



MOTIVATE OTHERS

LEVEL 4 PROJECT



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Rev. 11/2016 Item 8411

INTRODUCTION



Motivation is the force that inspires human beings to progress. Some motivation is intrinsic; it comes from a desire to take action that begins inside a person. Other motivations are extrinsic. This type of motivation grows from wanting to acquire something like income and status. It may be driven by a desire to avoid an unpleasant experience. The ability to motivate others is a primary skill for any leader and can make the difference between a project that flows to completion and one that stalls throughout the process.

In this project, you will learn the different ways individuals can be motivated, how to strengthen and nurture relationships with others, and how to promote internal growth in other individuals. You will review methods of providing encouragement and helpful feedback to others.

YOUR ASSIGNMENT

Purpose: The purpose of this project is to practice the skills needed to motivate team members through the completion of a project.

Overview: Build a team of three to four people to help you create and complete a project to benefit your club. Use the information in the project to develop motivational strategies for each team member. After the project, you may choose to ask team members and at least one club officer to complete a 360° evaluation to give you feedback on your communication and leadership. Deliver a 5- to 7-minute speech at a club meeting about your experience. Your speech is not a report on the content of this project.

For all assignment details and requirements, review the Project Checklist on page 11.



Throughout this project you will see icons in the margins next to the text. These icons indicate additional resources available online.



Video: Sign in to Base Camp to watch a video that supports this project.



Interactive Activity: Sign in to Base Camp to complete an interactive activity.



Resource: Sign in to Base Camp to view this resource online.

ASSESS YOUR SKILLS

Evaluate your current skill level by rating each statement.



Select the appropriate number based on your skills today:

5
EXEMPLARY

4
EXCEL

3
ACCOMPLISHED

2
EMERGING

1
DEVELOPING

Pre-Project					Statement	Post-Project				
5	4	3	2	1	I understand that individuals are motivated in different ways.	5	4	3	2	1
5	4	3	2	1	I am confident building relationships with others.	5	4	3	2	1
5	4	3	2	1	I am able to encourage individuals to participate in group activities.	5	4	3	2	1
5	4	3	2	1	I can promote growth within others.	5	4	3	2	1
5	4	3	2	1	I am able to provide support and give helpful feedback to others.	5	4	3	2	1
5	4	3	2	1	I recognize how this project applies to my life outside of Toastmasters.	5	4	3	2	1

COMPETENCIES

The following is a list of competencies that you will learn and practice in this project.

- Identify different ways individuals can be motivated.
- Demonstrate the ability to strengthen and nurture relationships with others.
- Construct a system of leadership that motivates others to accomplish a task, goal, or plan.
- Demonstrate an understanding of how to promote growth in other individuals.
- Provide encouragement and helpful feedback to others.

MOTIVATE OTHERS

Motivation encourages the growth and forward movement of an organization, group, idea, or project.

KNOW YOUR TEAM

The first step in leading a team to the successful completion of a project is to become acquainted with the members individually and understand their expertise. Even when your team is built from individuals you know well, each project brings unique challenges and rewards.

Every team functions differently depending on the project. In order to succeed in motivating others, you need to have an understanding of what each person requires to feel motivated.

There are many options available to encourage your team to learn about each other and for you to learn about them in a new setting. You can organize a social event or plan a few team-building activities during your first meeting. Choose an activity or activities that are comfortable for you and will effectively encourage your team to form a cohesive unit.

You may use the Team-Building Activities resource on page 17 or create your own.



PROVIDE BENEFITS

In one of your earliest meetings with your team, define the benefits of accomplishing the goals you set out. For example, if your project is to strengthen the mentoring program at your club, explain the ways a stronger mentoring program will help fellow club members. Your list might include a higher level of new member retention, greater involvement for experienced members, and an increased likelihood that current members will reach education goals.

Once you have reviewed the project benefits with your group, open a discussion about the advantages of being a part of the project team. Share your view of how team members benefit from helping the group accomplish its goals. Give team members an opportunity to communicate what they would like to gain from participating.

INDIVIDUAL WANTS AND NEEDS

Listen to the discussion and focus on the information your team members share. Look to identify each member's hopes for the project and what motivated him or her to join the project team. Pay close attention to each team member's non-verbal communication. Understanding initial motivation is a good place to begin learning what will keep them motivated throughout the project.

