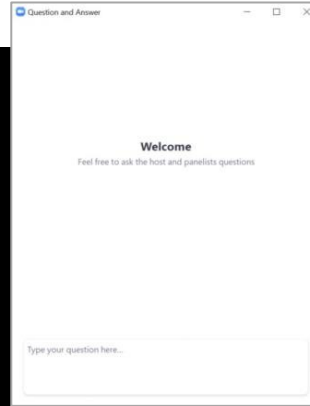
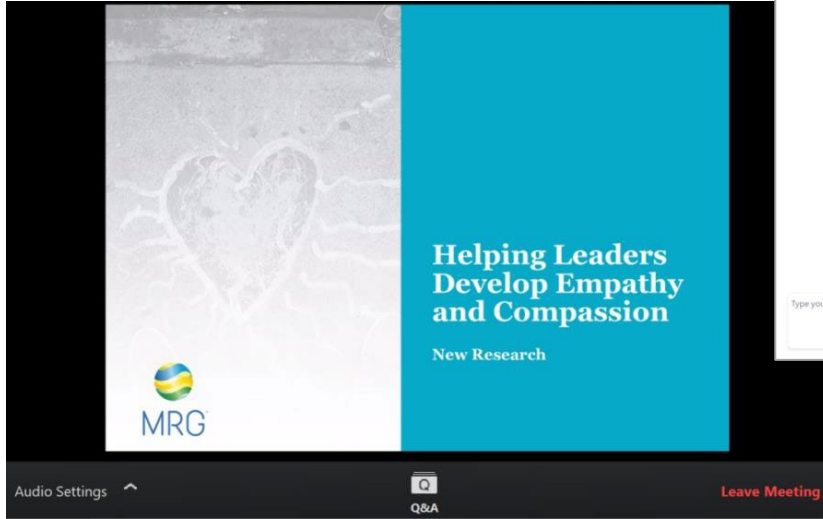




How Motivational Transparency Can Transform Teams

Andrew Rand, Ph.D.
I/O Psychologist, MRG

Christine Chasse, M.Ed.
Executive Coach, MRG



Delivered to your inbox after the webinar:

- Slides
- Recording
- Q&A

Today's Hosts



Lucy Sullivan



Kayla Burnett

Have a question?

Hover over the bottom of your screen to get the tool bar. Then click Q&A.



Management Research Group is a global leader in designing assessments that foster a deep self-awareness and impact people in profound and meaningful ways with solutions for Leadership, Motivation, Personal Development, and Sales.

MRG conducts extensive research on motivation and leadership, leveraging a database of more than 2 million assessment participants.



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Agenda

1

**Where does
conflict come
from?**

The root of
team tension

2

**Measuring
Motivation:**
Uncovering the
unobservable

+ Q&A

3

Case Study
Leveraging
motivational
transparency with a
real-world team

+ Q&A

Audience Poll

In your work with teams, how big is the impact of interpersonal conflict?

A.

It rarely or never comes up.

B.

It comes up in at least half the teams I work with.

C.

It's extremely common – we deal with a lot of team conflict.

Let's start with a story...



Team dynamics have a bottom-line impact.



Teams with connected employees & strong communication see productivity increase by 20-25%.



86% of executives feel a lack of collaboration is responsible for company failures at large.



92% of work-related stress is attributed to team dynamics.

Source: [LinkedIn](#), [TeamStage.io](#), [Harvard Business Review](#)

Motivation Recognizing the Root of Team Tension



Most people have good intentions.
They're not *trying* to cause problems.
So if it's not that... what is it?

Difference of opinion

Difference in decision-making styles

Difference in risk tolerance

So...where do the differences come from?



Above the surface

perspective on the situation
pushing for a specific
outcome
organizational cliques &
politics

**We often focus
attention on these...**

External factors,
unique to the situation,
change over time

Below the surface

motivation & emotional
energy

**And overlook
these...**

Consistent & lasting
Core to who we are
A driving force in
interpersonal differences



MOTIVATION *noun*

[moh-tuh-vey-shuhn]

What drives or attracts you.

What drains or repels you.



MOTIVATION *noun*

[moh-tuh-vey-shuhn]

And it's not what you see on
the outside.

Let's dig deeper into what it
is... and isn't.

BEHAVIOR

An action, a habit, a pattern, or an activity that you engage in.

The people around you can observe your behavior.

