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Changing more than a name

# Outstanding Leadership Module 7

## Motivating Self & Others

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**Centre for Charity Effectiveness**

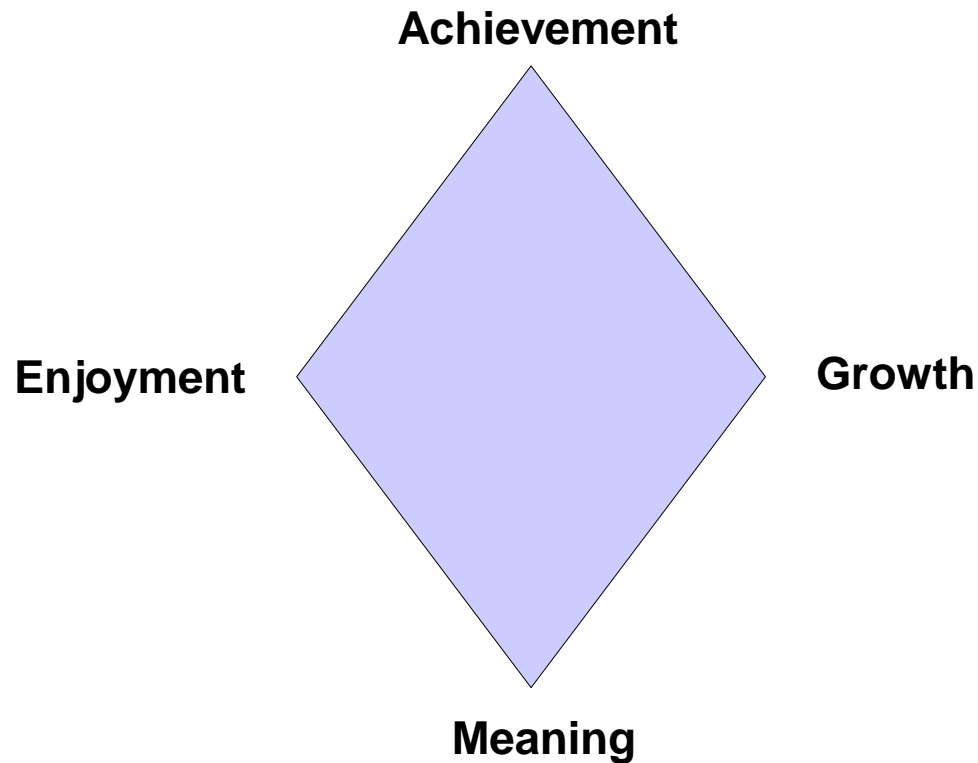
*Intellectual leadership: developing talent, enhancing performance*

[www.cass.city.ac.uk/cce](http://www.cass.city.ac.uk/cce)

# What motivates you?

- What gets you out of bed in the morning and doing the job that you do rather than something else?
- What makes you full of joy?
- What spurs you into action?
- What would you be prepared to 'fight to the end' for?
- What sort of feedback to you find most useful?
- How do you like to be rewarded?

# Motivation Diamond



## Motivation diamond

- What do you notice about your patterns?
- What can you do to maintain this, if it's a fit?

