



or role in life may change many times but essentially at this deeper foundational level they remain the person they've always been. Life and work may squash, damage or develop character and personality but incontrovertibly that person's motivational gift – who they are – remains the same.

Opening this box of motivational gifts we can identify seven distinct motivations: the Prophetic, Serving, Teaching or Explaining, Exhorting or Encouraging, Giving, Ruling, and Mercy motivations. In discerning and exploring what a person's primary motivation is, the key principle is that it's not what you do but the why that you do it that reveals who you really are. Of course some traits of behaviour have been acquired through deliberate learning and practice systematically as part of our upbringing, education and training but the basic motivations remain the same.

*The Prophetic* motivation in general terms can be described as being black and white, intense and outspoken, senses what is genuine, needs only a few close friends, self-critical and introspective, idealistic, has to have a dream, thinks about God, wholehearted and sincere, truth matters to them, has strong opinions and convictions, angered by injustice, intolerant or dogmatic, dynamic, determined and compelling, direct or judgemental, radical, restless, hard to ignore, tough and tender.

*The Server* motivation characteristics are alert and active, practical and ingenious, meticulous and thrifty, hospitable, finds strong emotions hard to handle, reliable and loyal, content not to lead, available and direct, needs to be helpful, for them love means action, goes the extra mile, gets over involved, should learn to prioritise, applies their energies, likes immediate goals, resents wasted time, gets on with the job, dependable, sees ordinary tasks as crucial, needs appreciation.

*The Teaching* or Explaining motivation logical and systematic, questioning and thorough, learns with concentration, backs up arguments, legalistic and dogmatic, objective and detached, struggles with

practical application, uses words well, factual and accurate, checks the source, has respect for experts, informative and "know it all", (potentially) self-disciplined, struggles with their emotions, insensitive to atmosphere, has wide interests, inquisitive, relies on memory, has few close friends, hates to be hurried.

*The Exhorting* or Encouraging motivation characteristics are likes to encourage, looks for a response, lovable or enjoyable, needs a sounding board, gregarious and outgoing, talks easily, a realist, experience-based, has great expectations, discerns and challenges, an able counsellor, practical and constructive, decisive and adaptable, works in spurts, hates to see others in pain, smooths over difficulties, makes allowances, compromises, fascinated by moral dilemmas, a student of human nature.

*The Giver* motivation generous personality, gives of their best, a secret giver, loves to surprise, committed and involved, available and wholehearted, warm and trusting, given to hospitality, enterprising and creative, a contagious advocate, frugal and thrifty, shrewd and resourceful, not gullible, creates impossible situations, has extremes of behaviour, spends themselves on others, doesn't let people too close, can't build walls, sensitive and feeling, understands suffering.

*The Ruler* motivation instinctively organises, independent and critical, likes to know where they stand, understands delegation, takes responsibility seriously, enjoys managing a project, fulfilled by accomplishing, has drive and determination, able to be decisive, a good leader, considerate and fair, values loyalty, capable of initiative, strongly competitive, competent and efficient, does most things well, provokes jealousy or dislike, objective and detached, appears unemotional, needs to be loved.

*The Mercy* motivation characteristics Tender-hearted, intuitive, understands the language of the heart, focuses on people, needs to define boundaries, picks up other people's feelings, drawn to the hurting, cares about little things, careful not to hurt

people's feelings, hesitate and indecisive, at ease among non-threatening company, insincerity makes them uneasy, dislikes confrontation, hates unfairness, dislikes pressure, needs their own space, spontaneous, imaginative and creative, likes things to be perfect, struggles with self-acceptance.

Identifying and seeing how the motivations inform our lives, consciously and unconsciously and how we relate to people with the same and different motivations can considerably help in the development of personal character and team development.

A greater understanding of who we are and how we and others relate can

encourage healthier relationships in whatever context. Awareness of innate responses and abilities can lead to greater wellbeing and more effective and harmonious work places. A clearer understanding as to how people are can facilitate better ways of living and working which is beneficial for all concerned.

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