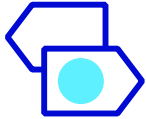


Leadership Excellence

Exercise 10: 3 types of motivation

Motivating the team may have a leader rely on different techniques depending on the situation. Consider the following three types of motivation and when they may be appropriate.



Type	Difficulty	Permanence	When utilized
<p>Directive:</p> <p>In this approach, there is little time for discussion, as action is imperative. This is often effective when operating within a tight window of time or to meet a deadline.</p>	<p>Low:</p> <p>It is low-difficulty because we have seen this is often a motivation in priorities and realigning the priorities of the individual(s) to get specific work completed within a specific timeframe.</p>	<p>Short:</p> <p>There is a high concentration on task completion, and leadership becomes a consistent oversight on prioritization and completion of tasks. When oversight is lacking, we have found that individuals may revert to completing tasks that are urgent but not always important.</p>	<p>Example:</p> <p>A daily huddle can be leveraged to help team members prioritize their work for the day, assess any time commitments and client obligations that need to be completed by the end of day to make sure the work that needs to get done is completed.</p>
<p>Incentivized:</p> <p>This is the reward or the contest-driven approach. Basically, you control the rewards, and you use them to influence and incentivize behavior.</p>	<p>Medium:</p> <p>In our experience, this requires some degree of creativity and relational insight to know what incentives might drive each individual's behavior.</p>	<p>Medium:</p> <p>People are, in our experience, very adaptable. We have seen that the incentive that inspired the team previously can become routine later and the leader finds themselves having to continually ramp up the incentives to get the team's attention.</p>	<p>Example:</p> <p>The team is completing a request for proposal (RFP) that is due in a couple of days. The team has a lot of other work to complete as well and may need to stay later to complete it all. In this case, the team leader offers to take them out for a nice dinner if they will stay later in order to complete their work and the RFP on time.</p>
<p>Transformational:</p> <p>The leader helps the person discover who they are capable of becoming, what they are capable of achieving, and a deeper meaning behind why they do what they do. The leader then helps them map out that journey both personally and professionally.</p>	<p>High:</p> <p>The degree of difficulty in our view is extremely high because it requires a level of knowledge, patience and relationship that we have found is extremely rare in our hyperkinetic and highly reactive industry.</p>	<p>Permanent:</p> <p>Because the motivation moves from external to internal, from short-term to long-term, and their relationship with the leader shifts from dependence to partnership, we believe the conversion is more permanent.</p>	<p>Example:</p> <p>It has become apparent to you and the other senior financial professionals on the team that the junior financial professional on the team should pursue an advanced designation to increase their credibility with high-net-worth clients. Through your coaching, you help the junior financial professional recognize the increased capability and value an advanced designation might help them to bring to the table when working with high-net-worth clients, inspiring them to pursue their CFP.</p>
<p>Identify current need with the practice along with motivation style</p>	<p>Define the approach and effort needed</p>	<p>Desired result</p>	

Coaching note:

If the leader always reverts to one style, it may lose impact over time. We believe it's important to recognize that underuse of motivation can be just as detrimental to the team's performance as overuse.

The examples above are fictional and are included for illustrative purposes only.

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