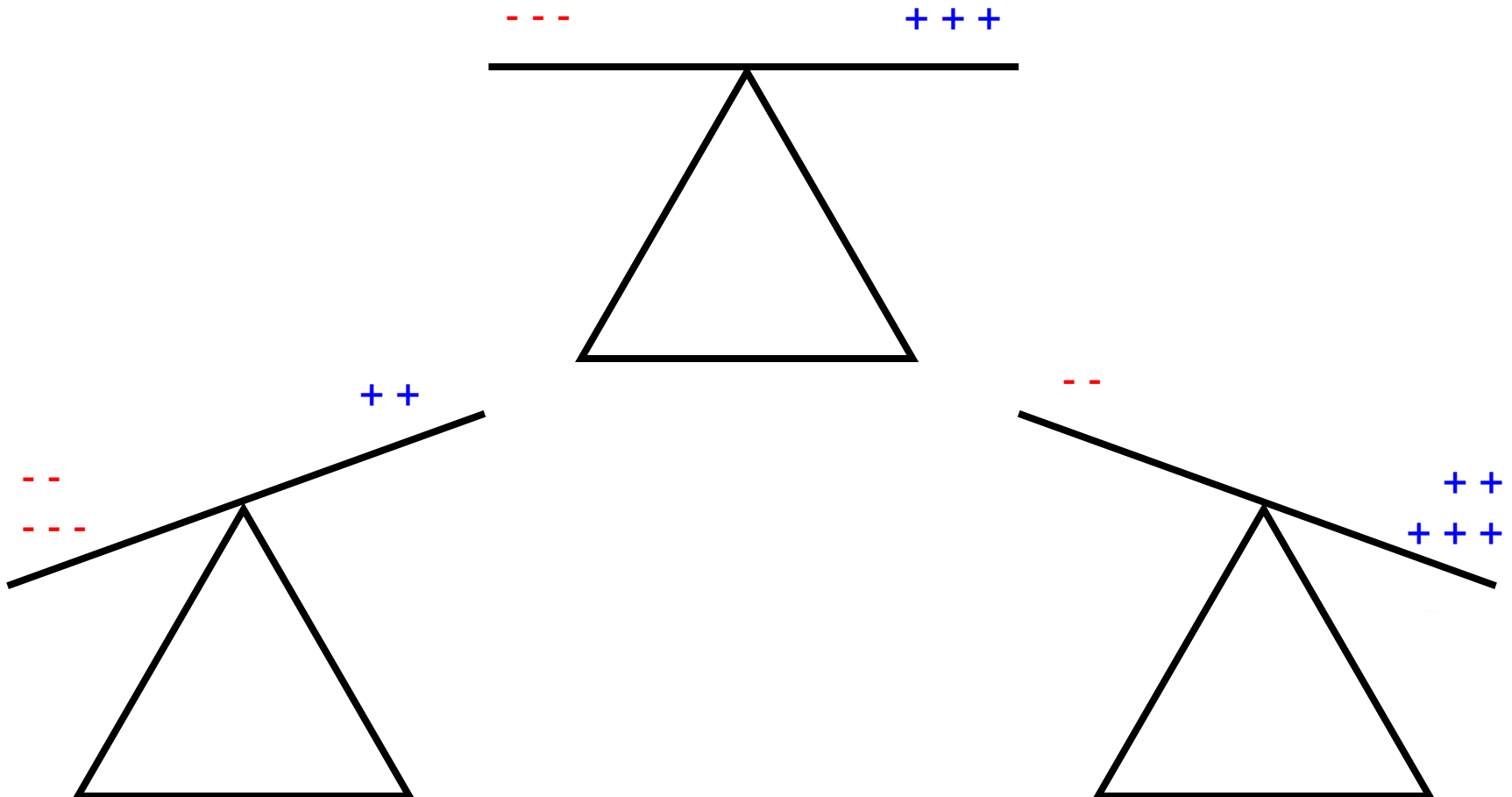
OR

- What can you do to move your patterns closer together?
- What else might be at play here...
  - time?
  - compensations?

# Strokes

- Stroke economy – the number of strokes we give & receive
- Stroke currency – different ways of giving & receiving strokes
- Stroke balance – the ‘sort’ of strokes we prefer (positive/negative, conditional/unconditional)

