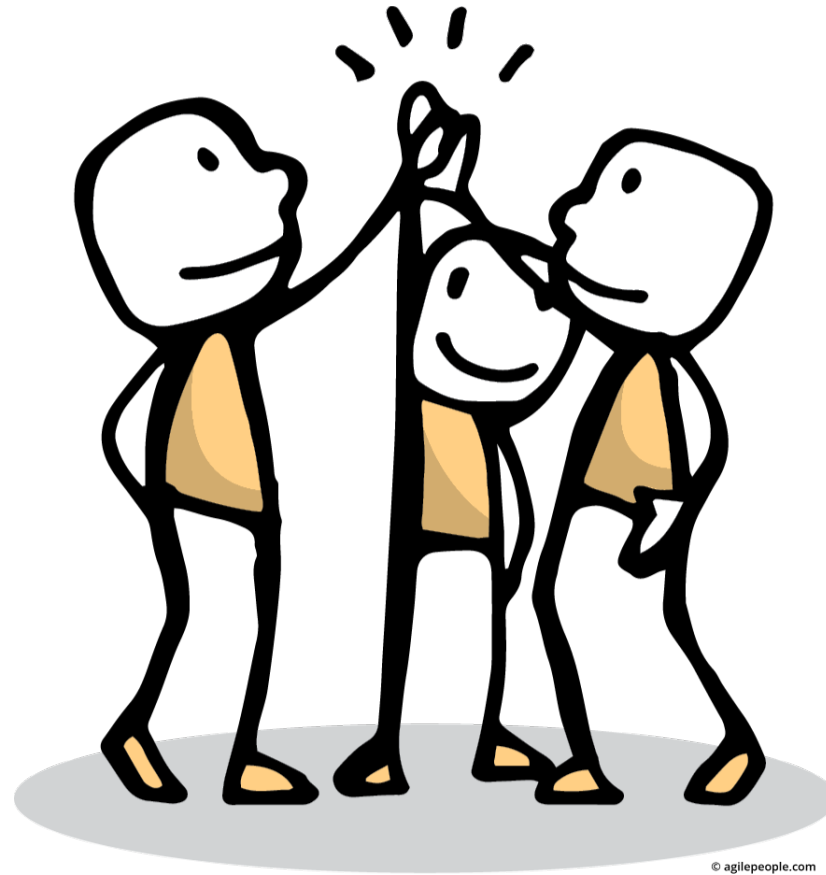


# HOW TO INSPIRE AND MOTIVATE FOR SUCCESS

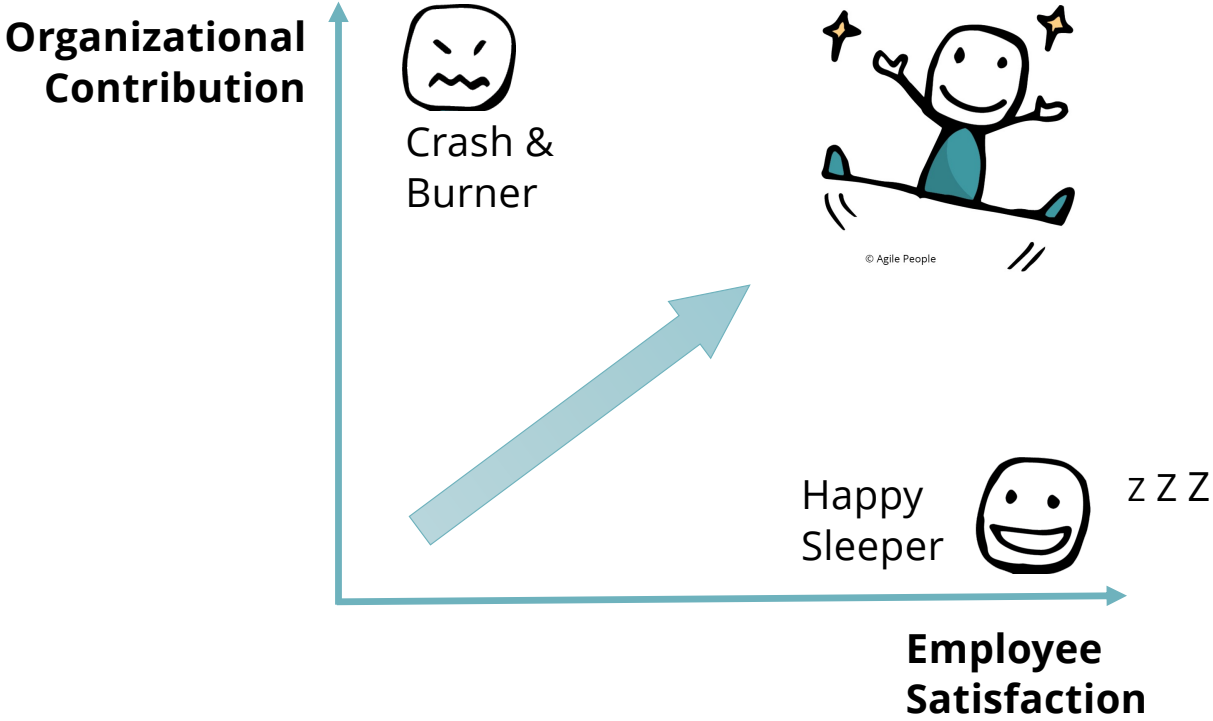
*Agile People Workshops*



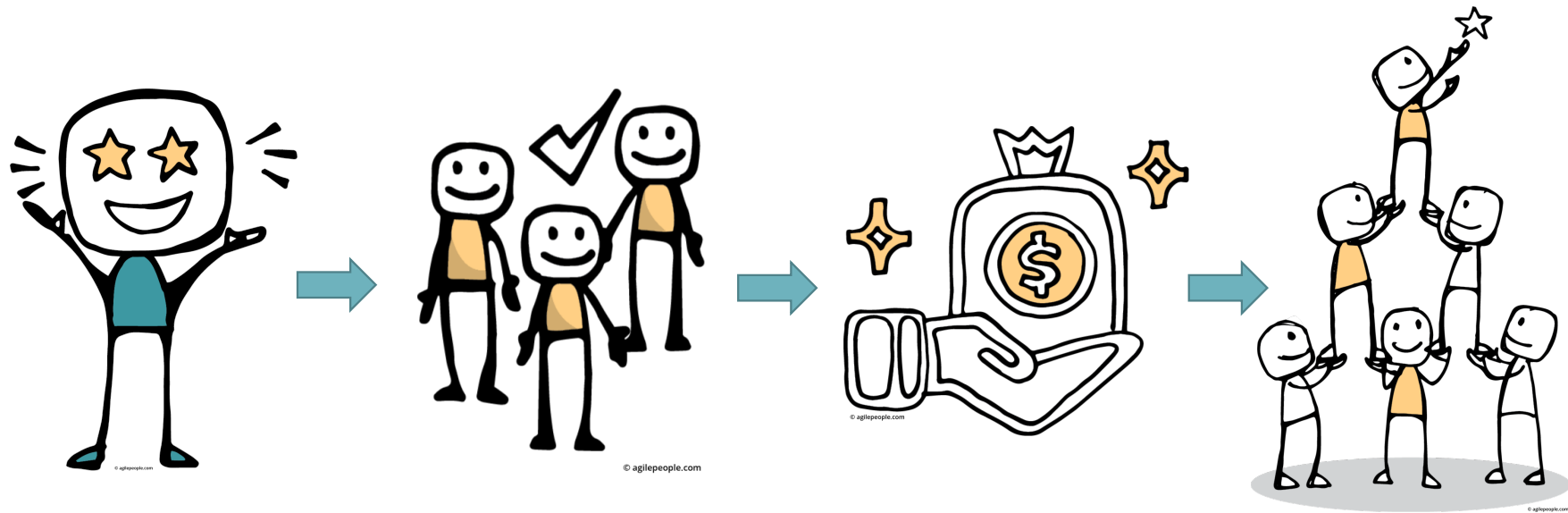
# AGILE PEOPLE?



