

Sarah Cirone:

Hi, everyone, and welcome to today's webinar, Motivational Currency The Coins of Influence and Inclusion, hosted by HRDQ-U, and presented by Dr. Rob Fazio. My name is Sarah, and I will moderate today's webinar. The webinar will last around one hour. If you have any questions, just type them into the question area on your GoToWebinar control panel, and we'll answer as many as we can during today's session.

Sarah Cirone:

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Sarah Cirone:

I'm excited to introduce today's presenter, Dr. Rob Fazio. Rob is the managing partner at OnPoint Advising specializing in global leadership, and organizational success. His approach to advising combines original research on power, influence, conversations, and motivation, as well as over 20 years of consulting to elite performers. He is the author of Simple Is the New Smart, and the Motivational Currency Calculator, and is the founder of Hold the Door, a 9/11 inspired nonprofit focused on growth through adversity.

Sarah Cirone:

Rob completed his bachelor's in psychology at the Pennsylvania State University, earned a master's in education in athletic counseling from Springfield College, and a master's of science in counseling psychology from Virginia Commonwealth University. He earned his PhD in counseling psychology with a subspecialty in consulting, and completing his clinical rotation at the University of Pennsylvania, and is a licensed psychologist in the state of Pennsylvania. It's an honor to have you speak with us today, Rob.

Rob Fazio:

Thank you, Sarah, it's great to be here. I always find it fascinating the way we do introductions, and we read bios, and talk about schools and different certifications and things like that, and as you were reading that it was like, that's all good, and that cost a lot of money, but what really matters is what is meaningful to us, and the experiences that we have. My approach to advising, consulting, partnering is very much so from the inside out, meaning what drives us, what is meaningful to us, and why we enjoy doing what we're doing, and I think that strength is the foundation for everything. And by strength, I mean really understanding what you need to accomplish, and finding the resources, and capability, and relationships to do that. Each day, I always have a mindset of, "I want to be stronger today than I was yesterday."

Rob Fazio:

So, I want to share with you, a client just sent an article over to me from the New York Times talking about the job situation, and how the employment rate is actually increasing, or jobs number are increasing and getting better, but there's a large amount of people leaving the job market. So, between August and September, 1.1 million people over 20 years old left the job market, meaning they're no

longer seeking a job. The challenge with that number is 800,000 of them were women, and that means during this tough time during a pandemic, women are taking on the brunt, and they are working hard, and doing so many things, oftentimes that hard, and I took that to heart. For me, it tells me that men need to understand more, and we need to do more, we need to build alliances, and really advocate.

Rob Fazio:

As you can see on this first slide here, I have some of them women in my life, my wife Kelly is there on the bottom left, and then my wife daughter is on the top right there, she is fierce and funny, and then we just welcomed on the 25th, baby Rae Micah into the world, so I am very excited to be a proud dad of two little girls. And then just like every other American family during this COVID-19 situation, we thought it'd be a good idea to adopt and rescue a dog. However, we didn't realize it was going to be one-year-old, and 115 pounds and still growing, so that is a work in progress there.

Rob Fazio:

I also want to let you know that I believe we're all stronger than we know. While I'll be talking a lot about motivation and influence today, I want you to know that we have more strength inside of us that we know, and I find it is our responsibility to tap into that strength and find ways to bring out strength in other people, and meet them where they are.

Rob Fazio:

So, let me ask a question here, can you motivate someone? Can you motivate someone? And what I'd like for you to do is, being a Sicilian from New Jersey I like to engage and interact with people, so I'm going to do as much as that as possible. So, in the Q&A box, if you just want to write your responses there to the question, can you motivate someone, what do you think? So we have some nos, "Yes." "Hello." "Absolutely." "Sometimes." "Yes." "Yes." "Yes." "Depends.", there must be a psychologist in the HR world there with the depends, "I hope so." "No." So, I'm getting, "Only if people are ready." So, there's a good range there.

Rob Fazio:

I actually think that you cannot motivate someone. I think that what we get confused with is the difference between an adrenaline shot and a short-term boost that feels good, as opposed to long-term engagement and motivation. So, my philosophy and approach is that I'm trying less to teach people what they can do to others, and teaching more to create an environment where we invite people to be motivated, where we can diversify our approach to tap in to what's important to different people. So, thank you for the engagement on that, that was great and helpful.

