



Dear Friend,

Football and...Love?

If you're like me, on Sunday night February 5th, you were glued to the television, watching my beloved New York Giants defeat the New England Patriots. (Can't you just see me smiling broadly as I typed that?!) It was an intense game that came down to the wire.

Believe it or not, what was almost as interesting to me as the game was a pre-game interview done with Giants coach Tom Coughlin. Responding to a question about how he'd inspired his team, Coughlin became extremely transparent. On the night before the game, and in the pre-game locker room speech, he told the guys how much he appreciated them, how much he loved them.

Say what?!!

This is football...blood and guts...grit and bruises...toughness and tenacity. What's *appreciation* and *love* got to do with it? Apparently, they had a lot to do with it. Did I mention that the Giants WON? (Okay, my fanaticism slipped out there for a minute.)

Seriously, whenever you're working with other people, but especially as a leader, it's essential that you get to know the members of the team. Who are they? What makes them tick? What motivates them to lay it all out there on the line? You see, when you understand the folks around you, you can achieve great things together.

So, in this month's **EA Insights**, we cover the second of the issues that readers reported as plaguing them at work, and that issue is how to inspire one another. Whether you're a team leader, or a team member, read on. You may recognize how you're wired or get some insight into others you know and interact with daily.

All the best,

June

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Moving People to Action

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Here's a question for you.

Have you ever been responsible for getting something done, BUT you had to work with others to make it happen?

For most people, the answer to that question is "yes." However, too often that "yes" is closely linked to a heavy sigh, shaking head, or rolling eyes. And, that's because working with, and through, others is difficult.

To grapple with that challenge, folks often seek ways to motivate others. What they're really after is one thing that will spur others on to act in a certain way and/or to accomplish a desired result.

Let me go out on a limb, though, and offer that the traditional approach misses the boat on motivation. That's because the traditional view deals with motivation solely as an external factor. (Someone must motivate someone else.) It also often falls short because the motivator seeks to provide that encouragement in the way she is moved, with little regard for the nature of the other person. That's why a promised raise or bonus may jazz one person but fall flat with another. You see, in reality, motivation stems from within each of us and, because it is so personal, it looks different from person to person.

As we work with **Executive Advantage** clients, a frequent topic is what inspires the client, and those around him or her, to act. Below are seven basic motivation categories. As you read through them, undoubtedly, you'll see the faces of friends, family, and colleagues clearly come to mind with each description. But, don't just think of others; look inward. As you do, you'll notice one or more categories that apply to you in a strong way, and you'll see others that hold relevance for you based on the situation. That's true because we're a composite of these indicators. Considering them, and how they play themselves out in you and others, may help you pinpoint what sparks people to move.



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"Quotes"

"My motivation for running for Senate was not for the stature of being a senator, but because I wanted to make a difference on issues I feel passionate about."
~Herman Cain

"No one does anything from a single motive."
~Samuel Taylor Coleridge

"If you must have motivation, think of your paycheck on Friday."
~Noel Coward

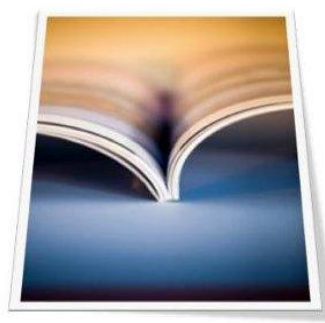
"Sometimes it is the simplest, seemingly most inane, most practical stuff that matters the most to someone."
~Patty Duke

"Don't let anyone tell you that you have to be a certain way. Be unique. Be what you feel."
~Melissa Etheridge

"Life is a continuous exercise in creative problem solving."
~Michael J. Gelb

"He's been unbelievable in terms of his mission, his vision of getting better and learning this system. He's a guy who not only has talent; he has tremendous self-motivation and drive."
~Jon Gruden

"You know, looking back on it now, I used the fight and after the fight as



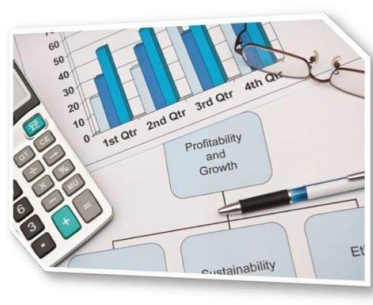
Aesthetics -- When a person is stirred by aesthetics, his inspiration is found in an appreciation of beauty or harmony. Think about the person you know who's just in his element taking the team's report content and creating a magnificent layout or presentation.

