



MOTIVATION CODE

PRACTITIONER CERTIFICATION WORKBOOK



POWERED BY
PRUVJO

BECOMING MCODE CERTIFIED

NOTES

Thank you for your interest becoming a certified Motivation Code Practitioner. If you have taken the MCODE assessment and have worked through your own report then you have already discovered valuable insights and applications from learning your unique motivations. Perhaps you even walked through your report with one of our certified practitioners and have witnessed firsthand how MCODE can serve as a catalyst for genuine transformation. Perhaps your experience with and curiosity of MCODE is what has you considering becoming an MCODE Practitioner and linking up with our community.

We want to outline some of the details about our certification and support program, what it takes to be certified, and the investment for carrying an ongoing MCODE license. Our hope here is to help you understand the kind of individual our training is designed to serve and to help you determine if it is a good fit for you.

Those who enter MCODE Practitioner Certification training do so in one of two tracks. “Level 1” practitioners who complete the training are certified to deliver MCODE “inside” their particular organization. You will receive practical training from experts, step-by-step coaching curriculum, workshop curriculum, online training, and more. Level 1 practitioners usually have a supervisory or training role and MCODE becomes a significant tool for hiring, performance evaluation, management, engagement improvement and team functioning. When they successfully complete their training they are recognized as a trained internal practitioner.

Those who enter the training as a Level 2 practitioner deliver MCODE as an independent coach and consultant working with individuals and organizations. When they successfully complete their

training they are recognized as a trained independent practitioner. Level 2 practitioners have the ability to charge clients for MCODE coaching and consulting work.

The certification program itself is self paced and online. Between the video instruction, the assignments and the community discussions the average trainee completes the work in between 12 and 15 hours of engagement.

Practitioners gain access to the MCODE Practitioners Resource Portal which includes the “MCODE Exchange”, our online community, as well as additional training options and educational resources supporting and supplementing the basic training program.

So, if after viewing this introduction you believe you would be a good candidate as either a Level 1 or a Level 2 practitioner please reach out and contact us, or click on certification at motivationcode.com.

MODULE I: INTRODUCTION TO THE MOTIVATION CODE

Welcome to the Motivation CODE Practitioners Certification. You have taken a step to work through a learning process that will equip you to utilize this powerful instrument to make a lasting impact in the lives of those you are working with. You will learn to coach with confidence, competence, and effectiveness.

We don't take your commitment lightly. Our commitment in return is to provide you the information, context, real-world examples and team support that will enable you to become a master-interpreter of the key motivations that drive our behaviors.

Dave Noll, creator of the TV series "Chopped" said after his experience taking the MCODE assessment and walking through his impact session with a certified MCODE practitioner:

In business we often hear that we need to know the rules in order to then be able to work with those rules, or even break those rules. The Motivation Code is going to show you your own rules. It's literally your own code. Why you tick. What makes you you.

What an amazing gift to open up that level of clarity for others. You're about to be introduced to the tools and the understanding to offer these same insights.

In this manual, we outline what you can expect on this training journey, then clarify the benefits you will receive once you've completed the process.

Here is the outline, and you can follow in the workbook we've provided.

- You are now in Module 1, which includes this introduction, a montage of Motivation Code practitioners sharing their experiences, then, an invitation for you to participate in the MCODE Exchange, our Motivation Code practitioner's online community.
- Module 2 introduces some of the research being developed around motivation followed by a brief snapshot of the history of MCODE. A more complete picture of the science and story behind the Motivation Code is available in our Practitioner's Resource Portal or ask more questions of our expert team in the MCODE Exchange. We have 4 PhD's chomping at the bit to give you some interesting science to leverage for your work.
- We then turn the corner in Modules 3 through 6 to train you in the mindset, skillset, and toolkit you'll need to conduct the Impact session and for your future MCODE coaching and consulting skills.
- Module 3 frames up the mindset practitioners need entering their work for it to be impactful.
- Module 4 is the heart of the training, spelling out in detail the skillset you need to succeed as a practitioner. In this module, we define the MCODE impact session itself which will be the foundation of your coaching work as an MCODE practitioner. You'll also observe a Motivation Code impact session which will provide you an example for how the experience unfolds for clients.

- In Module 5 we'll send you into the lab to complete three real MCODE impact sessions on individuals in your world.
- Finally, in Module 6 we'll take you on a brief tour of your foundational toolkit – our MCODE Practitioner Resource Portal, the place where we host our coaching curriculum and workshops presentations for you to utilize in your MCODE work.

So, what benefits will you gain from completing this training?

First, you'll gain **CONTEXT**: Motivation Code is not like any other personal assessment in the market. We start with our clients' stories, not our agenda. We are the pioneers of combining the power of narrative and quantitative methodologies to achieve the breakthrough of producing for you a powerful, scientifically grounded, predictive report of unique motivations. Grasping this big picture and gaining an introduction to the research behind motivation and the fascinating history of the MCODE assessment itself will help you to appreciate the strength and uniqueness of what you'll be equipped to deliver.

Second, you'll gain **COMPETENCE**: This training will equip you with the foundational knowledge you will need to interpret an MCODE report and begin to help others apply relevant insights to their personal and professional lives. Then following this training you can continue growing in your knowledge with access to additional training, research, and coaching and consulting frameworks through our Practitioners Resource Portal.

Third, you'll gain **CONFIDENCE**: As part of this training you will be practicing three "live" Motivation Code impact sessions then sharing

your experience with other practitioners on the community platform. These discussions will serve as a kind of “peer review” of your work, giving you a place to ask questions of those more experienced, gain their insights, and offer some of your own to others.

Fourth, you’ll gain CREDIBILITY: Successfully completing this training along with the exercises included, then remaining active in the Practitioners Platform certifies you to implement Motivation Code practitioner work in one of two contexts. If you are entering as a “Level 1” practitioner you will be utilizing MCODE “inside” your particular organization. If you are entering this training as a Level 2 practitioner you will be delivering MCODE as an independent coach or consultant working with individuals and organizations. Level 2 is required for anyone charging a fee for utilizing the MCODE assessment. Successfully completing this training validates that you are recognized as a trained practitioner and you will receive a certificate once you submit your feedback from your three practice sessions.

Finally, and what excites us more than anything, is that you will become part of our COMMUNITY: As noted just above, the community of practitioners plays a key role in the ongoing development of MCODE applications. The Practitioners Resource Portal is where you will find what you need to coach and teach MCODE to others. Our community called the MCODE Exchange is our town hall where you can join with many others sharing best practices and honing your craft in real time with those who have been working with motivation for decades as well as those very recently engaged.

You have already completed your own MCODE report exercises, either on your own or with another MCODE practitioner walking through some of the implications of your unique motivational pattern.

This has given you just a first look into some of the power inherent in the MCODE instrument. Now in this certification course, we are going to help you hone skills to expound on reports like the one you received, to help individuals, teams, families, and organizations maximize and balance their motivations to empower them to reach their full potential.

We're honored that you have chosen to begin this journey with us.

INTRO TO MCODE TESTIMONIAL VIDEOS

Once you've completed your Motivation Code practitioner certification, you're joining a community of accomplished coaches, consultants and organization leaders, all leveraging the same insights into human motivations to increase individual and team health and productivity. The Motivation Code assessment is rooted in decades of research, conducted by many of these legacy practitioners; likewise, the coaching and consulting principles that you will learn in this training and even more completely through the resources on the Practitioner's resource portal come from their first hand experiences as well. Many have made a full time career working with human motivation. Many others supplement other avenues coaching and consulting. We wanted to give you an opportunity to hear briefly from a few of them so that you can see what you are in for as you add MCODE to your toolkit.

THE MCODE EXCHANGE

Being an MCODE practitioner is no solo sport. As a certified practitioner you are being invited onto a team as a valuable contributor to the collaboration we all rely upon to do our work with excellence. The free interchange of ideas, experiences, questions, opinions and even challenges is how we continue to grow and improve, both as individual agents of change and as an organization.

Sharing insights has been a part of our DNA from our beginnings. Our tools and our consultative coaching model is built upon decades – more than 60 years – of the collective wisdom of hundreds of coaches and consultants. Together they have built the foundation we

all stand on, the nearly 80,000 motivation code profiles that have been crafted over the years.

