

Motivation and Leadership

American Home
Furnishings Alliance
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$$M = I \times E$$

= Importance x Efficacy

Importance = Urgency = SHOULD I?

Efficacy = Ability Beliefs = CAN I?

$$M = \text{WILL} \times \text{SKILL}$$

(0 x anything = 0)

“Should I?”/WILL questions:

- What’s in it for me? – reward
- Will this hurt me? – punishment or pain
- Will I enjoy this? – pleasure
- Is this important to people who are important to me? + Do I like my boss?
- Is there danger if this is not accomplished?
- Is this believable or compelling?
- Will everything turn out OK? (morale)

“Can I?”/SKILL questions:

- Do I have the skills?
- Will my effort pay off?
- Do I have the resources? – permission, organization, time, money people, or materials?
- Is the environment conducive to this? – am I accepted, welcomed, included, invited
- Is this culturally or politically favorable??
- Have I ever seen this occur before? Can it be done?
- Have I ever experienced failure or success here?
- Is the path forward easy or hard?

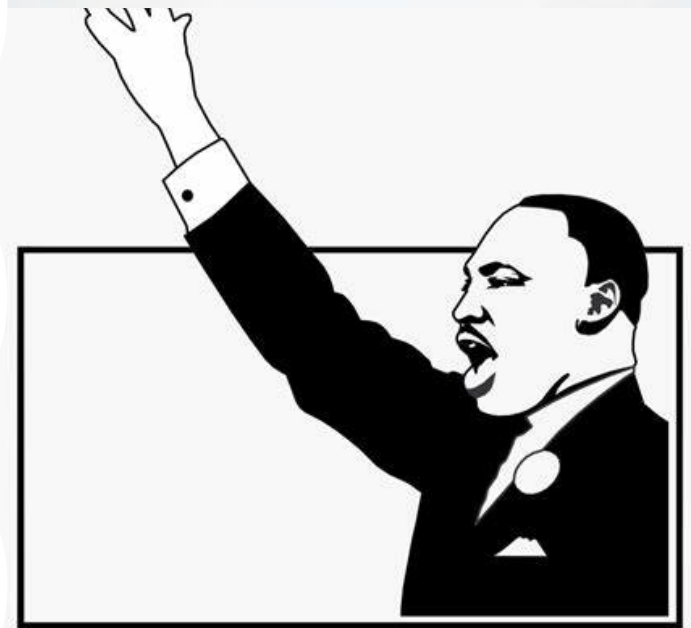
Internally, what prevents people from saying, “I SHOULD” and “I CAN”?

- Pride
- Fear
- Laziness
- Expediency
- Comfort zones
- Ignorance



The “Four I’s” of transformational leadership:

- Inspirational Motivation – rousing people
- Idealized Influence – setting the example
- Intellectual Stimulation – inviting your ideas
- Individualized Consideration – noticing you

