

# Mastering Motivation

Motivation is the core to understanding what we do and why. When harnessed, it can make doing things easier. However, like trust and values, we know motivation matters and yet often struggle to identify our motivational levers.

The more we understand ourselves, the better we are able to set ourselves up for success. Different types of motivation drive different challenges so it is essential to understand:



What differentiates the most agile and resilient individuals to stay motivated



What they understand about themselves and their values that helps them stay motivated, even when the going gets tough



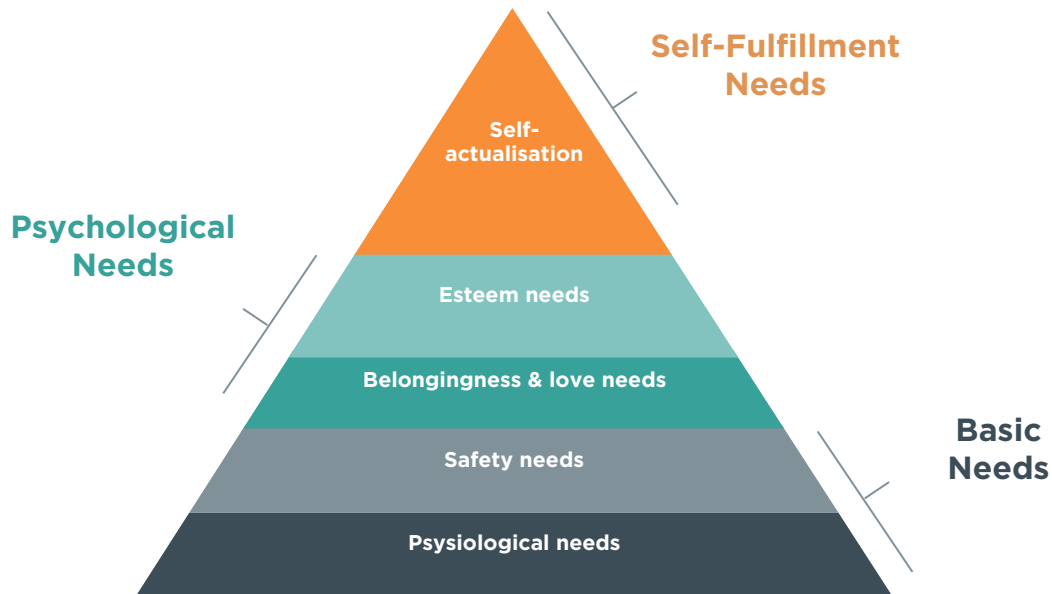
Why self-knowledge is critical to staying motivated, even in the face of uncertainty

## This resource is designed to:

- Help you better understand your motivations and how to leverage those insights;
- Make sense of how and why different things motivate you in different ways at different times;
- Harness the power of motivation to maximize your impact while minimizing associated costs (e.g., to your wallet, health, relations etc.); and
- Engage and connect you with others in a more effective and collaborative way

# Motivation 1.0 → 3.0

We are wired for survival. When we feel threatened, motivation is primal. As we move “up” Maslow’s hierarchy of needs, we transition from basic needs towards self actualization through the gateway of self awareness.



## MOTIVATION 1.0

We are driven by survival (i.e., fight or fright mode)

### Maslow’s Hierarchy of Needs:

Pure survival (physiological)

## MOTIVATION 2.0

We are driven by reward and punishment (i.e., carrot and stick mode)

### Maslow’s Hierarchy of Needs:

Belonging and social connection

## MOTIVATION 3.0

We are driven by our desire to learn, create, and better the world (i.e., self-motivated mode)

### Maslow’s Hierarchy of Needs:

Self-esteem and selfactualization (status)

The more complex and intense the challenge, the more you need to know yourself and your own motivators. The more you know yourself, the easier it will become to stay motivated. When it comes to motivation, self-awareness has a stacking effect.

\*Source: Daniel Pink, Drive (New York: Riverhead Books, 2009).

## Cognitive Dissonance

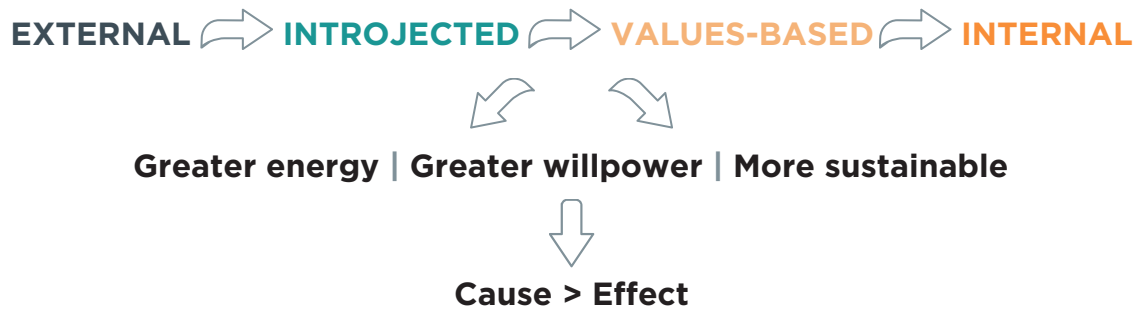


Cognitive dissonance is an internal tension that exists when our values or beliefs conflict with our actions or behaviors. Uncovering this misalignment is a powerful way of releasing tension, aligning effort /actions, and reclaiming this energy or power. Identifying and resolving cognitive dissonance is a powerful gateway to reclaiming bandwidth.

## From Grit to Motivation



Grit, passion, and perseverance are great. When they are driven by core values, they are even more self-sustaining and reinforcing.



