

Motivational Assessment Worksheet

Task/Goal: _____

Framework for Assessment	Key Questions and Factors	Examples	Your Thoughts
What are the upsides of starting or accomplishing this task?	What's your why?	Values (leisure, rest, family time, fairness of task ask, equity of workload allocation, competence, etc.); Relational Motivators (not disappointing boss, being seen as competent or reliable, etc.); Intrinsic Motivators (autonomy, purpose, mastery, etc.); Extrinsic Motivators (fear of losing job, kudos from boss, etc.); Positive Motivators (will feel good, increase status, reduce anxiety, etc.); Negative Motivators (deadline, fear of disappointing, avoiding shame, etc.)	
What is getting in the way?	What's your why not?	Fears, perfectionism, avoidance of unpleasantness, inertia, competing priorities, impingement on values, energy levels/mood, limited resources, unhelpful storytelling about yourself and others, information/support needed to begin, have to say no to something else	
Is it worth it to you?	What's your honest assessment?	Awareness, Real-Talk, Avoid Aspirational Thinking	
If so, what strategies do you need to use to remove obstacles and start?	What's your how?	Reframes, Ritualization, Routinization, Gamification, Negotiation, Non-Negotiable, Clarification, Visualization, Reprioritization How will you remove obstacles, reprioritize, reframe the negatives, change the avoidance calculus	
If not, what's the alternative?	Accept and set aside guilt	Accept how things are and not how you want them to be, Plan to revisit, Trust your future motivation	

Your Decision: _____



List of Values

- | | | | |
|--------------------|---------------------|----------------------|------------------|
| Accountability | Efficiency | Intuition | Security |
| Achievement | Environment | Job security | Self-discipline |
| Activism | Equality | Joy | Self-expression |
| Adaptability | Ethics | Justice | Self-respect |
| Adventure | Excellence | Kindness | Serenity |
| Altruism | Fairness | Knowledge | Service |
| Ambition | Faith | Leadership | Simplicity |
| Authenticity | Family | Learning | Spirituality |
| Balance | Financial stability | Legacy | Stewardship |
| Beauty | Forgiveness | Leisure | Success |
| Being the best | Freedom | Love | Teamwork |
| Being a good sport | Friendship | Loyalty | Thrift |
| Belonging | Fun | Making a difference | Time |
| Career | Future generations | Nature | Tradition |
| Caring | Generosity | Openness | Travel |
| Co-creation | Giving back | Optimism | Trust |
| Collaboration | Grace | Order | Truth |
| Commitment | Gratitude | Parenting | Understanding |
| Community | Growth | Patience | Uniqueness |
| Compassion | Harmony | Patriotism | Usefulness |
| Competence | Health | Peace | Vision |
| Confidence | Heritage | Perseverance | Vulnerability |
| Connection | Home | Personal fulfillment | Wealth |
| Contentment | Honesty | Power | Wellbeing |
| Contribution | Hope | Pride | Wholeheartedness |
| Cooperation | Humility | Recognition | Wisdom |
| Courage | Humor | Reliability | |
| Creativity | Inclusion | Resourcefulness | |
| Curiosity | Independence | Respect | |
| Dignity | Initiative | Responsibility | |
| Diversity | Integrity | Risk-taking | |

Write your own:

Unlocking Us

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Specific Strategies for Increasing Productivity

- ▶ Some quick concrete strategies:
 - ▶ Take one step
 - ▶ Commit to 15 minutes
 - ▶ 5,4,3,2,1 tool
 - ▶ Pomodoro timer
 - ▶ Music!
- ▶ Notice when you're in 'flow' and what helped get you there
- ▶ Actually define your purpose(s)
- ▶ Celebrate small, incremental improvements or achievements
- ▶ Take mini (or bigger) sabbaticals for personal exploration and adventure
- ▶ Keep a list of questions nearby when you're feeling stuck (ask things like, 'what would your best friend do here?' or 'what is the simplest solution?')
- ▶ In addition to having to-do lists, keep and follow 'to-don't lists' with things that divert energy, suck focus, or make you feel negative
- ▶ Create two cards - 'what gets you up in the morning?' and 'what keeps you up at night?'
- ▶ Make your own personal motivation signs

