

HOW TO MOTIVATE OTHERS

IDENTIFYING MOTIVATORS – A QUESTIONNAIRE

1. Using the right-hand box, tick any of the statements that clearly apply to you/your colleagues.
2. Once you've responded to all statements, add up the number of ticks for each section.
3. Using the Motivation Web(s) mark each score on the appropriate part of the 1-5 scale, treating the innermost mark as a score of 1 and the outermost mark as 5.
4. Finally, join each of the scores together to reveal the high and low motivators around the web.

Section 1: Need to Achieve	Tick
1. Works with a strong sense of urgency	
2. Is often impatient	
3. Enjoys competing with others	
4. Sets self demanding targets	
5. Shows strong disappointment at failure	
Total	

Section 2: Need to Please	Tick
1. Smooths over conflicts in the team	
2. Cooperative – is often looking to help others	
3. Responds quickly to a pat on the back	
4. Takes others' comments very much to heart	
5. Eager to please/impress others	
Total	

Section 3: Need to Belong	Tick
1. Sociable and talkative	
2. Cohesive in teams – pulling people together	
2. Adaptable in teams	
4. Avoids conflict with colleagues	
5. Easily distracted by others	
Total	

Section 4: Need for Autonomy	Tick
1. Often chooses to work independently	
2. Manages self – non-reliant on the support of colleagues	
3. Makes up own mind – not easily influenced by others	
4. Can be distracted	
5. Prefers to take control of situations where possible	
Total	

Section 5: Need for Variety	Tick
1. Excited by new ideas	
2. Starts new projects but doesn't finish them	
3. Easily bored	
4. Follows own agenda – expedient	
5. Innovative approach	
Total	

Section 6: Need for Structure	Tick
1. Organised	
2. Reliable	
3. Dislikes ambiguity	
4. Plans work well	
5. Communicates frequently, clearly and consistently	
Total	

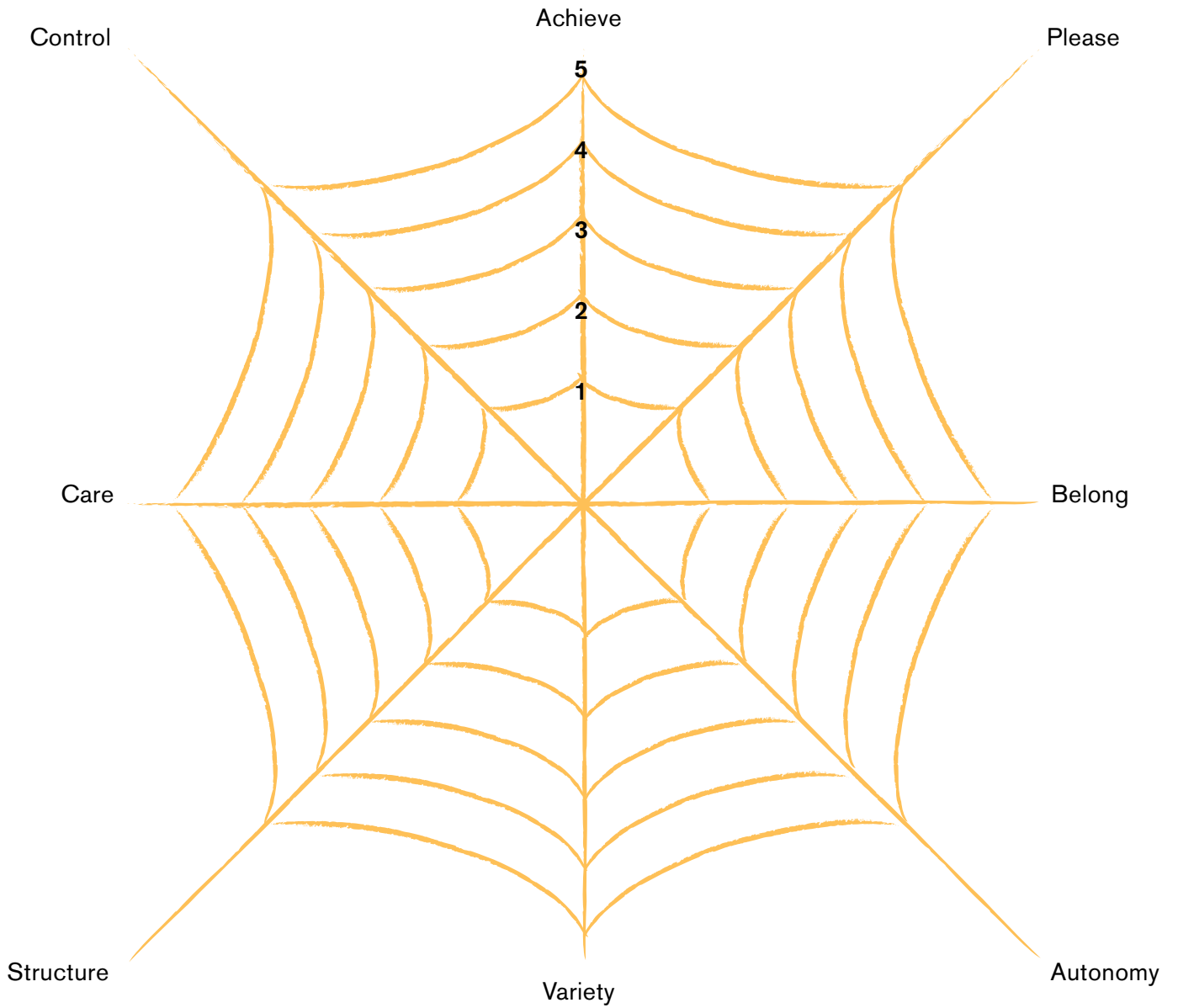
Section 7: Need to Care	Tick
1. Considerate to others' situation	
2. Genuine concern for colleagues' welfare	
3. Empathetic	
4. Supportive	
5. Tolerant of others	
Total	

