

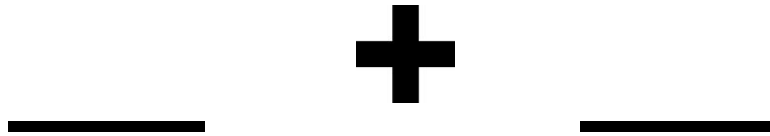


# **The Role of Motivation Plays in Discipline**

***And The Counterproductive Impact On Our  
Behavior When Motivation is Absent***

**Course Application Workbook**

# The Equation That Will Change Your World



## The Motivation Equation



### Why did you attend law school in the first place?

- Was it because you always wanted to be a lawyer?
- Family lineage and expectations - following in someone's footsteps?
- To make a difference? (Are you still?)
- Extrinsic motivators: security, prestige, money?
- Were you uncertain about what else to do?
- Critical Question:
  - Are you currently in a practice area that allows you to manifest your original motivational drive?

### Notes:



# Instant insight into four layers of our dominant behaviors

You will self-score **two** distinctly different layers of behavior. Typically, your first reactions are the most valid.

- **Passions (P):**

What you love to do

- Strengths (S):

How you've learned to show up. Abilities you have learned through experience

- **Expectations (E):**

Our internal non-negotiable internal perceptions that define how we prefer to be treated

- **Reactive Behaviors(R):** How our behavior changes under pressure

Passions and Expectations are internal and represent the two layers of motivation.

Strengths are external. They represent how you have learned to show up. This is one of the two ways 'the world' sees you.

Reactive behaviors are also external behaviors. This is the visible way 'the wheels fall off' when Expectations are unmet.

Whether you are behaving from your strengths or reactive behaviors is primarily a function of your expectations being met or unmet.

## Notes:



# Passions (Macro): The Roles and Tasks We Love

Direct involvement with others

Preference to work with Tasks, Data, or other tangibles



Preference to work with People, Concepts or other intangibles



Indirect or low-key involvement with others

Direct involvement with others

Preference to work with Tasks, Data, or other tangibles

- work through people
- take action
- see a finished tangible product
- solve practical short-term problems
- deliver immediate results
- project management

- work with people
- sell and promote
- sell solutions
- Presentations/public speaking
- motivate people
- counsel or teach
- Persuade/influence verbally

Preference to work with People, Concepts or other intangibles

- work with systems
- predictable indicators
- detailed work
- keep order/precision
- work with data and systems to obtain results
- influence with data

- work with ideas/concepts
- ideate
- strategic planning
- deal with abstracts & concepts
- develop new approaches
- influence by the written word

Indirect or low-key involvement with others



## Social Service (Motivation to Help)

Concern for the welfare of other people and how to help them succeed.

Advocating for others, volunteering, teaching, coaching, counseling



- ✓ Less interpersonal interaction
- ✓ Independence and autonomy
- ✓ Self-sufficiency in others
- ✓ Pragmatic relationships

- ✓ Helping people directly
- ✓ Teaching or counseling
- ✓ Close, personal contact w/ others
- ✓ Understanding thoughts & feelings

Do you recognize your approach and thinking on the right side of the scale, the left, or more mid-range and therefore balanced between the two?

## Numerical

Working with numbers, data, metrics, and detail - attraction to implementing and maintaining systems and tracking progress, building numerical benchmarks – investing, budgeting, numerical modeling, etc.