Once you have an idea of what motivated your team to participate, you can start to create a plan for how to motivate each member.

COMMON MOTIVATION TECHNIQUES

There are several common types of motivation, including.

Recognition

Individuals motivated by recognition enjoy attention for their contributions to the group.

Achievement

Individuals motivated by achievement desire to accomplish tasks, projects, or large goals.

Status

Individuals motivated by status strive to reach a position of influence in a group, organization, or situation.

Affiliation

Individuals motivated by affiliation enjoy being part of a group larger than themselves.

For the following questions, select the best answer for each question.

1. A team member hopes that his project makes his community a better place to live. Which motivation technique does this desire represent?



- Recognition
- Status
- Achievement
- Affiliation

2. A member wants her work on a project to further her knowledge in a particular area. Which motivation technique does this desire represent?

- Recognition
- Status
- Achievement
- Affiliation

3. A member wants to win a competition. Which motivation technique does this desire represent?

- Recognition
- Status
- Achievement
- Affiliation

4. A member likes to work with a team towards a mutual goal. Which motivation technique does this desire represent?

- Recognition
- Status
- Achievement
- Affiliation

5. A member of your team is working hard so she gets an opportunity for a higher-level position. Which motivation technique does this desire represent?

- Recognition
- Status
- Achievement
- Affiliation

Compare your selections with the answers at the bottom of the page.

Answers: 1. Affiliation; 2. Achievement; 3. Recognition; 4. Affiliation; 5. Status

HOW TO MOTIVATE

CREATE A SENSE OF BELONGING

Even if affiliation is not an individual's main motivating factor, it helps to provide team members with a sense of belonging. Humans generally want to be part of something larger than themselves. To develop a sense of community you may choose to create an identity for your team by working together to develop a name. Giving team members an identity as a group engenders commitment.

To encourage a strong rapport between members, involve teammates in the decision-making processes of the larger group. If that is not possible, be available for comments and invite suggestions.

ASSIGN REASONABLE TASKS

People who volunteer for a team are looking to participate. Be sure to delegate tasks to every member of the group. Ensure that tasks match an individual's skill and experience levels and are realistic to accomplish in a reasonable amount of time. Demonstrating an awareness of team member workloads and accomplishments builds trust and gives you the best opportunity to hold team members accountable for completing tasks.

Avoid assigning tasks that are too easy or tedious. Team members are more likely to remain engaged when they are challenged.

MAINTAIN TRANSPARENCY

Maintaining transparency with your team is fundamental to quality leadership. Communicate with your team on a regular basis and keep them informed on project status, the on-going results of their efforts, and ways they can contribute.

Give constructive feedback to each individual regarding her contributions. Refer to the "Evaluation and Feedback" project you completed early on your path to review how to give effective feedback to team members.

REWARD DESIRABLE BEHAVIOR

Depending on the personalities and needs of your team members, reward them with public or private recognition. Some people prefer to receive praise in front of their peers, while others prefer to hear positive comments about their performance one-on-one.

In some cases, you may want to consider giving a tangible reward. A thank you note shows you appreciate someone's efforts. If you are part of an organization such as a business, you may consider offering a monetary bonus to high performers. Trophies, ribbons, and certificates are other ways to recognize the contributions of others.

ACCEPTING FEEDBACK

Encouraging feedback and accepting it when it is given is fundamental to successfully motivating others. Accepting feedback is an important skill for building positive relationships and interpersonal communication.

As a part of your project, you may choose to complete a 360° evaluation. The value of a 360° evaluation is in receiving feedback from people with different perspectives on your communication and leadership.

A peer may have a different experience working with you than a team member you lead or a club officer who oversaw the outcome of your project. Each perspective will give you a different insight into what you do well and what skills you can develop.

There are many ways to conduct an evaluation of this type. Use the 360° Evaluation on page 19 and choose the method of administration you feel is most effective, whether electronic, face-to-face, or paper-based.



REVIEW AND APPLY

Before you complete the assignment, take a moment to read through the questions you see here. If you are not able to answer them comfortably, review the project.

- What are different ways individuals can be motivated?
- Why is it important to nurture relationships with the people with whom you work closely?
- How can you create a sense of belonging for individuals on your team?
- How can you reward desirable behavior from team members?