# EMPLOYEE ENGAGEMENT



# THE HUMAN CAPITAL VALUE CHAIN



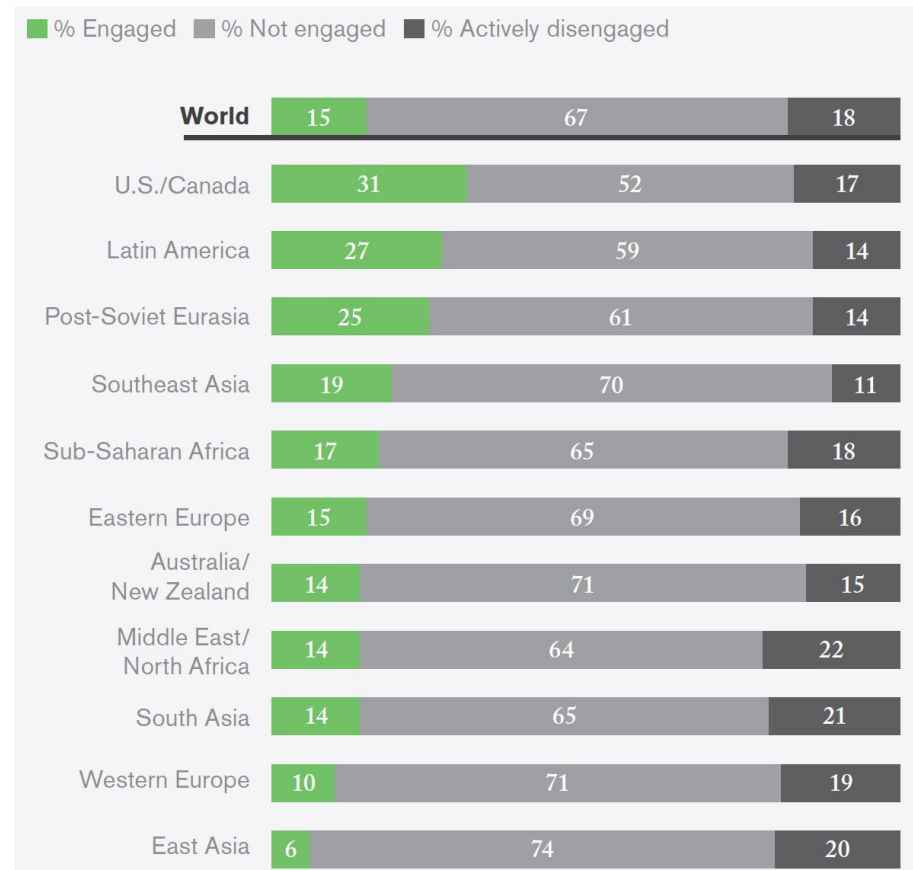
*Derived from "Putting the service-profit chain to work" in HBR 1994  
by James L Heskett, Thomas O Jones, Gery W Loveman, W. Earl  
Sasser Junior, Leonard L Schlesinger*



# GALLUP – STATE OF THE GLOBAL WORKPLACE



# GALLUP – STATE OF THE GLOBAL WORKPLACE



# GALLUP'S – Q12

- 01** I know what is expected of me at work.
- 02** I have the materials and equipment I need to do my work right.
- 03** At work, I have the opportunity to do what I do best every day.
- 04** In the last seven days, I have received recognition or praise for doing good work.
- 05** My supervisor, or someone at work, seems to care about me as a person.
- 06** There is someone at work who encourages my development.
- 07** At work, my opinions seem to count.
- 08** The mission or purpose of my company makes me feel my job is important.
- 09** My associates or fellow employees are committed to doing quality work.
- 10** I have a best friend at work.
- 11** In the last six months, someone at work has talked to me about my progress.
- 12** This last year, I have had opportunities at work to learn and grow.

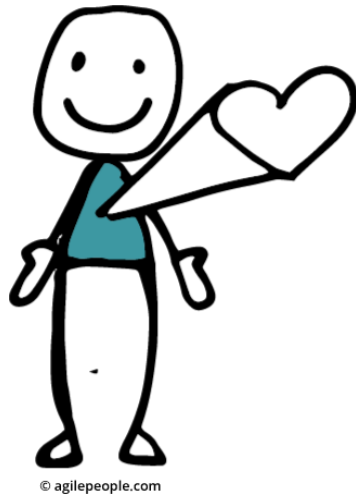
BUSINESS THAT ORIENT  
PERFORMANCE  
MANAGEMENT SYSTEMS  
AROUND BASIC HUMAN  
NEEDS FOR PSYCHOLOGICAL  
ENGAGEMENT, GET THE  
MOST OUT OF THEIR  
EMPLOYEES