Here at the beginning of your training experience we want to invite you to take a few minutes to check in at the MCODE Exchange, the discussion platform for our practitioner community.

You are currently working through your training from the MCODE Practitioner Resource Portal. Pause now and go to “MCODE Exchange” and sign in there. Take a few minutes right now to:

- Explore the conversations in play right now.
- Introduce yourself as a new practitioner in training.
- Share a bit about yourself, your background, perhaps some personal information, some of what prompted you to want to pursue certification.
- Then take some time to share your own MCODE findings, your “top three” motivations and some of the insights you gleaned from your report.
- If you have had the opportunity to work with a MCODE coach or consultant, give them a shout out and share some of the insights they were able to help you learn, perhaps even some understanding of the motivation flow inherent in your achievement stories and the ordering of your motivational themes.
- Feel free to pose any questions on the board as well, and throughout your training process revisit the board to continue to

carry on conversations.

We encourage you to consider MCODE Exchange as one of your key resources. Again, the collective experience and wisdom in this community of practitioners is amazing. And that will only grow stronger as you contribute your insights as well!

MODULE 2: THE SCIENCE AND STORY OF THE MOTIVATION CODE

2.1: WHY STORY MATTERS

When we want to understand another person we often ask, “What is your story?” This question has been posed one person to another for thousands of years.

In our day how do we tend to tell our stories?

- We may share relational commitments: “I’m married with two kids out of the house and one still at home.”
- Or we reference work: “I’ve been an engineer for 25 years.”
- We might note our social groups: “I’ve been in a tennis club since my parents gave me a racquet at age 8.”
- Or we identify our family of origin: “I’m Italian.”
- Or our faith tradition: “My Lutheran upbringing has shaped my life.”
- If we’ve overcome a struggle, we might highlight that: “I’m a recovering alcoholic.”

While these sorts of answers all reveal important aspects of our identity, they do not define the deepest aspects of what some have called our “essence.” The founders of MCODE believed that each person has a unique pattern revealed through a distinct and

personally unique kind of story, one that goes beyond recounting group involvement, vocational and avocational identity, and struggles we have overcome. They believed that this kind of story leaves indelible tracer markers – a Motivation Code – that identifies an individual’s distinctive pattern of behavior.

They called this the Achievement Story: something a person accomplished that they believe they did well, enjoyed doing, and/or gave them deep, personal fulfillment. Achievement stories are about action done – not passive experiences – that was deeply enjoyable either during the process, or in the final outcome, or both. Achievement stories can come from any time in life, from any category of activity.

Just as our fingerprints remain essentially the same from age five to age 75, achievement stories reveal remarkably consistent patterns throughout every life stage. Our pattern signals a “motivational flow” that appears and reappears in all activities that matter most to us, with the same drivers again and again triggering our engagement, framing our process, and sustaining us toward our outcome.

This pattern is embedded like a fossil in our legacy stories and it comes as close to anything to defining our individual core nature. Dan McAdams, a leading figure in narrative psychology acknowledges this: “It is with respect to narrative identity...that personality psychology’s commitment to showing how every person is like no other person is most readily accomplished. Every life story is unique. The rich texture of human individuality is best captured in the intensive examination of the individual life story.”

By qualitatively capturing these stories, then quantitatively analyzing the way the story-teller prioritizes the 27 CORE human

motivations embedded in the accounts, the MCODE process comes a long way toward defining the patented, one-in-a-trillion pattern in each individual. For this reason, we believe that diving into our achievement stories is a richly worthwhile undertaking, and we've built our entire process around it.

Many advocates of this narrative approach emphasize its usefulness for helping people assemble their own identity — tying together various pieces of their history within the “plot” of a story they tell about themselves. This then empowers them to create new stories that can re-chart the trajectory of their future lives.

This is precisely the kind of project that MCODE supports — giving individuals tools to construct a meaning-full personal narrative. This meaning is not invented as much as it is discovered, as something that pre-exists in our stories. Psychologist James Hillman suggests that each person has a “soul code... a uniqueness that asks to be lived [that is] is already present before it can be lived... development only makes sense when it reveals a facet of the original image.”

MCODE is about guiding clients toward naming and realizing this “defining image.” We affirm that human beings are complex and infinitely valuable because of it, and we do not assume that the language of the 27 motivations, or the motivational flow derived from ordering them can fully capture everything about being a human being. But we know that MCODE can bring valuable clarity about who we already are and are called to become. In that, it reveals powerful self-awareness shedding light on a path toward a truly flourishing future.

2.2 THE SCIENCE OF MOTIVATION

In this video, we'll focus on the science behind the MCODE assessment, but first I want to provide some context by talking about the science behind intrinsic motivation in general.

By the end of this video, we want you to come away with:

- 1: an understanding the science behind intrinsic motivation
- 2: an understanding the science behind MCODE assessment
- 3: an understanding of how the MCODE relates to the concept of flow

THE SCIENCE BEHIND INTRINSIC MOTIVATION

In his book *Drive*, Daniel Pink discusses three types of motivation.

The first is survival which Pink called Motivation 1.0.

While biologically based drives to survive (Motivation 1.0) are always at play, the industrial revolution and the advent of "scientific management" led to a shift in focusing on extrinsic motivation, or Motivation 2.0, to increase performance.

Extrinsic motivators work indirectly by gaining a reward or avoiding a punishment. This worked fairly well with routine and repetitive jobs. As we've moved into an information age in which 70% of job growth now comes from "heuristic" work [1] that is more creative than routine, it's become increasingly clear that rewards and punishments don't generally promote engagement for knowledge workers.

In fact, Pink [2], highlights seven problems or “deadly flaws” with extrinsic, or "carrot and stick" motivation:

1. Extrinsic motivation can actually hinder intrinsic motivation.
2. Extrinsic motivation can hurt performance.
3. Extrinsic motivation can diminish creativity.
4. Extrinsic motivation can hinder good behavior.
5. Extrinsic motivation can foster cheating and shortcuts.
6. Extrinsic motivation can promote addiction.

Recent research suggests that instrumental motives, such as external incentives, don't provide an added boost to performance beyond internal motives.

For example, Amy Wrzesniewski and her colleagues followed 10,000 West Point cadets over a decade and found that instrumental motives weakened the positive association between internal motives (those inherent in military service) and positive outcomes (e.g, becoming commissioned officers, extending service beyond the initial obligation, and being selected for early career promotions) [3].

We're discovering that what does work is intrinsic motivation, or Motivation 3.0: activities that are inherently motivating because of the enjoyment in doing them. These activities aren't motivating as a means to some other end. The move to intrinsic motivation in the workplace is underway.

One of the main ways of defining intrinsic motivation is Self Determination Theory (SDT), developed by psychologists Edward Deci and Richard Ryan [6]. SDT, which has been studied extensively in the lab and in the field, suggests that human beings have three innate

needs: the need for autonomy (knowing I can choose what I want to do), the need for relatedness (being cared for by others and connected to others), and then need for competence (developing and using my skills and knowledge). The idea is that autonomy, or perceived choice, is the key factor that promotes behaviors becoming increasingly internally motivated, or “self-determined.”

These needs are viewed as universal necessities that need to be satisfied for optimal human functioning. A growing body of research supports the theory that the satisfaction of these psychological needs is linked to intrinsic motivation, which in turn predicts increased well-being and work performance.

Motivation 3.0 is what we might call “general intrinsic motivation.” This type of motivation, defined by self-determination theory, gets us in the ballpark of understanding why some work is deeply gratifying and other work is draining, but it doesn’t really help us understand the specific reasons why that’s the case for each individual.

Every person is unique in what truly motivates them intrinsically. So while Motivation 3.0 is a helpful start, we need a more precise picture, or X-ray if you will, of what uniquely motivates each person. This unique motivation is what we call Motivation 4.0 and that is what the MCODE measures.

With that context, let’s take a look at the science behind the MCODE.

THE SCIENCE BEHIND THE MCODE

As you know, the MCODE is an online, self-report assessment of unique motivation that identifies the top five motivations that represent

an individual's strongest natural drives. We call these top five motivations a person's "motivation code" or MCODE.