So, to lend encouragement in this situation, utilize the strength. Consider assigning graphics or other creative work. Ask this colleague's opinion about decorating or setting up your workspace.

If this is you, become involved in environmentally conscious efforts. Activities, such as these, feed into the aesthetic side of a person and invigorate him.

Altruism-- Motivation based on altruism shows itself in unselfishness. Consider someone who thoroughly enjoys building into others and contributing to the greater good. Serving as a mentor or taking on leadership of a company giving campaign are possible ways to encourage someone who's highly altruistic.

Economics -- Don't allow the terminology to fool you. While money is an example of an economic motivator, actually the desire for a tangible and practical return is what prompts action here. Can you recall conversations about return on investment -- whether it was expected dollar amount or other realistic outcomes to be seen from an investment of time or money? If so, that was a situation in which economics was the motivator.



Here's where bonuses or raises could be a great encourager. Equally effective, though, could be assigning the person the special task of monitoring outcomes or investigating ways to maximize efficiencies. The key is tapping into that desire for achieving the practical.

Individualism -- Years ago, Sammy Davis, Jr. made popular a song called, "I've Got to Be Me." That's the anthem of individualism. Independence, uniqueness, freedom are all signs of this motivator.

Although everyone is different (after all, we're talking about the individualism trait), one way to engage the high individualistic person is by affording her the freedom she craves. For example, approve that pending request for telecommuting or allow her to take on some independent assignments (of course, both with reasonable checks). Find ways to show your respect for the person's uniqueness, and the result is likely to be a fully engaged partner.



Politics -- In this instance the reference isn't to formal political activity. Instead, it's motivation that's based on the desire for the thrill of competition, power, esteem, or control. So, with folks who fall into this category, holding office contests, recognizing seniority with special perks, or inviting them to serve as team leaders can help people shine.

Regulations -- It needn't be *The Odd Couple's* Felix Unger who comes to mind; it simply could be your sister who's an accountant. When someone's being motivated by a regulatory drive, you're likely to see focus and structure, order and routine. So, a good way to work with such a person is to engage him in bringing order to an area that's out of control or to rely on the person as your source of institutional knowledge about the family, the company, or whatever organization in which you're working.

Theory -- Motivation that stems from a person's theoretical dimension can be seen in a number of ways. You may notice this as an interest in learning, not for the grade, but for the ability to grow. It may show itself through a joy of problem-solving or a bent for thinking rationally.



Consequently, a key to motivation for someone who's highly theoretical may be engaging the person with you in strategic thinking or research. Or, if you need someone to check your facts and test the strength of your positions, a high theoretical colleague is the perfect choice.

The bottom line is that we're not all wired the same way. However, each of us has some dominant motivators and some ways in which we're sparked given the situation. By learning your own motivation sources, and those for the people around you, you'll find that amazing things can be accomplished.

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motivation, to make sure I was going to be the best middleweight in the world for a long time."
~Marvin Hagler

"We talk on principal, but act on motivation."
~Walter Savage Landor

"Competition can be the most nerve-racking experience. Some people just thrive on it."
~Itzhak Perlman

"I am fascinated by what is beautiful, strong, healthy, what is living. I seek harmony."
~Leni Riefenstahl

"Structure is one of the things that I always hope will reveal itself to me."
~Richard Russo

"Human altruism is thought to be based, in part, on empathy. To be empathetic, you need to understand the thoughts and desires of others."
~Joan Silk

"[I]t makes me feel like I have to prove myself to the new guys coming in as well as prove myself to the coaching staff, which is a good bit of motivation for me."
~Michael Strahan

"I just knew that economics had never been my big motivation."
~Leigh Steinberg

"Help people become more motivated by guiding them to the source of their own power."
~Paul G. Thomas

"If you have the right motivation and believe you can do something ... you can pretty much achieve whatever you set your mind to do."
~Derick Virgil

"Instruction does much, but encouragement does everything."
~Johann Wolfgang Von Goethe

About Executive Advantage

At **Executive Advantage**, we are committed to providing results-based business and management consulting, leadership development, and coaching support. We partner with business leaders to build healthy, well-functioning organizations, where goals are met and people thrive. We also partner with individuals to create professional (and personal) lives with clearer direction, improved results, and greater balance.

To learn more about **Executive Advantage**, contact us **online** or at **(301) 280-5950**.