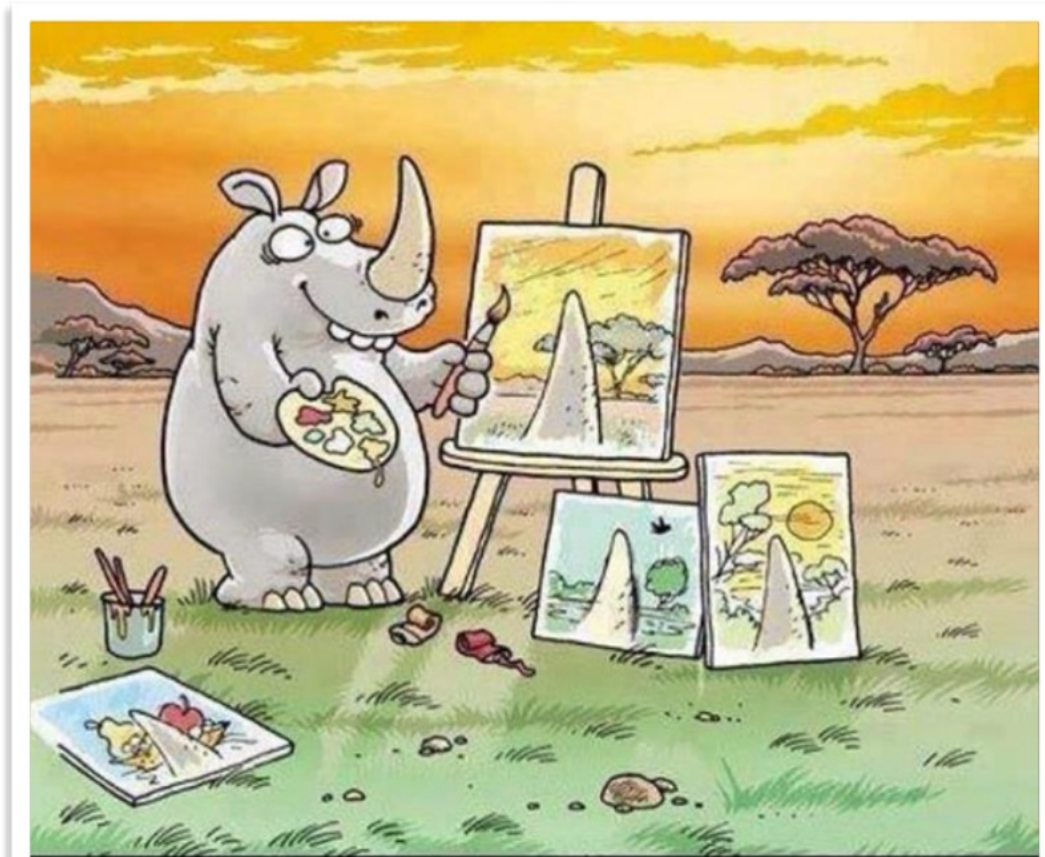
# WHAT ABOUT MOTIVATION?



# INTRINSIC OR EXTRINSIC MOTIVATION?

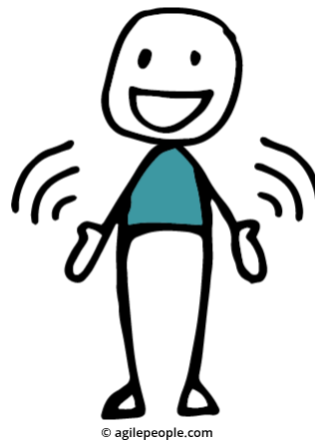






**You see the world as you are!**

# WHAT MOTIVATE PEOPLE?



# STEVEN REISS

Empirical studies  
1995-1998



Over 7800 people in North America were asked anonymously  
Validated in Japan and Middle-Europe with another 1000 people

Questions



"What motivates you?"  
"What is important for your happiness?"  
Clear statements that differentiate people from one another

Results



Over 400 different motives categorized  
in 16 basic desires or life motives

# RMP IN A NUTSHELL



The first empirically tested and validated taxonomy of human desires and motives



Each motivation profile is individual like a fingerprint



Electronic survey with 128 statements

-3	strongly disagree
-2	disagree
-1	slightly disagree
0	neutral
+1	slightly agree
+2	agree
+3	strongly agree



Filling in the questionnaire takes 15-30 min



Results are discussed in a coaching discussion with a certified RMP Master

# YOUR BASIC (FUNDAMENTAL) DESIRES



**occur  
automatically**

**motivate all  
your actions**

**show your  
deepest  
values**

**show what  
you need for  
VB happiness**

**occur with  
varying  
degrees of  
self-  
awareness**



- ..... ● People are not necessarily self-aware of their values
- ..... ● You do not choose your intrinsic values (ends) - they occur automatically
- ..... ● Values include quantity - not just what you want, but also how much