So what is the scientific evidence that a person's MCODE is accurate?

Before we get to the current version of the MCODE, we need to briefly highlight its roots in SIMA.

SYSTEM FOR IDENTIFYING MOTIVATED ABILITIES (SIMA®): A VALIDATED FOUNDATION FOR MOTIVATION CODE

The 162 items of the Motivation Code are based on fifty years of theory and research from the System for Identifying Motivated Abilities (SIMA®), a semi-structured interview and coding system for identifying an individual's core, or unique, motivations. The SIMA system has been used by SIMA International Inc. for the purposes of executive search, selection, employee engagement and development, and vocational development.

SIMA® is an important foundation for MCODE. This SIMA process, developed by Arthur Miller,* * is based on clients' stories of activities they have deeply enjoyed and performed well. These "achievement stories," drawn out by interview and/ or client autobiography, are then analyzed by a SIMA® biographer who identifies a pattern of motivated behavior that is both innate and unique.

Since its development in 1961, SIMA moved from a purely individualized process to the identification of recurring themes that led to a taxonomy of motivational themes. The 27 motivational themes of MCODE are drawn from this taxonomy.

Since the taxonomy was introduced, the process and themes have been validated in a number of formal studies.*

One of the most important was The Leadership Profile Project, carried out from 1989 to 1990 by Dr. John Crites, one of the leading vocational psychologists of the twentieth century. The objective of the research was to evaluate the usefulness of SIMA® for identifying potential leaders for executive and managerial positions.

He concluded that SIMA® was both theoretically sound and empirically reliable and valid for use as a selection tool. He found that it met all applicable APA standards for the assessment and selection of leaders, and that an individual motivational profile was stable over time.

Motivation Code builds on these studies because it is thoroughly grounded in the SIMA® process. However, it is also a new approach, blending the narrative dimension of SIMA and its taxonomy of motivational themes with traditional forms of psychometric assessment.

DEVELOPMENT OF MOTIVATION CODE

The goal of the MCODE was to build on narrative psychology and positive psychology, by focusing on individuals' achievement stories, and to use SIMA themes to identify people's unique motivations in their stories. However, we wanted to do this using a self-report format that produced quantitative results so it would be scalable. In order to accomplish this, we had participants write out achievement stories and then, for each story, rate a series of items that assess the 27

motivational themes. The result is that we obtain a score for each of the 27 themes.

Each theme is comprised of 6 items, and two items per theme are shown for each of the three achievement stories. The items are rated on a 1-10 Likert-type scale ranging from 1 “Not satisfying” to 10 “Most satisfying.” If the item isn’t relevant to the story, the participant selects “Does not apply.”

SCIENCE BEHIND THE MCODE

There are two major aspects to the scientific foundations for a measure: reliability and validity. We’ll talk briefly about each here.

Reliability

There are several types of reliability, but internal consistency is the most common type used, and we’ll focus on that here.

Internal consistency is typically evaluated using a statistic called Cronbach’s alpha. Cronbach’s alpha measures the extent to which all the variables on a scale are positively associated with one another.

A general rule of thumb for what is considered “acceptable” internal consistency is 0.70 or higher.

Across two samples, all motivational themes had an alpha greater than .70, except for one scale in one of the samples. In addition, the average alpha in both samples was .80. These results indicate strong overall internal consistency for Motivation Code.

Validity

The validity of an assessment provides an indication of the degree to which it measures the construct it is intended to measure. There are several types of validity. We'll focus here on factorial validity, convergent validity, and criterion validity.

Factorial Validity

Factor analysis is a statistical technique that provides an indication of the degree to which the items on a scale “hang together” and measure one, unified construct. In our factor analysis on the two separate data sets, all twenty-seven themes formed a single factor, and all items had strong factor loadings.

These results provide robust evidence for the factorial validity of Motivation Code. They indicate that all twenty-seven themes measure a unified construct and that the items for each theme all measure the same concept.

Convergent Validity

Convergent validity is exhibited when a measure correlates with other measures in theoretically predicted ways. For example, we would expect a measure of subjective well-being (social scientists' term for happiness) to correlate positively with a measure of self-esteem. People with high self-esteem generally experience more positive moods. If two such measures correlated negatively or not at all, that would suggest at least one of the measures is not measuring what it is supposed to measure.

In a first step to demonstrate convergent validity for Motivation Code, we correlated it with a short version of the Big-5 Personality Inventory. The Big-5 is one of the most widely used and scientifically robust measures of personality. It consists of five main factors, often presented using the acronym OCEAN: Openness, Conscientious, Extraversion, Agreeableness, and Neuroticism.

We expected these five personality factors to overlap to some extent with many Motivation Code themes. Examining the big picture of the 135 correlations, the results generally provided strong support for Motivation Code's validity. Most of the Motivation Code themes correlated significantly in the predicted direction with several of the Big-5 scales.

The third type of validity brings us to the last section of this video: how the MCODE relates to the concept of flow.

HOW MCODE RELATES TO THE CONCEPT OF FLOW

Criterion Validity

Criterion validity is an indication of the degree to which a scale predicts meaningful outcomes. We examined the MCODE'S criterion validity by investigating whether it predicts the experience of flow and work performance.

Flow refers to the experience of complete immersion in an activity, and it is often used to describe peak performance. Previous studies have confirmed the positive effects of flow on satisfaction and performance. In addition, there is evidence that flow plays a larger role in work activities compared with leisure activities.

Although the preconditions for moving into a flow state have been identified (a balance between challenge presented and skill required for an activity), we don't know much about how these preconditions work in facilitating high performance.

We tested the idea that using one's Motivation Code would predict work performance above and beyond being in a flow state, and that is exactly what we found. So flow is important, but what puts you into flow? It's likely that activating your MCODE triggers a flow state, which then increases performance.

These results provide evidence for criterion validity, as an individual's motivation code predicts work performance in a theoretically predicted way.

CONCLUSION

Well, we've come to the end of this video. I hope you've gained a solid understanding of the science behind intrinsic motivation and the MCODE, as well as an understanding of how MCODE relates to the concept of flow. Most importantly, we want you to know you can use the MCODE with confidence as you help people live from their deep motivations.

2.3: THE HISTORY OF MOTIVATION CODE

We humans have been analyzing ourselves for millennia, proposing innumerable theories to explain what makes us tick. We humans have also been telling stories about ourselves for millennia because our brains seem to naturally order events in a narrative form.

But only recently – in 2012 to be precise – have we finally figured out how, with both scientific accuracy and scalability to bring together a psychometric theory explaining our most fundamental motivations together with our instinct for story- telling. That is the achievement of Pruvio’s “Motivation Code,” the instrument you are being equipped to leverage for significant impact.

In this module we want to sketch out the basic history of the development of Motivation Code, outlining the combination of qualitatively and quantitatively validated research that so remarkably unleashes the power of our stories to explain our past personal achievement and then predict our best future paths for success. MCODE does that with unmatched effect.

Of course, there’s a story behind MCODE’s story formula. It began in the late 1950’s when a man named Arthur Miller Jr. was working with a pioneer in career counseling named Bernard Haldane. Haldane had found that individuals exhibit a recurring pattern of strengths embedded in their stories of enjoyable activities. Fascinated with this phenomenon, Miller looked more closely at clients’ autobiographical stories and discovered that they express not only recurring strengths but a wider pattern of motivated behavior – the “why” behind the way we exercise our strengths. These core motivations turned out to be

unique, innate and enduring behavioral drivers that orient us to achieve a distinct pattern of results.

Reflect with me about your motivations; they are:

ENDURING: Your motivation emerges early and remains constant throughout your life. Values change, but your unique motivation does not.

IRRESISTIBLE: Regardless of circumstance, your motivational pattern will express itself somewhere in our life. If work does not foster it, you will pour it out in some non-work activity.

INSATIABLE: You never satisfy your motivation in a final way. Regardless of how often you have had a chance to express it or how many achievements you have accomplished there's always more.

EXPLANATORY: Understanding motivation explains a lot about you: why you perform as you do, where you find joy, and what brings frustration.