Your behavior may reflect your environment or a specific situation.

You have behavioral patterns that develop over time, but individual behaviors may differ from day to day.

vs.

MOTIVATION

Something within that drives you, excites you, energizes you.

The people around you cannot observe your motivations.

Intrinsic, and often stays consistent even when circumstances change.

Your strongest motivations often develop early and stay with you for most of your life.

What does motivation sound like?



"When I start something, I feel like I just have to see it through – I can't walk away from a project that's half-finished."

"I feel like I come alive when I'm in front of a crowd."

"I feel uneasy when I don't understand exactly what the rules are in a given situation."

"Competition brings something out in me – even if it's just a board game, I love to win."

"Ugh, I hate asking other people for help – I'd always rather tough it out on my own."

What does motivation sound like?



Some people can recognize or even articulate *a few* of these things on their own...

but comprehensive self-awareness of our own motivation is next to impossible.

"I feel
under
rules

g
elp –
ough
"

4 Key Things to Understand about Motivation



1

Motivational factors originate from the formative years and evolve slowly over time.

While we may recognize our own behavior quite easily, some people are less in touch with these deeper underlying drivers.

4 Key Things to Understand about Motivation



2

Many people will be surprised by how strong or weak some of their motivations are compared to others.

It is truly difficult to have a fully objective view of ourselves.

4 Key Things to Understand about Motivation



3

People with extreme motivations are very likely to underestimate this extremity.

They may have normalized it to the extent that it becomes less evident to them.

4 Key Things to Understand about Motivation



4

Motivation can conflict with itself.

We often have mixed feelings or have drivers which interfere with each other.

Measuring Motivation

How we uncover
the unobservable



Individual Directions Inventory™



A semi-ipsative psychometric questionnaire that measures 17 motivational dimensions.

AFFILIATING

Giving
Receiving
Belonging
Expressing

ATTRACTING

Gaining Stature
Entertaining

PERCEIVING

Creating
Interpreting

MASTERING

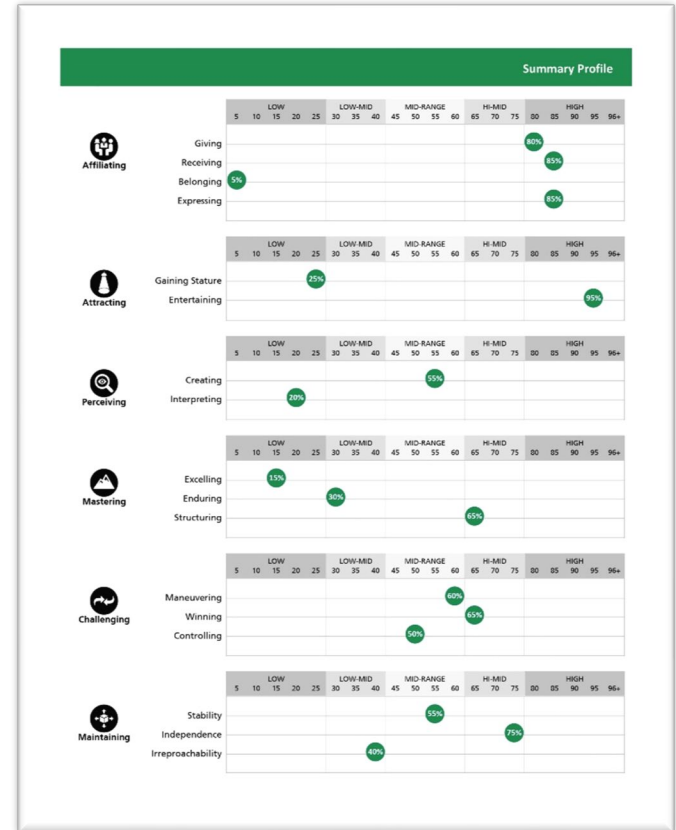
Excelling
Enduring
Structuring

CHALLENGING

Maneuvering
Winning
Controlling

MAINTAINING

Stability
Independence
Irreproachability



Let's revisit our story...



AFFILIATING

Motivated by interpersonal relationships and interactions – energized by supporting others, receiving support, being part of a group, and sharing feelings.



CHALLENGING

Motivated by having control, winning competitions, and out-maneuvering others.

Let's revisit our story...



Higher Affiliating

Higher Challenging



Lower Challenging

Lower Affiliating

Within every team, motivations interact...