Rob Fazio:

So, in creating this environment there's three key factors that I've seen, vibe, vision, and vocabulary. Vibe is that people really feel that you want to play a role in their success, that you genuinely want them to be engaged and motivated, and that it is not just about you and what you need to get done. Motivation is something that comes from the inside and can't be thought of or talked about just when there are tasks or projects to be completed. I'm sure that the majority of you are in the human capital space, and have a lot of sophistication around this, and what we try to do is we try to tap into internal drivers, and we want people to be using their discretionary effort, because our leaders don't have the time and resources to always be checking up and checking in.

Rob Fazio:

The next piece is vision. So, being forward looking, and focusing on not just the why but also the how you're going to accomplish things. That is just as motivating. And then vocabulary, having a common, simple language is so important so you're all talking about the same things. When one person says, "Coaching.", to an audience it can mean 16 different things. So, having a clear vocabulary, and that's part of what we're going to get at today when we talk about different motivators.

Rob Fazio:

So, our next question I have for the Q&A box here is, can you let me know where you work, what motivates people? What motivates people where you work? And go ahead and put those in the Q&A. Okay, "Bonuses are temporary." "Autonomy." "Appreciation." Some Dan Pink's fans there. "Incentives." "Compassion." "Job well done." "Community impact." "Power." "Interactions." Okay, keep them coming, keep them coming. "Depends on the person." "Promotion." "Challenge." "Incentives."

Rob Fazio:

So, all these responses are correct, and there's some minor tweaks that we know about the research that's been done since the '50s with Herzberg's work on hygiene factors and motivators. So, we know that things that are foundational and tangible, such as compensation, such as promotion, such as job security, those things, if they're not there, create dissatisfaction, but they do not create motivation and engagement for the long-term. The things that create engagement and motivation for the long-term, are all the things that you're talking about getting challenged, people understanding you, inclusion, a sense of purpose.

Rob Fazio:

So, in normal times when I'm able to go around the world doing this globally, I make a left side and a right side of foundational factors, and then motivational factors, and for years, people would always focus on the compensation, and then Downtown in New York around 2008, people started to focus more outside of just the money and compensation, because we needed different ways to engage and motivate people.

Rob Fazio:

So, a fun fact that I learned, the estimated percent increase in pay for someone if they have motivating factors such as growth opportunity, time spent with their boss, that they have all these things, these non-financial incentives on the right, it takes 30% increase in pay to get them to go work somewhere else at the executive level. Most likely because people are executives, understand the risk if you don't have the things that are on the right.

Rob Fazio:

So, this is a study that was done a little while back in 2009 by McKinsey, and the reason I keep talking about this study is I find it fascinating that performance cash bonuses was the highest thing, and it was tied also with a higher percentage of people saying, "Getting praise from their manager." So, that means executives in this study, which out of over 1,000 people, thought that getting praise from a manager was just as important as getting a financial incentive. It's not that money doesn't matter, money does matter, but it's about getting paid a fair amount and then the other things, the non-financial incentives really do matter much more.

Rob Fazio:

So, as you know, our psychological contract with motivation has changed and has shifted. It used to be, "If you give me job security, I'll give you work and loyalty.", and then it moved to, "Develop me, and then I'll give you commitment.", and now we're at this place where people want purpose and they'll give you internal drive. And we're obviously in unique times now where we don't have to talk about work from home and flexibility, because it's part of the norm, so we need to find other ways to engage people at their core, and get them excited to work.

Rob Fazio:

So, I'm going to do something here, and I'm going to act something out, and I'm going to ask you what you observed, and just watch me here for a minute, this is my shot at getting an Oscar. Once I'm done acting it out, I'm going to ask you what you observed, and then I just want you to fire off your responses in the chat box once again. Okay, so here I go.

Rob Fazio:

Okay, done for the acting for the day. So, put in the Q&A box, let me know what you observed. "Confused." "Overwhelmed." "Worried." "Distracted." "Confusion." "Flustered." "Unorganized." "Frazzled." So far there are no correct answers. Let me ask you again, what did you observe? "Disheveled." "Looking for something." "Looking." "Looking." So far you have one correct answer. I'll ask again, what did you observe? "Hand movement." You have three correct answers.

Rob Fazio:

So, my point here is, when I asked the question first, people jumped to assumptions and judgements, as opposed to actual observations of behavior. The reason that's so important is because we are so wired to give responses and answers, and we make snap judgements. It doesn't mean that our interpretations aren't valuable, but we have to be very careful to stay fact-based first, and I feel like when we try to influence people that we often go right towards our assumption and we think is best first.