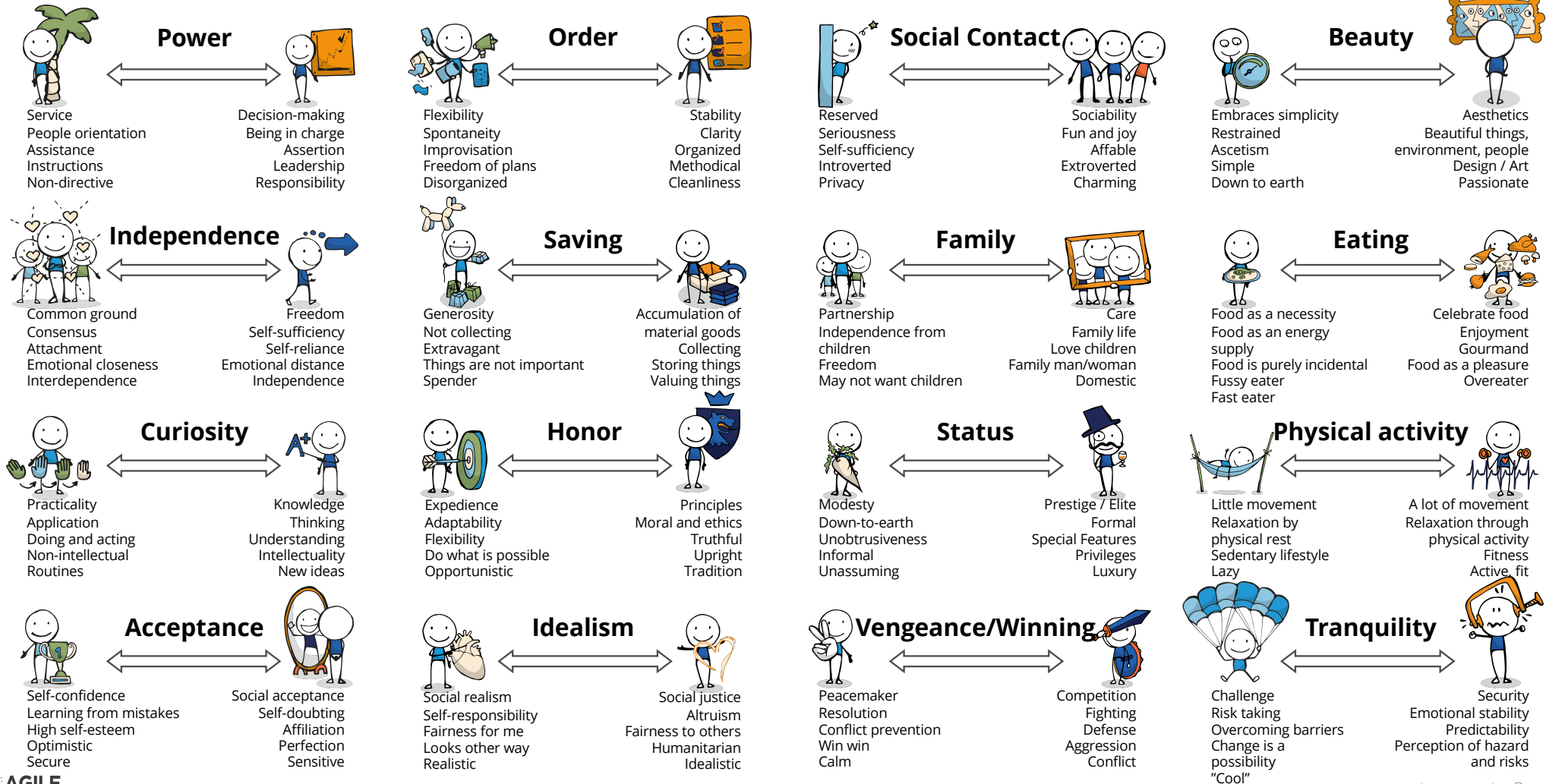


# 3 FINDINGS FROM PROF. STEVEN REISS

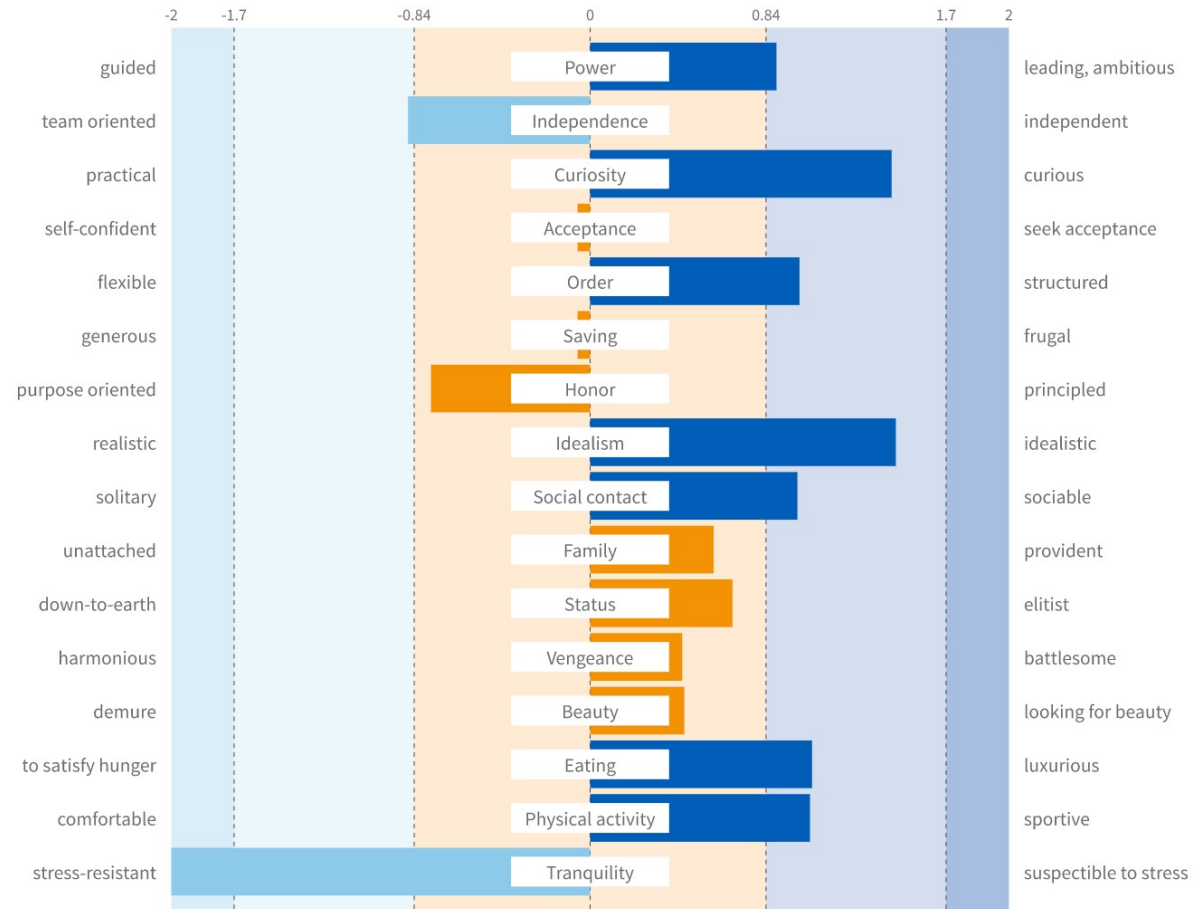


- **16 basic needs**
  - Basic needs = intrinsic motives, basic desire or psychological need
  - Universal motives
  - 105 000 people have done RMP
- **The intensity of the motivation**
- **Self-hugging**
  - the assumption that what is potentially best for me is potentially best for everybody else