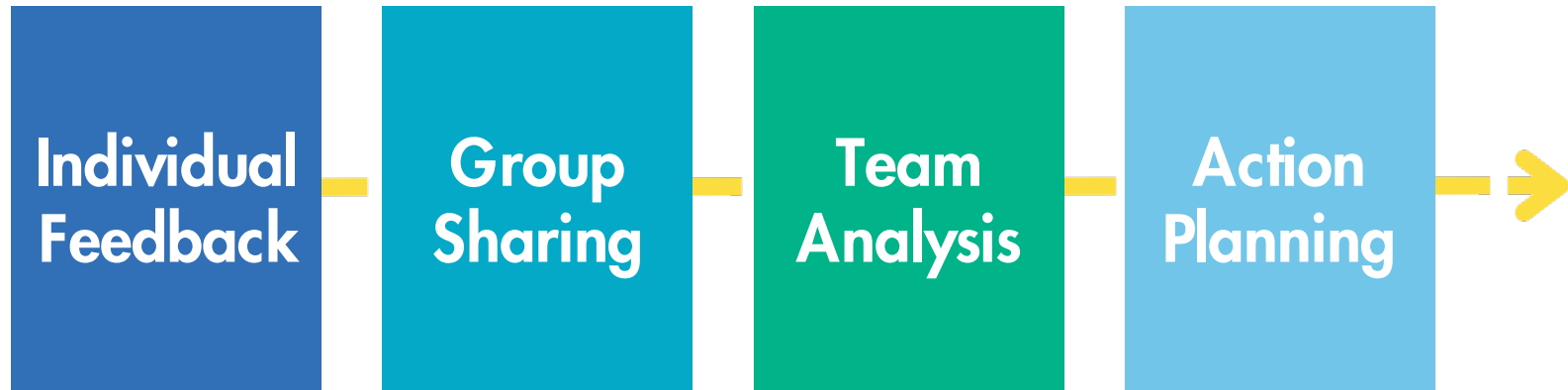
Questions



How to Use Motivation to Coach Teams



Process Overview: Coaching Teams



Case Study: Meet the Team



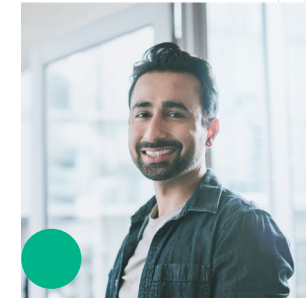
- 5-person leadership team for Collective, a non-profit with an HQ in New Hampshire and programming throughout New England
- Mixed gender group
- Mixed experience:
 - 2 longtime employees (20+ years)
 - 1 brand-new (<1 year) and 1 new-ish (4 years)
 - CEO has been there 9 years





How are they doing?

- Dynamic CEO with lots of new ideas and excitement
- Long meetings with not much coming out of them
- Working in silos, leading to a lack of cohesion
- Deadlines being missed or even forgotten
- Recent rebranding initiative has not taken off



How are they doing?

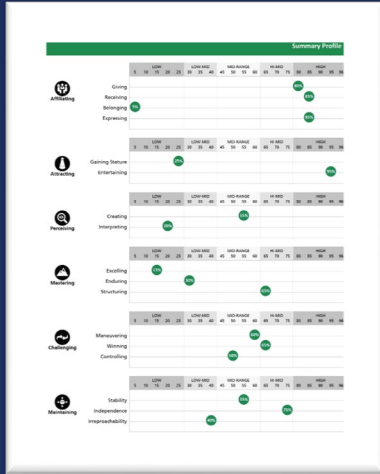


"You wouldn't believe how often he drops the ball, and no one seems to call him on it. They all just move on to the next thing."

"I don't know how we can talk to each other this much – we have so many meetings! – but I still feel like nothing is being communicated. I'm always out of the loop."

"I put so much work into that project – then they all completely ignored it. They just didn't seem to care."