Section 8: Need for Control	Tick
1. Takes control of team activities	
2. Sees others' support as interference	
3. Does things in own way, regardless of feedback	
4. Becomes tense in uncertain situations	
5. Finds it difficult to delegate to others	
Total	

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THE MOTIVATION WEB

Name



HOW TO BE ASSERTIVE

SELF-ASSERTION EXERCISE (STAGE ONE)

Rate your response on a scale of 1-4 and insert the number into the table.

1. Very uncomfortable **2.** Uncomfortable **3.** Comfortable **4.** Very comfortable

Activity	Person			
	Peripheral relationships (porters, office cleaners, jobs unrelated to ours) 	Superordinate relationships (individuals we manage or that work under us) 	Equality relationships (colleagues or people performing the same job/grade) 	Subordinate relationships (people we are directly answerable to, boss)
Giving praise				
Receiving praise				
Expressing emotions				
Making requests (help, favours)				
Maintaining equal conversations				
Standing up for your own rights				
Refusing requests				
Refusing invitations				
Expressing personal opinions				
Expressing annoyance/ displeasure				
Expressing justified anger				

HOW TO BE ASSERTIVE

SELF-ASSERTION EXERCISE (STAGE TWO)

Below is a table where you can list some of the most pressing areas for increasing your assertiveness through specific activities with individuals.

	Person	Activity
e.g.	Rob (Line Manager)	Ask for more reasonable deadlines
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

HOW TO BE ASSERTIVE

YOUR INFLUENCING STYLE (STEP TWO)

Use the table below to identify the personal influencing strategy or strategies that work best for you. Re-prioritise them according to your personal approach. Note down your three most preferred styles.

Influence Strategy	Order of Preference	How can I make this strategy work for me?
Empowerment		
Interpersonal awareness		
Bargaining/negotiating		
Relationship building		
Organisational awareness		
Common vision		
Impact management		
Logical persuasion		
Coercion		