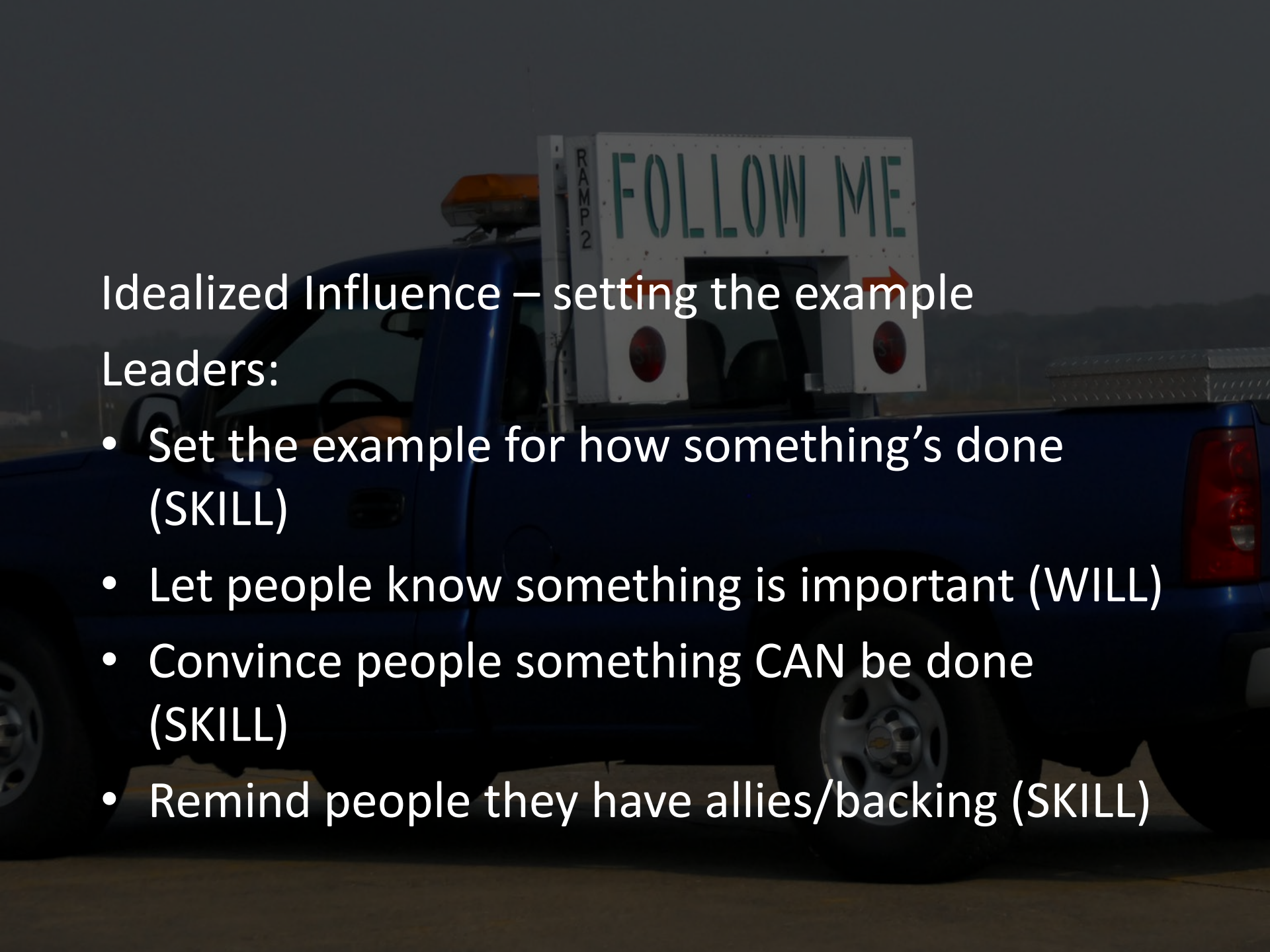


Inspirational Motivation -- rousing people

Leaders:

- Share the vision, relay the importance, describe a bright future (WILL)
- Encourage and cheer on teammates (SKILL beliefs)
- Give people confidence through training, opportunity and promotion (SKILL)
- Recognize and esteem performance (SKILL and WILL)





Idealized Influence – setting the example

Leaders:

- Set the example for how something's done (SKILL)
- Let people know something is important (WILL)
- Convince people something CAN be done (SKILL)
- Remind people they have allies/backing (SKILL)



Intellectual Stimulation – inviting your ideas

Leaders:

- Invite teammates to share their good ideas about how to do the job. They get their buy-in through this. (WILL and SKILL)
- Give teammates permission to think about, innovate and perform the job in a way that makes sense to them (WILL and SKILL)
- Encourage teammates to consider a better future and a more effective way of doing the job (WILL and SKILL)

Individualized Consideration – noticing you Leaders:

- Notice teammates' strengths and weaknesses and consider them in assigning work (SKILL)
- Notice and esteem teammates' accomplishments (WILL and SKILL)
- Meet teammates' individual needs in the work environment (WILL) – e.g Do bosses make concessions for people with challenges outside work? People will run through walls and walk on fire for a boss who cares.
- Take time to be present, to stop and listen, and to know unique information about teammates (WILL and SKILL)