# THE REISS MOTIVATION PROFILE – 16 BASIC NEEDS

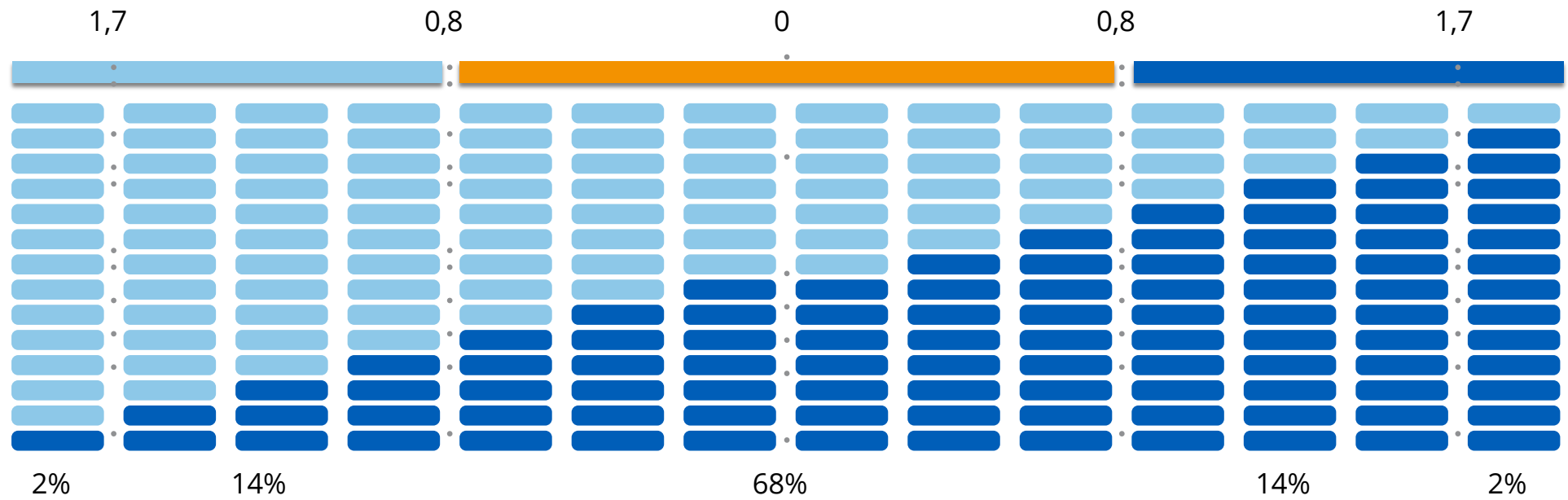


# REISS MOTIVATION PROFILE

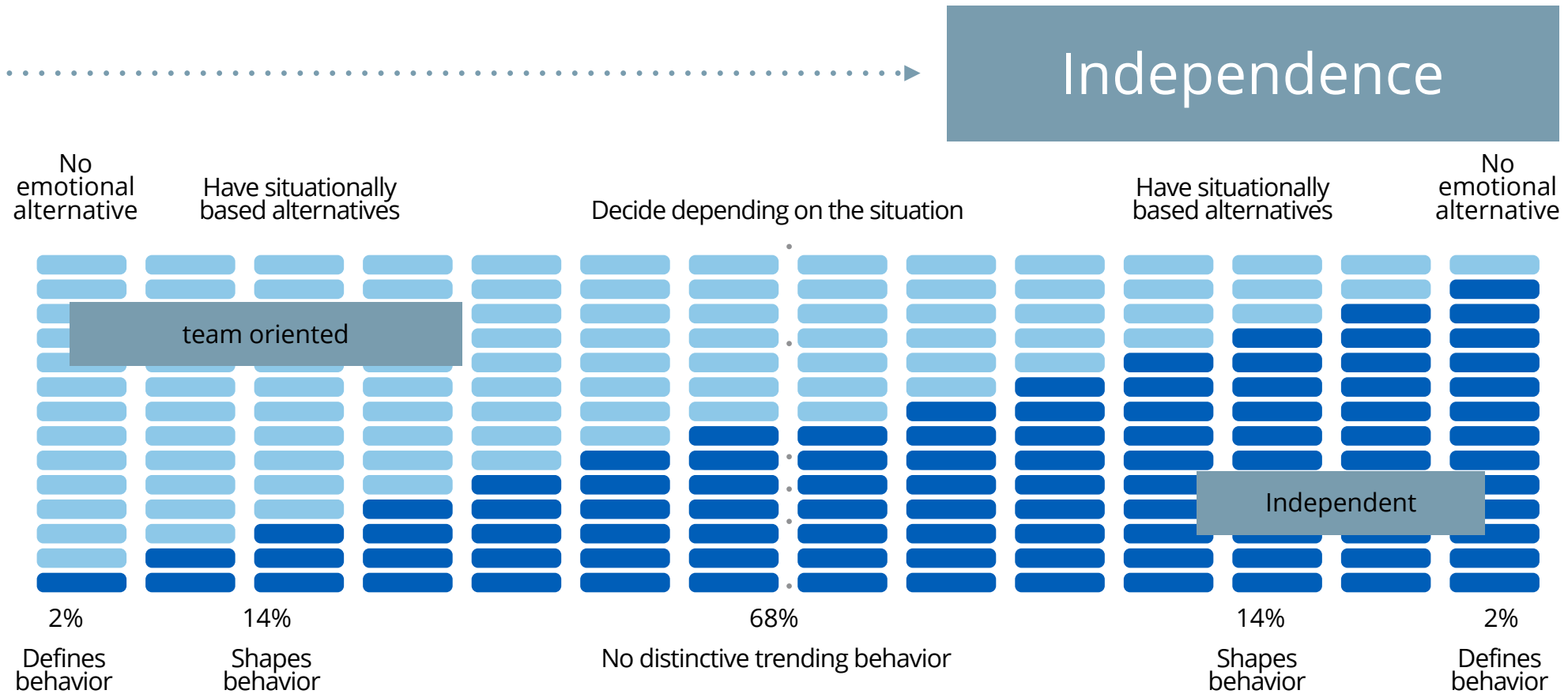


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# MOTIVE INTENSITY



# MOTIVE INTENSITY - EXAMPLE



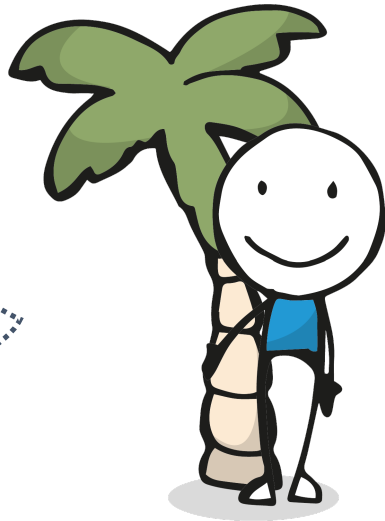
# POWER – THE DESIRE TO INFLUENCE AND DECIDE

Low strive 20%

Medium strive 60%

20% High strive

Service  
People orientation  
Assistance  
Instructions  
Non-directive



"I want to serve"

**At work:**

**Give support**

**Give responsibility for improving service**

"We decide together based on your suggestion"

"As a basis for a decision please tell me your opinion on..."

"We will review the situation every week"



Decision-making  
Being in charge  
Assertion  
Leadership  
Responsibility

"I want to lead"

**At work:**

**Give responsibility and challenges**

"You know the goal, you can decide how to get there"

"You have full responsibility"

"You are an example of ..."



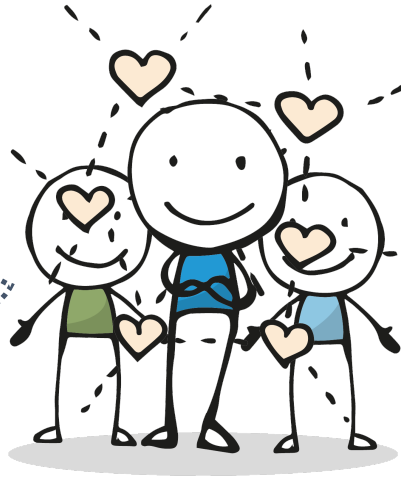
# INDEPENDENCE – THE DESIRE FOR SELF-RELIANCE

Low strive 20%

Medium strive 60%

20% High strive

Common ground  
Consensus  
Attachment  
Emotional closeness  
Interdependence



"I want to be emotionally attached"

**Give teamwork**  
**Organize social gatherings**

"1+1 = 3, together we are strong"  
"We will help each other"  
"For me, too, it was scary in the beginning to contact the customer"  
"I am proud of our cooperation"

Freedom  
Self-sufficiency  
Self-reliance  
Emotional distance  
Independence



"I want to be free / independent"

**At work:**  
**Give individual freedom**  
**Individual office**

"It is enough when you inform me once a month"  
"You can do this independently"  
"You do not have to ask anyone"

# CURIOSITY – THE DESIRE FOR KNOWLEDGE AND THINKING

Low strive 20%

Medium strive 60%

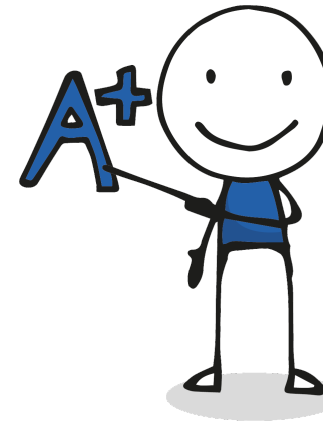
20% High strive

Practicality  
Application  
Doing and acting  
Non-intellectual  
Routines



"I want to act practical / concrete"

Knowledge  
Thinking  
Understanding  
Intellectuality  
New ideas



"I want to know everything"

**At work:**  
**Give useful tasks with practical impact**

"How can we get the results the fastest?"  
"When can we start with the application?"