COMPLETE YOUR ASSIGNMENT

Now that you have read through the project, plan and prepare your speech or report.

Review: Return to page 3 to review your assignment.



Organize: Use the Project Checklist on page 11 to review the steps and add your own. This will help you organize and prepare your assignment.

Schedule: Work with the vice president education to schedule your speech.



Prepare: Prepare for your evaluation. Review the evaluation resources on pages 14–16 and share all resources with your evaluator before your speech. You may choose to share your evaluation resources online.

PROJECT CHECKLIST

Motivate Others

Purpose: The purpose of this project is to practice the skills needed to motivate team members through the completion of a project.

Overview: Build a team of three to four people to help you create and complete a project to benefit your club. Use the information in the project to develop motivational strategies for each team member. After the project, you may choose to ask team members and at least one club officer to complete a 360° evaluation to give you feedback on your communication and leadership. Deliver a 5- to 7-minute speech at a club meeting about your experience. Your speech is not a report on the content of this project.

This project includes:

- Building and motivating a team to complete a project that benefits your club
- The Team-Building Activities resource
- The 360° Evaluation resource
- A 5- to 7-minute speech

Below are tasks you will need to complete for this project. Please remember, your project is unique to you. You may alter the following list to incorporate any other tasks necessary for your project.

Meet with the vice president education to select a task that will improve your club.

Select a team of at least three other club members to help you complete the task.

Schedule an introductory meeting with your team.

Hold the introductory meeting with your team. Complete a team-building exercise to help you identify the methods that will motivate each team member.

Lead at least two other meetings with your team. During these meetings, use different motivational techniques to help your team complete the project.

Complete the task you selected with your team.

Give the members of your team, at least one of your club leaders, and at least one club member who is not a member of your team the 360° Evaluation resource. Ask them to complete the resource based on the task you completed for your club. (Note: This is optional.)

Schedule your speech with the vice president education. If you need longer to complete your speech, you may give an 8- to 10-minute speech with the vice president education's approval.

Write your speech. Include information about your experience as a leader motivating a team.

Rehearse your speech.

EVALUATION FORM

Motivate Others

Member Name _____ Date _____

Evaluator _____ Speech Length: 5 – 7 minutes

Speech Title _____

Purpose Statements

- The purpose of this project is for the member to practice the skills needed to motivate team members through the completion of a project.
- The purpose of this speech is for the member to share some aspect of his or her experience motivating team members through the completion of a project.

Notes for the Evaluator

During the completion of this project, the member:

- Spent time developing a project, building a team, and working with that team to bring the project to fruition
- May have asked team members and at least one club officer to evaluate his or her leadership through the completion of 360° evaluation

About this speech:

- The member will deliver a high-quality and engaging speech that addresses his or her experience using motivational techniques while leading a team.
- The speech may be humorous, informational, or any type the member chooses.
- The speech should not be a report on the content of the “Motivate Others” project.

General Comments

You excelled at:

You may want to work on:

To challenge yourself:

For the evaluator: In addition to your verbal evaluation, please complete this form.

5 EXEMPLARY	4 EXCELS	3 ACCOMPLISHED	2 EMERGING	1 DEVELOPING
----------------	-------------	-------------------	---------------	-----------------

<p>Clarity: Spoken language is clear and is easily understood</p> <p>5 4 3 2 1</p>	Comment:
<p>Vocal Variety: Uses tone, speed, and volume as tools</p> <p>5 4 3 2 1</p>	Comment:
<p>Eye Contact: Effectively uses eye contact to engage audience</p> <p>5 4 3 2 1</p>	Comment:
<p>Gestures: Uses physical gestures effectively</p> <p>5 4 3 2 1</p>	Comment:
<p>Audience Awareness: Demonstrates awareness of audience engagement and needs</p> <p>5 4 3 2 1</p>	Comment:
<p>Comfort Level: Appears comfortable with the audience</p> <p>5 4 3 2 1</p>	Comment:
<p>Interest: Engages audience with interesting, well-constructed content</p> <p>5 4 3 2 1</p>	Comment:
<p>Topic: Shares some aspect of leadership experience related to motivating others</p> <p>5 4 3 2 1</p>	Comment:

EVALUATION CRITERIA

Motivate Others

This criteria lists the specific goals and expectations for the speech. Please review each level to help you complete the evaluation.

