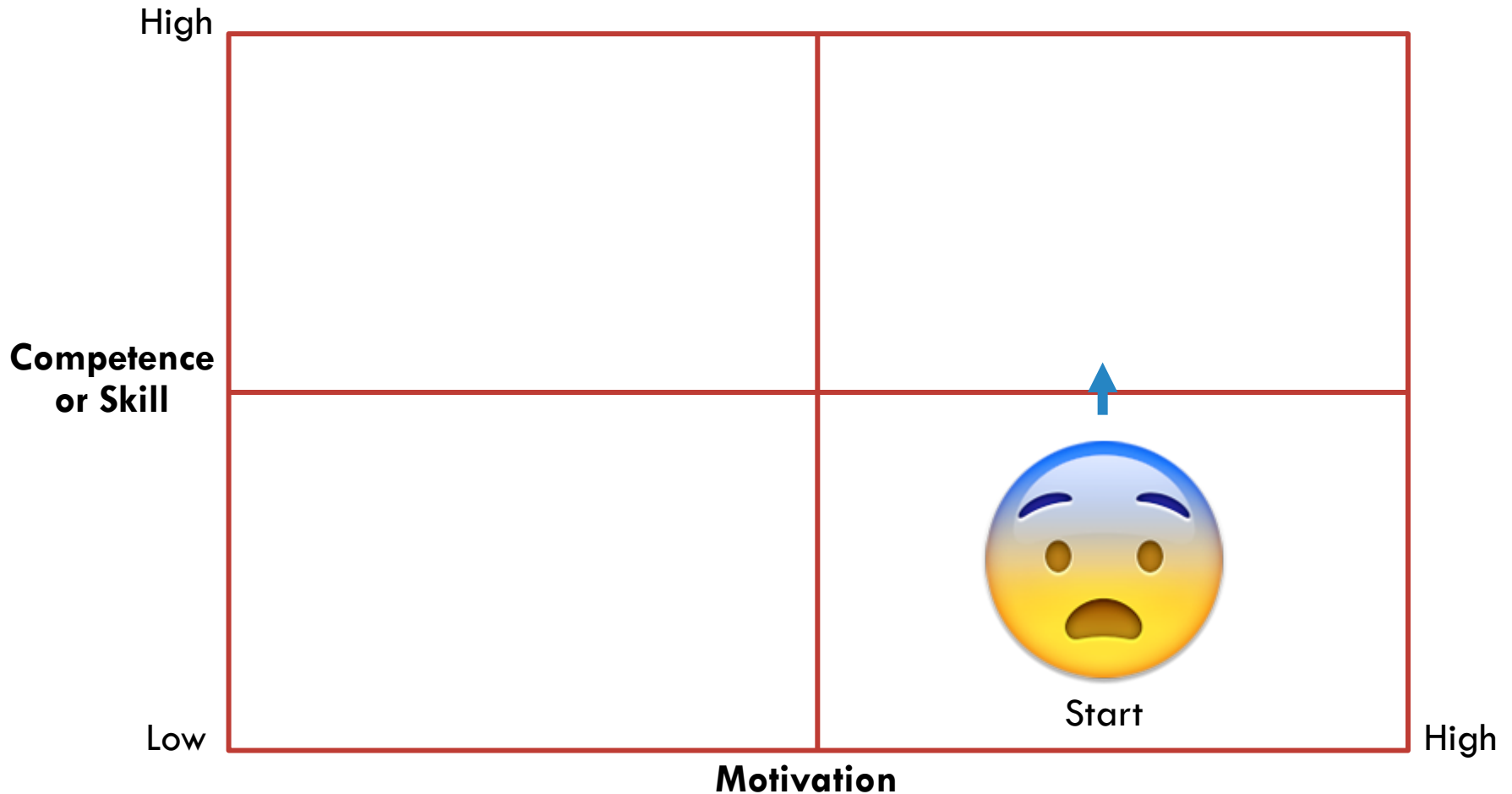
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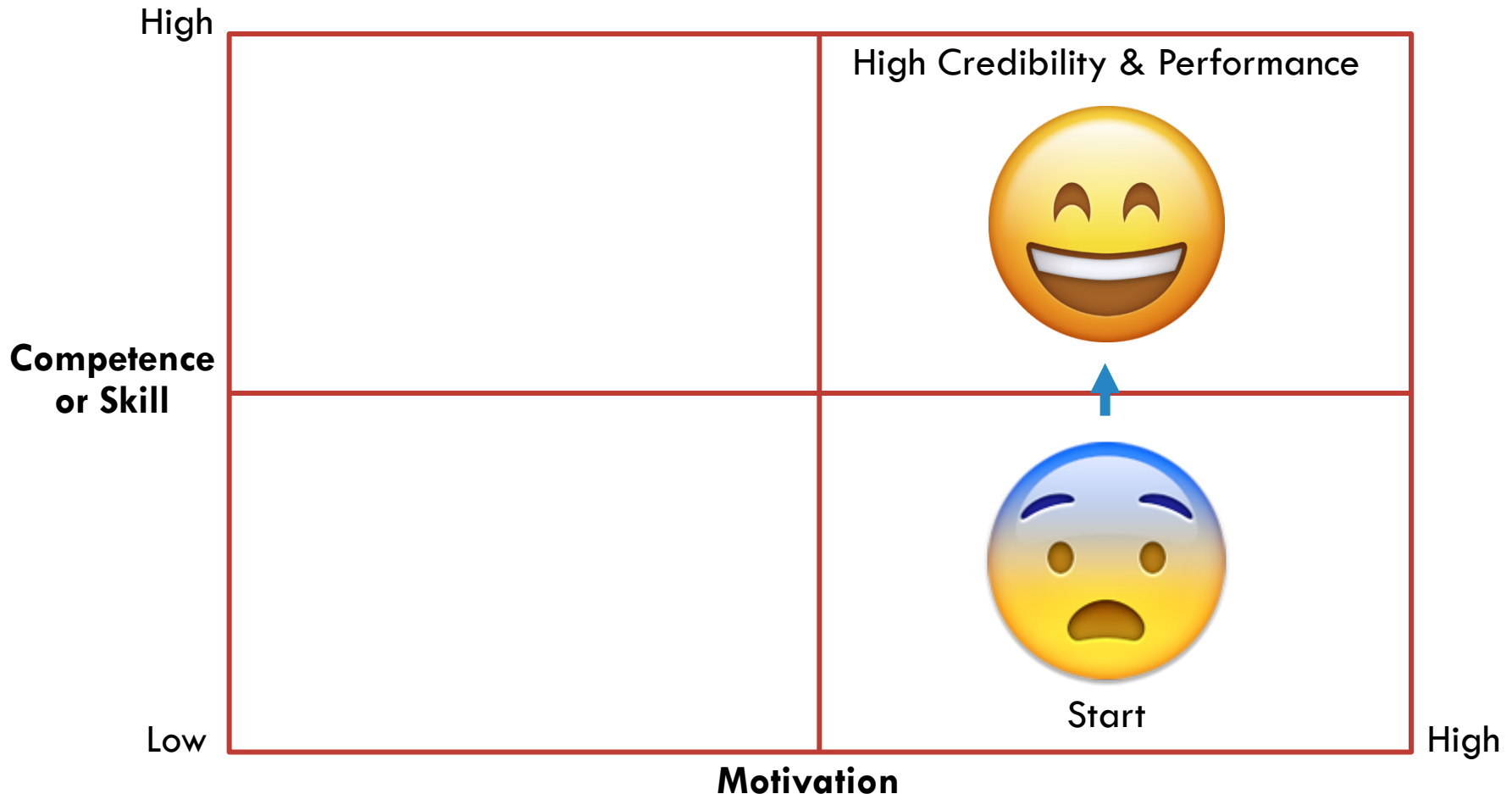
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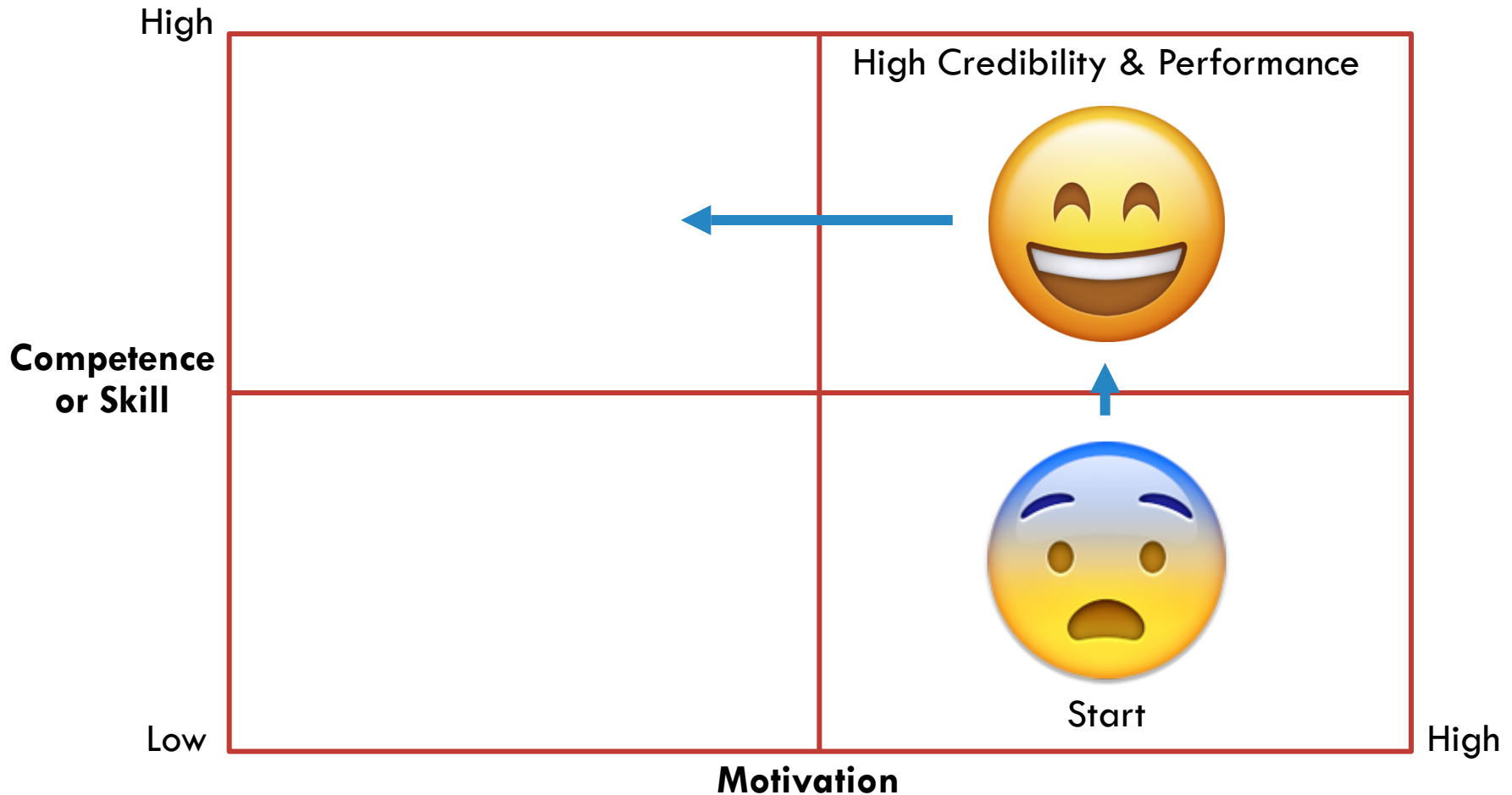
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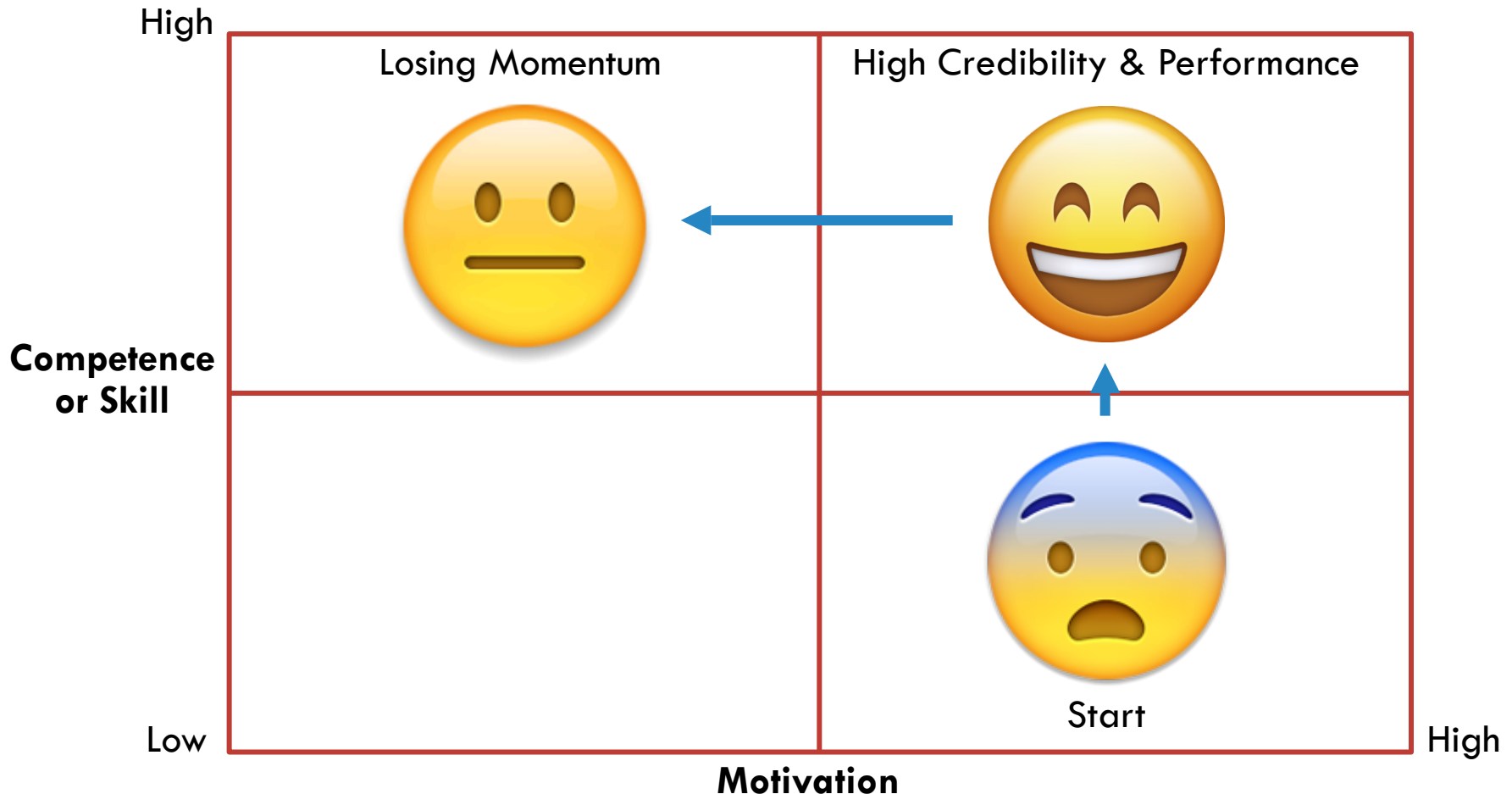