EXTERNAL MOTIVATION	INTROJECTED MOTIVATION	VALUES-BASED MOTIVATION	INTRINSIC MOTIVATION
Driven by desired rewards or punishment avoidance (i.e., controlled regulation).	Seeks to avoid fear, guilt or shame (ego enhancement).	Aims to align actions with values while pursuing goals.	Self-driven actions: Effort and actions are reinforced by deep values.
<b>Internal Dialogue:</b> Who noticed? What are they doing? Do I look good?	<b>Internal Dialogue:</b> Am I loved? Am I good enough? Will I still be loved if I prioritize x?	<b>Internal Dialogue:</b> Do my values match my actions? What matters most? Am I focused on that?	<b>Internal Dialogue:</b> Internal Dialogue: This is important work that I am committed to doing and that is why I'm doing it.
<b>Craves/Connection to Values:</b> Recognition or Validation	<b>Craves/Connection to Values:</b> Avoidance of fear, guilt and/or shame	<b>Craves/Connection to Values:</b> Congruence/alignment	<b>Craves/Connection to Values:</b> Self-perpetuation

### The further to the right you are on this spectrum, the more you:

- Own and control your motivation (the less reliant you are on others) &
- Can create a self-fulfilling loop where motivation feeds you and deepens
- your motivation at the same time.

## Are your motivations and values truly aligned?



### STEP 1 | AWARENESS

What motivates you? How does this change across contexts?



### STEP 2 | ALIGNMENT

Where are your motivations aligned with your values? Where are they conflicting?



### STEP 3 | ACCELERATION

How can you harness insights about motivators to increase focus and drive?



### STEP 4 | ACCEPTANCE

To what extent are you able to identify and resolve dissonance (e.g., how aware are you when your motivations and beliefs conflict)?

## Leveraging SCARF to Move Toward Motivation 3.0

**David Rock, Director of the Neuroleadership Institute, identified five things that we want or need. Unconsciously or not, we are often scanning situations and interactions looking for these drivers:**

- S Status:** The perception of being considered better or worse than others
- C Certainty:** The ability to predict future events
- A Autonomy:** The level of control we feel able to exert over our own lives
- R Relatedness:** The sense of feeling safe with others
- F Fairness:** The sense that we are being treated fairly with respect to others

While not necessarily motivators per se, these needs trigger how we interact and work with groups and individuals. When we sense a change in one of these factors, we feel threatened and are motivated to change or do something differently. In fact, there is something primal about these needs. When we find ourselves sliding back towards 1.0 forms of motivation, it is often because something within SCARF was violated.



## 1. AWARENESS (CLARIFY)

Identifying what motivates you can be hard. Begin by reflecting on times when you have felt most engaged and on times when you have faced the greatest struggle. Reflect on both sides of the coin and capture specific examples in the process. Also, ask loved ones and colleagues for feedback--they likely have insights and perspectives you can't see yourself.

1

### Identify What Motivates You:

Identify where and when you have been most excited, energized, focused, and driven. What are the projects/tasks that help you pop out of bed and get to work? What audacious goals have you dived into recently? When have you been most challenged and able to respond to the call?

2

### Identify What Stalls You

Identify projects where you have stumbled or procrastinated. When you struggle on a project, can you identify why? When you are struggling, what are your internal voices saying?

3

**Identify Six Friends, Colleagues, or Family Members to Provide Feedback:** Ask your closest friends for candid feedback on the following questions: When have you seen me at my most motivated, driven, and focused? What was the situation? Why was I so gritty in this context? When have you seen me stalled?

MOTIVATION / PROGRESS			
Situation	What motivated you?	What were the drivers - 1.0-3.0 (e.g., pure survival, belonging, self-actualization)?	What did you learn from this situation?

## STRUGGLE / STAGNATION

Situation	What did you struggle with?	What were the drivers - 1.0-3.0 (e.g., (e.g., pure survival, belonging, self-actualization)?	What did you learn from this situation?



## 2. ALIGNMENT (VALIDATE)

Once you have insight into what motivates you and where you get “triggered” or stuck, apply your self-awareness to a current project.

What are two projects (ideally, one personal and one professional) that you want to accomplish and that could benefit from additional motivation? What progress have you already made on these projects?

What kind of motivation are you leveraging currently?

What type of motivation might drive greater results / impact?



### 3. ACCELERATION (REINFORCE)

Why are you engaged in a specific project or task? Are you motivated by external factors (e.g., the pursuit of rewards or avoidance of punishment)? Or are you motivated by your core values or other intrinsic factors? But what about the long-term? How can you amplify your reasons for doing what you're doing? How can you proactively prepare?

The more you can connect and align your actions with things you value, the more easily you will be motivated. To start building your self-awareness start keeping a daily motivation log.

MOTIVATION / PROGRESS			
Project	Where you are stuck?	What is currently motivating you?	What could motivate you?



## 4. ACCEPTANCE (ADAPT)

Start tracking your motivators daily, weekly, or monthly. As you collect data, ask yourself: What is working? Where are you easily motivated? Where are you struggling to get traction?

If you are pressure prompted (i.e., a procrastinator), own it and move it forward.

Date	Activity	Motivation to complete activity (internal dialogue)	Connection to Values	Tactics to increase alignment
<b>Example</b>				
Jan. 1	Last-minute request to write board doc.	Anger (they always spring this on me; their directions are not clear; I'm just doing this for someone else and because I have to...)	Low because I don't share my employer's values but also high because I value having a well-compensated position and being able to care for my family	What can I learn from producing this document? How might that learning help me expand my knowledge and position myself for new opportunities?

**Understanding your motivations is an essential step in having more impact. Let us help you get started. To learn more, visit [aimleadership.com](http://aimleadership.com).**