Rob Fazio:

So, the reason why that's also important is, as many may know, there's something called confirmation bias, and confirmation bias is when you have a certain mindset, or think a certain way, you find data and information to support that. So, in our current climate today I always advise people, if you see something on TV or read something, and you feel so strongly, and you're like, "This is absolutely true.", my advice is to read it in three or four different resources, and find the other side of the story. Same thing for motivation is finding a way to check ourselves and to pause.

Rob Fazio:

So, I mentioned a little bit about our snap judgements. So, our brains are pretty fascinating, they're also a little bit lazy. The brain has to do so much work and process so much that we have to have shortcuts. So, all of us have approximately 100 shortcuts. We go through our day, and we're making automatic things, things that are just happening, and our brains are just processing, and we're making assumptions. The best example I can give you this, in normal times, have you ever on the weekend gone to drive somewhere and then all of a sudden you're driving to work? We've all done that, because our brain is just functioning and going in one direction. So, the key is just to realize that we do have some

space to stop that initial flow of information, and stop what feels to be automatic, and we have about .5 seconds to do that.

Rob Fazio:

Some of you'd be familiar with Bob Eichinger he was the original person who created the Lominger competencies that Korn Ferry recently purchased. I got to see him speak in one of this latest keynotes, and it was great, and I learned a lot from him, and one of the best things I learned from him was, he said as he got more seasoned he learned one of the most important things for him to do was to not let his thoughts grab him, because it may not always be accurate information. He kind of just used this gesture of like, just letting them flow over and saying, "Thank you for the information, I appreciate that.", and not letting the thought hook him, and then looking for the data or information. So, the key is not to get pulled in the direction, and to intentionally try to be as objective as possible.

Rob Fazio:

The next question I'd like to ask is around influence. With this question I'd like to know, if you had one approach to influence someone, you just had one shot, what approach would you take? You had one shot to influence someone, put in the Q&A box what would that one thing you do be if you had one shot to influence people? I see, "Find common ground." "I'd be myself." "Positive and humor." "Empathy." "Active listening." "Appeal to their ego." "Spend time with them." "Speak their language." "Show benefit."

Rob Fazio:

So, the first thing I'm going to say here is notice the diversity of responses there. The next question now, I'm going to ask a different question, I want you to tell me, when someone is successful at influencing you, when someone's successful in influencing you, what approach do they take, what do they do? Put that in the Q&A box. "They hear me out first." "They appreciate me." "Tug on my heartstrings." "They listen." "They let me be." "They're relatable." "They're kind."

Rob Fazio:

So, if we were together, I would take the two lists, and I would have each person what they said for the first question, and the person they said for the second question, and I would say probably over 70% of the time there is a one-to-one ratio, meaning the person that said, "I would listen.", the person that said, "I would use facts.", the person that said, "I would relate to them.", when they get asked the second question, "How would you want to be influenced?", they give the same answer. The realization is, "Oh, I try to influence people based on how I want to be influenced."

Rob Fazio:

And then those you know the golden rule, do unto others as you want people to do unto you, just realize that is the worst possible communication strategy you could ever use. You want to do unto people as they want to be done unto to. So, you want to use your influence or motivation approach based on what is important to them, and the more pressure we're under, the more likely we are to go to our default approach or style, and if that's a mismatch, it causes friction and frustration.

Rob Fazio:

So, I wanted to come up with a way that was diversifying the approach to how we influence and motivate people. I also wanted it to be practical and simple, but I wanted it to have a theoretical underpinning, and the framework that I chose was work from David McClelland, who is a late psychologist at Harvard, and his study was called Social Motives, and what social motives are, right around your adolescence, based on your environment, and your family, and the people you're around, you start to develop unconscious drivers, things that motivate and drive you.

Rob Fazio:

The whole idea is that these motives, in any given situation, will come out. Back then he was using a projective psychological test, it was called a TAT, where they would give a picture, and the whole idea is your subconscious ... the picture would tap into subconsciously what your motivators are. And while I like that approach, I wanted something that was more business friendly and focused.