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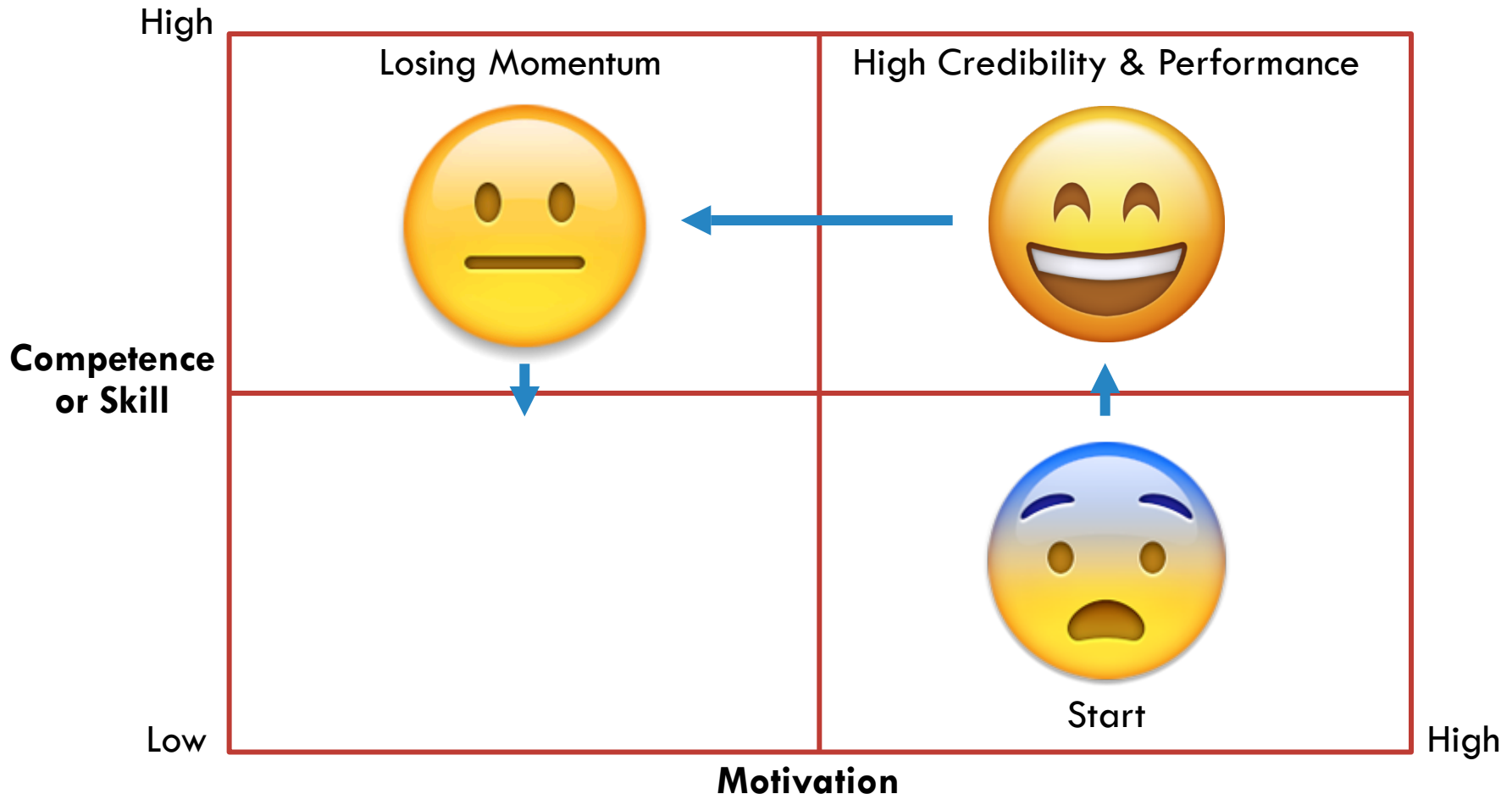
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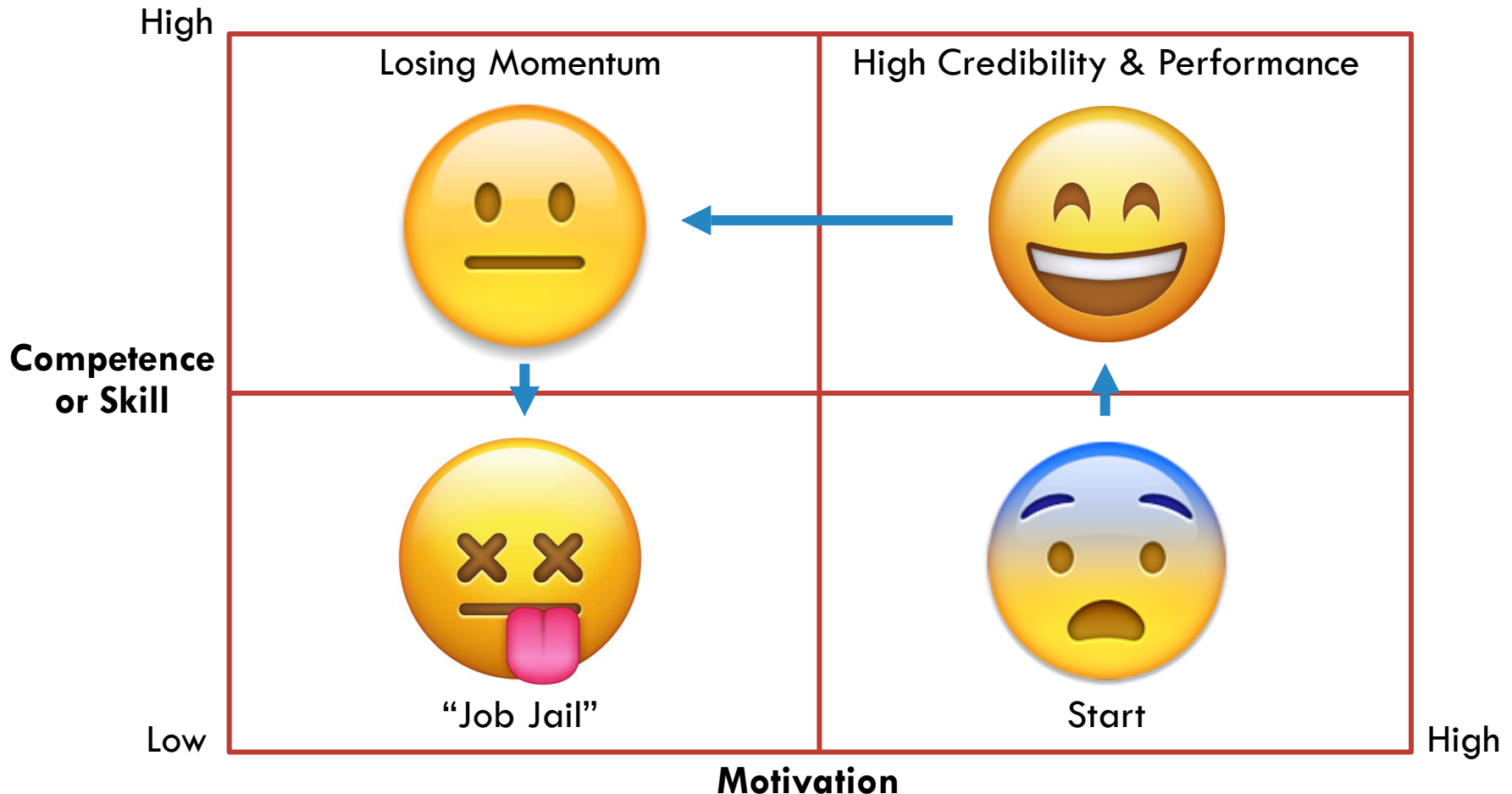
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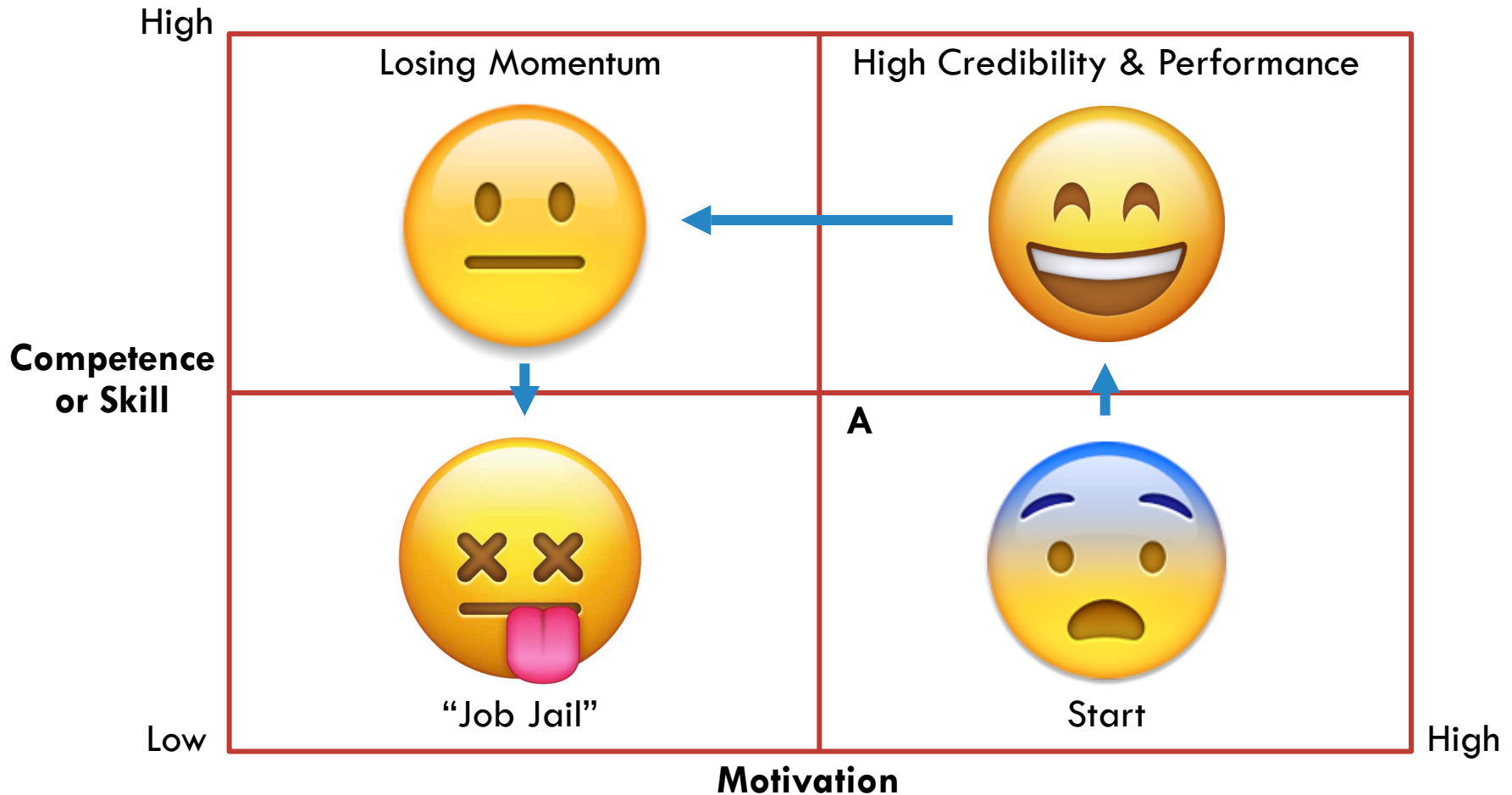