Building from these insights, Miller and his colleagues constructed the System for Identifying Motivated Abilities (SIMA), a story-driven process for understanding a person's achievements, the circumstances that fully engage us, the abilities required to respond to those circumstances and the innate motivations that drive us forward. Over five decades, working with some of the most influential organizations in the world, including NASA, Miller's team completed nearly 80,000 personal motivational patterns, aggregating more than 1 million narratives in what is now the largest repository of individual achievement stories in human history.

Miller's method was remarkably effective, but also exhausting to execute. Every personal pattern took days to develop. Biographers typically took 7 – 10 hours interviewing and documenting an

individual's pattern. The result was an incredibly deep understanding of that person's foundational drivers, but the process was impractical for most people, and therefore not scalable for most organizations.

Fully understanding motivation has been the “holy grail” for many working in the fields of human achievement. Don Clifton, the grandfather of Positive Psychology and the research designer behind Gallup's “Strength Finders” assessment was once asked, “What is strengths assessment missing?” His reply? “Motivation – but it is very difficult to measure.”

In 2010, a group of researchers, executives, coaches, and consultants committed to find a way to accurately measure motivation and to deliver that to the world. Building on this 60 years of research and a repository of one million stories we set out to create a story-driven psychometric assessment that identifies the motivational themes that drive deepest engagement and satisfaction. The result was MCODE: the first assessment to combine a person's narrative story with a psychometric measurement identifying and individually prioritizing 27 basic human motivations.

In the years since, MCODE has been refined and improved. Led by more than a dozen PhD's, researchers, and hundreds of certified coaches, MCODE has been statistically validated as a reliable instrument for explaining and predicting human behavior.

In 2012 we formed Pruvio, the company stewarding MCODE. Presently, thousands of executives, clergy, artists, and professionals of all types have been impacted by the insights mined out by MCODE, applied them to their daily life and work. Armed with MCODE, PRUVIO empowers coaches, consultants, managers, and leaders to simplify people decisions, accelerate team synergy, and treat the core of employee engagement, not just the symptoms.

As a Motivation Code practitioner, you will now be part of this amazing story of our stories and in this process, you will be equipped to help bring this life altering tool to the world

MODULE 3: THE MINDSET OF A MOTIVATION CODE PRACTITIONER

Setting your mindset is a vital part of being an effective manager, leader, and coach.

Carl Dweck's great research on Mindset shows how important it is to have a growth mindset vs. a fixed mindset. A person with a growth mindset believes that they are always capable of learning and improving. When you have a growth mindset, you know that the hard work you put in is vital to your success and so you'll work hard to improve and learn. A person with a growth mindset does not get discouraged when they receive feedback, nor do they take feedback personally. For them, challenges are opportunities. A fixed mindset keeps us stuck. We blame circumstances outside of our control. We see problems more than possibilities. Having a growth mindset will increase our ability to learn new things, develop skills, increase our relationships, and achieve success.

The foundational mindset of an effective manager, coach, and leader can be stated in two words that almost appear to be an oxymoron: humble confidence. It's almost like saying "giant ant" or "awfully nice". For you to be an effective MCODE practitioner, you'll need to hold these two things, humility and confidence, together. So, get ready to learn and evaluate yourself on the basis of this tool. After applying this to yourself, you'll want to share this with those you are working with as well.

First, let's define our terms.

What is humility?

Humility: The quality or state of not thinking you are better than other people. It's been said that "Humility is not thinking less of yourself it is thinking of yourself less".

Many people misunderstand humility. Humility is NOT insecurity. It is not thinking negatively of yourself or minimizing your gifts and skills. In the workplace, humility is associated with minimizing status differences, listening to subordinates, soliciting input, admitting mistakes and being willing to change course when a plan seems not to work.

Look what research has to say about what happens when you operate from a place of humility:

- you increase the performance of people
- you gain team members trust and build relationships
- you increase the confidence of other people
- you increase creativity of people you are working with
- you increase commitment
- you increase engagement
- you increase job satisfaction and turnover intent

As a coach operating from a place of humility you MODEL the posture that produces these most advantageous outcomes.

What is Confidence?

Confidence: A feeling of self-assurance arising from one's appreciation of one's own abilities or qualities. It really is about knowing yourself, strengths and weaknesses, and realizing everyone has different skills and abilities.

Confidence is NOT arrogance, which is thinking you have every skill the world needs, and if all the "clouds" around would just step up

and be great as you are, the world would be set! That is NOT confidence!

Research tells us that confidence is associated with competence, performance, and being able to handle change with courage and resilience.

When we put humble–confidence together, we have a powerful combination that unlocks the hearts of the people we lead. If we can develop these two qualities together, we will step into every engagement with that invisible quality that attracts people.

HOWEVER, HOUSTON WE HAVE A PROBLEM! Balancing both qualities is challenging.

Look at this visual from Charlie Kim, CEO of NextJump who says that Humility without confidence skews toward insecurity. Confidence without humility skews towards arrogance.

Every individual has a natural tendency to skew the balance one way or the other. One of my colleagues, Brian Williamson assessed himself this way: Brian says, “I tend to skew toward arrogance. I’ve realized that in my strength of seeing a strategic solution quickly, I am quick to decide, which also makes me too hasty in judging the opinions of others. This is consistent with my motivational flow that includes “Experience the Ideal” and “Establish.”

So what do you do if you skew towards arrogance? There are many strategies, but here are two:

- First, “Choose to lose.” Ouch! But yes, you heard that correctly. Sometimes deciding to back down IS the win for you! There are situations when your ideas may need to defer to

the ideas of others; your timeline may need to yield to others on your team; your view may need to be expanded. Sometimes, there are better ways to do things than your way. Looking for opportunities to collaborate in this way can upgrade your influence.

- Second, realize that success is more determined by direction than pace. Often those who skew towards arrogance want to move fast and can press too hard to move forward quickly, to the point of pushing. Others may not be comfortable pacing as quickly as you, so know that by heading in the right direction you ARE winning, even if you prefer to move more quickly.

What do you do if you skew towards insecurity?

We have one thing to say to you: BELIEVE YOU BELONG. Stop living out the doubt inside of you that says you are not as gifted as some person you admire, or that you could never achieve what you want. You must simply believe that you belong.

In the Disney movie “Queen of Katwe,” there is a scene where Phiona, a Ugandan chess prodigy who becomes a champion is being challenged by her coach to pursue becoming a grandmaster. He says to her; “Sometimes the place you’re used to is not the place where you belong.” Coach continues, “You belong where you believe you belong.”

If your skew is toward insecurity, check your assumptions. Are you stopping short? What would happen if you simply started believing that you belong? If you started imagining yourself already achieving

your goal. This is an actual and necessary discipline and if you step into it, It will begin to free you from the opinions of others.

As a community of MCODE practitioners, we are committed to living and working with a mindset of humble confidence. And we're committed as well to help each other walk in this posture consistently.

Before moving onto the next module, take a few minutes to reflect on your own "skew." Is your tendency toward arrogance or insecurity? Note this and determine now to make some of the adjustments we've noted above. And make a commitment TODAY that before each MCODE impact session you will execute in the future to get your own mindset aligned with these two qualities. Do this and you will see your effectiveness skyrocket!

MODULE 4: THE SKILLSET OF A MOTIVATION CODE PRACTITIONER

4.1 WHAT YOU NEED TO KNOW ABOUT THE MOTIVATION CODE REPORT

Notes on this session:

4.2 UNDERSTANDING CONSULTATIVE COACHING

There is a difference between Coaching and Consulting.

Coaches say “You know”

Consultants say “I know”

Coaches guide you to develop skills you already have.

Consultants teach you new skills you don’t already have.

Coaches ask questions to pull out the answers from inside of you.

Consultants give answers that push you forward.

Coaches are the guide by the side helping you get where you want to go.

Consultants are the sage from the stage telling you what to do.

Coaching and consulting are both valuable and appropriate for the right place at the right time. Some are more natural on the coaching side of the continuum while others lean to the consulting side.

For the purposes of delivering the MCODE IMPACT session, we bring together the elements of coaching and consulting and we are going to train you in what we term “consultative coaching.”