What You Can Do in a Corporate Environment

- ▶ Focus on identifying one thing you can do in your domain to create incremental improvement.
- ▶ Be strategically “resistant” (e.g., propose an innovative way to run meetings, respectfully question decisions that seem counterproductive).
 - ▶ *Change often happens through strategic subversion by people frustrated with the status quo.*
- ▶ Emphasize results.
- ▶ Carve out time for non-commissioned work (e.g., a project driven by your interest or passion that you voluntarily undertake).
- ▶ Conduct an autonomy audit.
 - ▶ Note for Supervisors: when possible, give up some control.
- ▶ Peer to peer rewards
- ▶ Create a culture of feedback.
- ▶ Don’t think about changing a whole organization/industry/culture. Instead, ask yourself things like ‘is there one thing I can do tomorrow in my own domain to make things a little better?’
- ▶ Emphasize results - show how your ideas can have good results (i.e. play up the results, not as much the means...especially if you’re trying to change the means).

A Special Case for “Drudge” Work

- ▶ How to find motivation when confronted with drudge work?
 - ▶ Attempt to turn work into play (gamify)
 - ▶ Increase the variety of tasks
 - ▶ Use it to help master other skills
- ▶ Think Karate Kid and manifest ‘wax on, wax off’ vibes (turn drudgery into purpose and mastery)
- ▶ Or, think about Tom Sawyer tricking passers-by into painting the fence for him by framing the task as a privilege that they can’t have, rather than a chore they don’t want.
- ▶ Another framework for drudge work:
 - ▶ Offer a rationale for why the task is necessary
 - ▶ Acknowledge the task is boring
 - ▶ Allow people to complete the task their own way

Motivational Questions

Empowering questions are basically motivational questions.

They are always open-ended and often thought-provoking.

They are a well-known tool for any coach and, when expertly used, can be quite effective as a motivational technique at any point and in most situations.

It is a skill that requires some practice; however, empowering questions is rarely something we learn at home or school.

- What value does this goal represent to you?
- How will you celebrate your victory?
- How would that contribute to the world?
- What about this goal demonstrates what you stand for?
- What keeps you going?
- What really excites you about that?
- What about this goal fits into your purpose?
- What part of this relates to your dreams?
- If you had all the time, energy and money to achieve your goals, what would you do?
- Why is that important to you?
- What do you want to experience?
- What works well?
- What's another way to look at that?
- How can you reframe that to help you move on?
- How will you demonstrate motivation and perseverance?

Auerbach GOOD Coaching Model

Goals - define the most important goals a client wants to work toward

Options - explore option is available to help them move forward

Obstacles - name obstacles that might get in the way of progress

Do - specify what is the client going to do specifically and by when

To expand on these steps of the GOOD model, here are questions you can ask at each stage and all while practicing empathy, active listening, and providing support.

Goal phase:

- What is a goal you want to focus on?
- When you are successful with this goal, what will it look like?
- What makes this goal important to you?
- How does this goal fit into your vision?
- When you reach your desired outcome, how would you like to feel?
- What type of change would make your life even better?

Options phase:

- What is some way your goal could be accomplished?
- Tell me about a time you accomplished something similar?
- What ways have you seen others approach such a task?
- What action can you take to achieve your goal?
- If you choose not to take some of the actions, what will be the impact?

Obstacles phase:

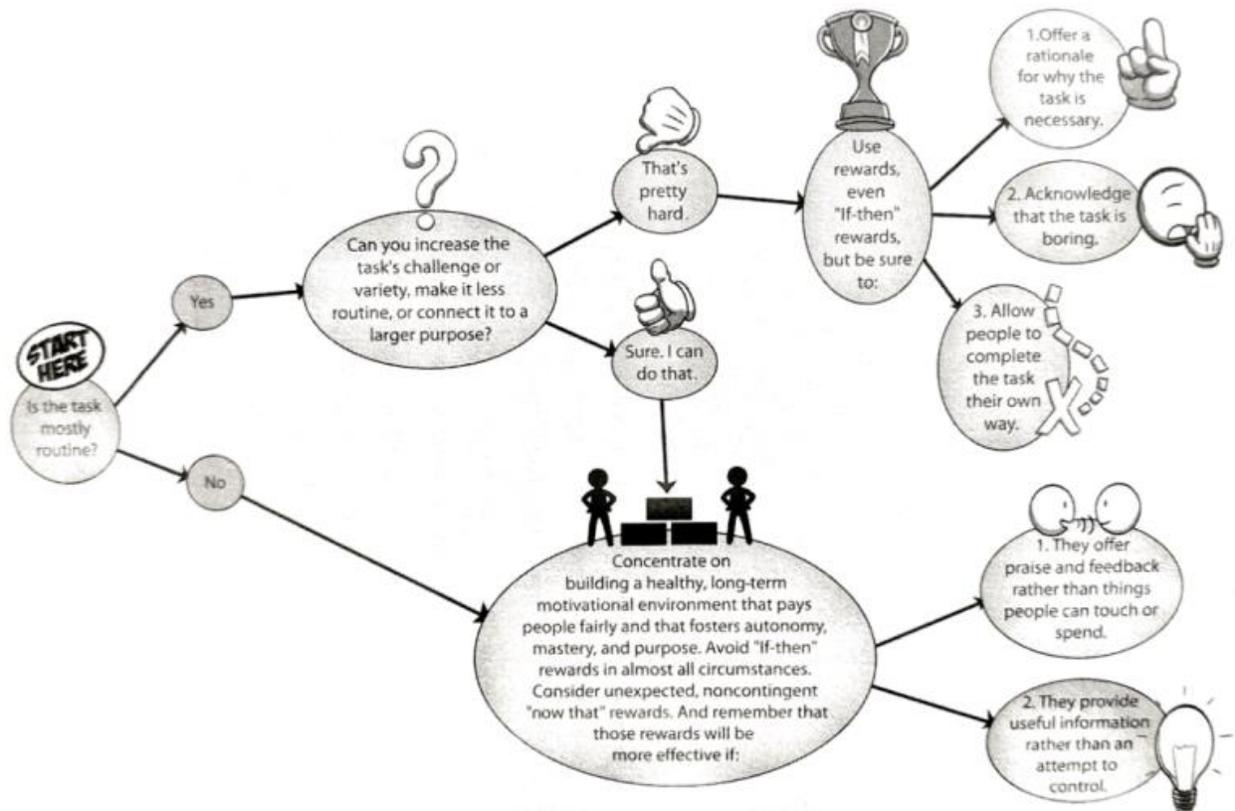
- What could get in the way of you moving forward with pursuing your goal?
- What external challenges might interfere?
- What internal challenges might get in the way?
- Who can you get support from?

Do phase:

- What strategies are you willing to employ to reach your objective?
- What specifically are you going to do, and when?
- How will you know you're making progress?
- What is the most immediate action you can take, and when?
- How long will it take, and when will you complete it?

Flowchart on When to Use Rewards

From *Drive* by Daniel Pink



Additional Resources

- ▶ *Drive: The Surprising Truth About What Motivates Us* by Daniel H. Pink
- ▶ *Infinite and Infinite Games: A Vision of Life as Play and Possibility* by James Carse
- ▶ *Talent is Overrated: What Really Separates World-Class Performers from Everybody Else* by Geoff Colvin
- ▶ *Flow: The Psychology of Optimal Experience* by Mihaly Csikszentmihalyi
- ▶ *Why We Do What We Do: Understanding Self-Motivation* by Edward L. Deci with Richard Flaste
- ▶ *Mindset: The New Psychology of Success* by Carol Dweck
- ▶ *Good Work: When Excellence and Ethics Meet* by Howard Gardner, Mihaly Csikszentmihalyi, and William Damon
- ▶ *Outliers: The Story of Success* by Malcolm Gladwell
- ▶ *Published by Rewards: The Trouble with Gold Stars, Incentive Plans, A's, Praise, and Other Bribes* by Alfie Kohn
- ▶ *The War of Art: Break Through the Blocks and Win Your Inner Creative Battles* by Steven Pressfield
- ▶ *Maverick: The Success Story Behind the World's Most Unusual Workplace* by Ricardo Semler
- ▶ *The Fifth Discipline: The Art and Practice of the Learning Organization* by Peter M. Senge
- ▶ *On Fire at Work: How Great Companies Ignite Passion in Their People Without Burning Them Out* by Eric Chester
- ▶ *The Truth about Employee Engagement* by Patrick Lencioni
- ▶ *Emotional Intelligence* by Daniel Goleman
- ▶ *Procrastination Scale* <https://hub.salford.ac.uk/psytech/procrastination-scale/>
- ▶ *Basic Psychological Needs Satisfaction Scale*
<https://selfdeterminationtheory.org/basic-psychological-need-satisfaction-scales/>

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The Art and Science of Motivation: It is Simpler (and Less Expensive) Than You Think

Miriam Benor

Director of Attorney Coaching, Pillsbury Winthrop Shaw Pittman LLP

Kara Dodson

Coach & Consultant, Volta Talent Strategies LLC





MOTIVATION

It's not that I'm lazy, it's that I just don't care.