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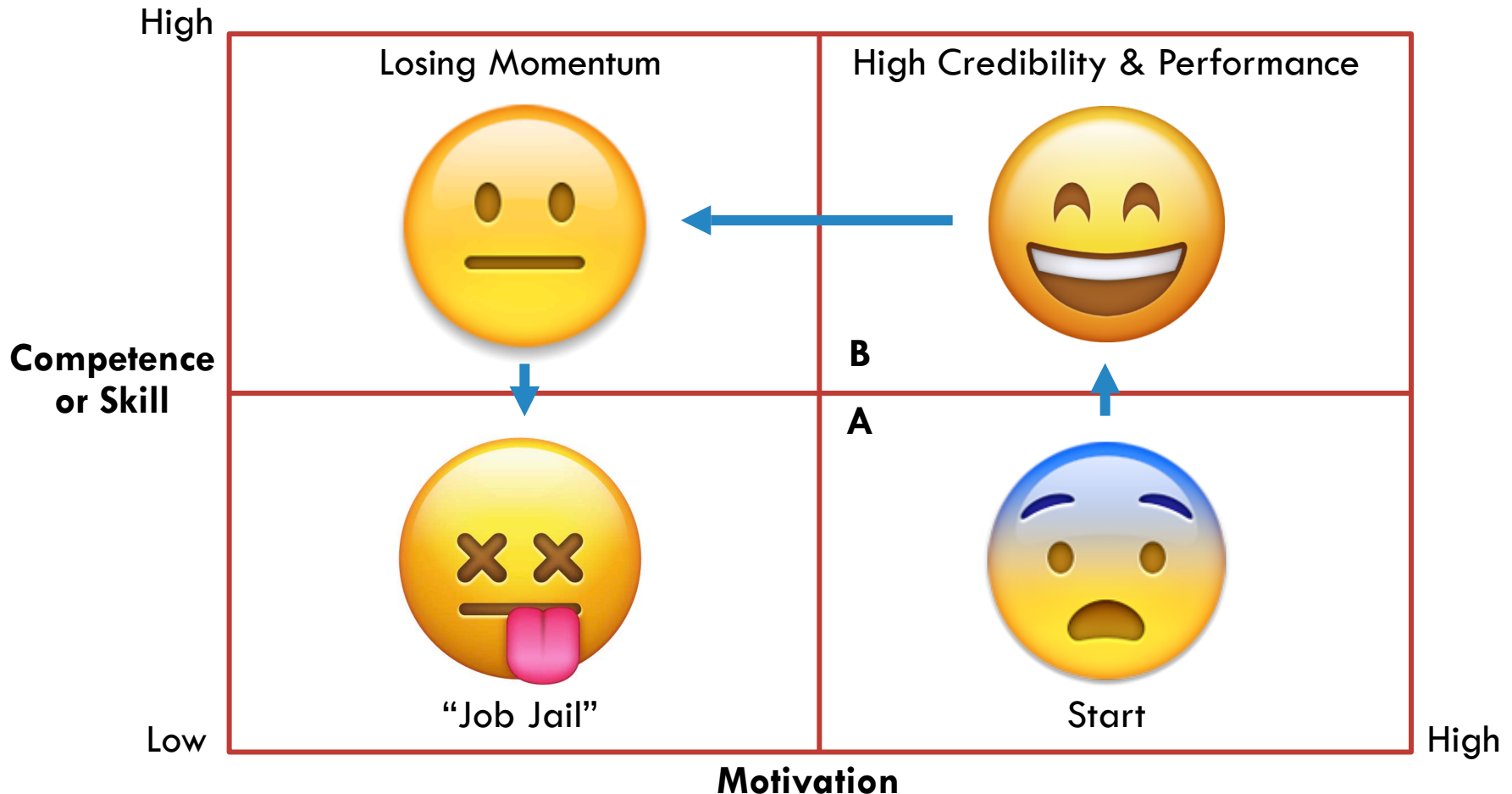
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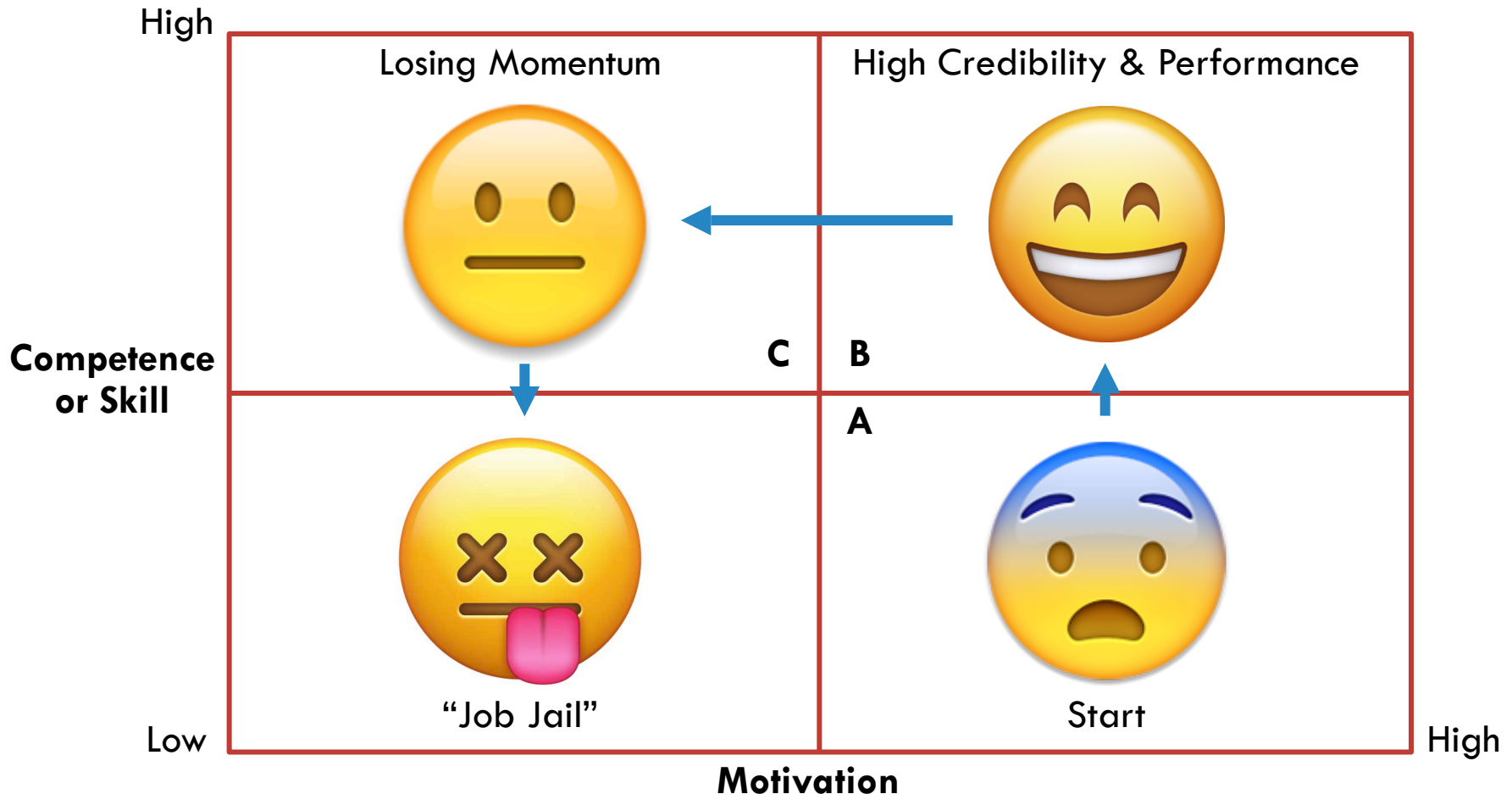
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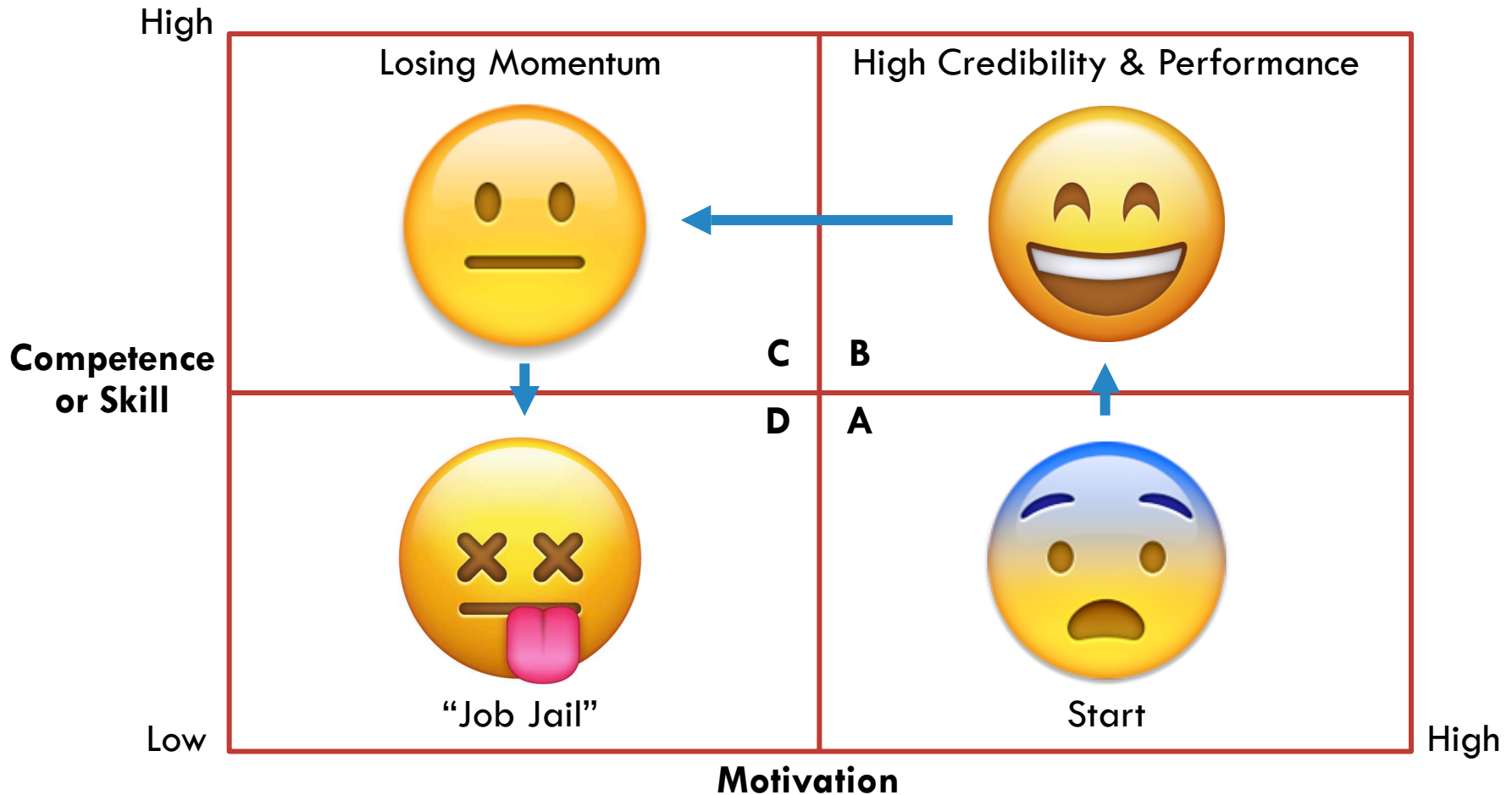