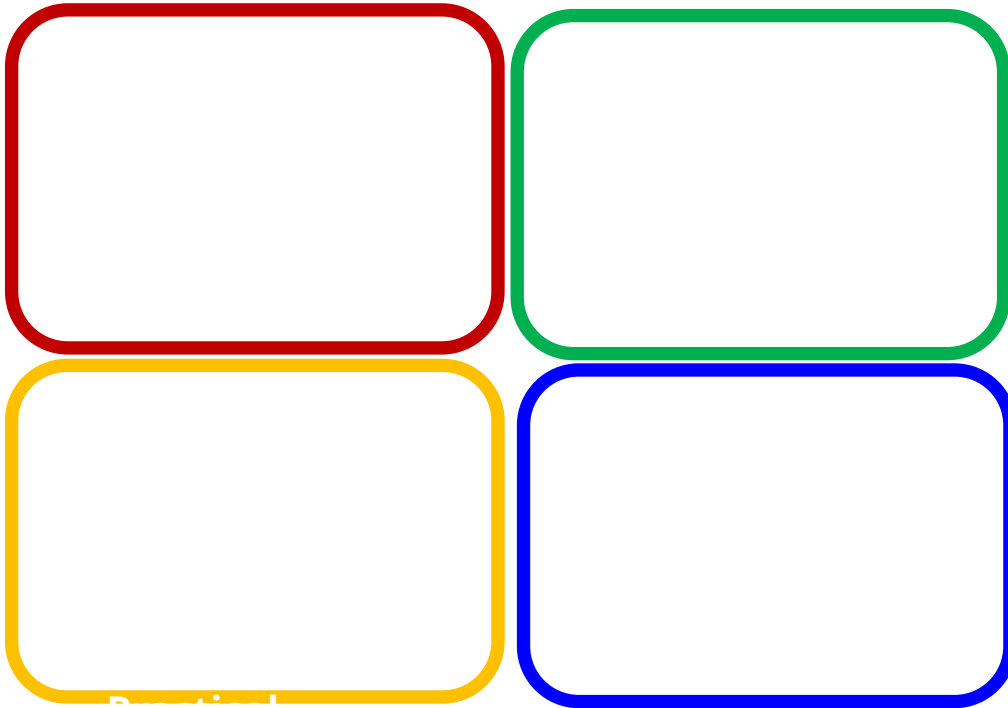


- ✓ Financial summaries
- ✓ Support from analysts & accountants
- ✓ Estimates and approximations
- ✓ Non-exacting tasks
- ✓ May be analytical, but want data provided to them

- ✓ Data analysis
- ✓ Financial accounting
- ✓ Statistical problem solving
- ✓ Monitoring metrics
- ✓ 'Crunching' data
- ✓ Analytical problem solving

Do you recognize your approach and thinking on the right side of the scale, the left, or more mid-range and therefore balanced between the two?

## Expectations: Our Success Criteria



## Expectations: Our Success Criteria

- You want things to move quickly and to get done
- You expect everyone to pitch in to make things happen – no one is uneasy about getting involved
- You want things evaluated along practical and logical lines
- You prefer to have a full plate rather than doing nothing at all
- You need decisions that are not ambiguous

- You need the team and your manager to like and support you
- Goals are established, so you know what to strive for and are rewarded when you get there
- You prefer flexibility to strict policy
- You need people to have a good time and celebrate their achievements
- You expect that the team respects and defends each other

- You expect that people play by the rules and that rules are fair and easy to follow
- You prefer the group treats each other fairly, without favoritism
- You do not enjoy it when team members want to fight
- You prefer that work is largely organized and orderly, without surprises
- You prefer being able to concentrate to finish tasks

- You need to know that people care about you and will listen to you
- You need plenty of time to make decisions
- You prefer possibilities and options to clear-cut policy
- You expect the team to be open to trying new and different solutions
- You need for the team to consider how and what is done will affect others

# Reactive Behavior

## Externalize

- Restless
- Pushy
- Impulsive
- Insensitive
- Demanding
- Abrupt

- Power Struggle
- Self-Promotional
- Defensive
- Argumentative
- Unfocused
- Break Rules & processes

- Quietly Resist
- Stonewall
- Document
- Rule Oriented
- Enforcement
- Quibbling over facts

- Emotional
- Sensitive
- Indecisive
- Anxious
- Sick/Fatigued
- Tentative/Shut Down

## Internalize



Notes:

Handwritten signature in blue ink.