What Motivates You?

Positive Motivators



- Rewards
- Being involved
- Being challenged
- Being interested
- Making someone happy
- Being encouraged
- Getting an emotional 'high'
- Making the right choice
- Being appreciated
- Finishing/completing something
- Having a purpose
- Being special
- Increasing prestige
- Being honored
- Being respected
- Being curious
- Being able to prove I could
- Knowing results will be lasting
- Gaining personal insight
- Accomplishing something

Negative Motivators



- Fear...of failing, of disappointing, etc.
- People-pleasing
- Familial/cultural pressures
- Deadlines
- Duty/obligation
- Financial obligations
- Covering up a failure
- Resentment
- Shame
- Saving face
- Competing with someone
- Being Bored
- Avoiding rejection
- Anger
- Revenge
- Stress
- Forces (no choice)
- Dissension
- Conflict
- Envy

The Boring (but necessary) Science-y Stuff



Motivation theories attempt to understand and explain the factors that influence and drive human behavior.

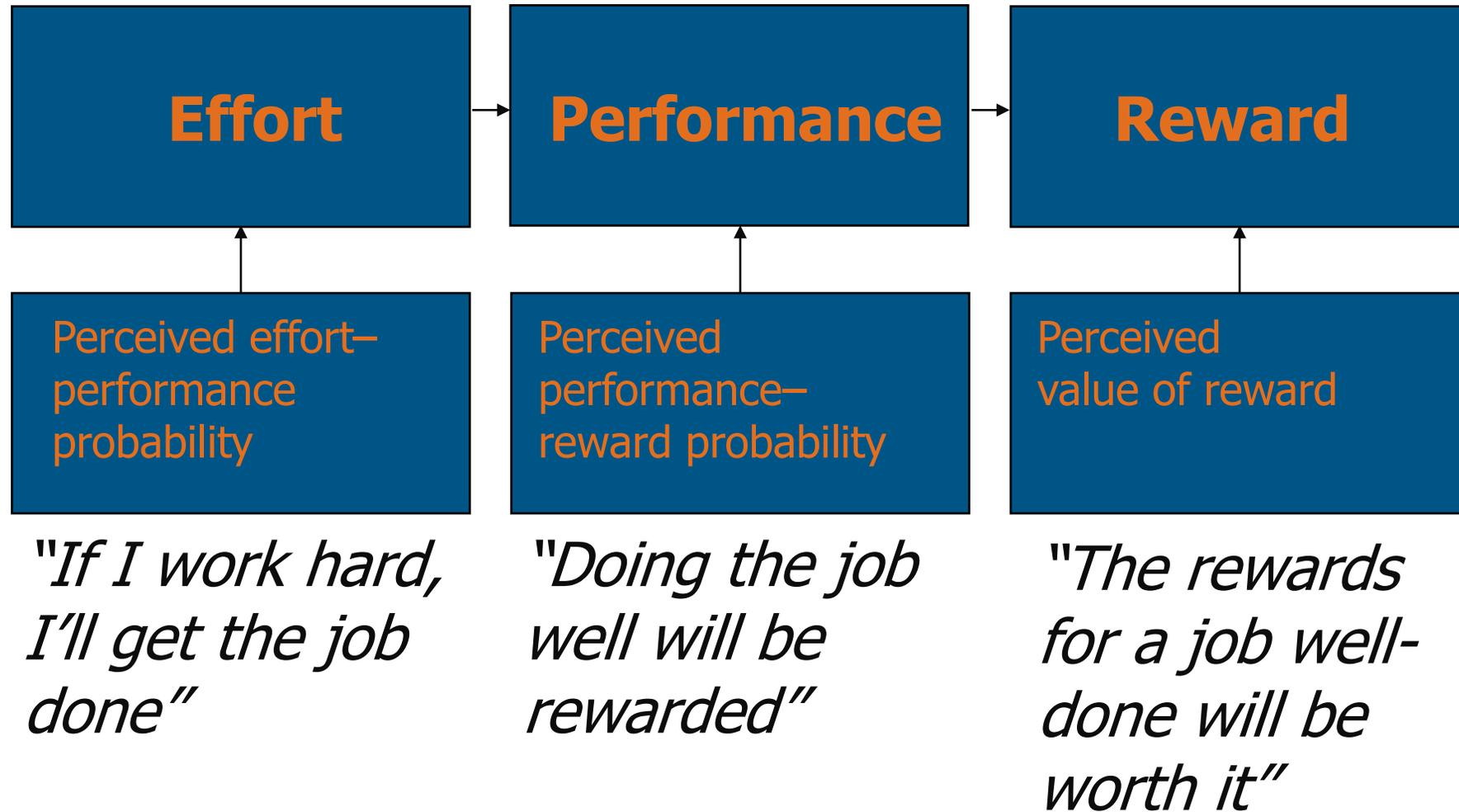
Important Questions:

- Why do people pursue certain goals?
- Why do people sometimes avoid tasks?
- How do people respond to incentives and disincentives?

Motivational Need Theories

	Maslow	Alderfer	McClelland
Higher Order Needs	Self-actualization Esteem self interpersonal	Growth	Need for Achievement Need for Power
Lower Order Needs	Belongingness (social & love) Safety & Security interpersonal physical Physiological	Relatedness Existence	Need for Affiliation

Expectancy Model



Types of Motivation

Intrinsic

- Autonomy
- Belonging
- Curiosity
- Learning
- Mastery
- Purpose
- Meaning
- Love



Extrinsic

- Badges
- Competition
- Money (aka the "Carrot")
- Points or Rewards
- Social or Career Status
- Fear of failure or punishment (aka the "Stick")

Identifying the Motivators in Any Scenario – Taylor & Lane

Taylor, now a mid-level associate at Smith & Jones LLP, joined the firm eager to learn from seasoned professionals and contribute to meaningful cases. However, as Taylor settled into their role, they quickly realized that the firm's culture did not align with their expectations. Despite Taylor's enthusiasm and willingness to take on challenging assignments, Taylor is finding it increasingly difficult to navigate complex legal matters.

Lane, who is a partner and assigned to mentor Taylor, is often unavailable for questions. Lane generally assigns work through email, and although Lane offers to answer questions, they are frequently rushed or running to a pitch or meeting. Lane continuously promises to spend time with Taylor to talk about business development but never follows through.

Recently, Taylor turned in an assignment and Lane had a senior associate rewrite the document and send it to the client with a cc to Taylor. When Taylor stopped in to talk to Lane, it was clear that Lane was frustrated with Taylor. It has been over a month since Taylor received any new work from Lane.

What would motivate Lane to continue to invest in Taylor?

What would motivate Taylor to be more engaged?

Identifying the Motivators in Any Scenario – Alex and Max

Alex, a recruiting senior manager at Smith & Jones law firm, was recently promoted and manages a team of three managers and two coordinators. Max, who has two years of experience from another firm, decided to accept a role at Smith & Jones with the hope to be promoted in the next year. Max had always received excellent reviews at their prior firm and is always willing to pitch in. Max often stays late, and several firm partners have acknowledged Max's efforts.

Despite Max's diligence and competence, Alex consistently checks Max's work (even minor tasks), rewrites emails and memos with a focus on insignificant details, cuts Max off during meetings, and asks Max to check in twice every day. Recently, Alex asked Max to coordinate a job fair but gave unclear instruction. When Max misunderstood and made a minor mistake, Alex was critical but did not provide any feedback.

For a variety of factors, leaving Smith & Jones is not an option for Max for the foreseeable future.

How might Max find motivation here?

Types of Motivation

Intrinsic

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- Belonging
- Curiosity
- Learning
- Mastery
- Purpose
- Meaning
- Love

