MODULE OVERVIEW

Motivation is personal: Find what drives each team member

Adaptive module | ~20 min

Nine in ten employees say they would accept lower pay for more meaningful work: pay is no longer enough, and what energizes each person differs. This module goes from Deci and Ryan's self-determination theory down to what the manager actually does: a motivation map built with each team member, four questions to fill it in, and job crafting to fit the role to what drives the person.

LEARNING OBJECTIVES

01 Understand the three universal needs in self-determination theory: autonomy, competence, and relatedness.

02 Build a motivation map with each team member, sorting their motivation levers under the three needs.

03 Hold regular one-on-ones about motivation, based on four open questions.

04 Adjust roles through job crafting, and have team members share what drives them.

WHO IT'S FOR

Managers who want to motivate each team member according to what really drives them, beyond pay.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Edward Deci & Richard Ryan – self-determination theory (1985): autonomy, competence, relatedness.
- Job crafting – Amy Wrzesniewski & Jane Dutton (2001).
- Individual motivation map based on the three needs – Afthonios contribution.

SOURCES & REFERENCES

- Harvard Business Review (BetterUp study) – 9 out of 10 employees say they are willing to earn less for more meaningful work
- Deloitte – Gen Z and Millennial Survey: about 90% of young professionals consider it essential to work for an organization whose values match their own
- Edward Deci & Richard Ryan – self-determination theory (autonomy, competence, relatedness)
- Gallup (2023, updated 2026) – useful, regular feedback, linked to engagement

Module created by Afthonios.com.

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