## Application Questions – Passions

*Do you connect strongly to one quadrant, pull from two adjacent quadrants, or even opposite quadrants? Which phrases particularly resonate with you? Why?*

- Is your current area of legal practice and role what you always wanted to do? Describe.  
If not, how did you get to where you are now?
- Why do you love your work?
- What part of your work brings you the most enjoyment?
- Describe a personal moment or experience that clarified or confirmed you were on the right path (role/passion alignment)?
- If not on the 'right' path, how or why are you off track?
- And if you are off track, what is your plan to get back on?

## Application Questions - Expectations

---

*Do you connect strongly to one quadrant, pull from two adjacent quadrants, or even opposite quadrants? Which phrases particularly resonate with you? Why?*

- What can you do to help other people understand your expectations?
- Are you comfortable articulating your expectations to others?
- Who helps you meet your professional and personal expectations?
- Who might be misreading your expectations?
- Give examples of how you think people may not have understood your expectations
- What circumstances in your daily life do not meet your expectations?
- What can you do to manage these expectations to avoid your reactive stress behaviors?



## Discussion Questions – Reactive Behaviors

*How many lawyers are functioning out of their reactive stress behavior because:*

- They are either doing things they do not like to do (Yet are responsible for)
- They are not getting the support they need because they are operating in a (legal) environment (culture) that is different from- and doesn't support their individual expectations and motivators
- What are some consequences of practicing out of your reactive stress behavior?

**Notes:**



# Takeaways

- You may have several passions.
- Passions impact practice areas of work, management/leadership 'roles,' and our energy for particular activities.
- Passions are significant motivators. (And the first layer of motivation)
- What you love to do is a **force**.
- To coerce someone to improve their skills in an area of disinterest does not motivate them, nor will it make them want to perform it better.
- Successfully undertaking tasks we do not like requires self-awareness and self-management. Especially if we have no choice but to complete them ourselves.
- The longer we are engaged in activities that run counter to our passions- despite how competent or accomplished we become in those areas- we will ultimately experience an energy drain.
  
- **Expectations are the second layer of Motivation**
- The way you observe someone behave [external behavior] does not necessarily indicate how they expect you to treat them
- People are typically effective at meeting their individual expectations even if they do not fully understand why
- Interaction with others and/or the environment/culture outside your expectations disrupts you.
- **Our Expectations are not negotiable.** When not met, we take on a counterproductive reactive behavior that interferes with success and robs us of the joy we feel when pursuing our passions and purpose

## Notes:



Contact Doug:

Phone: 724.612.0020

Email: Doug@douglasleonard.co

## Business Experience

**Behavioral Consultant/Executive Team Coach/Speaker/Online Course Developer**

- 30 years of consulting experience
- Evaluated tens of thousands of behavioral profiles
- Certified in Conversational Intelligence®
- Certified in Psychological Safety
- Certified in iMap
- Co-architect of the iMapMyTeam platform
- Certified and SME in The Birkman Method®
- Certified in Birkman Mindsets®
- Both Domestic and International experience
- Engagements in a wide range of industries in the public and private sectors.
- Client engagements with organizations with 10 to 80,000+ employees
- Frequent Speaker and Presenter on the above topics

## Legal Experience

**Law Firm Management, Trial Court Operations, Mediation, Disciplinary Board**

- Served 8+ years as a member, Deputy Chair, and Chair of the Pennsylvania Disciplinary Board
- Mediated child custody cases for 2 years
- 6+ years trial court administrator
- 3 years law firm administrator
- President of the PA Court Administrators Assn.
- Past Member of IWIL (Institute for Well-Being in the Law)
- Frequent speaker at bar association and legal organization conferences

## Defense & Space Client Engagements and Experience

- Appointed and currently serving as an Honorary Commander of the USAF
- Northrop Grumman
- Lockheed Martin
- Boeing
- NASA
- United Launch Alliance
- Rocketdyne
- SAIC
- Cobham Defense Systems
- L-3Harris
- Rockwell Collins
- BAE Systems
- Teledyne
- Leidos
- Air Force, Army, and Navy