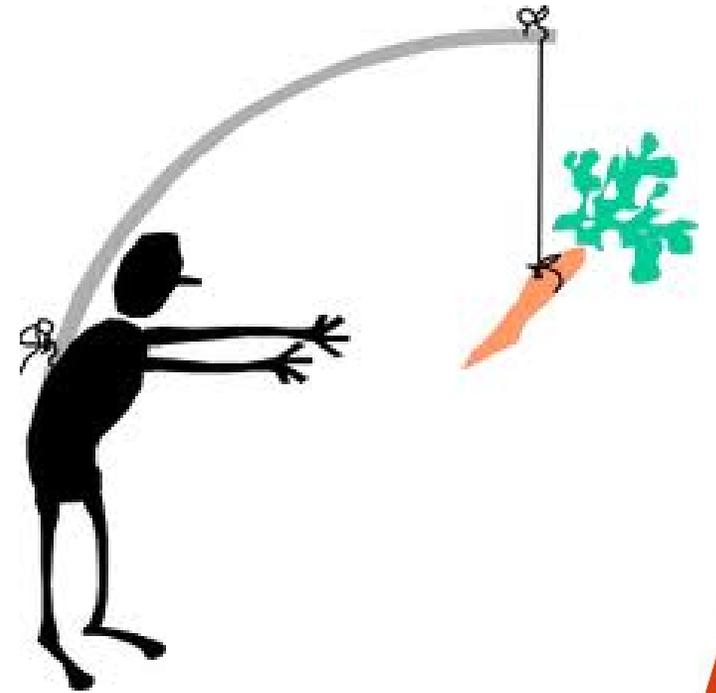


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Carrots and Sticks – 7 Deadly Flaws

1. Extinguishes intrinsic motivation
2. Diminishes performance
3. Crushes creativity
4. Crowds out good behavior
5. Encourages cheating, shortcuts, or unethical behavior
6. Becomes addictive
7. Fosters short-term thinking



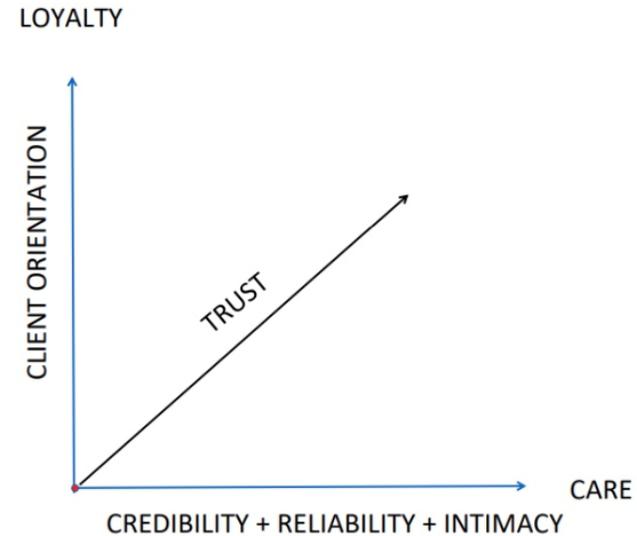
Building Motivation: Laying the Foundation

Trust

(ssshhh – the secret sauce of motivation)

$$\text{TRUST} = \frac{(\text{CREDIBILITY} + \text{RELIABILITY} + \text{INTIMACY})}{\text{SELF-ORIENTATION}}$$

* SOURCE: "THE TRUSTED ADVISOR", A BOOK BY DAVID MAISTER, CHARLES GREEN, AND ROBERT GAIFORD, 2001



Effective Communication

Breaking down communication:

1. Understand yourself
2. Understand your "audience" (perspective!)
3. Find the right time/mode
4. Clarify information
5. No matter what, actively listen!

BOTTOM LINE: AWARENESS MATTERS



Understanding Your Task-Specific Motivation

Framework and Factors!

Framework for Assessment	Key Questions and Factors
What are the upsides of starting or accomplishing this task?	What's your why? i.e. Core Values, Relational Motivators, Intrinsic and Extrinsic Motivators, and Positive and Negative Motivators
What is getting in the way?	What's your why not? i.e. Fears, Avoidance of Unpleasantness, Inertia, Competing Priorities, Limited Resources, Impingement on Values, Perfectionism, Unhelpful Storytelling
Is it worth it to you?	What's your honest assessment? Awareness, Real-Talk, Avoid Aspirational Thinking
If so, what strategies do you need to use to remove obstacles and start?	What's your how? i.e. Reframes, Ritualization, Routinization, Gamification, Negotiation, Non-Negotiable, Clarification, Visualization, Reprioritization
If not, what's the alternative?	Accept and set aside guilt i.e. Accept how things are and not how you want them to be, Plan to revisit, Trust your future motivation

Getting Unstuck – Let's Try It Out!

Motivational Assessment Exercise

Partner up and guide your partner through this worksheet

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If not, what's the plan?	Accept and set aside guilt	Accept how things are and not how you want them to be, Plan to revisit, Trust your future motivation	

Your Decision: _____

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THANK YOU