**Give time to investigate**  
**Give intellectual challenges**

"What ideas do you have?"  
"What have we forgotten?"  
"What do you think, which strategy should we follow?"  
"Get thorough knowledge on this topic, we need you to be an expert"

# ACCEPTANCE – THE DESIRE FOR INCLUSION

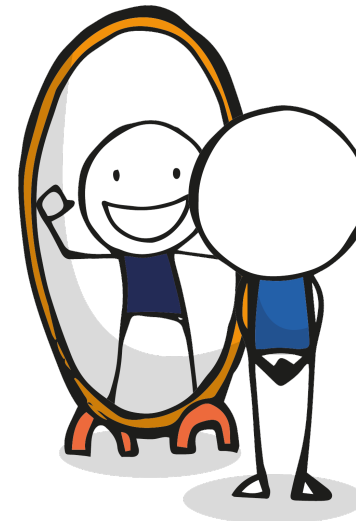
## Low strive 20%

Self-confidence  
Learning from mistakes  
High self-esteem  
Optimistic  
Secure



"I can do anything"

## Medium strive 60%



"I can not make a mistake"

## 20% High strive

Social acceptance  
Self-doubting  
Affiliation  
Perfection  
Sensitive

### At work:

**Give challenging tasks**

**Give clear, constructive feedback**

"The mistake is exactly here (precise facts and information)"

"Nobody else would be as courageous"

"You know yourself that you did this very well"

### At work:

**Give positive feedback & possibility for self-evaluation**

**Allow perfection**

"Your way of coaching really impressed me"

"Your result was really excellent"

"How do you evaluate your performance yourself?"

"I know that you can do it"

# ORDER – THE DESIRE FOR ORGANIZATION

Low strive 20%

Medium strive 60%

20% High strive

Flexibility  
Spontaneity  
Improvisation  
Freedom of plans  
Disorganized



"I want flexibility"

**At work:**

**Give diverse and changing tasks**

**Allow changes from the plan**

"We can change the plan any time"

"Flexibility is important"

Stability  
Clarity  
Organized  
Methodical  
Cleanliness



"I want organization and cleanliness"

**At work:**

**Be structured**

**Delegate organization, Maintain rituals**

"We will act in this order, 1,2,"

"We want to have 5 % increase by December 1"

"Please prepare me a detailed plan"

"Your organization skills really help in efficiency"

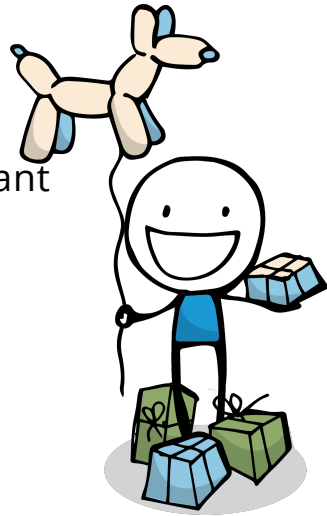
# SAVING – THE DESIRE TO COLLECT THINGS

Low strive 20%

Medium strive 60%

20% High strive

Generosity  
Not collecting  
Extravagant  
Things are not important  
Spender



"I want to be free of property"

**At work:**

**Give a chance to be generous with resources plan**

"It is OK to spend some money, reaching the goal is more important"

"When a tool does not work properly, just order a new"

"Can you throw away everything we don't need anymore?"



Accumulation of material goods  
Collecting  
Storing things  
Valuing things

"I want to own/maintain"

**At work:**

**Give a chance to collect and keep good care of things  
Don't waste resources**

"We must collect as much information as possible..."

"You are responsible for documenting and keeping the files"

"Thank your for taking good care of this machine"

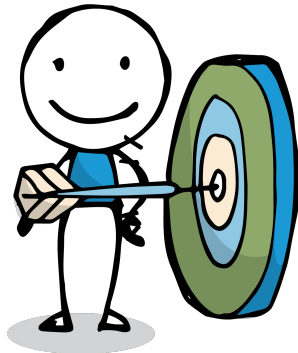
# HONOR – THE DESIRE FOR UPRIGHT CHARACTER

Low strive 20%

Medium strive 60%

20% High strive

Expedience  
Adaptability  
Flexibility  
Do what is possible  
Opportunistic



"I want to be free from principles"

**At work:**

**Allow possibility to bend rules**

**Give freedom to follow own goals**

"Think about the great chance this is for you"

"Reaching the goal is most important."

What measures do you suggest"



Principles  
Moral and ethics  
Truthful  
Upright  
Tradition

"I want to respect principles / values"

**At work:**

**Give tasks that require sticking to the rules**

**Give possibilities to represent the company**

"I can always rely on you"

"I really value you being so loyal"

"You are a role model for..."

"Great that you were following the instructions"



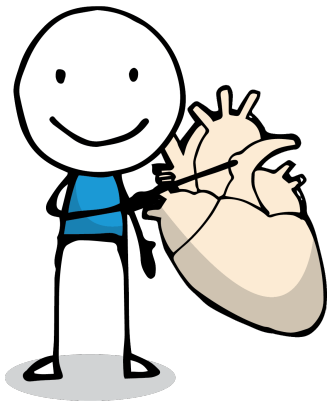
# IDEALISM – THE DESIRE FOR SOCIAL JUSTICE

Low strive 20%

Medium strive 60%

20% High strive

Social realism  
Self-responsibility  
Fairness for me  
Looks other way  
Realistic



"I will stay realistic"

**At work:**

**Give realistic tasks**

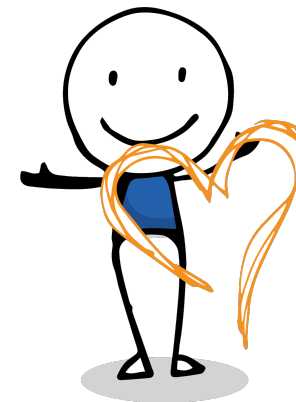
**Allow looking for "what's in it for me" own goals**

"We must stay realistic"

"Let's think what's in it for you personally and for the customers"

"You can tell others about the situation realistically"

Social justice  
Altruism  
Fairness to others  
Humanitarian  
Idealistic



"I will improve the society"

**At work:**

**Give idealistic tasks, representing the company**

**Allow to work for the common good**

"The fairest way to act is..."

"It is really admirable how you fight for the weaker ones"

"Do you have suggestions how we can help the others?"

"Suggest how our culture could be fairer for everybody?"

