



IMPACT CATEGORY: **MOTIVATION**

Achievement

- * Internal motivation to excel
 - * Urgent
- * Driven by an insatiable need to improve
 - * Proactive
 - * Action oriented
- * Focused on measurable results
- * Overall drive to do more and do better

Low Evidence

Without a compensating competency:

May tend to be complacent
More laid back, less urgent in approach
May appear lazy or unmotivated at times
May be overwhelmed by too much work
Will tend to be less productive in daily work

High Evidence

When applied/developed:

Motivated by opportunities to learn and grow
Driven by insatiable need to do more, do better
Will tend to demonstrate strong work ethic
Takes initiative to get work done
Highly productive in daily work

How to Leverage When It's High

- Encourage associate to pursue a career track to advance in job or function
- Remind associate to be aware of pace of others and slow down as needed
- Create measurement systems to track associate improvement
- Help associate build a personal and professional development plan
- Provide opportunities for associate to take on new challenges

How to Manage When It's Low

- Create urgency through timeline expectations
- Ask associate to communicate interests/situations that motivate him/her
- Schedule breaks to help re-energize associates if they're feeling overwhelmed
- Encourage associate to execute on critical tasks when they're not tired
- Leverage associate's strengths in Intensity and/or Responsibility