The reason we blend the two is simple: in our busy T.G.I.F. world (T.witter G.oogle. i.Phone F.acebook), information comes at us a mile a minute. The executives, managers, and clients you work with have heard everything and they’ve taken multiple assessments. When we sit down with them, we are “on the clock” to demonstrate for them why our MCODE assessment is valuable and how it benefits them, their team, and organization. You must establish yourself quickly as someone who is relevant to their world. By asking them to unfold

more of the stories they have framed in their report (that's your coaching role) and then interpreting their MCODE report (that's your consultant role) you will describe their motivational pattern in such a way that they may say things like "You know me better than I know myself". Or "Wow, you just described the way I have lived my whole life!" But to swing this you will have to listen like a coach and offer keen insights like a consultant. And you can; and you will.

There is much more to learn about both coaching and consulting, and as a part of our community, we will provide you exclusive access to deeper training that will upgrade your skills in these areas. Our team is also available to work with you personally – to coach and consult with you – as you navigate this mastercraft. If this is something you are interested in, send us an email and we can share how that works.

Now, things are about to get really exciting for you as an MCODE practitioner. Put your thinking hat on as we guide you step-by-step take the information available in each MCODE report and turn it into a tool for extraordinary transformation.

4.3: INTRODUCING THE IMPACT SESSION

Understanding your top three motivations and how they can integrate into a foundational MCODE statement as we describe in our book, *The Motivation Code*, is step one of an incredible journey down the rabbit hole of understanding how a person can discover and apply their motivational themes. An ideal progression would be for a participant to complete the assessment, complete exercises #1 and #2 in the assessment, submit that to you as a practitioner so you can see what resonated with them and what didn't, and then experience the Impact session. That doesn't always happen, but when you can work toward that you will be glad to have the foundation of exercises 1 and 2 in preparation for the Impact session.

At the heart of the impact session is describing for the person their motivational flow. That is the key phrase you've heard it multiple times already in this training. This is where the consulting aspect is vital. You are about to learn how to provide your client with a meaningful and powerful description of this motivational flow. Motivational flow describes with great accuracy how the motivational themes play out in a person's life in chronological and repetitive patterns. Knowing this pattern will unveil which of the 27 themes is the motivational trigger that engages the person, which themes describe how the person shows up at their best through the process of their achievement, and which are their ultimate outcome, or their "why". In this training, we are giving you a simple way to present motivational flow to your clients, but know that in the future we will help you go much deeper which includes integrating the themes and getting even more personalized and customized in how you work with a client regarding their motivational flow.

The Motivational flow Model addresses the following questions:

Trigger: What engages this individual?

Process: How does this person show up at their best?

Outcome: What is the ultimate end they are driving toward?

The value of this information has countless applications for you and for your organization. This trigger, process, outcome model gives you access to nuclear fusion energy generated but often locked inside every human heart. Our organizational dashboard solution is designed to help you apply these insights with even greater accuracy in any context where you are working, either as a level 1 or a level 2 practitioner. It will provide you the precise data on how to best lead those in your scope of responsibility.

The impact session model consists of three components:

- Connect
- Communicate
- Celebrate

The goal of the Connect component is, you guessed it, to connect your client to his or her stories and for you to connect to your client. We do this through asking questions about their achievement stories.

The goal of the Communicate component is for you to, you guessed it, communicate back to the client in your own words and with the motivational theme definitions what you believe to be their motivational flow; their trigger-process-and outcome motivations. This is a powerful and meaningful moment for the person you are coaching.

The goal of the Celebrate component is for you to, you guessed it, celebrate with them what they found most meaningful about their motivational flow. From there you will be on the road to other coaching

sessions. Our coaching curriculum is located in the resource portal so we're taking out the guesswork for you.

Innovators beware: This model has been refined over the past decade and we encourage you to trust the proven process developed by our team of experts and practitioners from around the world. Start with our process and yes, of course in time you will find ways to add your own signature style. As a learning community, we want to build on research and best practices, and welcome new insights so when you do find yourself putting some meat onto the bones of our impact session skeleton, we would love for you to talk about that in the MCODE Exchange.

Here is an analogy to help you about MCODE's 27 themes, motivational flow, and the impact session.

We're all familiar with the Apple company. Love them or hate them, everyone has to admit, Apple is an extraordinary enterprise. One key to their success is their intricate integration of everything. That is, they have succeeded in creating an all-encompassing "Apple Universe." If you're in their world, you're all in their world. Now just as there are dog people and cat people, there are Apple-devotees and Apple-scoffers. But the love and the hate for Apple stem from the same factor – they have a theory of everything.

Apple begins with a singular and proprietary vocabulary. They developed their own language that belongs to them, their own binary code of 0's and 1's used by everything Apple and licensed out to strategic partners they trust to uphold their standards.

In the same way, MCODE has a proprietary language, a glossary upon which we build all our common framework. The MCODE basic language, our 0's and 1's is our 27 motivational themes. If you haven't

yet read our book, *The Motivation Code*, please do. This is a succinct introduction to our foundational vocabulary. You can also build on this by pouring more deeply into the 27 theme videos available with the MCODE report resources. These videos are available to everyone who takes MCODE but they are a rich resource for you as a practitioner, and a way for you to grow more fluent with our core language of basic motivations.

Apple not only has their own language, they made the bold decision early on to build out their own operating system and to make it proprietary. Apple's OSX has been described by those who know such things as a near perfect example of the goal pursued by every developer – the simplicity on the other side of complexity.

MCODE's operating system, the key concept upon which all that we do hangs is called "Motivational Flow," the recurring but completely personalized patterns present in the achievement stories of every human individual. This "flow" expresses itself in motivations that move in time through every achievement as the trigger, the process, the outcome.

Finally, with proprietary language and in a proprietary operating system, Apple creates their GUI (graphical user interface) to run their "killer apps" or applications that solve the real human needs they have created their entire system to address. Here Apple has aligned with many other creators and designers and technologists to build out these applications. These partners however all have to build to Apple specs, meet Apple standards, and win approval from Apple itself to offer them into the Apple community.

For MCODE, one example of a "killer app" is our IMPACT SESSION; the experience you are being equipped to deliver in this

certification. The impact session is built on the simple sequence we explored above: CONNECT, COMMUNICATE, and CELEBRATE. That flow in the coach / coachee relationship is ultimately what MCODE is aiming to achieve, because, like any “killer app” it solves a most pressing problem.

A caveat to this analogy – and analogies always break down: While Apple is known for its “closed system” culture and obsession around control (likely extending as a corporate expression of the DNA of one of their founders, Steve Jobs) MCODE / Pruvio does not champion an uber-control culture. Yes, we have a language, the 27 themes, a powerful Operating system (Motivational Flow) and killer apps (The Impact session be one example) but we believe there are countless killer apps to come as you build on this great work. We’re an open and warm group of people who desire to to help you make an impact in your world. We look forward to seeing the applications that you develop. Ultimately those who desire to move toward a greater focus on utilizing MCODE in their work may become a Pruvio strategic partner with greater access to resources and the relationship with our team.

Keep in mind that our prime focus in this certification is to train you to conduct a transformational Impact session. There is much more you can do with MCODE, but it all hinges on the consultative coaching skills you are about to learn.

To give you a heads up, in the resource portal you will find further curriculum that moves beyond the consultative coaching impact session into personal engagement work and workshop materials for you to utilize. But all in good time! Begin here; learn and master the process and then the sky is your only limit.

Example of live Impact session

In the next session, we provide you with an example of a live Impact session so that you can see the knowledge applied. This is an essential step in this training so no fast forwarding past that segment or you will miss out! To do anything well we need both knowledge and know-how. In our training modules we are giving you that knowledge, the information you need in order to be an MCODE practitioner and rightly deliver an impact session. In the live demonstration however, you'll see the skills applied; this is your know-how.

The ability to conduct an impact session well is the secret sauce to accelerate influence and impact with those you work with. Strong suggestion: As you observe, take notes about what you see unfolding. Look for the seams or junction points in the discussion. Be curious. Ask yourself "I wonder why they do it that way?" In fact, stay curious throughout and if we don't answer your questions somewhere here in Module 5, please feel free to ask in our online community.