Rob Fazio:

So, this is why our team created Motivational Currency, and it's really just a way to meet people where they are, and build your influence capital, to have a common language, and it's both a way to understand yourself, but it's also skill-based so you can get better at reading other people. The philosophy being, if you are able to lead with someone's primary motivator, and speak their language, it decreases their resistance and they're more likely to collaborate or to be influenced.

Rob Fazio:

So, I know that I can't see all of you, I wish I could, but what I'd like for you to do now is take a break from whatever you're doing, and I want you to just cross your arms. Everyone just cross your arms, okay? Now, uncross your arms, and now cross them the other way. Cross them the other way. So, I guarantee you if I could see you right now, there are a lot of awkward movements, and it would look a little bit like a martial art or something like that, and the reason for that is not because you can't cross your arms the other way, it's just because it's outside of your comfort zone.

Rob Fazio:

And that's what I'm trying to do, is to get people to not just go with their gut instinct, I'm not saying ignoring it, but I want you to suspend that initial instinct and use a different skill or a different preference, and just to make sure that you're understanding what you need to do. So, for those of you in sales, or customer experience, you know customer service intuitively. So, what do you do in customer service? You understand or uncover a need, and then you meet the need, and it's the same thing with motivation, just thinking about, "How can I treat this person as I would treat a customer?"

Rob Fazio:

So, there's three aspects to this process of the skills around motivational currency, recognition, reading, and leading. So, recognition is being aware for yourself what your motivators and drivers are, and the reason that that is important is the stronger your motivator is, or stronger your motivators are, the harder it is to flex, and the more likely you are to go and lead with your primary motivator.

Rob Fazio:

The second aspect is reading. So, understanding cues, try to see if you can tell what the primary motivator is for another person. And then finally, leading is being able to adapt, and being able to flex

your style. So, very similar to a lot you would see with social styles, or leadership styles, you want to be really good at recognizing for yourself, and then reading and leading, and that adaptation is so important.

Rob Fazio:

So, here are the four motivators that are part of Motivational Currency. First one is performance, and performance is about results, achievement, challenge, and goals. For those of you that at the end of a day create a to-do list just so you can check off the things you've already done, you likely have a high performance motivator. Not a bad thing, I've been to results rehab myself, but the performance motive is all about that wanting to achieve. I should also say that the word performance doesn't have anything to do whether or not you can actually get things done, this is more about internal drive. None of these motivators are good or bad, it's just about your strength of preference, or strength of that motivator.

Rob Fazio:

Then we have people, and people is about relationships, harmony, getting along, collaboration, very driven around the collective aspect of the work. Often, people who are people motivated, are emotion-based. And then the next we have is power. Please don't put a negative connotation on the word power, as you can pick up, these probably all start with P. I would probably use influence if I didn't need another P, but we're going to use power, and then the original social motives in McClelland did use power as well. So, power is about influence, persuasion, selling, advising.

Rob Fazio:

The primary thing the person that's power motivated enjoys doing is having an impact and convincing. Oftentimes, people that are very visionary are power oriented. And then we have purpose, and purpose does not have to be capital P purpose, change the world, build schools around the world, it can be simply, I really am motivated by helping others. It can be that I want to find a greater meaning in the work that I do. It can be that you're very community based. So, that is purpose.

Rob Fazio:

So, just a little word of caution around this, because what I want you to do is start getting good at assessing these in yourself and others. Oftentimes, people confuse people and purpose, and usually it's around coaching. So, if you're coaching Rob for success, it depends what your primary reason for coaching me is, and whether it falls into people, purpose, or power. If you're coaching me because it feels good and you want that relationship, that is people. If you're coaching me because you enjoy influencing, that's power. If you're coaching me because you really want me to get better at my craft, that's purpose. If you're coaching me because you want me to get a result for you, that is performance. So, you just have to go a level below the initial behavior often, and ask the question, "What's the primary concern, or what are they really trying to accomplish?"

Rob Fazio:

So, I think a good activity to start here with is think through for yourself what your motivators are. So, high, medium, or low, for the four motivators, performance, people, power, and purpose. Think about for yourself what you think they are, and then why don't you take a shot at assessing what you think I am, high, medium, or low, on the four Ps.

Sarah Cirone:

And Rob, while everybody's taking a few moments to do that, we did have a question come through from Elizabeth, and she would like to know if someone can be all of these?

