



Motivating Your Team to Action

You made a reasonable request. And yet your team member(s) just aren't following through. You're not really sure what's going on and you want to follow-up as thoughtfully as possible.

Step 1: Reflect on the Request

Reflecting on the actual request you made from a place of clear discernment will give you valuable insights into the experience of your team member(s).

- What was the request you actually made? Use as close to the actual words as possible.
- On a scale of 1-10, how clear and actionable was the request? (10=Anyone could follow the directions and know exactly what was intended, 1=Okay, it was pretty muddy)
- How did you deliver the request? (e.g. What was the tone? The delivery method? etc.)
- To what extent did you appeal to the rider (rational mind)? The elephant (emotional mind)?

Step 2: Pause to Empathize

Pausing to empathize is bound to soften the tension you may be feeling. And it will influence HOW you should up in your conversation with your team member(s).

- What's happening right now with the individual team member(s) that may be impacting their lack of follow-through?
- What's happening right now in the broader context of the team or organization that may be influencing this situation?
- What might be the most empathetic thing you could say to your team member(s) about this?

Step 3: Connect with the Elephant

In this step, you'll begin reframing your actual request. It will go from matter of fact "ask" to a seedling of a story that puts the request into context and therefore makes it matter more.

- Why does this request matter to you right now? What impact will it have?
- Why does this request matter to the broader team or organization right now? What impact will it have?
- How does completing this request benefit the individual team member(s)?
- What could it look like to appeal to your team members' heart in this request?
 - What picture could you paint? What story could you tell? What experience could you offer to better illustrate the need or rationale for this request?

Step 4: Put it all Together

Using the framework presented in *Switch*, consider how you can reshape the request to better align with what's actually happening. This is a moment to create a space for partnership and invite real change.

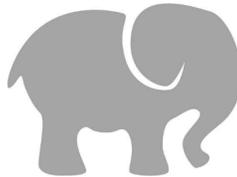
People have multiple facets



Direct the Rider

by creating a crystal clear vision of the outcome

“What looks like resistance is often a lack of clarity”



Activate the Elephant

by connecting them to their inspiration.

“What looks like laziness is often exhaustion” (not feeling it)



Shape the Path

by making the change feel easy.

“What looks like a people problem is often a situation problem”

Source: *Switch* by Chip and Dan Heath; *The Happiness Hypothesis* by Jonathan Haidt

<p>Activate the Elephant</p>	<ul style="list-style-type: none"> ● Paint the picture (e.g. of the problem, the solution) ● Appeal to the heart (e.g. why does it matter?) ● Empathize (e.g. how can demonstrate empathy?) <p><Share your brief context or story here></p>
<p>Direct the Rider</p>	<ul style="list-style-type: none"> ● Make a direct, CLEAR, actionable ask (e.g. is it clear, bite-sized, actionable, measurable?) <p><Summarize your clear ask here></p>
<p>Shape the Path</p>	<ul style="list-style-type: none"> ● Make it as easy as possible to succeed (e.g. can you do anything to shape the environment to make this even just a bit easier for your team members?) <p><Offer solutions or support to make it as easy as you can></p>
<p>Invite an Exchange</p>	<ul style="list-style-type: none"> ● Invite someone to explain their own hang up or how you could engage. Sometimes we don't see the whole picture, so it's helpful to show your curiosity.

Motivating Your Team to Action

	<Invite them to share what you may have missed>
--	---

About this Resource:

This tool was created using frameworks developed by Chip and Dan Heath, authors of [Switch](#) and Jonathan Haidt, author of [The Happiness Hypothesis](#).

[To Get Your Own Editable Copy of this Template, Click Here**.](#)