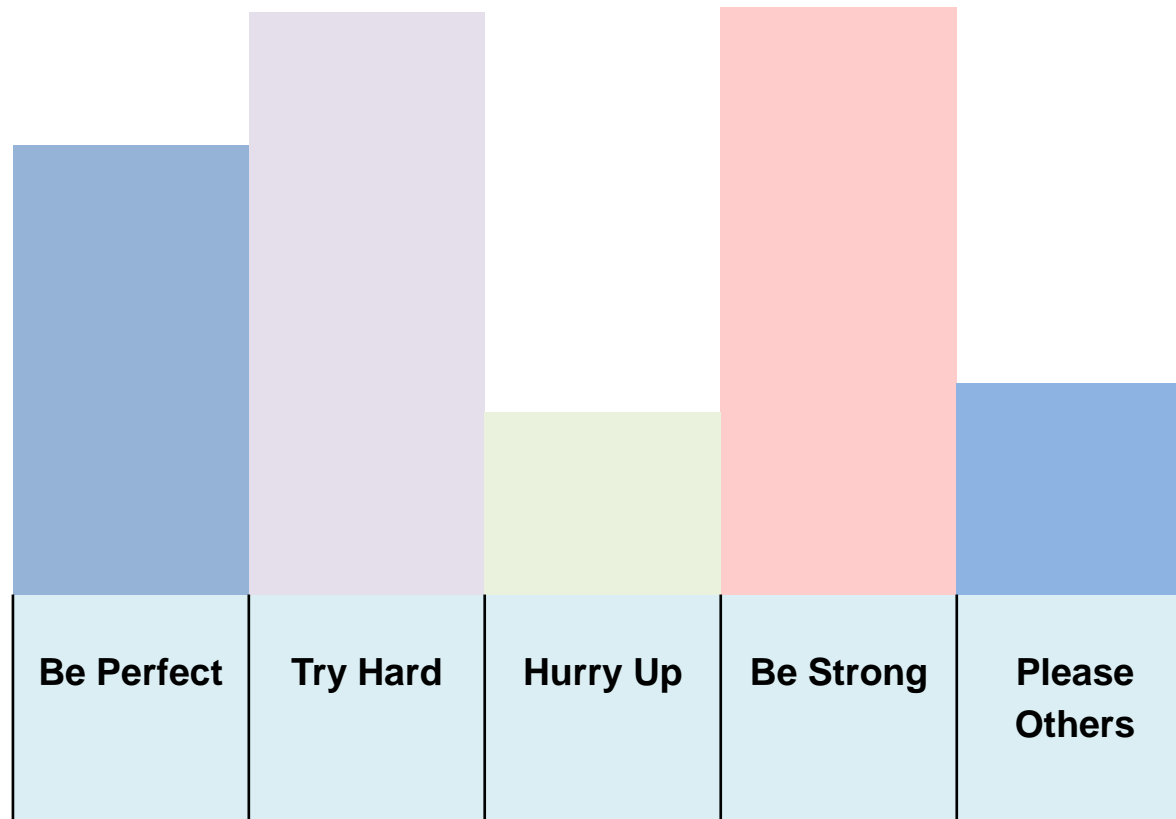
# Stroke Balance



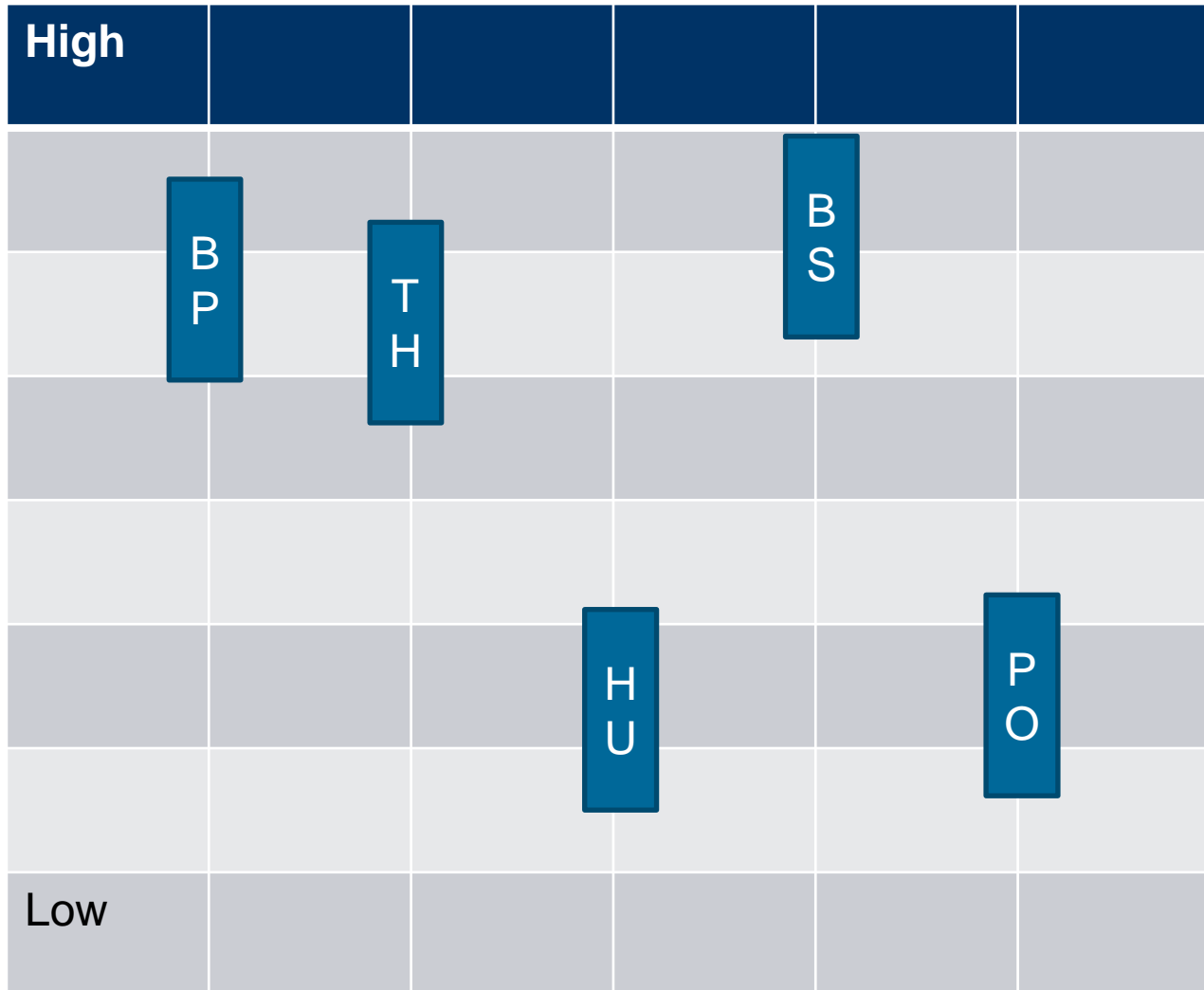
## Strokes discussions

- What do you know about the people in your team in terms of their stroke economy, currency and balance?
- What might you do differently as a result?

# Behavioural Drivers



# Behavioural Drivers



BETWEEN STIMULUS AND  
RESPONSE THERE IS A SPACE...  
IN THAT SPACE IS OUR POWER  
TO CHOOSE OUR RESPONSE.  
IN OUR RESPONSE, LIES OUR  
GROWTH AND OUR FREEDOM.

*~Viktor Frankl, Auschwitz Survivor*

# The Stockdale Paradox

Retain faith that  
you will prevail in  
the end,  
regardless of the  
difficulties

Confront the  
most brutal facts  
of your current  
reality, whatever  
they are

And at the same time

*“People don’t change that much. Don’t waste time trying to put in what was left out. Try to draw out what was left in. That is hard enough.”*

**Marcus Buckingham: *First Break all the Rules***

# Reflection...

- What's been particularly useful or interesting to you this morning?
- What might you use with your team members?
- What action(s) have you identified for yourself?

**Thank you!**

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