Clarity

- 5 – Is an exemplary public speaker who is always understood
- 4 – Excels at communicating using the spoken word
- 3 – Spoken language is clear and is easily understood
- 2 – Spoken language is somewhat unclear or challenging to understand
- 1 – Spoken language is unclear or not easily understood

Vocal Variety

- 5 – Uses the tools of tone, speed, and volume to perfection
- 4 – Excels at using tone, speed, and volume as tools
- 3 – Uses tone, speed, and volume as tools
- 2 – Use of tone, speed, and volume requires further practice
- 1 – Ineffective use of tone, speed, and volume

Eye Contact

- 5 – Uses eye contact to convey emotion and elicit response
- 4 – Uses eye contact to gauge audience reaction and response
- 3 – Effectively uses eye contact to engage audience
- 2 – Eye contact with audience needs improvement
- 1 – Makes little or no eye contact with audience

Gestures

- 5 – Fully integrates physical gestures with content to deliver an exemplary speech
- 4 – Uses physical gestures as a tool to enhance speech
- 3 – Uses physical gestures effectively
- 2 – Uses somewhat distracting or limited gestures
- 1 – Uses very distracting gestures or no gestures

Audience Awareness

- 5 – Engages audience completely and anticipates audience needs
- 4 – Is fully aware of audience engagement/needs and responds effectively

- 3 – Demonstrates awareness of audience engagement and needs
- 2 – Audience engagement or awareness of audience requires further practice
- 1 – Makes little or no attempt to engage audience or meet audience needs

Comfort Level

- 5 – Appears completely self-assured with the audience
- 4 – Appears fully at ease with the audience
- 3 – Appears comfortable with the audience
- 2 – Appears uncomfortable with the audience
- 1 – Appears highly uncomfortable with the audience

Interest

- 5 – Fully engages audience with exemplary, well-constructed content
- 4 – Engages audience with highly compelling, well-constructed content
- 3 – Engages audience with interesting, well-constructed content
- 2 – Content is interesting but not well-constructed or is well-constructed but not interesting
- 1 – Content is neither interesting nor well-constructed

Topic

- 5 – Delivers an exemplary speech about some aspect of leadership experience related to motivating others
- 4 – Delivers an excellent speech about some aspect of leadership experience related to motivating others
- 3 – Shares some aspect of leadership experience related to motivating others
- 2 – Mentions some aspect of leadership experience related to motivating others, but does not fully address
- 1 – Delivers a speech on a topic other than some aspect of leadership experience related to motivating others

TEAM-BUILDING ACTIVITIES

Following are a few examples of activities. You can choose to use one or more when meeting with a group for the first time. Record notes below each activity about how you may adapt the exercise to fit your needs.

String Game

Materials needed:

- Three to four skeins of different colored yarn
- Scissors

Before the activity takes place, cut the yarn into different lengths ranging from 12 inches to 30 inches. Each member of the group selects a piece of yarn without knowing the yarn's length. Then, when it is her turn, the member begins to wrap the yarn around her finger. The member must talk about herself for as long as it takes her to wrap the yarn around her finger.

Story Starter

Materials needed:

- Index cards and pens

On each of the index cards, the facilitator writes a starter sentence. For example: "Once upon a time, I..." Make numerous cards with different first lines. Divide participants into groups, distribute one index card to each group, and instruct the groups to finish the story as a team. When groups finish writing, read all the stories aloud.

Two Truths and a Lie

Participants form a circle. One by one, participants tell two truths and one lie. These three statements must be relevant to the speaker’s life. The group then works together to decide which two statements are true and which is a lie.

Mind Maps

Materials needed:

- Chalkboard, whiteboard, or piece of paper
- Writing instruments

For this activity, you need a chalkboard, whiteboard, or piece of paper, as well as writing instruments. In the middle of the writing surface, write the central idea of your project or what it is you need to brainstorm. From there, draw lines that connect this idea to other ideas as your team generates them. Write down every idea without comment, encouraging members to be creative.