Rob Fazio:

Elizabeth, that is an outstanding question, and I will answer that in approximately one minute and 42 seconds. Okay, so hopefully you had a shot at assessing yourself, what I'd like for you to do now is to put in the Q&A what you think my motivator ... let's start with performance now, do you think I'm high, medium, or low on performance? Okay, "High." "Medium." "Medium." "Medium." Okay, some highs. Okay, a range. All right, let's cut that off, performance.

Rob Fazio:

Let's go to people, do you think I'm high, medium, or low on people? Okay, so we're going people now. "High." "High." "High." "High." All right. Some mediums. "High." So, no lows on people. Power, high, medium, or low on power? I'm getting low, power. Okay, power, "Medium." "Medium." So, much lower rating on the power. "Medium." "Medium." "Medium." "Mediums." "Low." Okay, you guys are doing a great job with this. And then let's go with purpose. Purpose. High, medium, or low on purpose? "High." "High." "High." "High." Huh, much highers on purpose.

Rob Fazio:

Okay, so let me get to a profile. So this is, we have an assessment called the Motivational Currency Calculator, where people do a self-assessment across the four and they get a motivational profile, and no profile is good or bad, it's just a matter of how strong you are. So, the reason I asked you to assess me is I want you to realize how good you can get at assessing people in a short amount of time. So, for performance you guys, the group had medium to high. I apologize I keep saying guys, I mean participants. So, you keep saying medium or high on performance. So, what I would typically do is what data do you have that I'm high or medium in performance, and I would ask what you saw in that.

Rob Fazio:

You know what, why don't I do that? Let's see how this goes. Those of you who said I was high in performance, what did you see or hear that makes you think I'm high in performance? What did you see or hear that makes you think I'm high on performance? "Achievement, started own company." So, one person said, "Started your own company." That very may well be true, but what we want to do is think of ourselves as very rigorous scientists while we're practicing and just go with observable behavior, what I'm saying, what I'm doing, so we have data. Okay. "Bio." "The confidence." Okay, so, "Goals."

Rob Fazio:

So, you're getting a lot of things. Here's some responses around getting results. So, something that is performance oriented would be if I'm talking about what we're going to accomplish, and I'm being very specific about it, and I have a specific outcome that I want us to achieve. For example, I said that by the end of this I want you to be better at assessing. That, for me, is coming from my performance motive at that point, because I want to make sure I accomplish the goal for this presentation of that.

Rob Fazio:

Okay, so now let's go to people. What data do you have that demonstrates a people motive? "Opening statement." "Led with your family." So, Mary, sorry for calling you out, spot on. I talked about my family first. A very people oriented behavior. Now, you can see the interplay between people and performance, just because I talk about my family doesn't mean that I'm not performance oriented. Well done.

Rob Fazio:

Okay, let's go to power. Where's the data around power? What information do you have around my power motive for those of you that said high? Now, to be fair, most people said low or medium, but for those of you who thought high, what did you see on power? "Don't really have a ..." okay, "You have a doctorate." So, having a doctorate would be in normal times is a great diagnoses meaning that you probably want to be influential, fair. But if we're looking at just what I've shown you, I haven't shown you as much power of the others, but here's where the power motive's coming in, I am intentionally trying to influence you to think a different way, and to take on a new way of influencing and motivating people. That's very power oriented.

Rob Fazio:

Let's do the last one, purpose. So, purpose a lot of people had high, tell us people who had me high on purpose, why? What data did you have? "Greater good." "You're trying to help." So, oftentimes in presentations, this may not come through as much, but yes, I am very, very driven, not just on making sure for HRDQ that I hit the results and outcomes that we set out, but also that I'm actually adding value. So, when I first did this when I was getting trained on the social motives, the head psychologist in Boston handed back my feedback and did one of these like, "Wow, that must be really stressful.", and I said, "Well, why?", I pinged out across all the motivators.

Rob Fazio:

So, while I'm talking to you right now, the benefit I have is I naturally will likely be able to connect with you. The downside is I'm thinking we have specific outcomes to accomplish, I want to make sure people think this is a collaborative process, that's people, I also want to make sure I'm being influential, I'm letting a good story, that's power, and I want to make sure that people actually use this, it can help them not only in their professional life, but in their personal life. So, for me, I'm high across the board. Most people have one primary motivator, and there's some variation there.

Rob Fazio:

Just a couple clarification points. If you are low in performance, it does not mean that you can be successful and get results. It just means that you might be driven to other things, and so you want to tap into other things to bring along the performance. As long as you value results and performance, you're okay. Well done doing that, very well done. All right, let's do a polling question here, so I'll ask Sarah to pull up our polling, and our question is, which of the two generations do you believe are most similar related to their motivators?