There is a scene in the film "Meet the Robinsons" where a Tyrannosaurus Rex corners one of the characters named Lewis. For a moment it looks like the end for poor Lewis, but... the T-Rex is unable to reach him in the corner. When asked by his owner over a distant walkie talkie why he hadn't devoured Lewis, the T-Rex replies "[because] I have a big head and little arms."

It is possible to have a big head, full of information but little arms for influence. We need to be able to take the knowledge out of our head and get it into the hearts and minds of those around us. That's the power of the consultative coaching impact session you are about to witness first hand, and then, learn how to execute yourself!

44: WALK THROUGH AN IMPACT SESSION

Notes for this session:

4.5: IMPACT SESSION SKILLS STEP-BY-STEP

In this session, we will walk you through step-by-step how to prepare, schedule, and conduct the impact session. This is the meat and potatoes of the training. We will explain very simply the process of WHAT you need to do, then provide a video conversation that will describe with more detail HOW to do it. We also provide you with pdf templates for this process in your workbook and in the resource portal. You have at your disposal all the resources you need to coach and consult with effectiveness.

Step One: PREPARATION: Create Your Motivational Flow Hypothesis

So, your client has completed their MCODE assessment and you have access to their report. What do you do now? Step one, you prepare your motivational flow hypothesis ahead of the impact session. This preparation is going to take you about 30 minutes of reflection with your clients MCODE report in front of you. The goal of this preparation time is for you to interpret the stories and the top 5 motivations, and put them into one unified motivational flow that identifies a chronology of trigger, the process, and outcome. In this section we will walk you through step by step on how to do this.

Before we move any further, we want to answer one common objection that some of you in a busy workplace might have. You may be asking, “What if I simply do not have 30 minutes to prepare for an impact session and want to give feedback right away without interpreting their results for them?” We’ve got you covered. We have included in your workbook and in the resource portal a document titled “MCODE FAST PASS COACHING GUIDE”. This is a proven, simple, step by step sequence simply requiring that you ask good

questions about your client's stories helping them make their own connections. If you aren't able to take the time to interpret the MCODE report, this fast pass coaching guide will create a win with your client and provide in itself a deeply meaningful coaching session. What you may find as you grow your impact session know-how, is that the fast pass coaching guide will help you to arrive at motivational flow quite naturally. So, if you don't have 30 minutes to prepare, and you just have the person, the MCODE report, and some time, don't worry. Use the fast pass guide and you will still have impact.

Getting back to preparing for your session, here are the steps you need to take in order to make a hypothesis of motivational flow.

Step one is to READ THE THREE ACHIEVEMENT STORIES. Take your clients MCODE report, turn to page 11 where you will see their first story and simply read each of their stories once. Don't analyze or underline yet, simply familiarize yourself with their three achievement stories.

Step two is to RECORD THE TOP 5 MOTIVATIONS: Go to your clients page 14 which is the motivational profile by theme and on a piece of paper, record their top 5 Motivations along with their scoring. For example, their top motivation may be 8.6, the second 8.5, the third 8.2 and so on through number 5. Take a look at the points for each them: Make a mental note to self if the motivational theme drops by greater than a two point difference. For example, if the motivation ranked number 4 is 8.2 and the motivation number 5 is 7.1, their number 5 may not show up as strongly in their motivational flow. The reason we have you record the top 5 is that the starting point for helping a client understand their motivational flow is to utilize their top 5 motivations for your motivational flow hypothesis. It's common to see 5 motivations in a flow based on the data from the three stories,

but the numerical indicator may give you clarity on what motivations may not be as strong in your flow hypothesis. In future training, we will take you even deeper on how to expand your understanding of motivational flow beyond the top 5, integrating the themes, seeing how the themes modify and interact with each other, but one step at a time.

Step three is to REFLECT ON THEIR TOP STORY IN LIGHT OF TRIGGER-PROCESS-AND OUTCOME:

What you will want to do now is on a piece of paper, make three columns; one with the word trigger, one with the word process, and one with the word outcome.

It is time to put your detective hat on and deeply reflect on the story the participant ranked as #1.

You'll want to have two key resources available as well. First, the PDF from the resource portal entitled "27 Motivation Descriptions" so that you can quickly reference each motivation and compare the participants response with the MCODE theme definitions. In time you will be able to see the themes in the stories without referencing the definitions, however until you become more proficient, you will need to refer to the definitions. Second, you will want the PDF entitled "Typical Motivational Themes by Trigger-Process-Outcome". Based on our extensive field work, we have provided for you a list of the motivations that are most commonly triggers, process, or outcome motivations. This is a guide to give you clues not hard and fast laws. Sometimes as you get into a story you may find that a motivation that is listed typically an outcome, for example make the grade, is a process motivation. That happens and so you will need to look at this document as another clue toward helping understand which

motivations typically fall into a particular category. It's art and science here, so color boldly.

The goal here is for you to immerse in and reflect on the top story in light of the flow categories. We always start with the outcome. We are going to make a hypothesis about “outcome” from our trigger, process, and outcome motivational flow. Outcome gets at “What is the big idea this person is driving toward? What is their ultimate reason for doing what they do?”

Practitioner secret: We have a question in the assessment that should help steer you in the right direction. It is the last question under each story:

“What about the activity was particularly enjoyable or satisfying to you?” That is really a direct “outcome” question. That will clue you as to what they are driving toward. A best practice is to write out the three answers to this question from each of the three stories. This again may point you in a direction of a clear outcome.

What I'm about to say next is really important; try to put their outcome in your own words instead of just looking for one theme. You will have the language of their top 5 themes in front of you, but as you look at the stories for the outcome, you should be asking yourself a question, what is this person driving toward? What is their end result? At the end of the day, why did they do what they did? When you personalize your motivational flow narrative, it becomes incredibly meaningful for the participant. Putting it in your own words will also show you how the themes interact with and integrate with each other, even though we are recommending you categorize them for the purpose of clarity and coaching.

Start with the first story, but then refer to the other stories which will confirm and shed more light. We will talk more on the video about the nuts and bolts of how to do this.

Here is an example of one participant's answer to the question "What about the activity was particularly enjoyable or satisfying for you?"

Completing what I set out to do, getting to work, putting in a full day's work and showing that I can be relied upon in tough times when others simply quit.

This person's top 5 motivations are:

Bring to Completion

Excel

Meet the Challenge

Overcome

Gain ownership

If you were immersed in this story and had your list of top 5 motivations and this statement; "Completing what I set out to do" what motivation does this connect with? (PAUSE) You guessed it, Bring to completion.

It so happens that in this example that "Bring to Completion" fits best as the big idea that describes this individual's outcome. It happens to be their #1 in the top 5, and it is the thing that this person drives toward and is most deeply satisfied with. If you are struggling to identify a starting place for the outcome motivation from the stories, the #1 motivation is a good starting place. It may not be the #1, you need to look at the chronology and the flow of the person's story. More on that in the video.

Coaching moment for you: proceed confidently. We realize that for the first 10-20 times you do this it may take longer and you will likely have doubt as to whether or not you are “getting it right”. Not only will you get it right, You can’t be wrong! There are two reasons why you can’t get it wrong. First: You are using their stories to make a hypothesis which describes their motivational pattern. You will get better at being precise, but regardless of how you describe their trigger-process-and outcome motivations, you will be communicating in a way that resonates with them as you are describing the person as a whole. Second; in the Connect part of the Impact session, you will have dialogue with your client so that they can shape it with you. You will become expert at drawing out and listening to the details of this person’s story and you may adjust your hypothesis in the impact session based on what you learn in the connect section or in collaboration in the celebrate session. Proceed boldly and know that after you do about 10 impact sessions you will begin to feel like a pro. We love hearing about your aha moments with leading impact sessions in the MCODE exchange so be sure to communicate there.

So we have an assignment for you right now. Let’s get one repetition in. We want you to grab your own report, hit pause, and work these steps with your own report. Write out your top 5, read your stories, and take a stab at your own outcome motivation. What is it in your stories that you are driving toward?

Having summarized the outcome hypothesis , we now move to the Trigger, which chronologically is the first aspect of motivational flow. The Trigger answers questions like:

- “What prompted this person to get involved?”

- “What is going to arrest their attention in the midst of their incredibly busy world?”