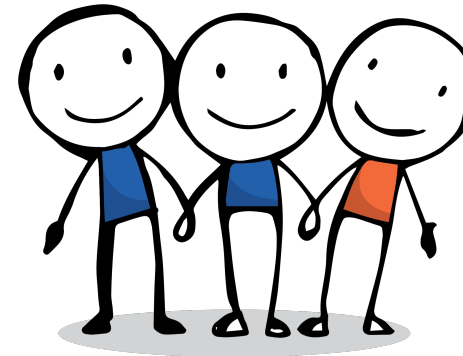
# SOCIAL CONTACT – THE DESIRE FOR COMPANIONSHIP



Reserved  
Seriousness  
Self-sufficiency  
Introverted  
Privacy



"I want to be alone"



Sociability  
Fun and joy  
Affable  
Extroverted  
Charming

"I want to meet people"

## At work:

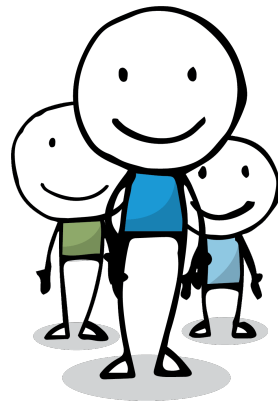
**Give an individual office**  
**Give a chance to be and work alone or with few people**  
"It is voluntary to participate in this social event"  
"You can read the meeting minutes instead of participating in the meeting"  
"This task can be done individually"

**At work:**  
**Nurture personal contact and get to know new people**  
**Give a chance to work with others**  
"How was your weekend?"  
"Have you heard this joke ..."  
"Since you know many people, do you know anybody who..."  
"You can take care of finding new customers at the exhibition"

# FAMILY – THE DESIRE TO RAISE ONE’S OWN CHILDREN

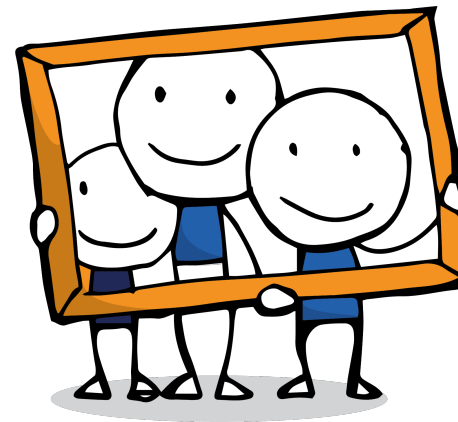


Partnership  
 Independence from children  
 Freedom  
 May not want children



**"I want to be independent from children"**

**Medium strive 60%**



Care  
 Family life  
 Love children  
 Family man/woman  
 Domestic

**"I want to be loved by my children"**

**At work:**  
**Value independence and non-nurturing behavior**

"Let's leave the private things at home and focus at work"  
 "If we can work all night, we will make this on time"  
 "Great how you can balance work and private life"

**At work:**  
**Be flexible for family needs**  
**Value care taking**

"When we work effectively now, we will be faster at home today"  
 "Family is important, we are flexible for your needs"  
 "No e-mails at weekends"  
 "Our company is like a family"

# STATUS – THE DESIRE FOR SOCIAL STANDING

Low strive 20%

Medium strive 60%

20% High strive

Modesty  
Down-to-earth  
Unobtrusiveness  
Informal  
Unassuming



"I want to be equal"

**At work:**

**Promote equality and fairness**

**Avoid status symbols**

"Your positive influence on this project stays between you and me"

"We are all equal and in the same boat"

"Best leaders are humble and modest"



Prestige / Elite  
Formal  
Special Features  
Privileges  
Luxury

"I am important / significant / indispensable"

**At work:**

**Make him/her feel special**

**Give status symbols**

"You are very important for us"

"In this challenging project you become visible for top management"

"You as an engineer, what do you think about this?"

"You will get higher title bonus"

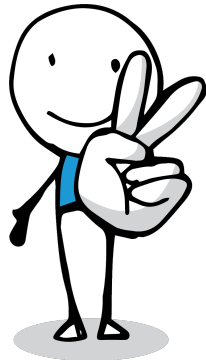
# VENGEANCE/WINNING – THE DESIRE TO WIN AND GET EVEN

Low strive 20%

Medium strive 60%

20% High strive

Peacemaker  
Resolution  
Conflict prevention  
Win win  
Calm



"I strive  
for harmony"

**At work:**

**Promote harmony**

**Give a chance to avoid conflicts**

"We do not compare you with others"

"Everyone is right in their own way"

"It is important to avoid conflicts and maintain good relationships"



Competition  
Fighting  
Defense  
Aggression  
Conflict

"I want  
to win"

**At work:**

**Promote competition and rankings**

**Give a chance to win**

"You are better than the others"

"We want to beat the competitors"

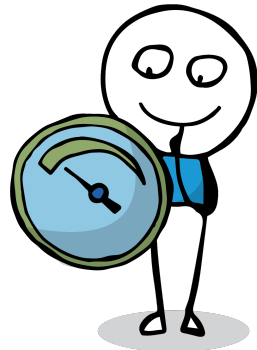
"With your persistence you will win the deal"

"We need to fight back"

# BEAUTY – THE DESIRE FOR BEAUTY

## Low strive 20%

Embraces simplicity  
Restrained  
Ascetism  
Simple  
Down to earth



"I do not care about beauty"

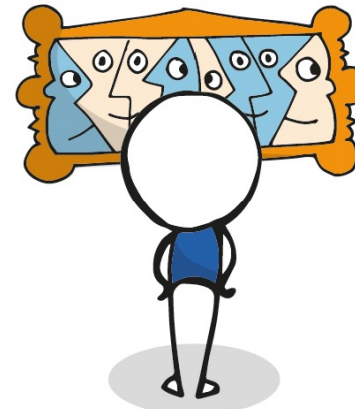
### At work:

**Do not give a task where making things beautiful is the priority**

"It does not matter how things look"

"Internal values and content are most important"

## Medium strive 60%



"I want to experience beauty"

### At work:

**Give a chance to work for esthetics and beauty**

"How could we improve the visual looks of the website?"

"Could you take care of the interior design of our meeting room?"

"You can make your office space look the way you want".

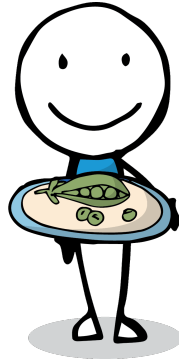
## 20% High strive

Aesthetics  
Beautiful things,  
environment, people  
Design / Art  
Passionate

# EATING – THE DESIRE TO CONSUME FOOD

## Low strive 20%

Food as a necessity  
Food as an energy supply  
Food is purely incidental  
Fussy eater  
Fast eater

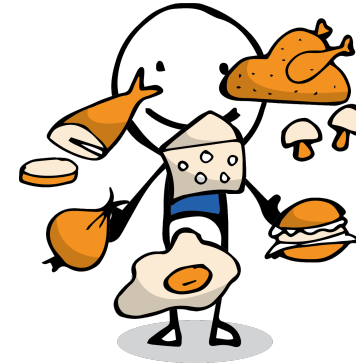


"Satisfy  
hunger"

## Medium strive 60%

## 20% High strive

Celebrate food  
Enjoyment  
Gourmand  
Food as a pleasure  
Overeater



"I enjoy  
food"