Sarah Cirone:

Yeah, so everyone can take a few moments here to submit your answer. Okay, great, and I will share those results now, Rob.

Rob Fazio:

Okay, thank you.

Sarah Cirone:

We have 41% saying millennials and Gen X, 33% said millennials and baby boomers, and 26% said, Gen X and baby boomers.

Rob Fazio:

Great. It's really interesting, so I did presentation yesterday to a financial technology company, and they had just about the same numbers, and it's interesting, most people perceive it to be millennials and Gen X. So, when we were looking at the data around this, I'll admit, I got it completely wrong. I thought it was going to be millennials and Gen X as well. It's actually not, it is baby boomers and millennials. Baby boomers and millennials are closest as far as their motivators.

Rob Fazio:

Millennials actually score highest on power and purpose, and I found this finding to really resonate, because if I think of millennials in general, what are they really good at? Finding meaning in something, and advocating and doing something with it, and influencing. So, that really rang true for me. Generation X, highest on performance, I'm getting into myself, I can't speak for any other people Gen X, but for me it makes so much sense. I feel like Generation X saw a lot of their parents getting laid off when there was downturns and things like that, and we've learned that we have to in some ways create our own careers, and we have a lot of anxiety around getting results, and achieving. I should say I do, I can't generalize for everyone.

Rob Fazio:

And then all the generations were similar on people. What's interesting about all generations being similar on people, when we look at gender, men and women were also similar on people. Where we found the differences are women scored higher on purpose, and men scored higher on performance and power. Now, we all know with assessments, there's definitely social desirability, and other things around culture too that go into that, so there's always an interaction there. But it rings true when I do presentations and workshops with companies and we kind of map out teams, having discussions around this can be really rich, and seeing where some of the gender biases might come out in the way people communicate. It won't be a surprise that on the accuracy scores for reading others, meaning picking up cues on others, women score significantly higher on reading motivators. That's consistent with our research on interpersonal effectiveness, emotional intelligence, women score higher and are better on empathy and understanding others.

Rob Fazio:

So, what we want to move toward is being able to assess, align, and adapt. Assess, align, and adapt. So, getting really good at being able to hit the pause button, understand where people are, asking good questions, and then leveraging what you hear, communicating and demonstrating that you're understanding the person, and then flexing your style to engage with them. Again, the philosophy being that if you start with someone's motivator, you are more likely to be able to influence them, and they will be more engaged.

Rob Fazio:

In your handout, we provided you with this slide. So, this is your cheat sheet, and my hope is that after this presentation you're able to start thinking of people that you want to influence, or build alliances with and assessing their motivators, and there's some tips there on what you can do if you know what their motivators are. Actually, as a special gift, I also have a ... if people are interested in social styles and how this interplays, hit me up on LinkedIn, or shoot me a note, and I'll send you something around social styles, and how this maps into the motivators.

Rob Fazio:

Okay, so what I want to do now is I want to give you some practice assessing. So, I'm going to show you a video clip here, and this is a video clip from the movie Jerry Maguire, one of my favorites. The main actor is Tom Cruise, and what I want you to do is I want you to assess the primary actor's motivational currency. I want you to find out what his primary motivator is. And just grab my sharing here. So, I'm going to play that now. Now, a reminder, many of you may have seen this movie and know the back story, let's focus on what we actually see, and stick to the behaviors, and what is being said as opposed to the back story. So, let's see what Tom Cruise has here.

Video:

Come on. Come on. Come to me. Oh no, no, no. Steady. Okay. If anybody else wants to come with me, this moment will be the moment of something real, and fun, and inspiring in this godforsaken business, and we will do it together. Who's coming with me? Who's coming with me? Who's coming with me? Who's coming with me besides Flipper here? This is embarrassing. All right. Wendy, shall we?

Video:

Oh, Jer, I'm-

Rob Fazio:

In the Q&A box, I'd like for you to put in there what you think the character, Jerry Maguire's primary motivator was? What do you think his primary motivator was? "Power." "People." "Power." "Purpose." "Power." "Purpose." "Frustration." "People and purpose." Okay, "Money." Someone said, "Killer good looks." I don't know if they're talking about me in that, or they're talking about Jerry Maguire, but ... Okay, so we're getting a lot of power and purpose. So, here is the answer, the answer in this clip it is power, because he is trying his darnedest to influence, to sell, to paint a picture, he's trying to get people to go with him.