$$M = I \times E$$

$$M = \text{WILL} \times \text{SKILL}$$

4 I's

Inspirational Motivation

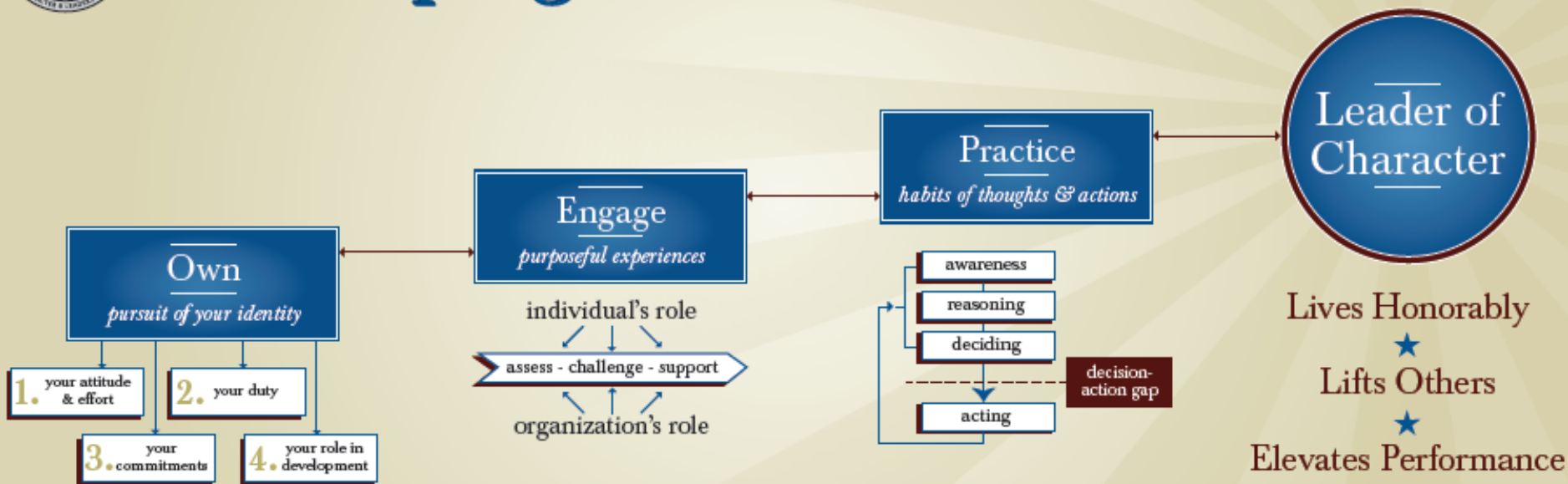
Idealized Influence

Intellectual Stimulation

Individualized Consideration



Developing Leaders of Character



When we say, “Leader of Character”...

Lives Honorably

Consistently practices the virtues embodied in the Core Values

*Honesty
Courage
Accountability
Humility
Duty*

*Care for Others
Fairness
Self-control
Respect for Human Dignity*

*Attention to Detail
Excellence*

Lifts Others

to their Best Possible Selves

*Challenge
Support
Develop
Inspire*



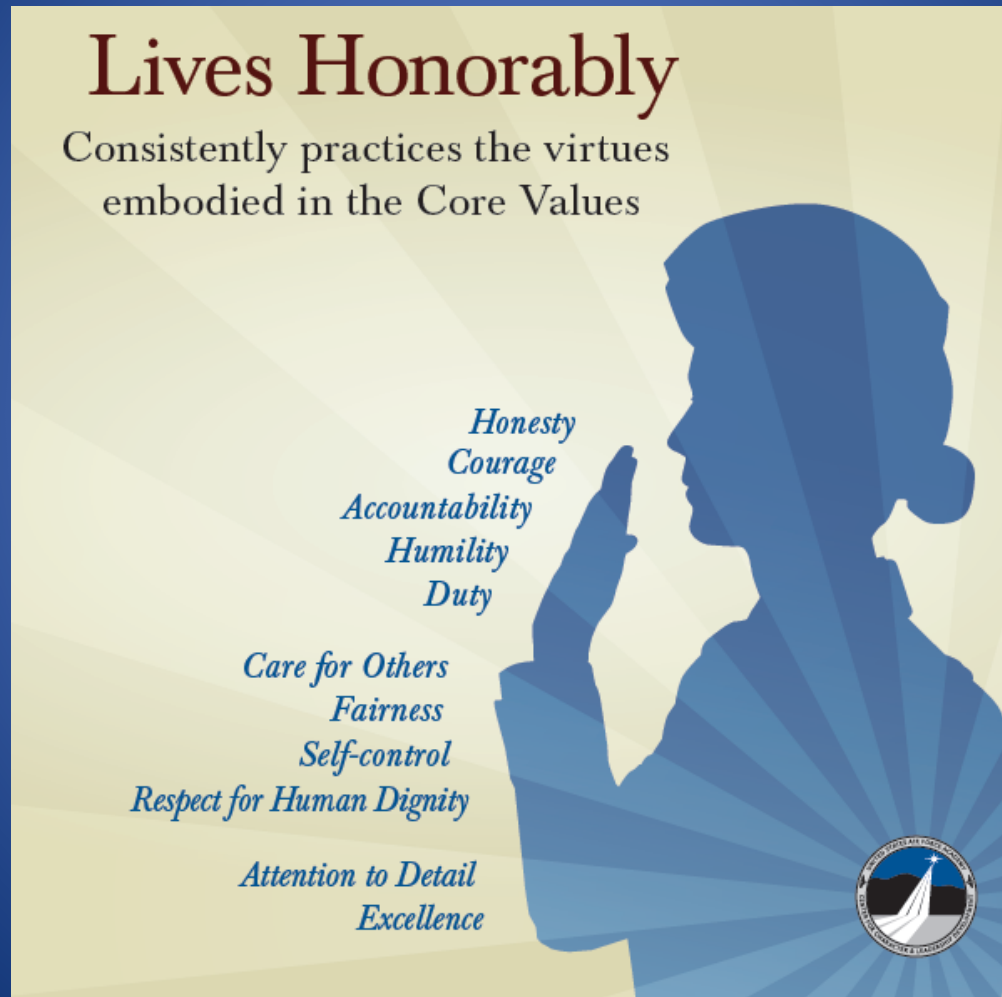
Elevates Performance

toward a Common & Noble Purpose

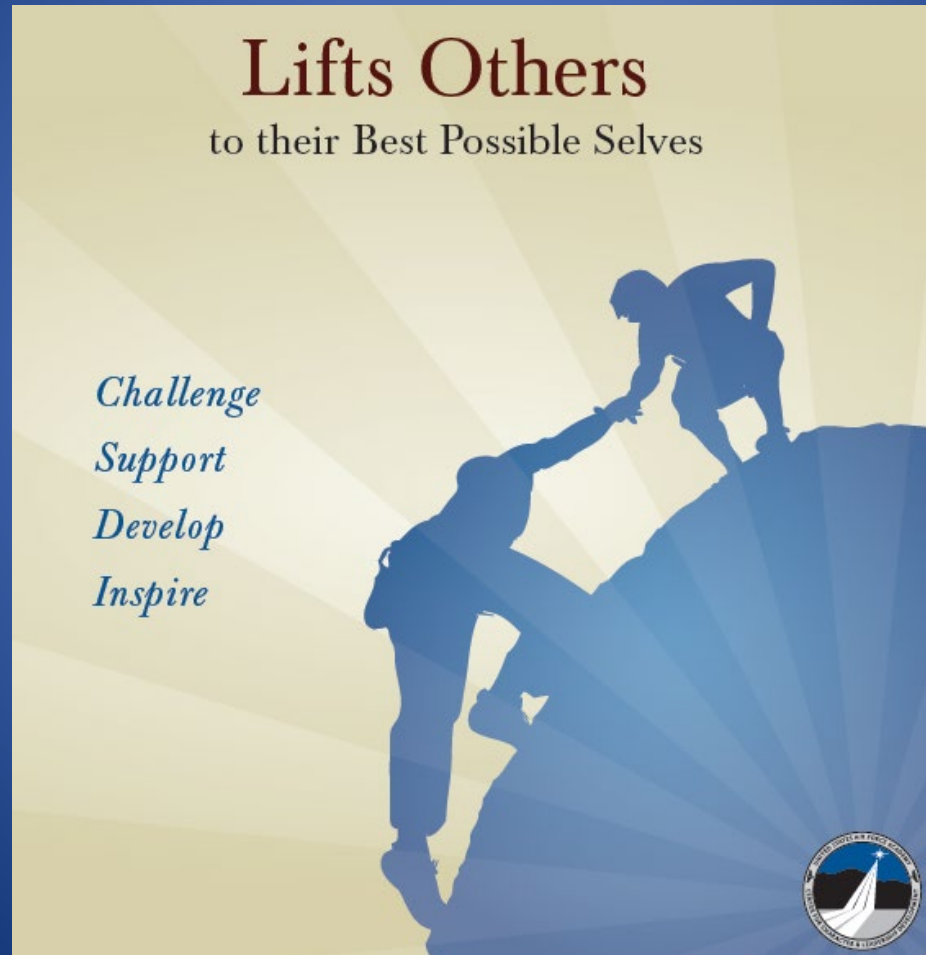
*Always better,
always higher.*



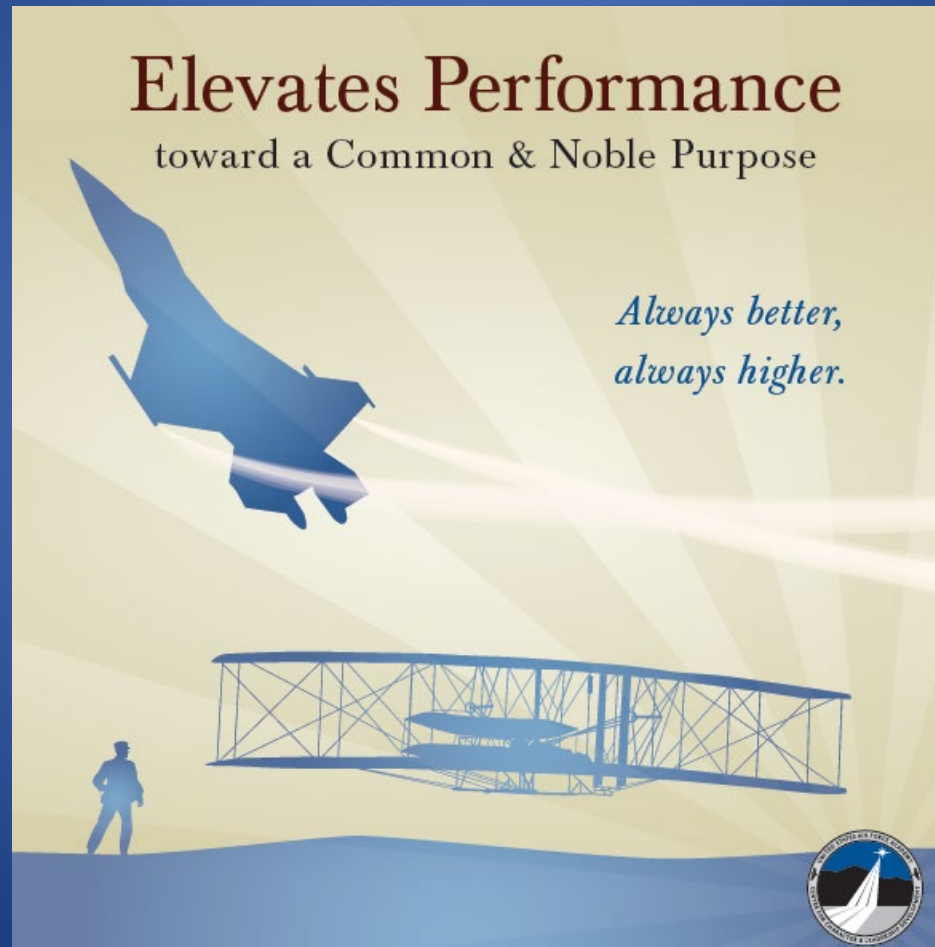
When we say, “Leader of Character”...



When we say, “Leader of Character”...



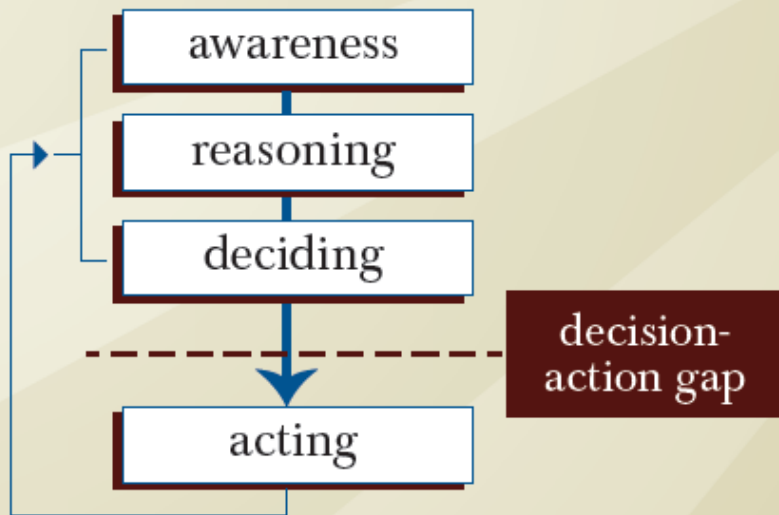
When we say, “Leader of Character”...



How do we get there?

Practice

habits of thoughts & actions



Leader of Character

Lives Honorably



Lifts Others



Elevates Performance

ole in
oment

Awareness

Is this a “moment” that counts for who I want to be?

Reasoning

What SHOULD I be considering?

Decision

How would the person I want to be do what I’m about to do?

Clarify and own
what you want to
be

Competence

Confidence

Commitment

Decision-
Action Gap

Action

Are my actions consistent with being who I say I want to be?

Organizing Ideas for developing others (leaders)

Name three focus areas for developing others.

- Commitment -- Competence -- Confidence
- Heart -- Head-- Hands
- Spirit -- Mind -- Body
- Energize -- Enlighten -- Equip
- Own -- Engage -- Practice
- Be -- Know -- Do
- Identity -- Knowledge -- Action
- Knowledge -- Skills -- Ability--
- Living Honorably -- Lifting Others -- Elevating Performance
- Own -- Engage -- Practice

- How are all these similar?