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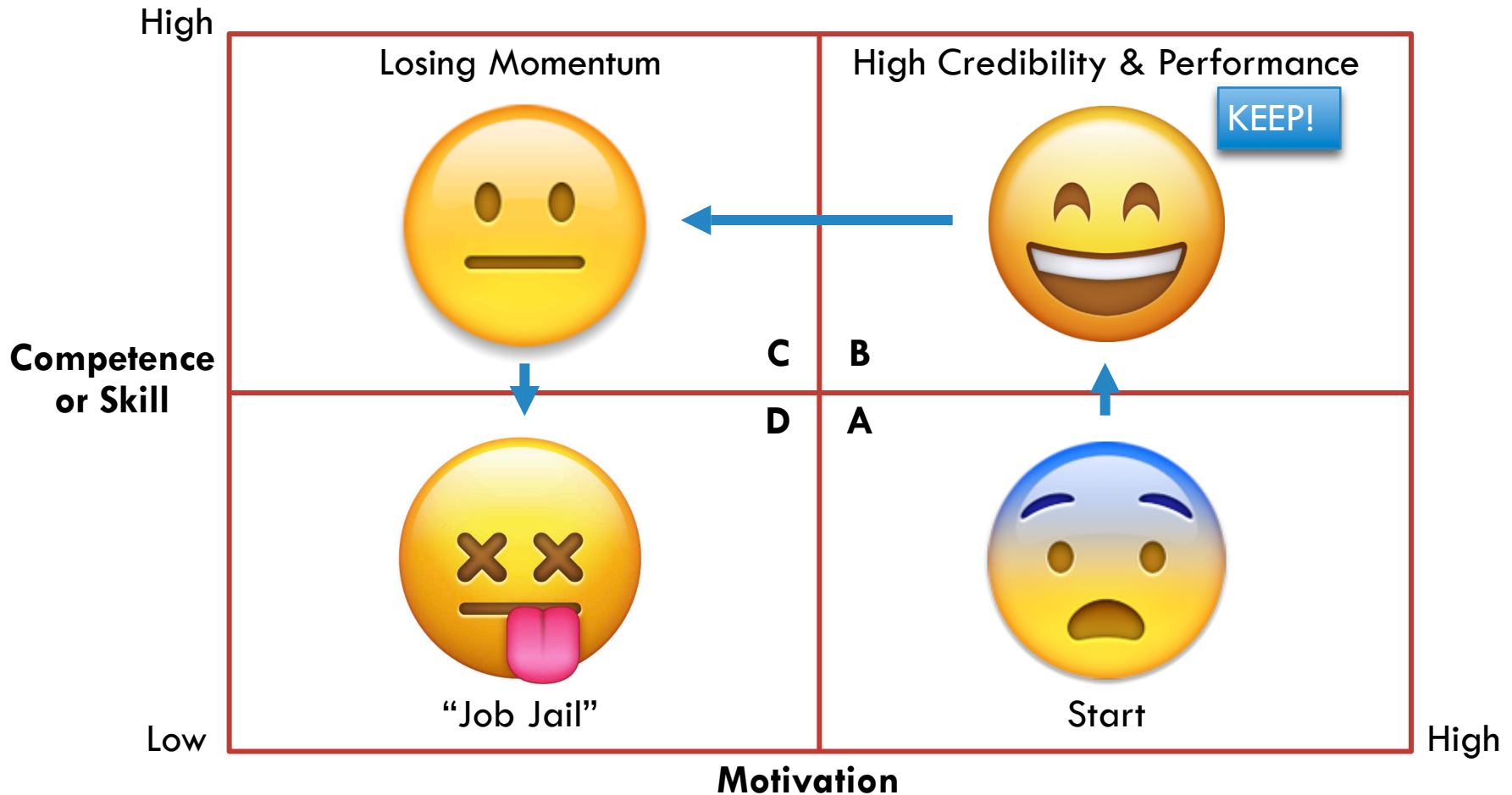
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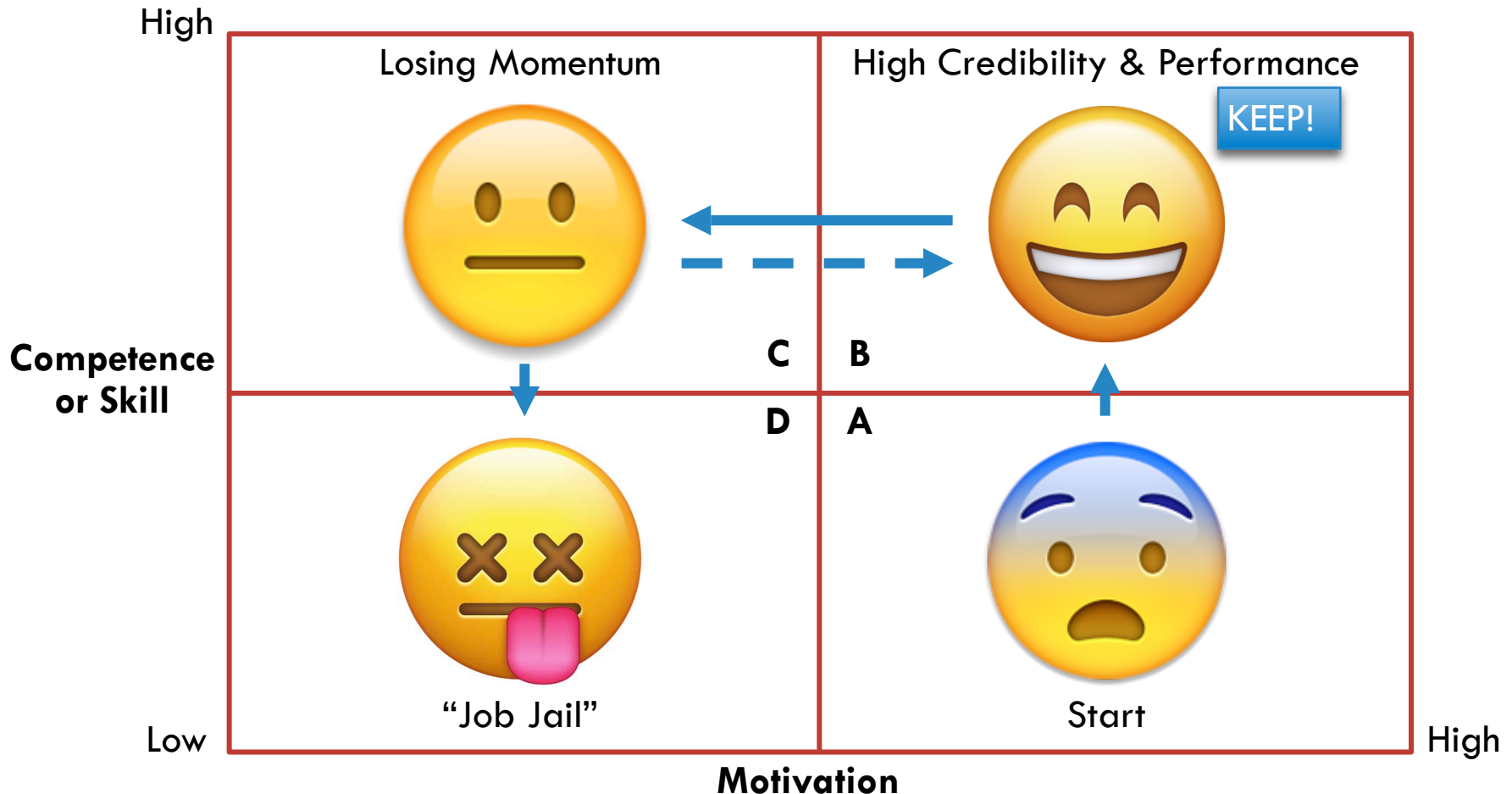
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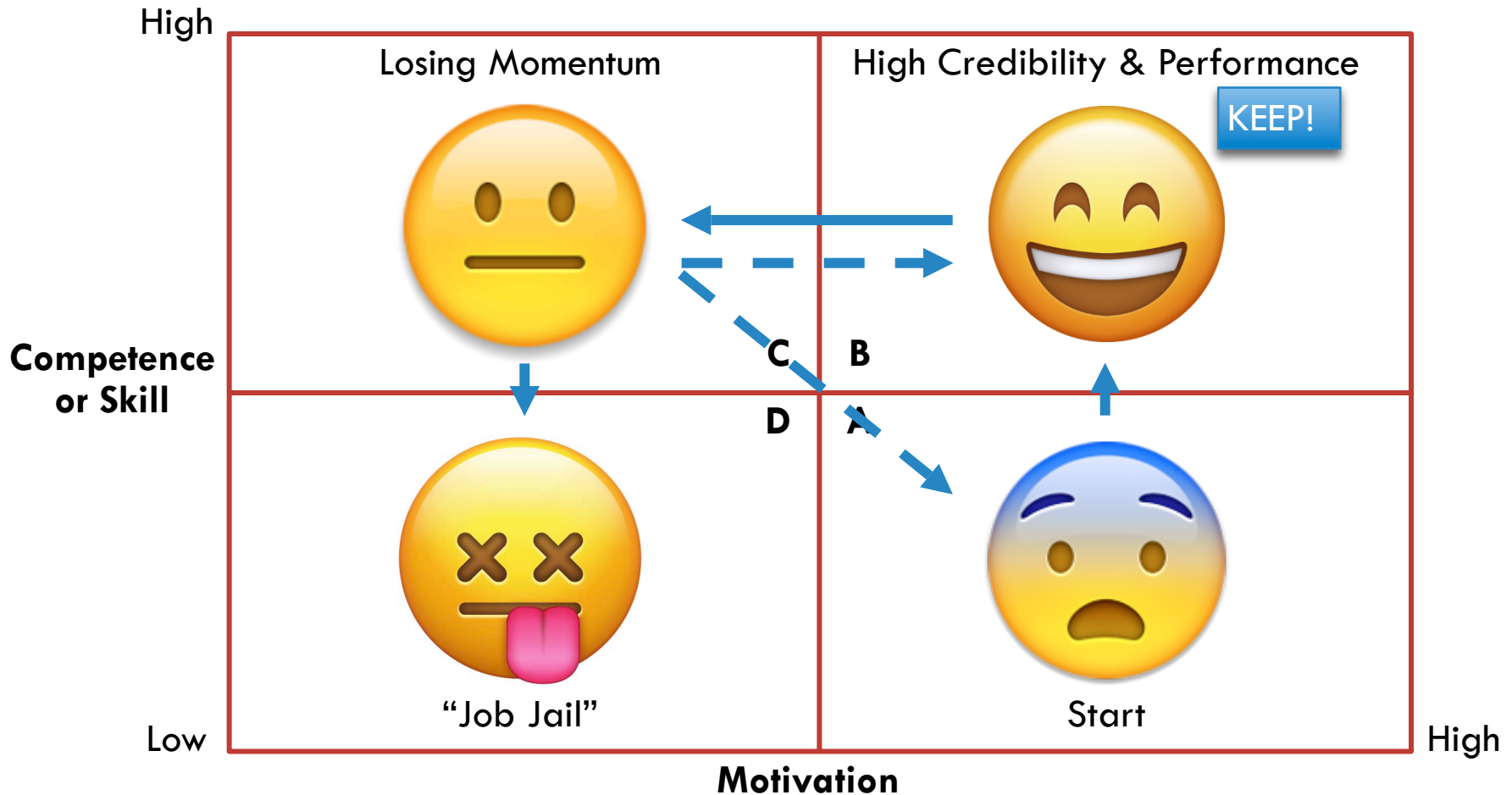