Rob Fazio:

Now, in the grand scheme of things, the back story is there is an element of purpose, because he wants to do work in a different way, and he wants to have one client at a time, and dedicate, and then there's also you see aspects of performance, because essentially he does want to make money and build a business. But you can see how in moments people will demonstrate a primary motivator, and that's usually how they go about any situation, and that's the strongest motivator for them.

Rob Fazio:

So, I think what's also important to me, given that I do have some purpose motivated, is that you're able to take what we've talked about today and do something with it and learn. I'm sure many of you are in

the development space, I mean, are familiar with what does and doesn't work with action planning. I think Ericsson's work on deliberate development, and how the brain creates new pathways is really remarkable work and I believe in. I'm very for the simplicity of development, and by that I mean that three things I think that you can do, train, teach, and track. I think those three things will help you grow yourself, and also play a role in other people's success.

Rob Fazio:

So, training is, what is one habit related to motivational currency that I'm going to commit to? Whether that's reading before I lead, whether that is making sure that I'm using the performance motive more. Something around that. Teach is having a conversation with someone else around motivational currency, talking about what you think yours is, and teaching something from today to that person. And then tracking, however you want to do it, tracking your progress in some way, how do you know if you're going to be different?

Rob Fazio:

I'm also big in finding an AccountibilaBuddy, having a target date. The reason I like target dates is when we develop habits, I think that we should reward the habit and then also not until we make our new development a habit that we then take something else on. So, in other words, if two months from now I want to know over the course of a week five times I'm assessing someone's motivational currency, or having a conversation, that's very tangible, and then once I do that automatically I can move on to the next habit. And then a focus word that reminds us of what we're doing. So, it's very simple, it could be an image, so it could be read before you lead, it could be make sure you pay attention to people, whatever that is, but having a clear word, or image. A lot of people use metaphors, they'll use a metaphor of skiing, or sailing, or something that is a metaphor for your development related to motivational currency.

Rob Fazio:

In the handout I've also provided you with an example of what I call a motivation map. I've been getting more and more into helping people build alliances and playing a role in each other's success. So, one way to do this is thinking about, "Who do I want to build an alliance with?" Or you could do, "Who do I have conflict with?", and as we know, most conflict isn't about substance, it's about style. You could do it around influence, senior stakeholders. Another tip is for those of you that are in communication in some way, shape, or form, when you communicate I think it is best to use the four motivators as a checklist. Am I including all four of these motivators?

Rob Fazio:

And then you'll have a number of resources that are in the handout there, there's a bunch of free things on my website, and some articles. There's an article on HRDQ's website on motivational currency, so hopefully that is helpful. So, I appreciate your time. I'll appreciate it even more if you work on yourself and help others learn and grow together. Sarah, thank you, I'll turn it over to you for some Q&A.

Sarah Cirone:

Yeah, great. So, if you have any questions just type them into the question box. We have some time here, and we can answer a few of those for you today. Rob, we had a question come through from

Charles, and Charles asks, "If you have a clear association to potential challenges, could that help you identify your motivator?"

Rob Fazio:

Say that again please?

Sarah Cirone:

If you have a clear association to potential challenges, could that help you identify your motivator?

Rob Fazio:

If you have a clear association to potential challenges. Can we ask John just to write a little bit more about what he means by association to challenges? I just want to make sure I answer that correctly.

Sarah Cirone:

Yeah, so he said, "Based on the column in the grid that you were referring to."

Rob Fazio:

Let's see, this is what he ... Oh, oh, okay. Yes, absolutely, so meaning that if you yourself know what your challenge is would that help you get ... so you kind of look at how people might perceive me? Yes, that definitely is ... you're able to. John, if I didn't answer that effectively, I apologize for misunderstanding. Feel free to shoot me an email or reach out to me, and I'm happy to shoot you a response on what the actual question is.

Sarah Cirone:

Great, and we have another question from Kate, and Kate asks, "How does motivational currency relate to the DISC or other profiling systems?"

Rob Fazio:

So, motivational currency is based on we would say underneath the waterline of the iceberg what drives you and your strength of preferences. So, DISC and social styles are more about the behavioral styles of how you communicate, and this would be more of what drives that style. So, in other words, if I'm very performance oriented, that might drive a direct style of communication.

