

A Master Plan for Motivation: Know what works for whom
By Ed Rogers
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Business leaders have pondered the question for as long as organizations have existed.

How do you motivate subordinates to do what needs to be done?

Some have managed through sheer charisma. Others at the top rely on fear or intimidation. Still more appeal to greed, ego or loyalty.

The question has never seemed so pertinent with the growing corporate focus on teamwork and attention to customer service. Greed may work for some employees and fear can light a spark under another.

The trick is to tell what works for whom. Figuring it out has never been more scientific or close at hand.

About 30 consultants from around the world have come to a hotel boardroom in Burlington to hear the word from one of the leading practitioners of psychological motivation.

International consultant Shelle Rose Charvet, owner of Success Strategies in Burlington and author of *Words That Change Minds, Mastering the Language of Influence*, is only one of five people certified to train trainers in the Language and Behaviour Profile.

She has taken the technique out of the analysts' office and into the boardroom. The idea is simple and some leaders already use it intuitively. For others, the execution can be complex.

Charvet, 43, teaches how to pick up on the way individuals think during ordinary conversations.

Determining how they think opens the door to predicting how they will react in situations and to using their own language patterns to motivate them.

"This is all about the things that influence you," she said. "The key is to identify their motivational triggers and to match them in your language and activities."

One of the 14 patterns considers how a person works for goals. "Toward" people want to achieve. "Away From" people seek to avoid or solve problems.

Speaking their particular language would mean describing the same job to a

“toward” person as a way to improve sales or to an “away from” person as a way to avoid a summer sales slump.

Charvet said teams need a mix of traits.

“If everyone is toward in a team, they make the plan and go, ‘Whoops. We didn’t think of that problem.’”

Corporations are using the technique to:

- Match the right person to the right job,
- Understand how and why customers buy,
- Improve negotiations,
- Change corporate culture and
- Boost management skills

Armand Kruger, a South African consultant, said Charvet is popular because of her commercial approach to the profile, which was developed in the mid-1980s by Californian Rodger Bailey from a psychoanalytic technique called neuro-linguistic programming.

Kruger started out using the profile to identify the traits of peak performers in industry. Now he and three other consultants plan to form a company to employ the “massive communication possibilities” to cut through the country’s racial divisions in business.

“Typical communication models are just too superficial. This model allows one to package your information so people are prepared to listen. So we can talk to each other and get around the barrier of skin colour.”

Fabrizio Pirovano, an Italian trainer and consultant, said: “It’s usable. It’s well understood by companies who use the applications for their own goals, whether they are marketing, research or negotiation.”

Anna McQuaid, a management consultant and executive coach in the United Kingdom, first heard Charvet speak in 1996.

“It lets you sharpshoot with communication,” she said.

Charvet said the profile also determines an individual’s patterns in context. The way a person reaches goals can be determined specifically for their life at work.

The seminar on July 16 at the Travel Lodge on Lake Ontario, cost participants several thousand dollars each. Charvet, who was given permission by Bailey to train trainers, will certify the consultants to train others.