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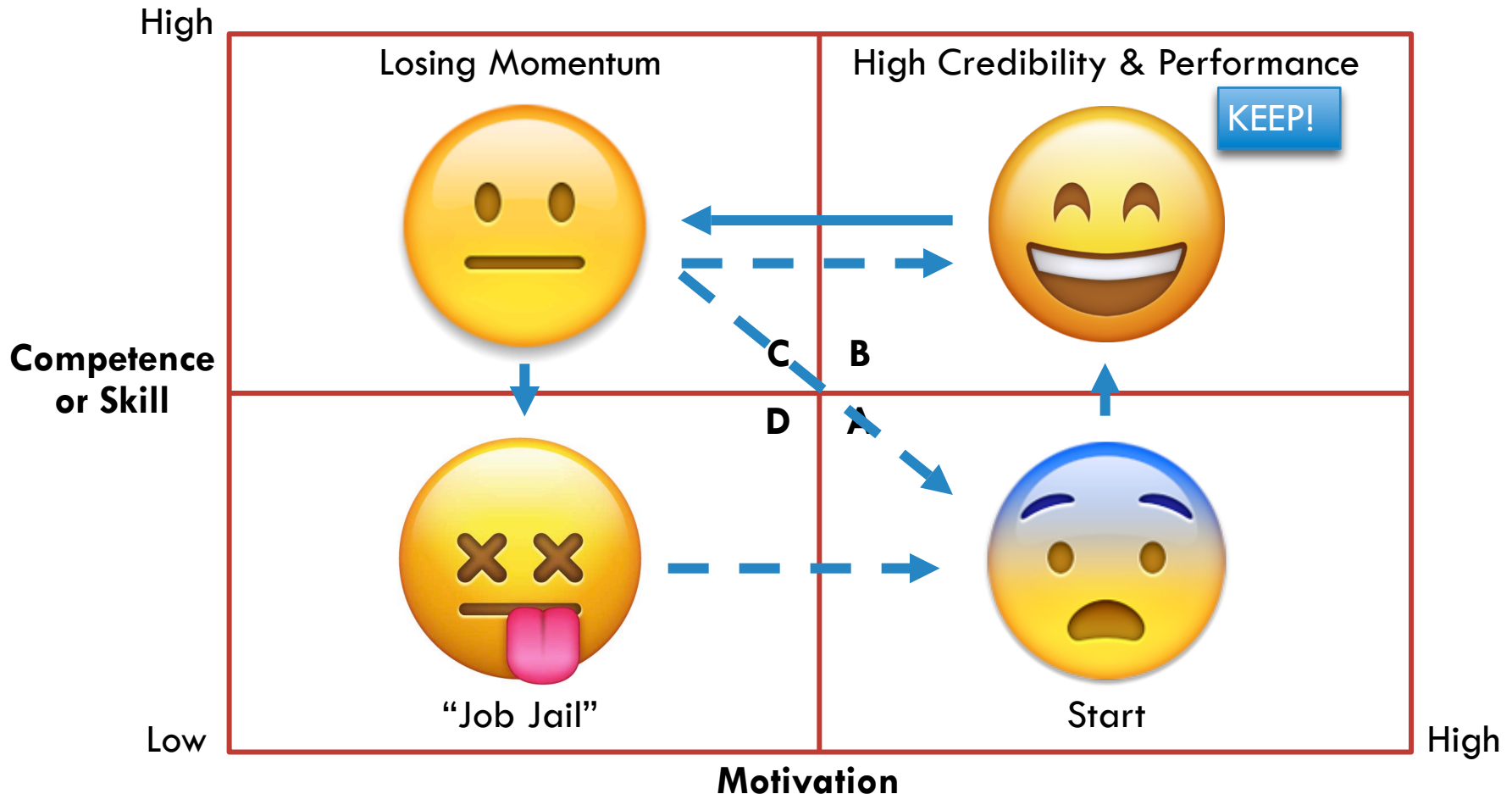
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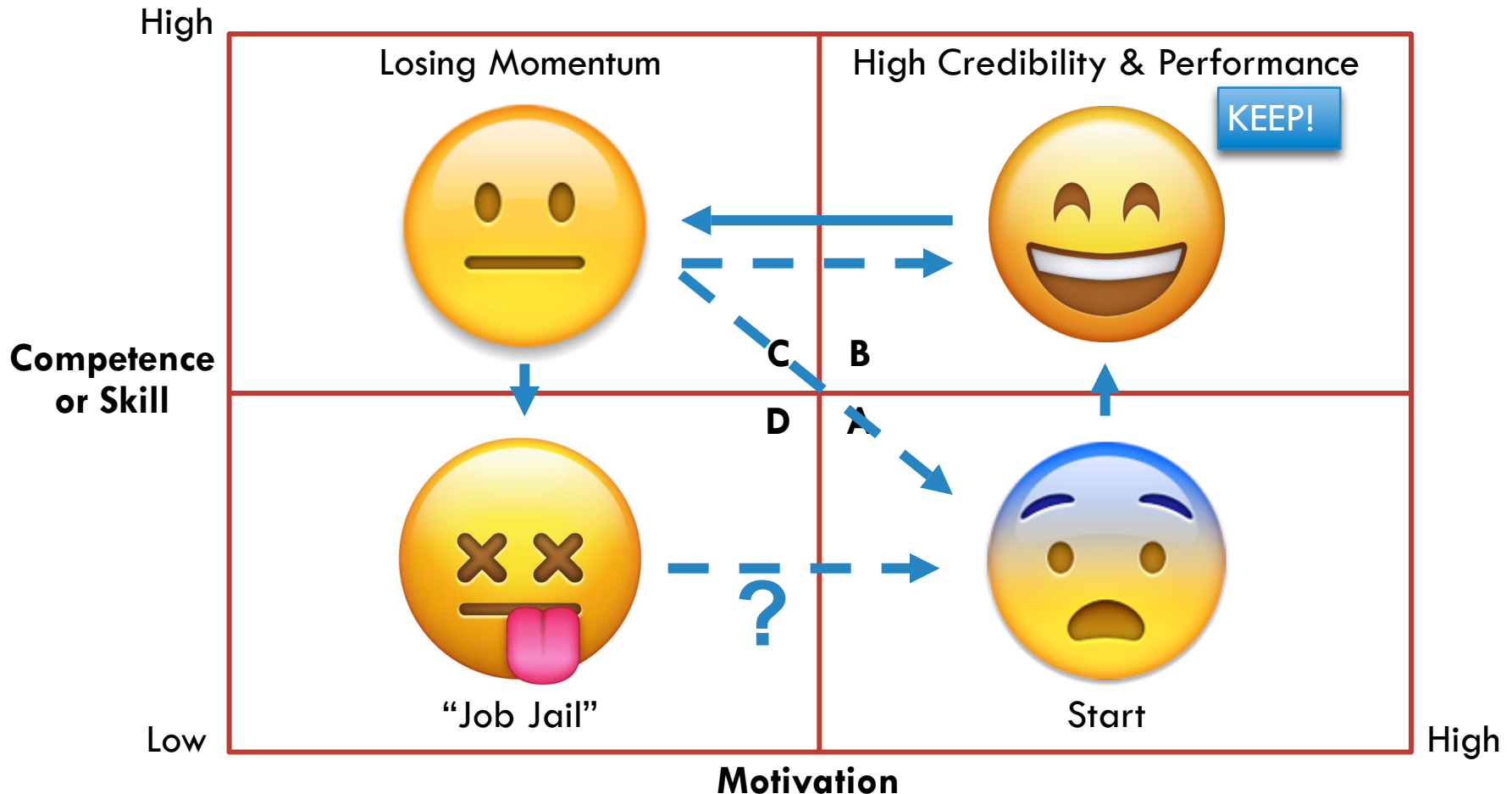
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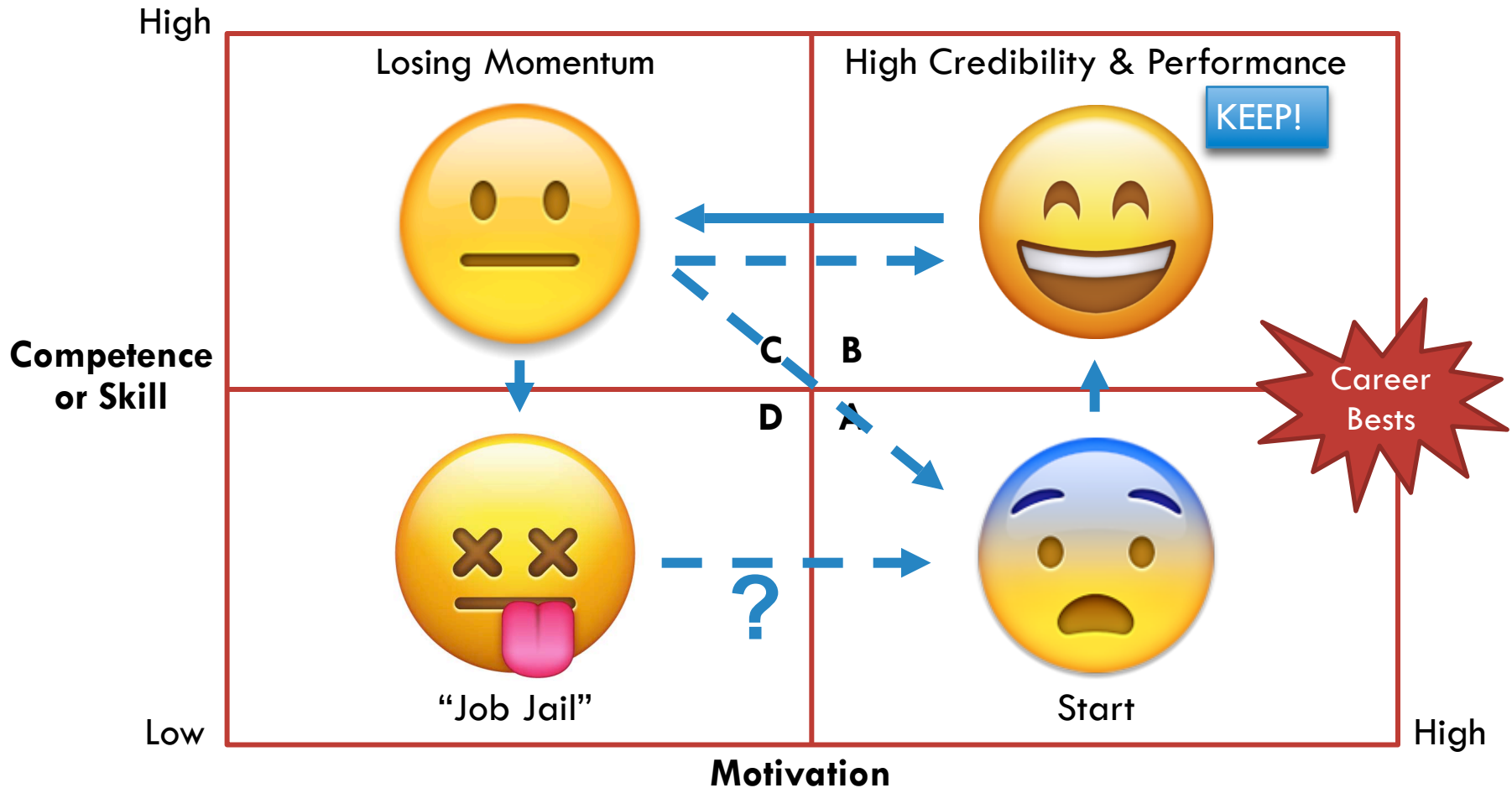