The One Question

For this exercise, you can assign one situation to the entire team or allocate a different situation to each member. The task is to answer the following: **“If you could ask only one question to discover a person’s suitability for _____, what would it be?”**

(Choose one or create your own):

- Running a business together
- Being your personal assistant
- Supplying an important service
- Being your leader

360° EVALUATION

Evaluator Name _____ Date _____

Role _____

Leader Name (person to be evaluated) _____

Timeframe for Evaluation _____

Please consider your experience working with the leader you are evaluating and give a thoughtful response to all the questions presented here. If you have not observed a particular behavior or quality, indicate "Not observed" on your evaluation. Take a moment to include examples wherever possible and if needed, add additional pages.

Using the rating scale provided below for survey-style questions, please circle the number that best reflects your rating of the individual's performance during the time period being evaluated.

Leadership

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Provides a clear sense of purpose, direction, and responsibilities to team members	1	2	3	4	5	N/A	Comment:
Acts and behaves in a manner consistent with his or her statements	1	2	3	4	5	N/A	Comment:
Manages issues in an effective manner	1	2	3	4	5	N/A	Comment:

Provide an example of how he or she positively contributes through his or her leadership.

How can the individual improve his or her leadership?

Communication

1 DEVELOPING	2 EMERGING	3 ACCOMPLISHED	4 EXCELS	5 EXEMPLARY	N/A NOT APPLICABLE
------------------------	----------------------	--------------------------	--------------------	-----------------------	------------------------------

Is open to constructive feedback						Comment:
1	2	3	4	5	N/A	
Gives appropriate feedback that is timely and constructive						Comment:
1	2	3	4	5	N/A	
Manages conflict effectively						Comment:
1	2	3	4	5	N/A	

How has the individual demonstrated effective communication skills?

Describe how he or she has implemented constructive feedback.

Interpersonal Skills

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Shows genuine concern for all team members						Comment:
1	2	3	4	5	N/A	
Perceived as trustworthy						Comment:
1	2	3	4	5	N/A	
Recognizes and rewards individual contributions in a manner meaningful to each team member						Comment:
1	2	3	4	5	N/A	

How would you recommend that the individual improve his or her interpersonal and relationship-building skills?

Teamwork and Team Building

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Supports a team environment by valuing collaboration and cooperation						Comment:
1	2	3	4	5	N/A	
Supports the organization at all levels						Comment:
1	2	3	4	5	N/A	

<p>Considers the impact of actions and decisions on the organization before implementing</p>						<p>Comment:</p>
1	2	3	4	5	N/A	

How does the individual contribute to the successful and effective functioning of his or her team?

Problem Solving

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

<p>Listens actively to others' ideas and perspectives</p>						<p>Comment:</p>
1	2	3	4	5	N/A	

<p>Is prepared to make decisions based on relevant information</p>						<p>Comment:</p>
1	2	3	4	5	N/A	

<p>Is willing to change his or her position when presented with compelling information</p>						<p>Comment:</p>
1	2	3	4	5	N/A	

Give an example of a time when the individual displayed exemplary problem-solving skills.

What recommendations do you have for the individual to improve his or her problem solving skills?

Motivation

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Shows interest in and enthusiasm for the work to be completed						Comment:
1	2	3	4	5	N/A	
Uses effective strategies to motivate his or her team members						Comment:
1	2	3	4	5	N/A	
Rises to challenges						Comment:
1	2	3	4	5	N/A	

Give an example of a successful motivational strategy he or she used while leading the team.

Give an example of the individual's level of motivation.

Prioritization

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Allots time appropriately to tasks that require attention						Comment:
1	2	3	4	5	N/A	
Manages time to keep high-priority tasks at the forefront						Comment:
1	2	3	4	5	N/A	

In general, does the individual prioritize action items and follow through on the priorities he or she set?

In your opinion, does he or she select the appropriate priorities?

Reliability

1 DEVELOPING	2 EMERGING	3 ACCOMPLISHED	4 EXCELS	5 EXEMPLARY	N/A NOT APPLICABLE
------------------------	----------------------	--------------------------	--------------------	-----------------------	------------------------------

Sets and honors milestones and timelines						Comment:
1	2	3	4	5	N/A	
Establishes an agenda for every meeting and effectively covers all topics in the allotted time						Comment:
1	2	3	4	5	N/A	
Is respectful of others' time and commitments outside of the organization						Comment:
1	2	3	4	5	N/A	

Can you depend on the individual to keep his or her commitments?

Describe how the individual demonstrates respect for others' time and commitments.



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