

## **What is your Motivational Footprint?**

Name:

Date

Position

"Inside each and every one of us is one authentic swing, but often the world robs us of its memory and presence. When this happens, anyone may become confused about who he or she really is." The Legend of Bagger Vance - Steven Pressfield

- **What drives them financially?**
  - Is their need for financial security greater than their need to achieve a high level of remuneration?
  - Are they driven by the opportunity of an extra incentive for exceeding their sales goals?
  - Why do they need money?
  - Why do they want money?
  - When they tell you all about the “toys” they want to buy with their hard-earned money, what is their motive for wanting those toys?
  - What is their motive behind their stated motive?
  
- **What motivates them to achieve goals?**
  - How do they feel when they are being compared with others in the organization? Do they like competing against their peers?
  - What is it about achieving goals that is so important to them?
  - What goals have they set and accomplished in the past?
  - What was it that drove them to achieve past goals?
  
- **Is the need for personal development and growth a motivator?**
  - Does ongoing development of their professional skills drive them?
  - Are they driven by the opportunity for promotion?
  - Are they motivated by developing themselves personally?
  - Why is personal development so important for them?
  
- **What is their level of job engagement and satisfaction?**

Jack Welch said, "Any company trying to compete...must figure out a way

to engage the mind of every employee." Being fully engaged in their work relates to the degree to which each of your salespeople's thoughts, interests, knowledge, talents and abilities match the requirements of the job.

- What does it take to engage each of your individual salespeople?
- How can you help them to become more engaged in their work?
  
- **What do they want from a work environment?**
  - How much do they need to be part of a team or likeminded community?
  - How important are the aesthetics of the look and feel and brand of the organization?
  - What kind of environment do they most like to work in?
  - If aesthetics and brand are so important to them, why is that?
  
- **How important is life balance?**
  - How important is having the independence to manage their own time or being able to work from home?
  - How important is being able to work flexible hours? Why?
  
- **What kind of boss–employee relationship works best for them?**
  - Do they want to be inspired?
  - Do they want to be mentored? Do they want close supervision, or do they prefer a “hands-off” leader?
  - Do they operate best autonomously, or as part of a group? Why?
  
- **Do they require variety in their week or stability to sustain their interest and attention?**

Just as an athlete must incorporate variety into their training regimen in order to become complete, so too must salespeople.

  - How much variety do your people need? Why?
  - Do they prefer the stability of calling on regular accounts, or do they favor the challenge of cracking open new accounts?
  
- **How important is the connection between what they do and the value that is provided by the services/products the organization provides?**
  - How important is their contribution to the organization's overall success to them?

- How aligned are they with the company's values, both stated and unstated?
  - To what extent does the vision and mission of your organization ring true for them? Why is this so?
  - Do they really believe in the value your products/services bring to your market?
- **How do they want to be recognized and rewarded for superior performance?**
    - Do they like public acknowledgment in front of their peers, or do they prefer to be acknowledged privately?
    - Do they want formal commendation as "Salesperson of the Year" or do they want their name up in lights in the company newsletter? Why?
- **What are the things that de-motivate them?**  
Typically these are generally things like :
    - vague expectations of them
    - corporate/office politics
    - having to sell poor quality products
    - double standards
    - feeling like they are being taken for granted
    - lack of recognition
    - one-way communication
    - lack of feedback
    - conflict
    - exclusion
    - stress
    - unmanageable workloads
    - annual performance reviews
    - lack of involvement
    - unclear priorities
    - worry/anxiety
    - cold calling
    - overcrowded working conditions
    - lack of tools to do the job
    - unnecessary rules,
    - unproductive meetings
    - constant change
    - discouraging ideas
    - underutilization of individual talents
    - over-supervision
    - internal competition
    - unfairness
    - tolerating poor performance
    - criticism
    - dishonesty
    - under-supervision
    - lack of incentive or the wrong incentive.

The above are just a few of the more widely recognized de-motivators at work. Which ones apply for your people?

“A salesperson’s “Motivational Footprint” is a combination of the above motivational and de-motivational drivers. Being motivated at work also involves the individual salesperson’s ability to employ their talents and strengths in the pursuit of their sales goals.