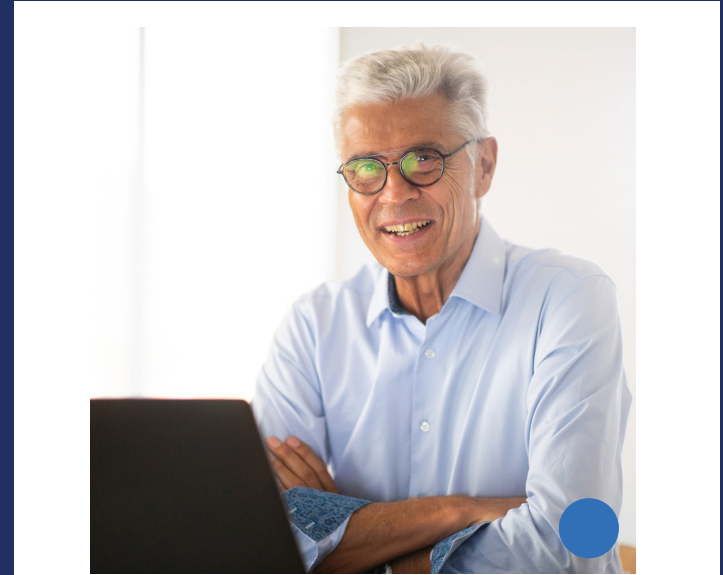
Starting with the CEO



He took the IDI and got his motivational profile, along with feedback from his coach.

Feedback is a conversation – we look at high scores, low scores, and seek patterns that relate to his work and his life.

We worked through some initial defensiveness and discovered a few motivations that were coloring the way he perceived and interacted with his team.



Individual
Feedback

Group
Sharing

Team
Analysis

Action
Planning



Starting with the CEO



Motivation-based coaching was eye opening.

He learned about his own motivational patterns...

...and he suspected that those patterns could be contributing to the team's struggles.

He was ready to be transparent about his own motivations;
give his team the same opportunity for self-awareness;
and help them all understand each other better - and to
figure out what was holding them back.



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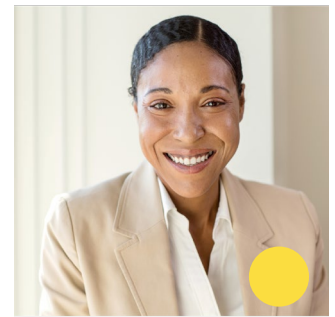
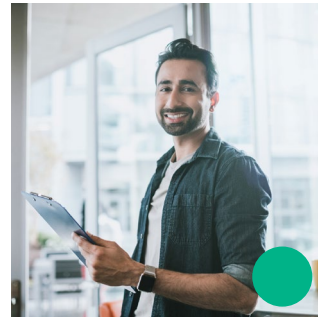
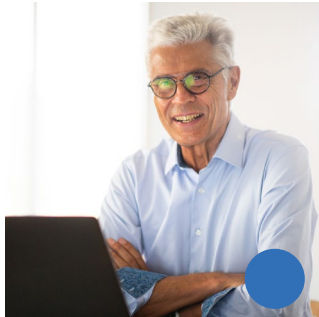
Action
Planning



Expanding to the Team



The rest of the team took the motivation assessment and got their individual feedback.



Individual
Feedback

Group
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Planning

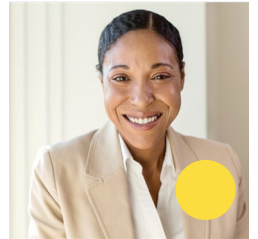
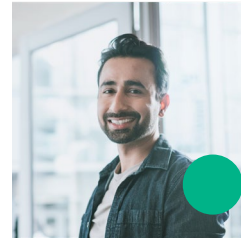
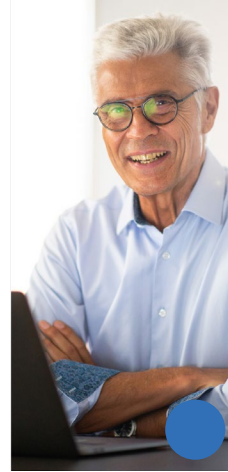


Expanding to the Team



Choose two prompts and discuss with the group:

- This probably doesn't surprise you about me...
- This may surprise you...
- This drains me, so I sometimes actively avoid...
- I can sometimes over rely on this...
- Because of my motivations, sometimes I assume...



The CEO Models Transparency



ENTERTAINING

90

"It probably doesn't surprise you that I get energy from making presentations and talking to crowds."

EXPRESSING

25

"It may surprise you that I'm not that comfortable expressing my emotions, since I use emotions in my presentations (just not my personal ones)."

ENDURING

15

"Sometimes I lose interest in projects once the initial start-up phase has passed."

CREATING

95

"Sometimes I get so excited about new ideas, and I assume others are excited by them too."



