



# Current State



## Current challenge

As line managers we are spending a lot of time assessing the performance of our people, but it is not the whole story.

68% of people believe the performance and development interactions they have with their line managers are not tailored to their needs.



## The Problem

The problem is that, if we blindly use the management approach that creates a standard, one-fit solution in Splash without thought to individual needs, the discussion will leave people unengaged and unfulfilled.



## The solution

We need to adapt our approach to better understand and explore the needs of our people.

**Understanding what motivates our people** will enable us to tailor the performance and development discussions within the structured framework.

Behind responses  
to these questions  
lie the person's  
motivations

**What's expected of me?**

**How am I doing?**

**What do I need to do better?**

**What support do I need?**

**ATTACHMENTS**

**Understanding what  
motivates your people**  
will enable you to tailor the  
development discussion to  
suit their needs.

# Using 50 values that commonly motivate employees at work to assess your team's unique motivators

*Before your performance and development discussion, give this list to each team member and ask them to select the ones that motivate them the most.*

Accomplishment	Accuracy	Adventure	Ambition	Aspiration	Authenticity	Authority	Balance	Belonging
Calmness	Challenge	Compassion	Competitiveness	Consistency	Control	Creativity	Determination	Diligence
Diversity	Empathy	Efficiency	Enthusiasm	Equality	Excellence	Expertise	Fairness	Faith
Focus	Freedom	Freshness	Generosity	Growth	Honesty	Humor	Independence	Innovation
Intelligence	Moral Fulfillment	Openness	Order	Originality	Power	Precision	Routine	Security
		Structure	Teamwork	Travel	Variety	Vision		



# Tailoring the discussion

- What does the choice of motivators tell you about the person?
- What aspects of the person's role align with the chosen motivator.
- What are some of the challenges or barriers within the person's current work that conflicts with the chosen motivators?
- What are some things you can do to build on the motivators within the person's role?
- How can you use the motivators to expand the person's role?

**Some areas to think about to spark a discussion with your team member about their identified motivators**

# Use Motivators identified to Tailor Your Coaching Approach

*Think of the questions you can ask and note them here:*



What's expected of me



How am I doing?



What do I need to do better?



What support do I need?

# Self-Reflection Questions for Line Managers

## Do I need to:-

- Tweak my management style?
- Change my coaching approach?
- Change my communication style?
- Help the person to make the right connections across Colart?
- Assign projects to the person?
- Enhance engagement?
- Create the right opportunities?
- Foster better inter/intra team collaboration?

Having discussed the questions with your team member, use this check list to consider how you can improve the way you manage the person