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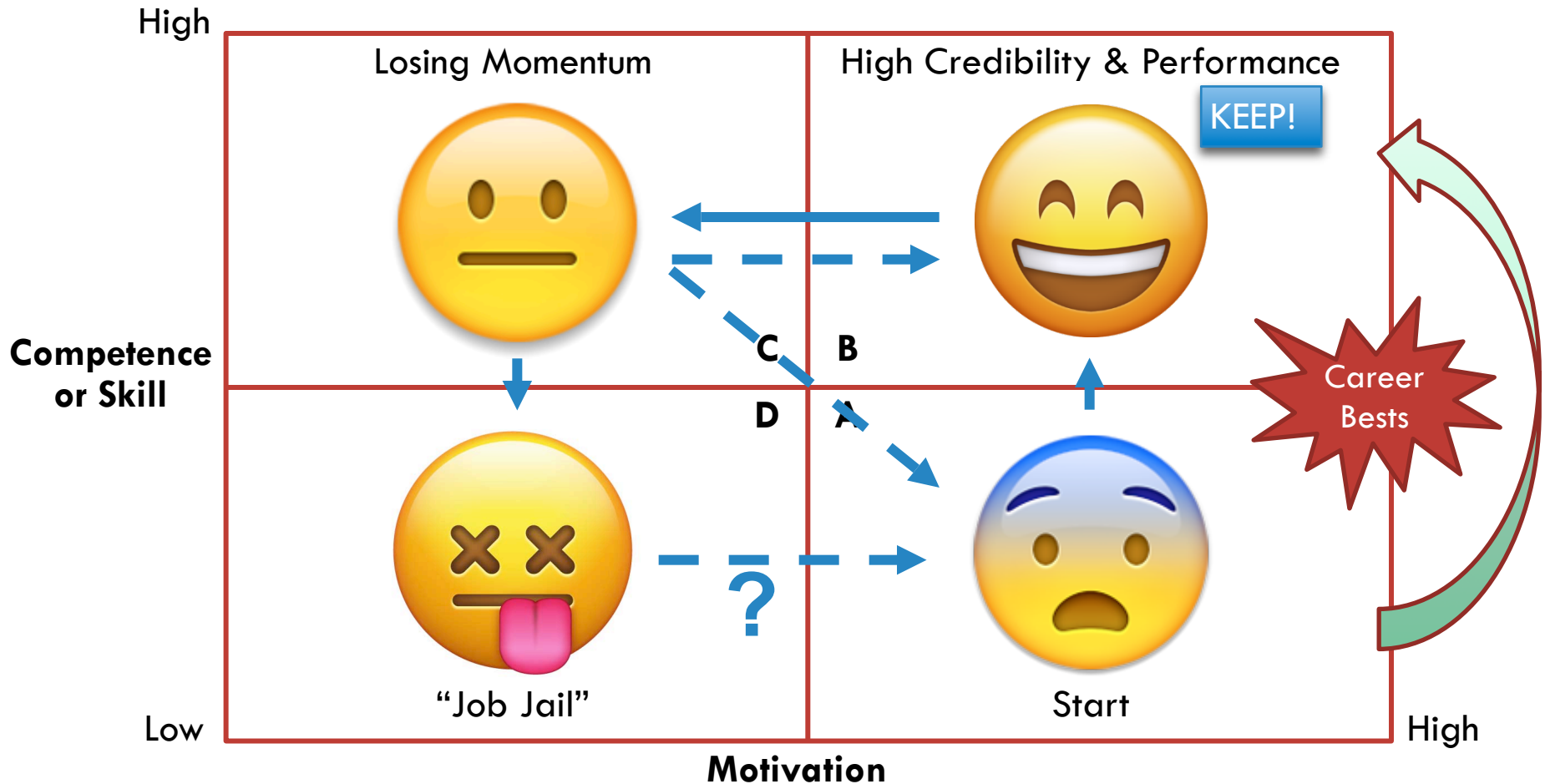
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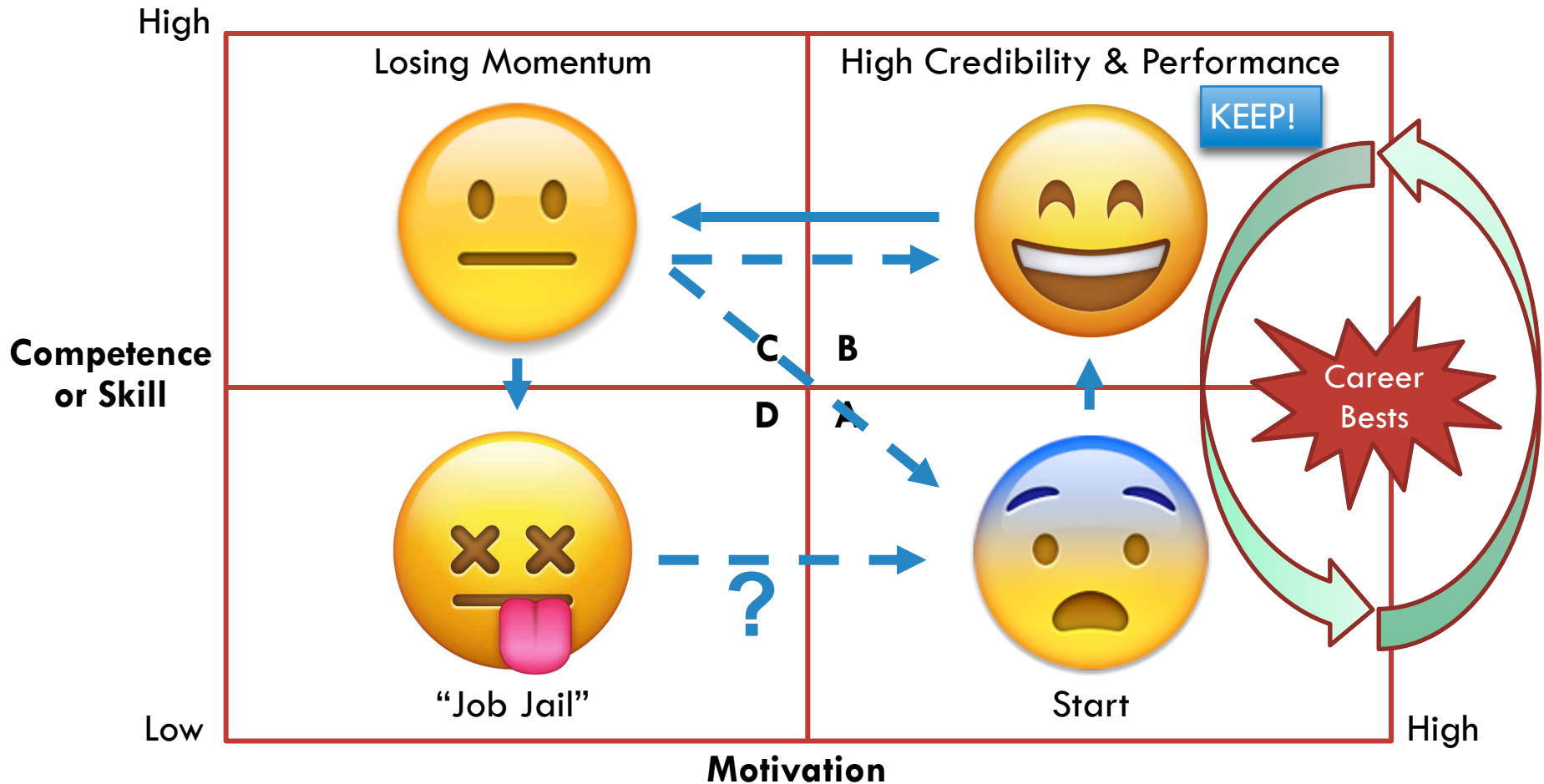
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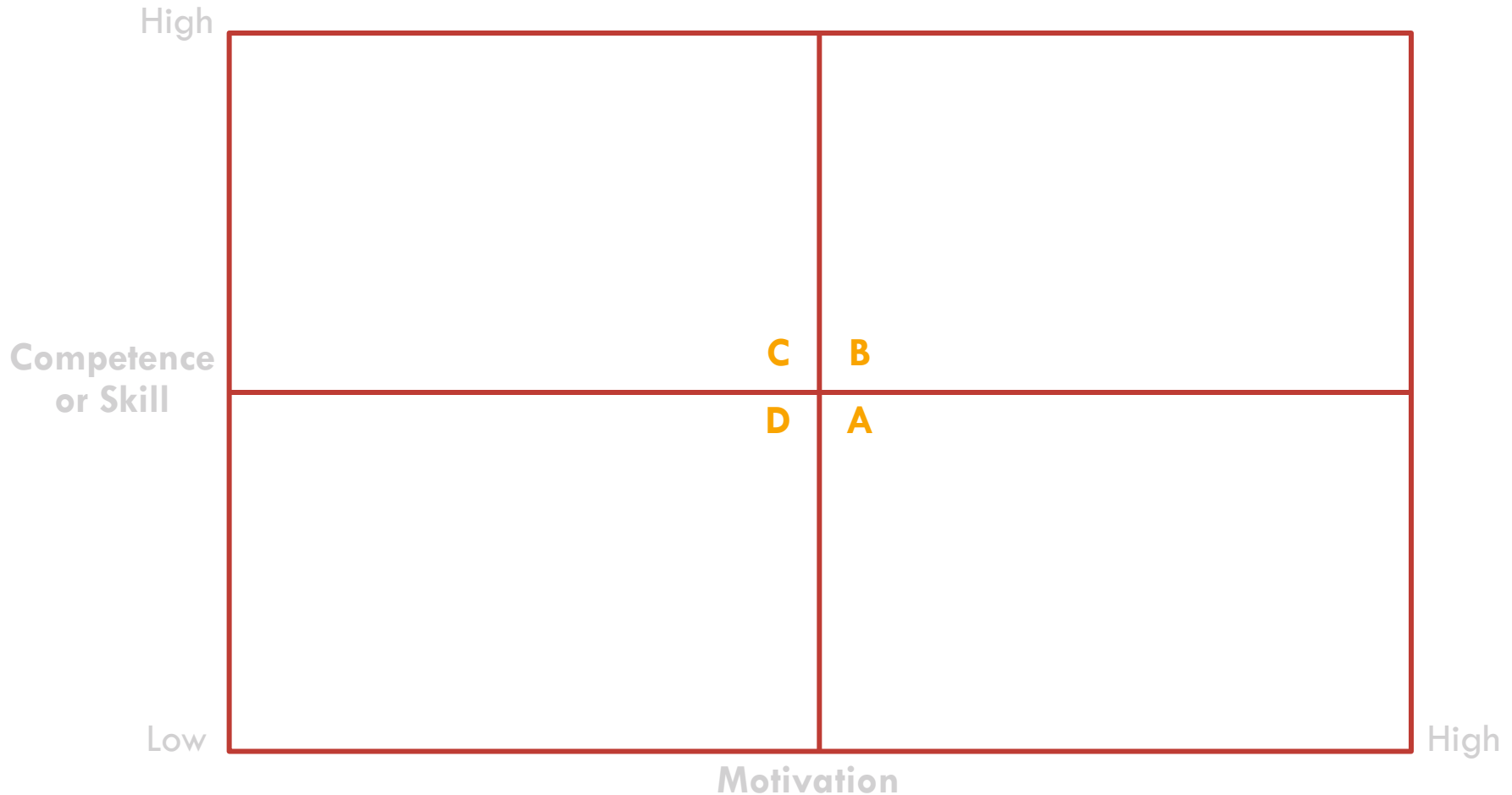