We give you a clue to the trigger motivation in the report exercise question: “What got you involved?” Keep in mind, the whole story and the combination of the three stories may lead you in a different direction than what is stated in this question alone. But it will provide a clue.

For example: here is how one participant answered the question, “What got you involved?”

1: It was necessary for the foundation of my family to provide for their well being, covering the basic needs first, and prioritizing on my career goals.

2: To provide for my family and their futures.

3: Commitment to always doing what I commit to.

Making a motivational flow hypothesis is like a puzzle. Again, this persons top 5 motivations are:

- Bring to Completion
- Excel
- Meet the Challenge
- Overcome
- Gain ownership

In this case, based on all three stories, the trigger motivation for this participant was Meet the Challenge. What engaged him was coming alive under pressure, and rising to the occasion with the best of his energy to provide for his family.

A good practice for identifying the trigger is to write out the answer from each of the three stories to “What got you involved?”. You may see a pattern that points you in the direction of a particular theme.

It’s time for you to practice on your own MCODE report. Go ahead and hit pause, and read through your stories. What is your trigger motivation?

Think with me for a moment about the value of understanding someone’s trigger. If you know that the trigger for someone is overcome, you can speak with laser focus to that person and engage them to action quickly and intentionally. You will know how to get their energy and attention. Imagine the implications of this for leaders of teams and managers of employees.

So we have the trigger of Meet the Challenge, the Outcome of Bring to Completion. That leaves Excel, Overcome, and Gain Ownership as potential process motivations.

What we need to do now is to get a sense, from all three stories, of the chronology of how this individual shows up at his best. Process motivations are simply describing how the person prefers to engage as they are doing the activity. You can start by focusing on the top ranked story, but here it is essential to look at all three stories. Once they were engaged (trigger), based on the data you have in their stories, how do they prefer to show up? Here you are sequencing and arranging the rest of the motivations, consistent with the flow of the

achievement stories, in a linear pattern so that you end up with, in this persons case:

Trigger: Meet the Challenge

Process: Gain Ownership-Excel-Overcome

Outcome: Bring to Completion

In the upcoming video we will show you how to identify the chronology of the process motivations and the motivational flow as a whole. But this discussion has given you a basic skeletal structure of building out the flow. We know it's like drinking from a firehose, but we believe you will get there and grow this amazing skill set.

Friends, this is an incredible level of insight into how this person shows up. When you have this kind of data about your team, employees, and customers, watch out! You can help them do the best work of their life, identify career pathways that fit their motivations, and unleash endless energy.

STEP TWO: SCHEDULING

Once you have completed the preparation, it's time to schedule an initial consultative coaching engagement. We recommend a 75-minute coaching session. If you have the opportunity to extend this to 90 minutes, great! If you only have 60 minutes, that can work, though it may require more preparation ahead for you to move quickly to the key elements. That said, We find that a focused 75-minute session serves as a great foundation, and more can always be developed in future coaching. In time, you will find a pattern and a sequence that works best for you. And we will be sharing additional best practices in future training sessions together.

1. Agree upon a date and time with your client. Ask them to commit to making this a focused time without interruption or distraction. Again, you are shooting for a 75 minute slot, 90 minutes if possible, 60 minutes if necessary.

2. Once you agree upon date and time, send out a calendar Invitation, include online video links if you are meeting online. [Note: communication research supports face to face communication as the most effective for engagements like this. However, if face to face is not feasible then video conferencing can work well. We do not recommend a simple phone call, as much of the visual communication is lost in that medium].

3. Ask your client to read their report ahead of time.

4. Ask them to view the report resources, including the videos explaining the report as well as the theme videos for their top three to five motivations.

5. Ask them to complete application exercise #1 in their report and give them a date when you'd like to have it sent to you.

6. Confirm back to them once you've received it.

7. We often find it helpful to confirm the appointment via email a day ahead.

8. Invite your client to ask any questions at any point along the way. The coach / coachee relationship is a sensitive one and your client may feel some apprehension in entering this relationship. Assuring them that they have access to you ahead of engagement and then following is a vital step in establishing a healthy bond which is vital for a successful engagement.

STEP THREE: CONDUCTING THE IMPACT SESSION

So, now you have immersed in your client's MCODE report and come up with a hypothesis of their motivational flow, in this session we are going to walk you through the Impact session in detail.

We have already defined the three components of the impact session; Connect-Communicate-and Celebrate. You won't be telling this to your client, but this is your backstage pass to know why our impact sessions have so much impact! We have provided a helpful template for you to utilize in your workbook and in the resource portal. Let's get started.

CONNECT

You have done the preparation of making your motivational flow hypothesis, you have scheduled a time to meet with that employee. They walk in the room, or onto the Zoom video, it's time to "Connect". The goal of this component is for you to connect your client to his or her story and for you to connect with your client. You'll find that one of the most powerful aspects of the Impact Session is giving your clients the experience of being deeply understood by you. This will happen in all three phases, but in phase one you will want to

ensure a strong foundation of connection is built. A note for the scholars in the house; we are using a behavioral interviewing technique called The Achievement Story interview whose main purpose is to get a picture of the client in action doing what he/she has enjoyed doing and believes he/she does well. This experience of your client being understood begins when you open up your client's stories in a brief interview.

The connect time is not a time for back and forth sharing. You should avoid inserting your personal experiences into the discussion. You will be communicating your thoughts in the next section. It is also not a time to discuss psychological reasons for "why" the client acts as he/she does. Don't jump to answers, conclusions, or solutions. Simply listen to their stories.

As much as possible you should focus the interview on the client's action, on the details of what he/she actually did. When the interview becomes a place for other objectives it's harder for the client to represent the memory of his/her achievement story.

Why is this so important? This connection time enables you to gain richness, clarity, and confirm what triggered your clients involved in satisfying activities, how they went about doing what they did, and what was so fulfilling about it. It gives you a snapshot of this person in action. The hypothesis of motivational flow you prepared may be a bullseye, but it is possible that as you listen to the person you may learn some things that mean you will adjust your hypothesis. For example, perhaps overcome is the outcome instead of meet the challenge.

Open the connect time with the normal meet and greet practices appropriate for your culture. After the opening greetings, start by asking them "What was the experience of taking MCODE like for

you?” Here we are not looking for critique of the tool itself, although you may hear that it was long, but rather, how it was for them to tell and reflect on their stories.

Next, you will spend about 5-10 minutes on the story they have ranked #1.

Note that these story prompts correspond with the motivational flow of trigger – process – outcome. So, it’s important to ask about each section of the story.

Start by reading out loud the 1-2 sentence summary and their answer to the question “What got you involved?”. You are now going to probe further about what got them involved. Here is a question we recommend:

“Tell me more about what got you started? This corresponds with the “Trigger” aspect of motivational flow. As you advance your impact session skills, you will find that during your preparation time, you will have already made notes about clarifying questions you have.

Next, it’s time for you to get more specific detail about how the client actually went about doing the activity. Here are some example questions:

- “Could you give me some more details about ____?”
- “How did you go about ____?”
- “If I was a fly on the wall, what would I see you doing when you ____?”

These example questions correspond to the “Process” component of motivational flow. In time you will design your own questions based on your motivational flow hypothesis.

Finally: Ask the client: “Tell me more about what was most deeply satisfying to you about this achievement? The final question is particularly vital to ask. Don’t forget it!”

How long should the connect time last? For those inclined toward coaching, your tendency may be to spend 30-45 minutes on this section. For those inclined toward consulting, you will likely move quicker, perhaps around the 10-15 minute mark. What we have found most effective in building credible competence with clients is to spend about 10-15 minutes in opening dialogue and the connect section. Move as efficiently as possible to the motivational flow section. You can have more coaching dialogue in the celebrate section and in future coaching after the impact session.

COMMUNICATE: Describe their Motivational Flow. The second component of the Impact session is Communicate. Once you have established connection through the achievement story interview, it’s time to communicate with your client their trigger, process, and outcome. Here, you will describe with great energy and life the motivational flow of the person.

