

Reimagining Performance Management: The Motivational Pie Chart Activity

(Original source: Jennifer Dulski, change.org)

The annual performance review was designed at a time in history where employees' daily motivations were drastically different than they are today. In order for managers to effectively lead a team and keep each of their employees engaged, they must uncover what motivates their direct reports on an individual basis. In order to do this effectively, follow these 4 steps:

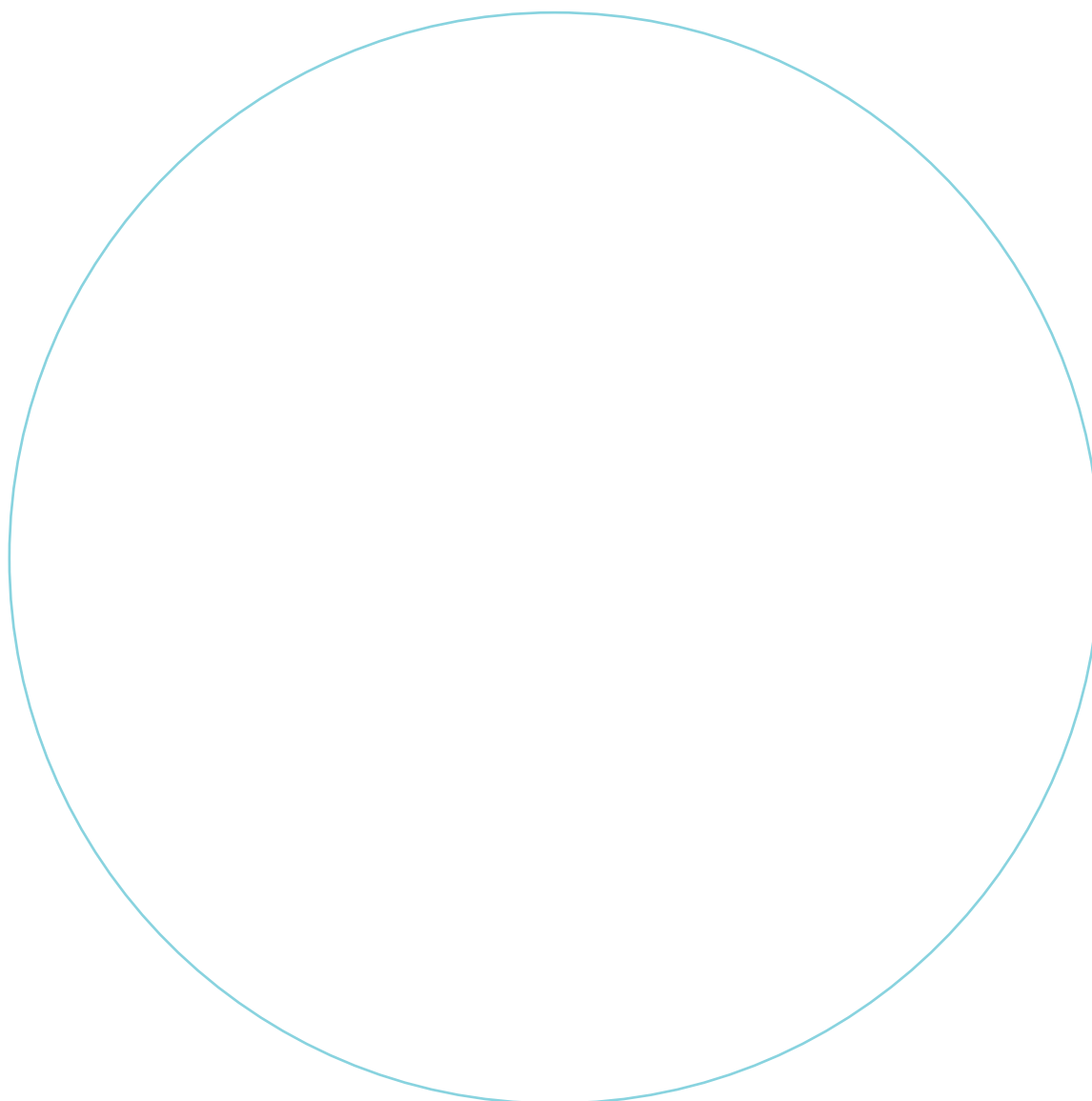
- 1 Distribute the pie chart worksheet to each member of your team.
- 2 Have each of your employees list everything that motivates them at work on the top of the worksheet (Examples: money, career development, awards, perks, etc.). Do not predetermine categories or answers - instead, let your employees come up with their own words, and this will lead to the most accurate results.
- 3 Once they've written in their categories, have them assign a percentage to each word weighing its importance. Next, have them draw these percentages in the blank pie space so that it totals 100%.
- 4 Finally, have your team members color in their categories of the pie using the "red, yellow, green" coding system to demonstrate how satisfied they currently are with these motivators in their current role.
- 5 Use the final product to have an open conversation with each member of your team about how you can work together to make all of their categories green.

When you do this activity with your team, expect to learn these key takeaways:

- 1 Everyone is extremely different: Not only do their communication styles, daily routines and management style preferences vary, but their motivations are even more diverse. Some people will be highly motivated by personal activities outside the workplace, whereas others crave more recognition, feedback and/or leadership opportunities in the office. Be open to accommodating for all of their motivations by creatively tying them to overall team goals.
- 2 But everyone is also very similar. No matter how different people appear to be, patterns will inevitably emerge. People want meaningful work, not just a job. They want to be clear on how their contributions affect the organization's business goals as a whole. They are excited to work with people they admire. At the end of the day, they want to feel challenged, not just comfortable. There won't be a "one size fits all" solution to motivating your team to do their best work, but by focusing on what everyone has in common, you will discover the key to managing a diverse team.

The Motivational Pie Chart Worksheet

_____	_____ %	_____	_____ %
_____	_____ %	_____	_____ %
_____	_____ %	_____	_____ %
_____	_____ %	_____	_____ %



(color in your pie pieces: red = very unsatisfied, yellow = concerning, green = satisfied)