

Motivation

Conversation Guide for managers

People put extra attention and effort into their work when they're motivated. This increases productivity and also makes work a more enjoyable place to be.

PURPOSE: To understand what motivates each person and plan actions

HOW LONG: 10 to 30 minutes

HOW OFTEN: As early in your working relationship with the person as possible, then ongoing

To explore motivation

Say something like

Check their basic needs are in place

- Before exploring how to motivate someone, check whether any obstacles are getting in the way.
- Problems such as unclear goals, unequal work-life balance, poor wellbeing, limited opportunities for growth and ineffective colleagues can discourage people.

It's helpful to know what you most value about your job so that we can tap into opportunities as much as possible.

To begin with, is there anything getting in the way of you doing your best work?

Explore motivators

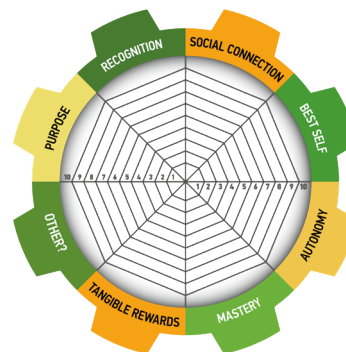
- Explore what unique mix of motivators holds most meaning for each person. While tangible rewards such as pay and benefits are important, day-to-day motivation is sparked by intangible rewards such as:
 - Sense of purpose
 - Recognition
 - Social connection
 - Mastery
 - Opportunity to use my best self
 - Autonomy/job control

What do you value most about working here?

What about your job is a good fit for you?

What could be made even better?

What action could we explore that would be motivating for you going forward?



Use the chart overleaf to help each person identify which motivators are most important to each person.

What Motivates Me

Sometimes a visual representation can be a useful way to develop clarity. To facilitate your conversation and help the team member to prioritize what matters most, work with them to complete the diagram below, awarding a number from 1 to 10 (where 1 is low and 10 is high).

To explore intangible motivators, ask questions like:

- How important is having a sense of **purpose or meaning** in your work?
- How often do you like to receive **recognition**, and what do you like to be appreciated for?
- How much would you value having more **autonomy** in your work?
- How important is it to you to feel **part of a team**?
- What part of your work **brings out the best** in you?
- How much would you value **mastering a new or existing skill**?
- What other motivators do we need to consider?