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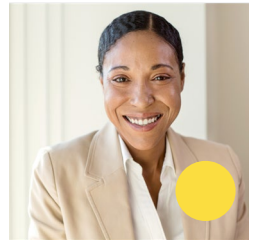
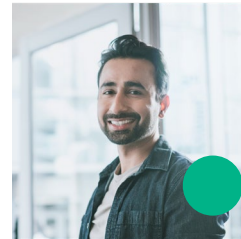
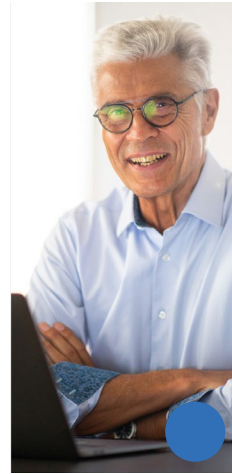


Analyzing as a Group



We then asked them to review the group as a whole and note:

- What about this group profile potentially strengthens us?
- What about this group profile potentially gets us in trouble?
- What assumptions do we potentially make as a group?



Analyzing as a Group



What about this strengthens us?

GIVING

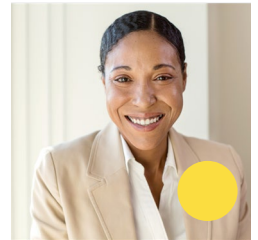
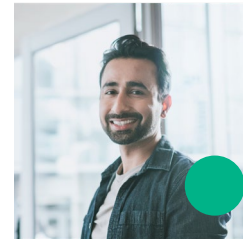
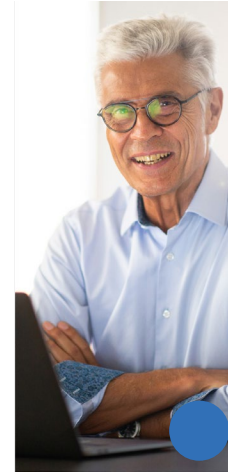


Higher energy for Giving means we care about each other and our cause.

CONTROLLING



Mixed energy for Controlling suggests we won't all try to take charge.



Analyzing as a Group

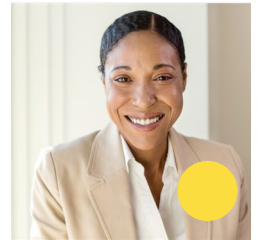
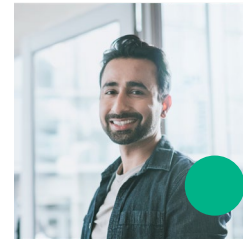
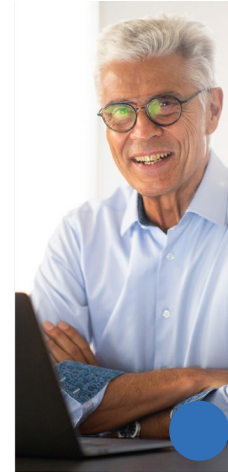


What potentially gets us in trouble?

ENDURING



Low energy for Enduring suggests there are few on the team who will push us to finish what we started



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Analyzing as a Group



What assumptions do we make?

INDEPENDENCE

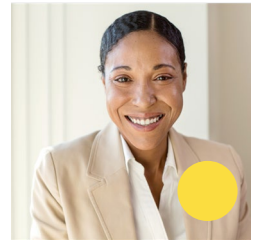
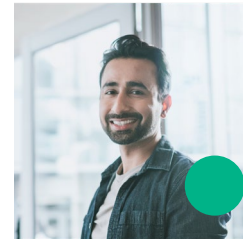
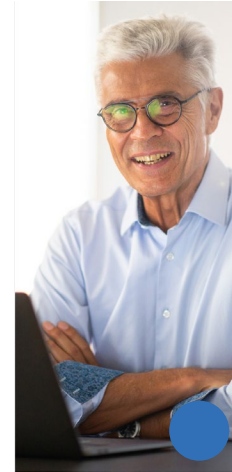


That others want to be left alone to do their thing.

STABILITY



That sticking with what we know is better.



Revealing why Rebranding went Wrong



CREATING



Fewer people get energy from new and untested ideas, so the rebranding launch felt premature and risky.

INDEPENDENCE



More people get energy from being self-sufficient, so they assumed the Rebranding was not their responsibility and that the Marketing manager would ask for help if she needed it

STABILITY



More people are motivated by keeping things stable and secure, so they wanted more time with the rebranding project to process the changes, ask questions.