# Motivation Cycle – Suggested Actions

11

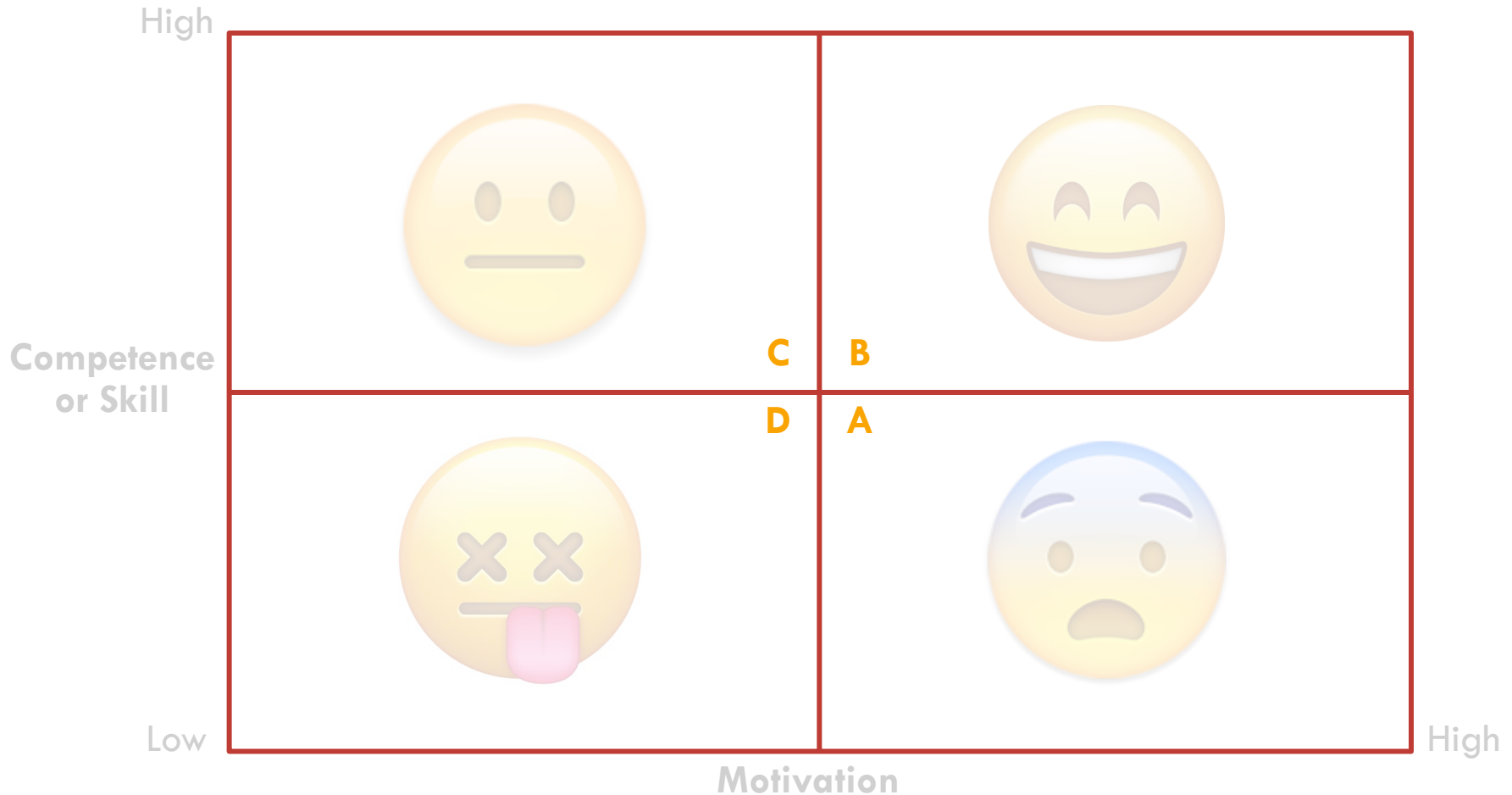

# Motivation Cycle – Suggested Actions

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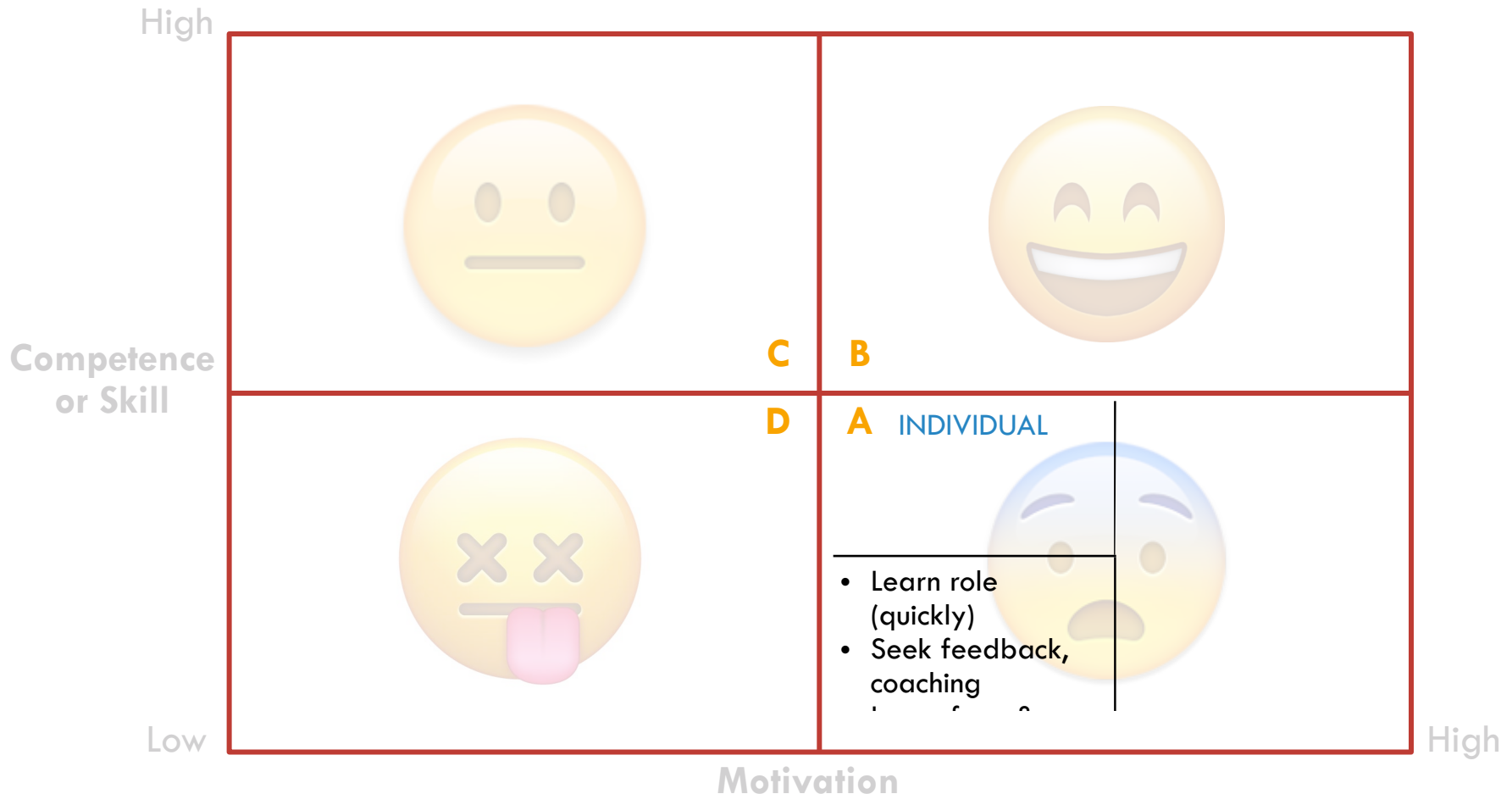
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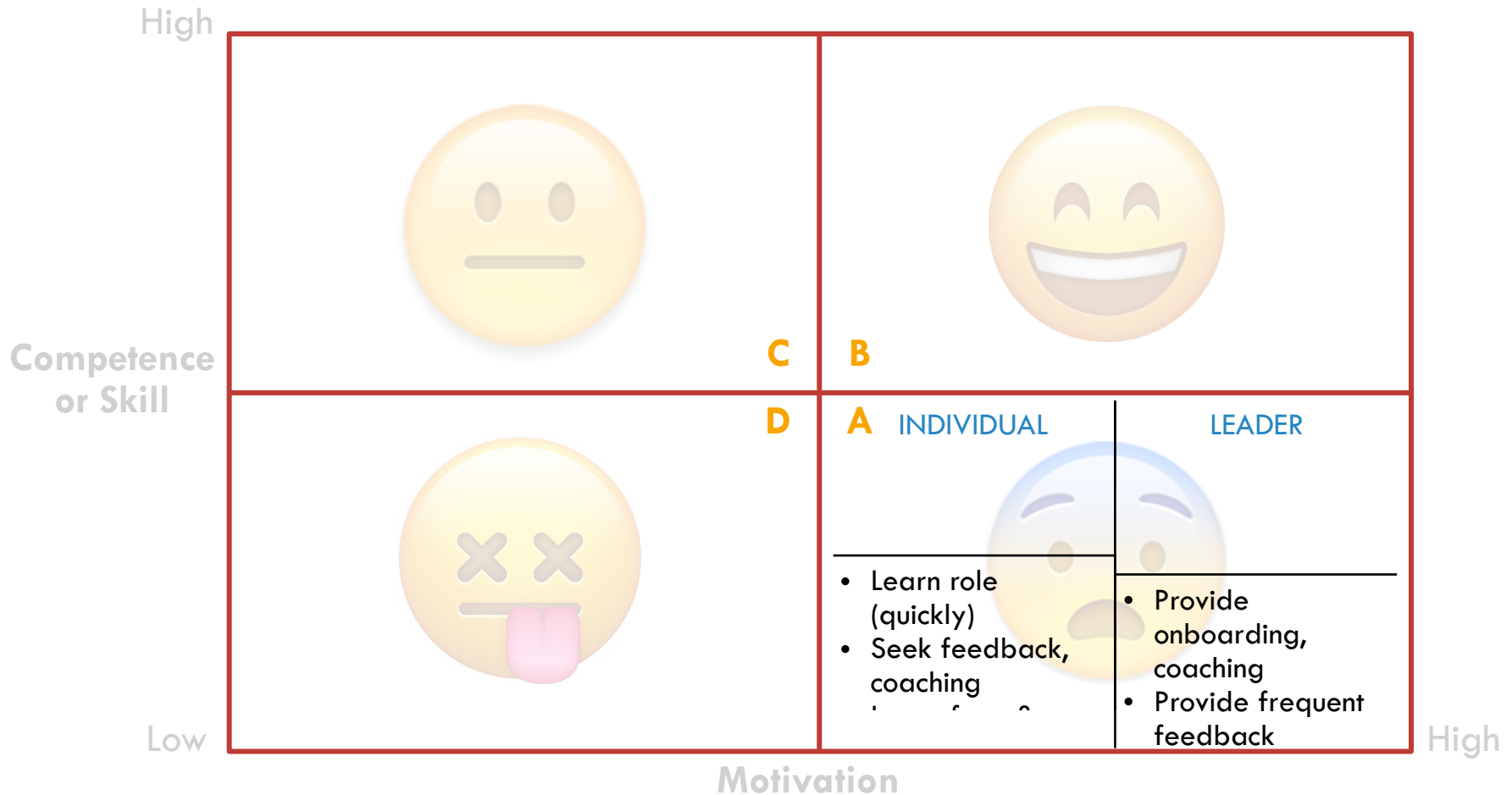
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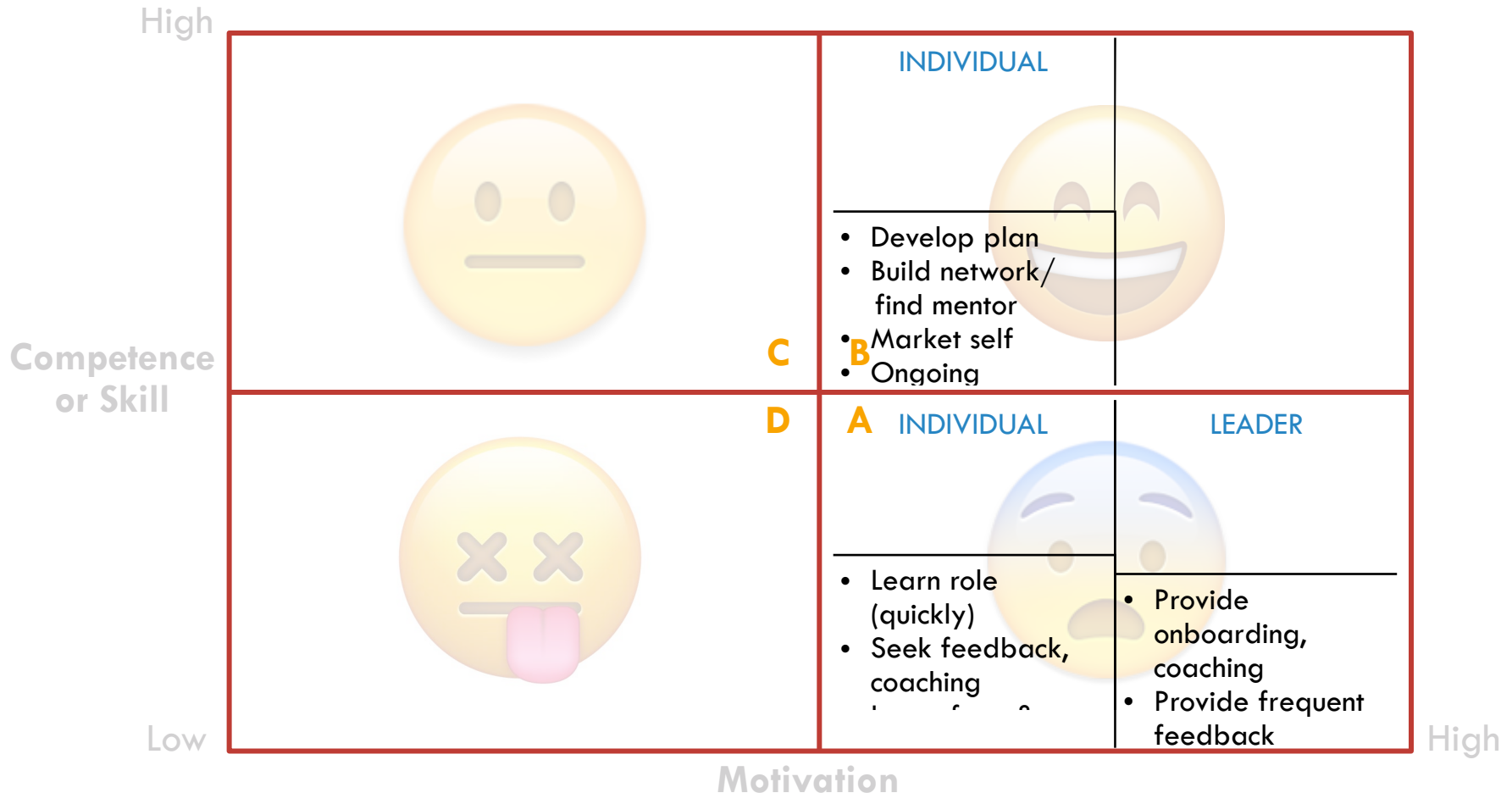
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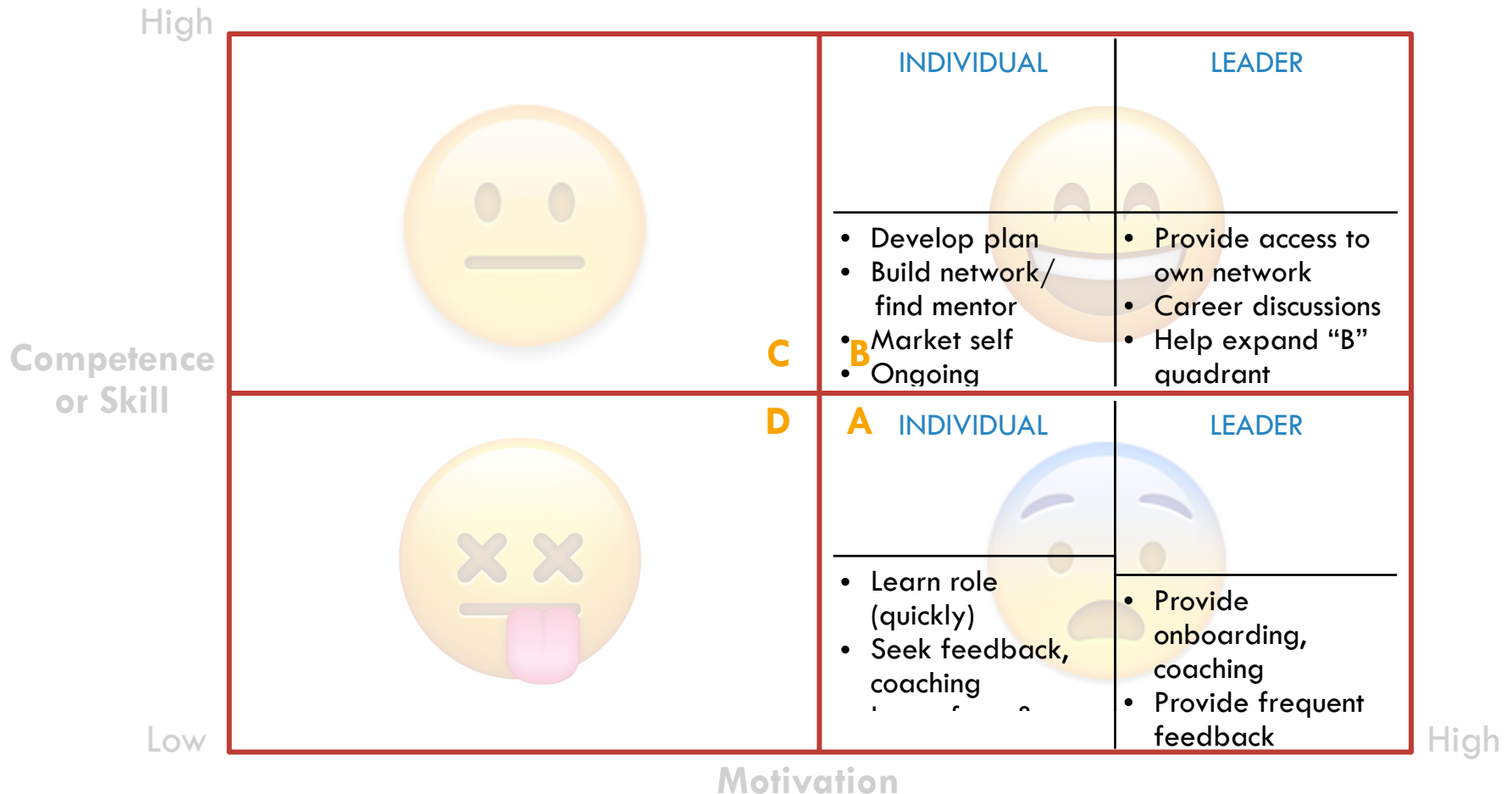
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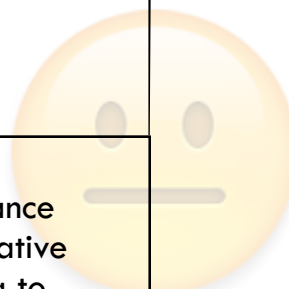
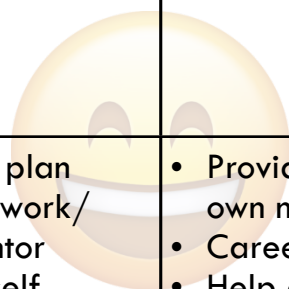
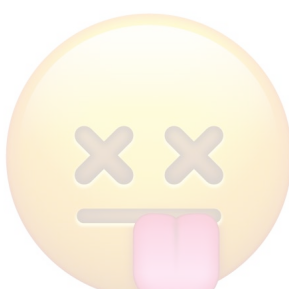
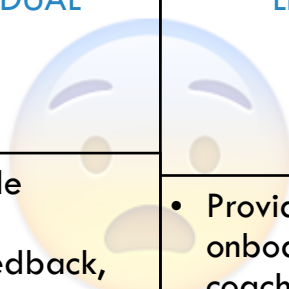


