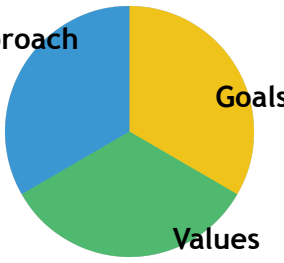
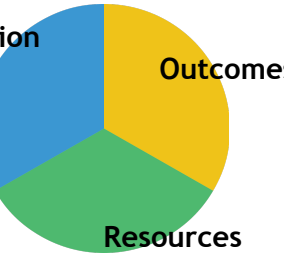
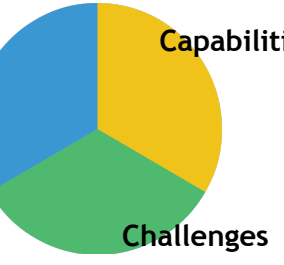
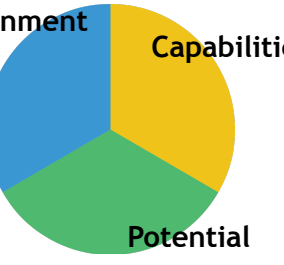
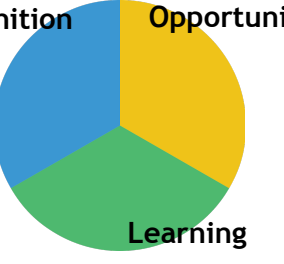
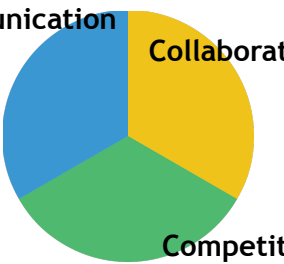


M6 & MIG: The Motivation Manifesto

Suresh Sivaraman

Piyush Sharma

M6 Themes	Key Focus Areas	WEAKENERS: What's going against it?	ENHANCERS: What's going for it?
		Points to Ponder Over: Use for Discussions & Reflection	
ALIGNMENT		<p>Do people seem indifferent to your goals? Do some of your actions, words or expectations conflict with their values? What might intimidate them? If there is a sense of disconnect or lack of enthusiasm, what could be the reason? Has it got something to do with the way things pan out? Is it tough to match intention & delivery sometimes?</p>	<p>Some leaders get people quite fired up about shared goals. What are they doing differently? What do leaders do to raise their commitment and passion? There are people who can't wait to get to their workplace. Something seems to draw them in. What must be happening that's worth emulating? What is getting them excited to go the extra mile? What's the secret? Bring to your mind your favorite leader or manager. How would he/she transform the team's alignment?</p>
CLARITY		<p>Are you giving confusing instructions and messages about outcomes? Are different and conflicting objectives driving them crazy? Are people unclear about what tools, resources and support they can use to make progress? Is there inconsistency in the message, or with priorities? If they're feeling lost or indifferent, what could be the reason?</p>	<p>Some leaders seem gifted with the ability to rally people around goals, with clarity and a sense of direction. What's the secret formula? Some leaders are great at bringing the focus back, even during tough times. How do they do it? Some leaders seem to be blessed with a highly effective team. Is there a method behind it? It can't be just luck, isn't it? Some leaders get great results from even average folks. What's happening? How do you help them figure out the best way forward? Bring to your mind your favorite leader or manager. How would he/she raise the level of clarity in the team across different dimensions?</p>
OPENNESS		<p>Have you noticed dysfunctional behavior like an unhealthy obsession to cover up weaknesses and dark spots? If you aren't getting a clear picture of the situation as it is, what could be going wrong? Do you wonder why negative news isn't reaching you quickly? Do people feel they're being fobbed off with "glib talk"? What's happening? Sometimes, the melodrama around problems gets all the limelight. And not many ideas for solutions are visible. What's going wrong?</p>	<p>Some leaders get people to open up about weaknesses, lack of competence, or even mistakes without being defensive. How do they manage that? What's helping people to raise the alarm flags at the right time, and without getting overwhelmed? What can be done so people feel their voices are heard? How can you encourage people to be more solution focused? Bring to your mind your favorite leader or manager. What's their secret formula when it came to fostering openness?</p>
DEVELOPMENT		<p>Have you wondered why people aren't putting their strengths to work? How can you change that? What's making it tough for you to get them fully fired up for the best outcomes? What is preventing them from becoming more self-driven with the right confidence? Do you think some of your actions may lead to this inadvertently? Have you noticed information hoarding mentality in your team? What could be the reason? Sometimes people seem to be indifferent or demotivated just like that. What could be done about it?</p>	<p>How can you get people to give their best, and constantly want to do better? How do you encourage people to reinvent themselves? How are you keeping their fears and confusion in check, so they don't derail your plans? How are you avoiding turf wars and territorial behaviour? As a Leader, how can you ensure that your own fears and insecurities are managed well, and don't damage the team dynamics? For example: Not letting them stay in the COMFORT ZONE; But not pushing them too far into DISCOMFORT Bring to your mind your favorite leader or manager. What was special about the manner in which they groomed talent?</p>
WIIFT		<p>In exit interviews, have people complained about lack of leadership commitment to safeguarding their interests? Even if you don't agree fully, what could be the trigger for such concerns? Have you or your peers ever felt (even secretly!) that there is some truth to it? Have you noticed some leaders have a "don't care" attitude about developing people? Like an extreme obsession with results at "any cost". Are they playing the short term expedient game, and not looking at the long haul? What can be done about it?</p>	<p>How much time do you spend each month studying people's motivation drivers? What exactly is each person looking for? How do you arrive at the exact take-aways that people are looking for, both in the short term and long term? How do you figure it out? How are you convincing them that their growth is your priority? How best can you sync their potential, their aspirations and your objectives? What are you doing to inculcate a sense of pride and loyalty? Bring to your mind your favorite leader or manager. How did he/she crack this puzzle of WIIFT, balancing their constraints and options?</p>
HIGH PERFORMANCE CULTURE		<p>Some teams just seem stuck in unhealthy politics and back-biting? People seem to be pulling in different directions. What could be going wrong? Sometimes, there is great talent in a team, but the outcomes are mediocre. How can this change? Informal channels of communication aren't always harnessed effectively. How can this be changed? If people feel their talents matter less than belonging to a favored circle, performance will suffer eventually. How will you avoid that?</p>	<p>How will you discourage dysfunctional competition and team dynamics? You might have noticed people absolutely love to be part of certain teams. What are they doing right that makes these teams so attractive? What can you do to raise the level of mutual understanding in the team? Do you think better listening helps? Or is it the messaging and articulation? What else will you recommend? You might have worked with amazing teams in the past. What specifically did you like about them? Bring to your mind your favorite leader or manager. How did they install a culture of high performance and meritocracy?</p>