

TRUE NORTH By Bill George with Peter Sims

Chapter Six Exercises: ***Your Motivations and Motivated Capabilities***

The following exercise provides you with the opportunity to understand your motivations. After completing the sections on your motivations, you can explore ways in which you can mesh your motivations with your capabilities to find your sweet spot—that zone where you are able to use your abilities to the fullest and where you are highly motivated. This sweet spot may reveal valuable insights about your career and life choices.

1. What is motivating you to be a leader?

2. What are your sources of motivation?

3. What are your extrinsic motivations? Note them on the following chart with a check mark. After you have completed the list, rank-order your greatest extrinsic motivations (from 1 to 5, with 1 being the greatest).

	OBSERVED		RANK ORDER
1.	Monetary compensation		
2.	Having power		
3.	Having a title		
4.	Public recognition		
5.	Social status		
6.	Winning over others		
7.	Being associated with prestigious institutions		
8.	Other:		

4. What are the traps set by your extrinsic motivations that you could foresee yourself falling into? What are you doing to avoid these traps?

5. What are your intrinsic motivations? Please note them below with a check mark. After you have completed the list, rank-order your greatest intrinsic motivations.

		OBSERVED	RANK ORDER
1.	Personal growth and development		
2.	Satisfaction of doing a good job		
3.	Helping others		
4.	Leading and organizing others		
5.	Being associated with people you care about		
6.	Finding meaning from your efforts		
7.	Being true to your beliefs		
8.	Making a difference in the world		
9.	Having influence on others		
10.	Other:		

6. Conflicts between extrinsic and intrinsic motivations:

Recall and then list one or more instances in which your extrinsic motivations conflicted with your intrinsic motivations. What did you do?

How did you go about resolving these conflicts?

What steps can you take to balance your extrinsic and intrinsic motivations?

7. Your motivations (in rank order):

Combine your lists of extrinsic and intrinsic motivations, and rank-order those that most highly motivate you today from 1 to 5, with 1 being the greatest motivation. Put an asterisk next to those that are intrinsic motivations.

8. Your capabilities:

List your capabilities or your strengths. Then rank-order your five strongest capabilities today from 1 to 5, with 1 being your greatest capability.

9. Your developmental areas:

Compile a list of your developmental needs, as you see them today. Then rank-order them from 1 to 5, with 1 being your greatest developmental need.

10. Your motivated capabilities: Make a list of your motivated capabilities – the areas where you are both highly motivated and very capable.

11. Using your motivated capabilities

Make a list of future situations that you can envision that would enable you to apply your motivated capabilities, and then rank-order them from 1 to 5, with 1 being the best use of your motivated capabilities.