MBA INVENTORY

MOTIVATING BY APPRECIATION™

LANGUAGES OF APPRECIATION IN THE WORKPLACE

Inventory Result For: **Jane Smith**

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CONCEPTUAL FOUNDATION

Research has demonstrated that individuals are motivated and encouraged in a variety of ways. In *personal relationships*, individuals both give and receive appreciation with one another in five basic behavior patterns -- through words of affirmation, acts of service, giving gifts, spending quality time, and physical touch. (Please see the book, *The Five Love* Languages by Gary Chapman or go to www.fivelovelanguages.com for more information.) It is important to note, however, that an individual's preferred way of receiving appreciation in a personal relationship (that is, family or friends) often differs from how they feel encouraged in a work-related setting. And one language (physical touch) which is an important language in personal relationships has been found not to be as significant in work-related relationships.

The Motivating By Appreciation inventory is designed to gain a clearer picture of an individual's primary *language of appreciation and motivation as experienced in a work-related setting*. Individuals differ in how they experience feeling appreciated at work. Some people prefer to be told that they are doing a good job; others feel valued when their supervisor spends individual time with them. Some team members are encouraged if their colleagues work with them to complete difficult tasks, while others are motivated by tangible rewards received for a job well done. (These issues are addressed in *The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People* (to be released in July 2011).

Generally, most individuals attempt to communicate appreciation and encouragement to others by utilizing *their* preferred "language" of appreciation. This works well when the individual on the receiving end of communication has the same language of appreciation or encouragement. But when individuals have differing motivational languages, the message sent (with good intention) tends to not have the desired positive impact on the individual who has a different motivational language. This miscommunication, due to differing values of what is encouraging or motivating, can create hard feelings by both the sending party and the receiving party.

Therefore, understanding an individual's primary languages of appreciation, motivation and encouragement can assist managers and supervisors in communicating effectively to their team members. This can lead to effectively communicating appreciation for work well done, and for developing a plan for rewarding team members in ways which they will value.

The M.B.A. (Motivating by Appreciation) Inventory is designed to gain a clearer picture of an individual's primary language(s) of appreciation and motivation. Secondarily, it also helps in identifying those ways in which an individual is not motivated or encouraged.

The questions in the inventory (30 pairs of questions) have the respondent choose between various ways they prefer receiving appreciation or encouragement in a work-related relationship. The responses are then tabulated and the respondent's two primary languages of encouragement are identified, along with the language which is the least important to that individual.)

RESULTS FOR JANE SMITH

Jane Smith's Primary language

Jane Smith's primary language for feeling appreciated in the work setting is by *spending quality time with those she values*. If Jane Smith's supervisors, colleagues or team members want to encourage or help her feel valued, they can:

- Invite her to do something with them.
- Stop by and see "how she is doing"
- Spend time individually with Jane Smith.
- Give her their full and undivided attention.
- Take time to listen to her concerns.

There are different types of quality time in the workplace, and individuals differ significantly in which is most meaningful to them. Some people highly value "focused attention" (having your undivided attention while being with you). Others just enjoy companionship ("being there" with them), while to some experiencing a personal connection through listening and sharing is important. Finally, a number of individuals really appreciate shared experiences with their colleagues (going to sporting events or other activities together).

It is just as important to spend the right type of time to effectively encourage your colleagues, as it is to use the correct language. So take note of the actions items that Jane Smith endorsed. These will help you "hit the mark" more accurately.

Quality time with people who are important to her helps make Jane Smith feel like she is a significant part of the team. She likes to feel included by others. A critical aspect of "quality time" for Jane Smith is that a part of the time should be focused on listening to what is important to her.

Jane Smith's Secondary language

An additional way that Jane Smith receives encouragement and is motivated is by *words of affirmation*.   Jane Smith highly values being told that she has done a good job.

Additional ways to make Jane Smith feel valued and appreciated is to:
 • Communicate specific character qualities you observe and value in Jane Smith.
 • Praise Jane Smith for work well done, both privately and in front of others.
  • Compliment Jane Smith for successes accomplished, both personally and done by her team.
  • Simply tell Jane Smith she did a good job on specific projects and tasks.

Jane Smith's secondary language of appreciation is important in two regards. First, it provides an alternative way to express appreciation and encouragement to her that she values. Secondly, combining a person's primary and secondary languages of appreciation can communicate more powerfully than either language used by itself.

Jane Smith's least valued language of appreciation

Jane Smith's lowest language of appreciation in the work setting is *receiving gifts*. Therefore, attempts to motivate or encourage her by giving her things will generally not be that effective.

Although these actions may be appreciated by others, gifts (such as birthday cards, gifts, tickets to sporting events, or other small tokens) are not that important to Jane Smith. (NOTE: this does not include bonuses or pay increases!).

Additionally, it is important to note that Jane Smith may actually enjoy receiving gifts that are meaningful to her, but generally in work-based relationships they are not as valued by her as Quality Time or Verbal Praise.

Action CheckList (Time)

Although it is helpful to know an individual's primary and secondary languages of appreciation, there are still many variations of expression within each language. Therefore, we have found that it is helpful to know which *specific actions* are valued most by each individual. This eliminates the need for guessing by one's supervisor, manager or colleagues -- they can know ***exactly*** what will be encouraging to Jane.

Here are the items Jane endorsed as those actions which will most clearly communicate a sense of appreciation to her.

Go to lunch together to talk about business issues. (Supervisors and Colleagues)

Go to lunch together and not talk about business issues. (Colleagues)

Invite me to go to lunch with a group of colleagues. (Colleagues)

Stop by, sit down in my office and check in with me regarding how things are going. (Supervisors)

Go to dinner together with our spouses / significant other. (Colleagues)

Have an away from the office retreat for our team. (Supervisors and Colleagues)

Go see a movie together. (Colleagues)

Have a weekly "check in" meeting to see how things are going. (Supervisors and Colleagues)

Summary

Focusing on communicating appreciation to Jane Smith through the languages of appreciation that are most meaningful to her (Quality Time and Verbal Praise) will be more likely to produce the desired effect of Jane Smith feeling appreciated and valued by her supervisors and co-workers, and will ultimately make her daily work experience more positive for her.

REMINDER: The MBA Inventory is <u>not</u> a psychological test, and the results should not be construed to be such. Rather, the MBA Inventory is a self-report instrument which gathers, processes, and summarizes the information you provide.

For additional information and resources for applying the MBA Inventory results in your work setting, please go to www.drpaulwhite.com. This includes free resources to use with your group (e.g. group profiles), purchasing additional MBA inventories for your team members, having training done with your organization, or having someone speak to your business or association.