### At work:

**Accept low interest for food  
(Encourage healthy eating at times)**

"Let's eat quickly something and get back to work"  
"You can get some healthy snack any time for your desk"

### At work:

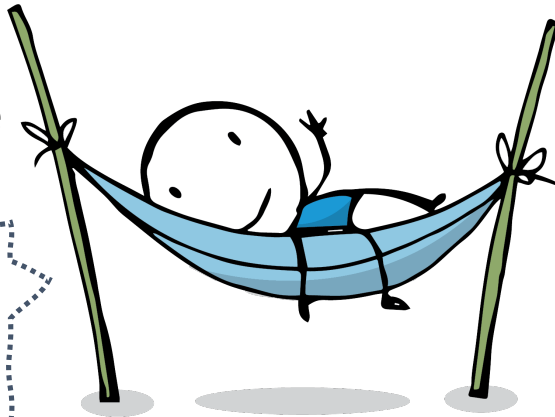
**Give time to eat  
Allow to eat well his/her way**

"What would you recommend for me to eat today?"  
"It is important to have a proper lunch break"  
"You can select where we organize the event"

# PHYSICAL ACTIVITY – THE DESIRE TO EXERCISE OF MUSCLES

## Low strive 20%

Little movement  
Relaxation by  
physical rest  
Sedentary lifestyle  
Lazy



"I am  
looking for  
convenience"

### At work:

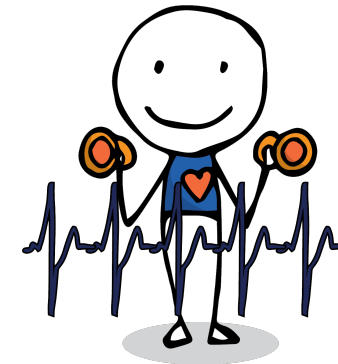
**Facilitate feeling comfortable at work**

"Let's organize more comfortable chairs"

"You can just stay where you are"

"We can move slowly, no need to rush"

## Medium strive 60%



## 20% High strive

A lot of movement  
Relaxation through  
physical activity  
Fitness  
Active, fit

"I want to  
be strong /  
fit / healthy"

### At work:

**Facilitate moving at work**

**Give time for sports**

"Let's get up and move a little"

"I look forward to the marathon"

"You are always so fit and energetic"

"You can take time do sports in the middle of the day"



# TRANQUILITY – THE DESIRE FOR EMOTIONAL CALM

Low strive 20%

Medium strive 60%

20% High strive

Challenge  
Risk taking  
Overcoming barriers  
Change is a possibility  
"Cool"



"I am looking for risks"

**At work:**

**Give challenging tasks with risk and adventure**  
**Emergency situations**

"This change gives a chance to..."  
"We have no idea what is going to happen"  
"It is going to be a great adventure with some risks"  
"This job is very challenging"



Security  
Emotional stability  
Predictability  
Perception of hazard and risks

"I want to be careful"

**At work:**

**Give stability and security**

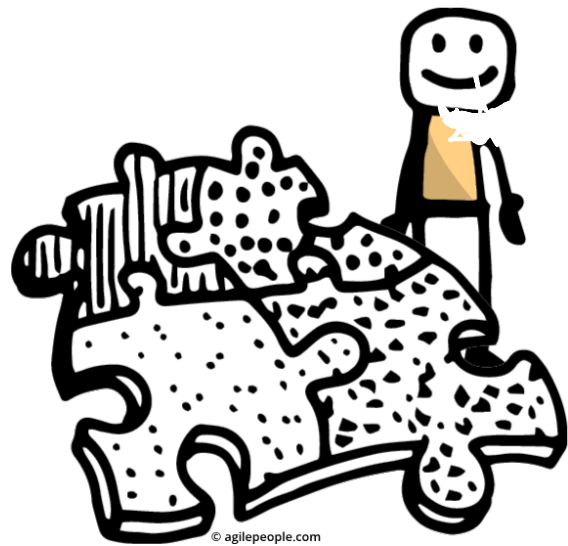
**Do not announce possible changes long in advance**

"In this change, here are all the things that will stay the same..."  
"What thoughts or concerns do you have?"  
"This task will go like this; no insecurities or changes"

# ENABLING SKILL DEVELOPMENT & GROWTH

*“Job descriptions are  
boxes for standing on  
– Not living in”*





# MY WASHING INSTRUCTIONS

**Purpose:** To understand how to treat your colleagues based on their motives to keep them happy, comfortable and productive

**How?** The do's and don'ts derived from the persons profile translated to preferred behaviour from others. Use flipchart. We will then put it on the walls.

**COLD WASH ONLY**



MACHINE WASH COLD.  
DRY CLEANABLE.  
MEDIUM IRON.  
DO NOT BLEACH.  
DO NOT WRING.  
TUMBLE DRY LOW HEAT.  
SPOT CLEANABLE.

100% COTTON

# CONCRETE PRACTICE: MY WASHING INSTRUCTION

What are things that give me energy, and things that take energy?

What is the best way for others to communicate with me?

What are things that frustrate or irritate me?

What are things that people misunderstand about me?

## Do this:

- Let's talk about it and decide together
- Please be straightforward when you talk to me
- Give me feedback, both good and bad – I can take it!
- I like taking a shortcut – I call it to work smart
- I like to have fun at work and like to have happy, positive people around me
- Don't hesitate to come up with new ideas – maybe we can do/think in a new way
- 80/20 is enough for me
- Let me get out of the office once in a while – I like to move outside in a beautiful nature
- Sometimes I can be a bit unstructured and give a confused impression - then help me to think

## Don't do this:

- Don't expect me to take care of the details
- Don't be scarce with resources
- Don't stick to principles without explaining why
- Don't remove the free exercise possibility!
- Don't try to micromanage me
- Don't put me in an ugly room without windows
- Don't get between me and my children



A photograph of three people's shadows cast on a wall, with the equation  $B=f(p,e)$  overlaid in yellow text. The shadows are cast from the left, and the wall is a light-colored, textured surface. The equation is centered in the image.
$$B=f(p,e)$$

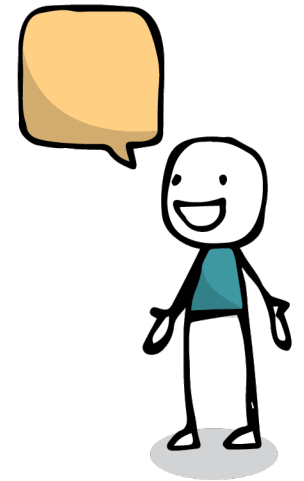
Kurt Lewin, 1936



$$B = F(P;E)$$

How could you change the environment to change people's behavior?

How do you make it easy to behave in ways that would strengthen your organizations values by tapping into personal values?







*CARE FOR THE PEOPLE, BUT  
MANAGE THE SYSTEM*

Pia-Maria Thorén

REGARDLESS HOW  
DIFFERENT YOU ARE...  
REMEMBER

# LAST BUT NOT LEAST

We invite you to join the Agile People community

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Thank You!