Sarah Cirone:

Great. We have a question here from David, and David asks, "What should you do when others motivators are placed ... when your motivators are placed on others, such as a commission job?"

Rob Fazio:

Sarah, do you know what they mean there?

Sarah Cirone:

So, I think what David means is like when motivators are placed on other people also within your role, so they would be-

Rob Fazio:

They would-

Sarah Cirone:

Like when you're ... meaning like David said, "When a commission is not a motivator."

Rob Fazio:

When a commission is not ... what do they mean by commission?

Sarah Cirone:

When a commission is not a motivator but it has to be a motivator.

Rob Fazio:

Does a commission mean what you have to do-

Sarah Cirone:

In sales-

Rob Fazio:

... so in other words, if you're in a role to get a fast speed and high results, but you're not performance oriented? Do you think that's what they mean-

Sarah Cirone:

Yeah, such as in sales.

Rob Fazio:

Gotcha. So, just like anything else, if there's a mismatch in values or motivators there's more stress on you in that situation. Ideally you want to find a role that is aligned with your motivators. However, it doesn't mean that you can't flex, it's just a matter of how much work and energy you want to spend if it's not a natural fit. So, I know people that have a medium performance motivator and a high power, and they're great at sales because they enjoy the sale and the influence, and the results come from that. So, in those situations you just want to make sure you're intentionally tapping into your own motivators as much as possible in creating opportunities for that. But what we see around burnout and things like that, it's when there's a big mismatch and there's a lot of pressure, and you don't get the opportunity. Same thing with our work around strength-based development and work. If people don't have the opportunity to use strengths then they're not as engaged. Same thing with their motivational currency.

Sarah Cirone:

Great, and this question we have here is from Christopher, and Christopher asks, "Can motivational currency be applied to groups such as church or work group?"

Rob Fazio:

Sure, absolutely. It can be applied to anything and everything that involved human beings. It's about appreciating differences, understanding, and about the conversations. It's very positively framed because there's no good or bad, right or wrong. The other thing that we did with the Motivational Currency Calculator is I think psychologists have gone too far with boxes and colors, I don't think you're either or, I think you're a constellation, and you can have a different profile, so you can be high in both or low in both. So, in other words, we didn't do forced choice, because I think that people are able to be more than one thing at once. I think, yeah, I think a church would be a great organization for people to understand one another. I use it for everything, I don't let my wife know when I use it at home. Little known fact, she actually is a communication professor, and helped me develop the tool.

Sarah Cirone:

Oh wow, that's great.

Rob Fazio:

Yeah.

Sarah Cirone:

We have a question here from Tracy, and Tracy asks, "How do you press through cultural differences, and potential biases that can hinder engagement?"

Rob Fazio:

You don't press through, you stay there, and you have to be really, really clear that we're not trying to change people, we're trying to understand people. I have a presentation coming up in a few weeks with a colleague who is an expert on diversity, and we're going to be talking about motivational currency, and I think it's just like any other aspect of multicultural competence, you have to be respectful, you have to be inclusive, you have to realize that different behaviors and communication styles mean different things.

Sarah Cirone:

Great, and I think we have time here for one more question, and that question will come from Mildred, and Mildred would like to know, "How can you motivate someone if this person is introverted and they do not want to communicate?"

Rob Fazio:

Well, so remember, the philosophy is not trying to motivate people, it's trying to invite them to be motivated. So, if they're quiet, I think having a one-on-one conversation around this idea of motivators, and just seeing how they would assess themselves. I also, as a bridge to the person, I would learn a lot about Susan Cain's work around her work with introverts, and try to see, and then I'm just big around the conversations, and trying to see. I'm also partial to partnerships, and creating deals, and saying, "Hey, I need this, what could I give you, or what opportunity could I provide you that would help you be more engaged?", and try to do it as a collaboration.

Sarah Cirone:

Well, thank you, Rob, that was great. Thank you to our sponsor, the Reproducible Training Library, from HRDQ, providers of downloadable and customizable courseware, now with a new virtual instructor-led



version. You can learn more at www.hrdqstore.com/rtl. That is all the time that we have for today, thank you for joining us, Rob.

Rob Fazio:

Thank you. Great to be with you.

Sarah Cirone:

And thank you all for participating in today's webinar. Happy training.