

CORE MOTIVATION

Session Leader Guide

This exercise helps individuals and groups to discover what is important to them about their work and what motivates them at their deepest level.

The exercise is based on Richard Barrett's book "Liberating the Corporate Soul".

PURPOSE

To clarify the relationship between the team members' personal and organizational motivations.

OBJECTIVE

A shared understanding of what motivates the individual team members to bring their whole selves to work.

TIME

The estimated time for this exercise is approx. 1 – 2 hours.

BEFORE THE SESSION

1. Anchor the decision to do the exercise with the group.
2. Read through the whole Session Leader Guide – the best thing is to try out the exercises yourself first so you know the key steps.
3. Book a meeting room. Make sure that the room makes it possible to split up the group into pairs and work in pairs in an acceptable way.
4. Send out the invitations for your group meeting at least two weeks before your meeting. Communicate Purpose and Objective, when, where and who will be involved.
5. Select supporting slides to use at the workshop. Review speaker notes and add your own. You will find suggested slides at www.valuescentre.com/getconnected.
6. If you intend to use a meeting evaluation or team reflection, have it prepared in advance (see page 172).
7. Try to come at least 20 minutes before everyone else.
8. Make sure that you have printed hand outs for all participants.
9. Write the Purpose, Objective and Agenda on a flip-chart so that everyone can see them during the whole session.

DURING THE SESSION

1. Hand out the Core Motivation Exercise sheet to each person.
2. Instruct each person to fill in the answer to 'I go to work each day at _____ because I want to!' without using bullet points or itemised lists. One sentence only!
3. Once completed, have each person find a partner.
4. Partner B gives his or her sheet to Partner A. Partner A is then responsible for being the coach as well as the scribe for Partner B.
5. Have Partner A ask Partner B to complete the sentence "Why do you want to... *then read Partner B's sentence...*?" Partner A helps Partner B get clear as to what that answer is, then writes it down and reads it back for confirmation. Tell the participants that they can be probing their partner for a deeper meaning. Partner A also coaches Partner B in language and ideas. Focus shall be both challenge and support. Explore together!

6. They then change roles and repeat the process with Partner B interviewing Partner A.
7. Repeat the process a third and a fourth time if necessary until they are both satisfied that they have clearly and succinctly identified their respective core motivations. Once completed, the interviewing partner returns the paper to the interviewee.
8. The group reconvenes. Ask everyone to listen and hold back any comments. Voluntarily have each person read his or her answer that most accurately describes their core motivation. It does NOT have to be the last response on their paper.
9. Have the group reflect on the collective answers and what motivates us as a group and as individuals.
10. Ask for comments on the process – what they felt, what they got out of the exercise.

AFTER THE SESSION

1. Write and send out any minutes as soon as possible after the meeting. Enclose the slides you showed (if requested by any of the participants).
2. How do you intend to follow up the session? A good idea is to plan a follow-up discussion and an individual follow-up at your annual performance review meeting with the participants.
3. Consider what steps you want to take next. For example the exercise “Personal 4 Whys” could be an appropriate exercise now while the group has a fresh experience of this exercise and thereby the thinking and emotions related to it.

Agenda

(proposal and facilitator notes)

<p>1. Introduction of the exercise</p> <p>Go through Purpose, Objective and Agenda. Be open to questions.</p>	15 min
<p>2. Individual reflection of Core Motivation</p> <p>Distribute the hand-outs including the Core Motivation template and example. Ask the participants to reflect and note down their personal Core Motivation statement.</p>	15 - 30 min
<p>3. Completion of the Core Motivation statement</p> <p>Ask the participants to select a partner and let them complete the forms according to the instructions.</p>	30 – 60 min
<p>4. Group Dialogue</p> <p>Ask for volunteers to share their results with the larger group. It is beneficial if everyone wants to do this.</p>	15 min
<p>5. Reflection</p> <p>Have the group reflect on what was the major thing they learned and will take away from this exercise?</p>	15 min

Core Motivation Question

I go to work each day at _____ because I want to:
