

CLARIFY



ENERGISE



ENCOURAGE



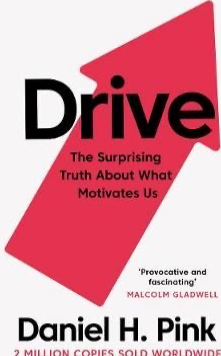
STRETCH



CEES MODEL™

Motivation – some quick and simple tools to take the temperature on your team’s motivation, and easy wins to make progress.

THE NEW YORK TIMES TOP 10 BESTSELLER



“Intrinsically motivated behaviour is driven by **autonomy, mastery and purpose**.”

The most successful people in the modern economy, and in the long run, are self-directed; are devoted to becoming better and better at something that matters. And connect that quest for excellence to a larger purpose.”

- from ‘Drive’, Daniel Pink

“Organizations must provide “scaffolding” to help every employee find his footing to make the transition... *from control to autonomy*.”

- from ‘Drive’, Daniel Pink

What motivates us?

Daniel Pink identifies 3 drives for human motivation: Drive 1, an internal, biological drive – useful for survival; Drive 2, an external ‘reward-and-punishment’ drive – useful for repetitive, boring tasks; Drive 3, an internal, ‘intrinsic’ drive – vital for creative, complex tasks.

This internal, intrinsic motivation comes from **autonomy** (self-direction), **mastery** (getting better at things that matter), and **purpose**, doing work that’s meaningful because it’s part of serving something bigger than ourselves.

Activity

Some quick and simple questions to consider for your team:

1. How clear are team members of how their individual goals relate to and serve the team goals, and how these relate to and serve the wider organisational goals? And how inspiring and compelling is this mission? (**Purpose**, /10)
2. How aware and on-track are your team at making progress towards performance goals demonstrate the quality of their contribution and support them on their way to mastery? (**Mastery**, /10)
3. How much choice and ownership do your team feel over their contribution to the team? (**Autonomy**, /10)

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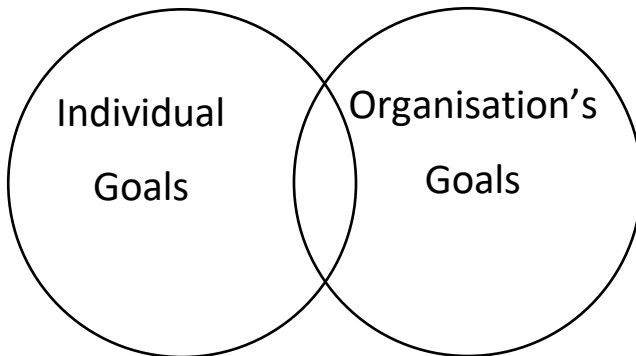


CEES MODEL™

Autonomy

Part of what a coaching leadership style makes possible is to align individual and organisational goals, which is a win-win for both the individual – who gets what they want; and the organisation, who benefits from maximum motivation and creativity.

- How does this benefit you AND the organisation?



Autonomy, (a sense of choice and ownership) can be measured by how self-accountable people are in your team?

- how often are deadlines missed?
- if deadlines are in danger of not being met, do people take initiative for communicating early and finding creative solutions to achieving key objectives?
- how proactive are people are resolving conflicts, negotiating agreements, clarifying success criteria in time to inform action?

To help drill-down into these areas Daniel Pink specifies 4 areas that we can reflect on to improve autonomy. By taking a temperature check (where are we now?) and how can we improve in this area, we can find quick fixes that drive up motivation in our teams.

Activity – how would you score your team in the following 4 areas:

Task – how much choice and ownership do people feel they have over the task, *what* they job is and what it entails? /10

Time – how much choice and ownership do people feel they have over the timeframe and *when* a task needs to be completed? /10

Team – how much choice and ownership do people feel they have over *who* they will work with to complete the task? This includes both 'chemistry' and skills / competency fit. /10

Technique – how much choice and ownership do people feel about *how* they are expected to achieve results? And how and what they can change, optimize and experiment with to achieve the best outcome? /10