ENDURING



Fewer people get energy from being persistent and tenacious, so once the Rebranding didn't take off, they weren't energized to see it through.

Revealing why Rebranding went Wrong



When revisiting the CEO's scores compared with his team, we could see significant differences: especially with Creating and Stability.

CREATING



INDEPENDENCE



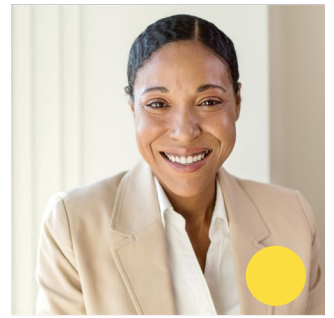
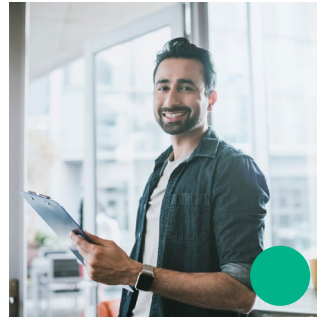
STABILITY



ENDURING



What happened next?



Individual
Feedback

Group
Sharing

Team
Analysis

Action
Planning



What happened next? Action items.



1

The team recognizes that they tend to lack follow-through. Higher Enduring individuals are empowered and encouraged to remind team of their responsibilities.

2

The CEO and Marketing Director recognize that that ideas need to be socialized thoroughly to get buy-in, and plan accordingly.

3

They break down silos by setting an intentional focus on working collaboratively and winning as a team.

What happened next? A new perspective.



"I realized that not everyone thinks the same way I do."

"I'm not taking it so personally when we disagree – it's just something to talk through."

"We're giving new ideas a better shot."

All teams have tension.

Motivational transparency helps people explore the tension with neutrality, objectivity, and curiosity – not judgment.

Opening up about motivation helps teams overcome conflict with less drama and find more productive ways of working – together.

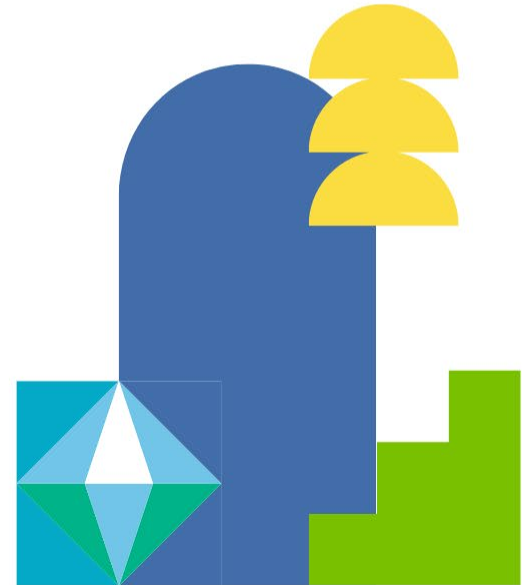


Questions



On the way to your inbox...

1. Slides and recording
2. Blog post wrap-up with answers to more of your questions



Upcoming Events with MRG

Personal Directions™

Starting October 2

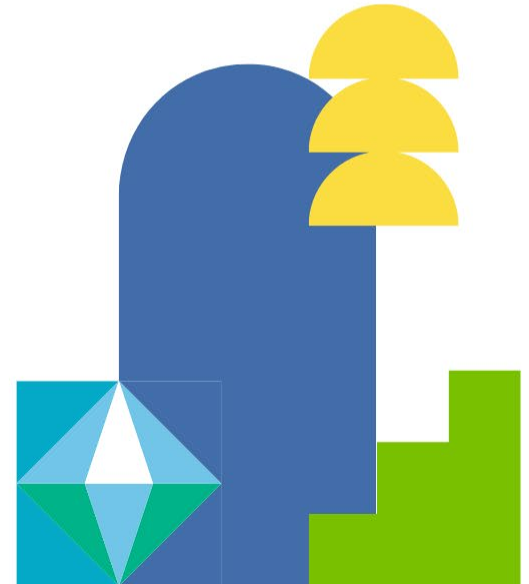
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IDI™

Starting December 4

Pre-Register for our
next webinar!
Use the link in the
chat





Thank you.

Stay in touch!

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