# Motivation Cycle – Suggested Actions

11

High

Competence  
or Skill

<p>INDIVIDUAL</p>  <ul style="list-style-type: none"> <li>• Keep up performance</li> <li>• Take initiative</li> <li>• Be willing to change/move</li> </ul>	<p>INDIVIDUAL</p>  <p>LEADER</p> <ul style="list-style-type: none"> <li>• Develop plan</li> <li>• Build network/ find mentor</li> <li>• <b>B</b> Market self</li> <li>• Ongoing</li> <li>• Provide access to own network</li> <li>• Career discussions</li> <li>• Help expand “B” quadrant</li> </ul>
	<p><b>A</b> INDIVIDUAL</p>  <p>LEADER</p> <ul style="list-style-type: none"> <li>• Learn role (quickly)</li> <li>• Seek feedback, coaching</li> <li>• Provide onboarding, coaching</li> <li>• Provide frequent feedback</li> </ul>

**C**

**D**

Low

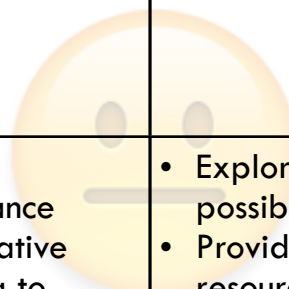
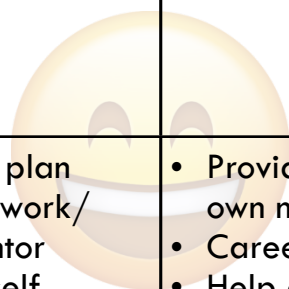
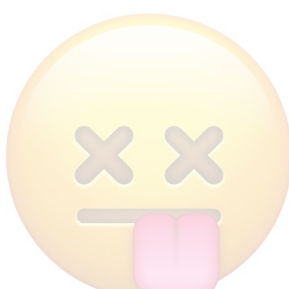
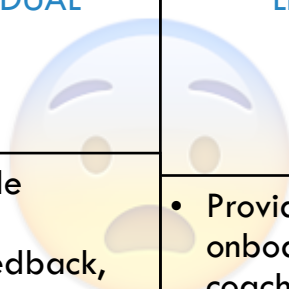
Motivation

High

# Motivation Cycle – Suggested Actions

11

High

Competence or Skill	High		High	
	INDIVIDUAL	LEADER	INDIVIDUAL	LEADER
	 <ul style="list-style-type: none"> <li>Keep up performance</li> <li>Take initiative</li> <li>Be willing to change/move</li> </ul>	<ul style="list-style-type: none"> <li>Explore possibilities</li> <li>Provide backfill resources</li> <li>Convey urgency</li> </ul>	 <ul style="list-style-type: none"> <li>Develop plan</li> <li>Build network/find mentor</li> <li>Market self</li> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Provide access to own network</li> <li>Career discussions</li> <li>Help expand “B” quadrant</li> </ul>
				
			<b>A</b> INDIVIDUAL <ul style="list-style-type: none"> <li>Learn role (quickly)</li> <li>Seek feedback, coaching</li> </ul>	LEADER <ul style="list-style-type: none"> <li>Provide onboarding, coaching</li> <li>Provide frequent feedback</li> </ul>

Low

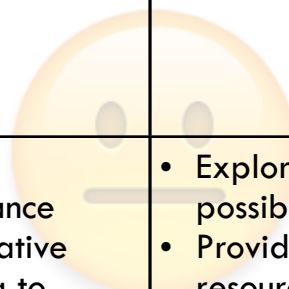
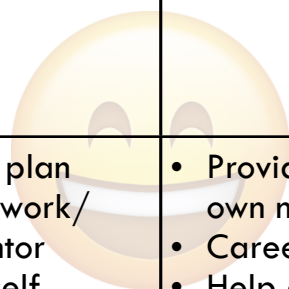
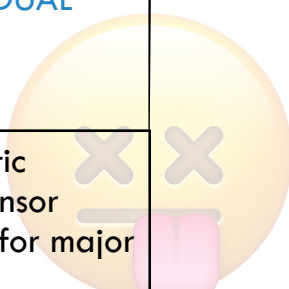
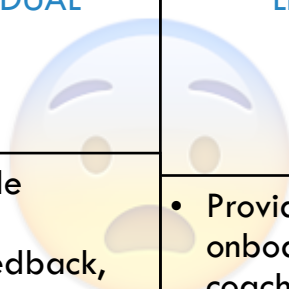
Motivation

High

# Motivation Cycle – Suggested Actions

11

High

Competence or Skill	INDIVIDUAL		LEADER	
				
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Low	INDIVIDUAL		LEADER	
				
	<ul style="list-style-type: none"> <li>Be realistic</li> <li>Seek sponsor</li> <li>Prepare for major change</li> </ul>		<ul style="list-style-type: none"> <li>Learn role (quickly)</li> <li>Seek feedback, coaching</li> </ul>	
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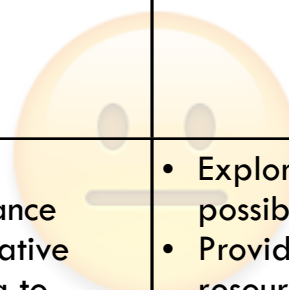
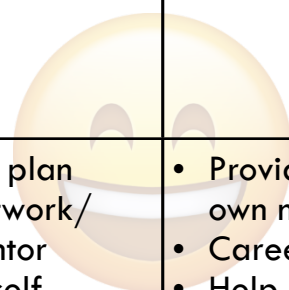
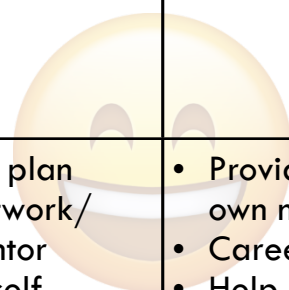
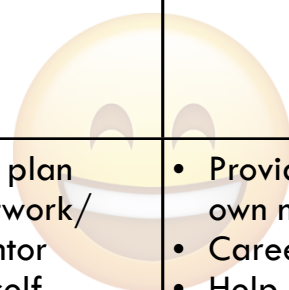
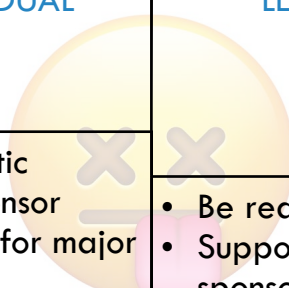
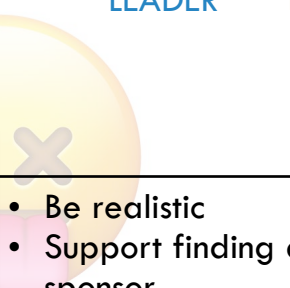
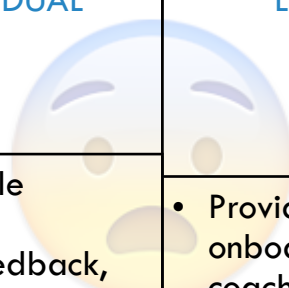
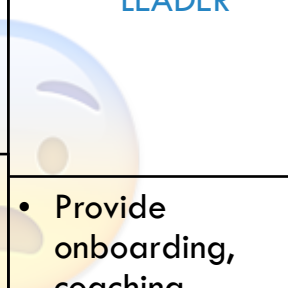
High

Motivation

# Motivation Cycle – Suggested Actions

11

High

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INDIVIDUAL		LEADER <b>D</b>		<b>A</b> INDIVIDUAL		LEADER	
							
<ul style="list-style-type: none"><li>• Be realistic</li><li>• Seek sponsor</li><li>• Prepare for major change</li></ul>		<ul style="list-style-type: none"><li>• Be realistic</li><li>• Support finding a sponsor</li><li>• Pave way for a move/change</li></ul>		<ul style="list-style-type: none"><li>• Learn role (quickly)</li><li>• Seek feedback, coaching</li></ul>		<ul style="list-style-type: none"><li>• Provide onboarding, coaching</li><li>• Provide frequent feedback</li></ul>	

Low

Motivation

High



# Motivation Cycle – Suggested Actions

11

High

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High

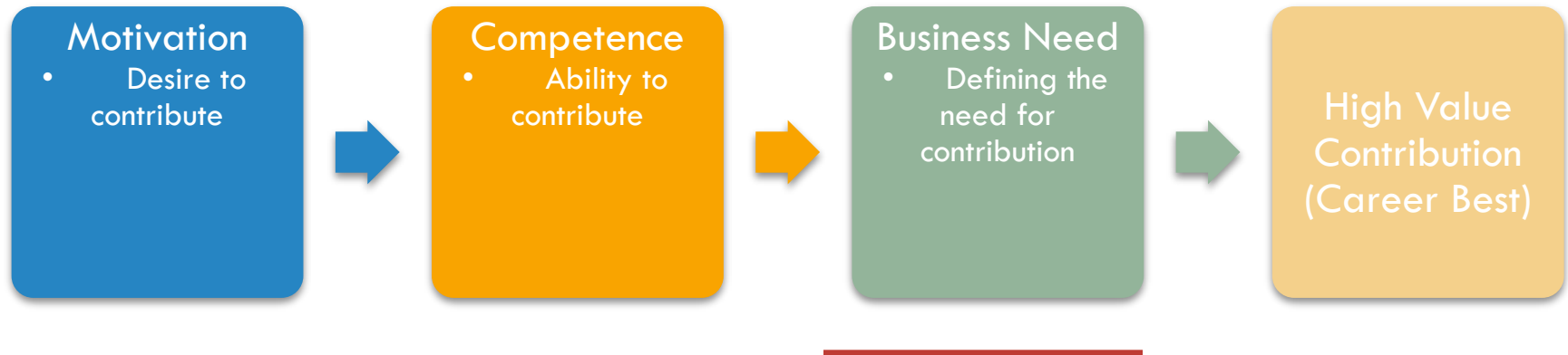
Motivation

Low

Competence  
or Skill

# The 'Business Need' is a Critical Component of the Contribution Equation

12



*“Acceleration happens when business needs meet the desire to contribute.”*

—Matt Paese, Ph.D.

*Power of Small Wins* – the desire to do meaningful work (HBR – May 2011)

# How Do We Get Our People to “Make the Choice” to Create ‘Turbulence’ for the Competition?

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**Answer:** Provide them with ‘**CHALLENGE**’

What does ‘challenge’ usually mean?

- Meaningful work – producing results
- Learning something new
- Sharing expertise/knowledge
- Exposure to new people, perspectives
- Taking a broader business or holistic approach
- Taking a risk - going beyond previous capability limits
- Experiencing greater autonomy & decision-making



# General Leadership Questions

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- How's our onboarding process doing (beyond explaining the benefits package)?
- How often do our people have “career best” experiences?
- Do we have people in (or dangerously close to) “Job Jail” (“D”) – What are we doing about it?
- Are our people leaders regularly checking in with their teams (personally) about how they're doing?

# Career Growth Questions

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- Do we clearly (and consistently) articulate what high performance looks like in a given role?
- Do we know what our people want out of their jobs/careers – are we providing the ‘challenge’ they’re looking for?
- How easy is it for our people to explore other job/career options?

- Value is PERISHABLE
  - Product/Service
  - Motivation
  - Competence
- Help your people to make the right choice in how they spend their time and energy
  - Provide 'challenge' (let them define this)
  - Help create/support 'career best' experiences
  - Assist in visualization and pursuit of career path options

A red starburst graphic with multiple points, containing the text "Career Bests".

Career  
Bests

# Q & A

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