We will demonstrate this in the video, but here is a sample script for you to see how this typically goes:

“Jane, step one in benefitting from your MCODE report was for you to work through the 4 exercises in the report itself and to integrate your top 3 motivations. While you were doing that work, I spent time studying your stories and motivational themes trying to understand what we call your motivational flow. Motivational flow helps you see

the repeating and predictable pattern of your life answering three questions: What engages you? we call this trigger. How do you show up at your best? We call that process. And What is the big idea you are driving toward? We call that outcome. Jane (make it personal by using their name), as I've listened to your stories and looked at your motivations, here is how I see your motivational flow.

What gets Jane involved in something is _____ (here you will describe the "trigger" motivational theme utilizing the definitions and your own words and interpretation.)

Once Jane is involved, she _____(here you will state process motivation #1) describe the theme in your own words, and then, _____(process motivation #2), describe the theme in your own words, and _____(process motivation #3), describe the theme in your own words.

But at the end of the day, what Jane is driving toward, what she is truly satisfied by is _____(your description of their outcome motivation and the outcome motivation). This is your big idea.

We will demonstrate and talk through this in the video. When you do this confidently and personally, you will see this be incredibly meaningful for 9/10 people in the moment. Often that outlier who isn't as impacted will have their aha the next morning or even in a future session.

CELEBRATE: What Resonates?

The final component of the impact session is where you will build off of the impact of the motivation flow description into an informal time of dialogue and coaching conversation. You are going to collect your wow moments and sometimes your tears. The celebrate

component is for you to interact again with the client to see how your description of motivational flow resonated with them. This is where you work as an MCODE practitioner will become increasingly rewarding. You will hear things such as “You know me better than I know myself.” or “Wow, you just described my whole life in a nutshell”. This will set you up with significant positive momentum for future coaching work. We’ll model this for you in the video.

Your next step is to watch an IMPACT session conducted and then discussed with the leading practitioner who pioneered the way for MCODE.

MCODE FAST TRACK COACHING GUIDE

Suggested Time: 60 Minutes

Coach Preparation: Read through the client's MCODE report; specifically spend time in their stories and top 5 themes. Note the connections between the themes and stories and jot down any questions you have.

This coaching dialogue is designed to focus on the client's stories and make connections to their motivations. The stories are often the catalyst for practical change. Asking these type of questions gives you a more complete picture of your "client in action". Who are they at their best? What gets them involved? Why do they do what they do? If you focus on this, it is almost impossible to go wrong.

Note: We've given you more in this guide than you can do in 60 minutes, so you will need to select where you want to focus when you get to questions 5 and 6.

Q1: What was the process of taking MCODE like for you (If needed: Not the tool but your thought process?)

Coach note: 1/3 describe it as very difficult to select their stories since they either don't feel like they have really achieved much or often their most "celebrated" (by others) achievements had little personal meaning since they weren't motivated by the event. 1/3 found it easy but difficult to narrow to just 3. 1/3 had a very "natural" way of ordering their thoughts around the exercise. Whichever group they fell into, their motivations perfectly described why they fell where they did! Sometimes you will have a client who would say they took it, read the report and were "underwhelmed" or that they don't like that

their top motivation is “evoke recognition” for example. That’s ok; guiding them to make connections and helping them gain clarity in the coaching session will help that.

Q2: What themes run across all three stories that only you could discern? Help them see connections if they are having a difficult time.

Q3: Probe Q2 further by asking about the following patterns:

- What ROLE did you take in these stories?
- What RELATIONSHIPS were present?
- What CIRCUMSTANCES drew you into the event?

Q4: Work through their stories through the lens of this question:
How difficult was the experience?

Coach Note: We have NEVER seen a story that didn’t take 100% of the person’s focus. Never once had it been something that was just “easy” even if it did come naturally to them. Stories required all of you; hard things; 100% of your capacity.

Q5: After exploring their stories in Questions 1-4, clients are almost always able to OWN their themes and to have much greater personal insight into how they fit into their lives. It assists them in making the knowledge something that they can practically apply to their lives.

Spend time in this section reading through their top 3-5 themes (depending on how much time you have) and making connections to their stories.

Q6: PRACTICAL APPLICATIONS:

Spend time talking with them about how they are living out their motivations in the following areas:

1: Work: Where do they feel underutilized? Where are their motivations coming alive?

2: Relationship with you: How are you/can you help them live into their motivational energy with greater consistency?

3: Dealing with the shadow side.. Talk through the “negative” attributes of a couple of their motivations.

4: Other current issues in their life...

MODULE 5: LAB: EXECUTING YOUR FIRST 3 IMPACT SESSIONS

Scheduling Your First Three Practice Impact Sessions

Now it's your turn! In this module you will be executing your first three MCODE impact sessions. If that sounds daunting, press on. All you need has already been included in the material you've already covered. If you feel you need to review, you can absolutely do so.

By now you have a solid and basic understanding of the history and scientific support behind MCODE. You understand the power of stories as vehicles to discover the unique motivations that drive our past and predict our future achievements. You've examined the mindset necessary to help others uncover and apply the insights embedded in their MCODE report. You've probed the power of motivational flow, the unique combination of our motivations and you have observed how an MCODE practitioner completes the actual impact session. That means you're ready!

You've been introduced to the impact session process in the step by step instructions spelled out in Module 5.5. You will be following these now in your first sessions, so if you want to review those, feel free to do so.

Scheduling Your First Three Practice Impact Sessions

It is time for you to schedule and then execute your first three impact sessions with others. Again, the process is carefully outlined for you in Module 5.5.

We're sometimes asked, "Who should I pick as my first clients?" Our suggestion: diversify your selections between the three. First, we recommend that you choose as a client someone you know fairly well (though not someone a part of your family or part of your most

intimate friend circle). For your second, choose someone you know but not well at all. For your third client, choose someone connected in your circle but otherwise unknown to you. Picking clients with whom you have differing levels of familiarity will give you a more complete impact experience.

In your invite explain to each client how the assessment and impact session process works. Let them know that the assessment usually takes about 30 minutes and that the impact session usually takes 60 minutes. Explain that the report and coaching through the report is something of considerable value, but because this exercise is part of your learning process there will be no charge for them, though they will have access to all the resources of our regular MCODE clients.

Self-evaluate and other evaluation

After you have completed each impact session there will be an opportunity to evaluate the experience.

- First, you will document the session yourself, completing the self-evaluation sheet in your notebook. Here you will articulate how the experience unfolded from your perspective.
- Next, your “practice” client will fill out their own evaluation form.
- Once you’ve completed all three sessions and have all the evaluations you will send the copies to the email provided in your notebook.
- Finally, we ask that you share your experience in MCODE Exchange, our online practitioner community. There, existing

MCODE practitioners will offer questions and comments regarding your inaugural experiences. This feedback is actually a significant asset in your training process.

- Once we receive your feedback evaluations we will send out an MCODE PRACTITIONER CERTIFICATE and your name will be included in official Practitioner roll and will remain there as long as you remain enrolled in the MCODE Practitioner Resource Portal.



I CONDUCTED THIS SESSION WITH _____

WHAT WENT WELL?	
WHAT WAS THE IMPACT ON YOURSELF AND YOUR CLIENTS WHEN YOU TOOK THEM THROUGH THE ACHIEVEMENT STORY INTERVIEW?	
WHAT ABOUT THE MCODE IMPACT SESSION MODEL DID YOU FIND HELPFUL? DIFFICULT?	
HOW WERE YOUR OWN CORE MOTIVATIONS EXPRESSED IN THE MCODE REVIEWS? HOW DID YOU MANAGE YOUR MOTIVATIONS?	
WHAT WILL YOU DO TO IMPROVE?	



This evaluation is designed to give feedback to your facilitator and is a part of his/her certification. The feedback is anonymous unless you want to give your name.

Facilitator's Name _____

Your Name _____

	Strongly Disagree				Strongly Agree
	↓				↓
	1	2	3	4	5
Please rate the following statements using a scale of 1 to 5 with being strongly disagree and 5 being strongly agree.					
a. My facilitator helped me understand my Motivation Code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My facilitator communicated by asking good questions, actively listening, and helping me own my core motivations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My facilitator helped me see how my Core Motivations are expressed in my achievement stories.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My facilitator introduced me to my trigger, process, and outcome motivations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-----	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. I feel more confident about my Motivation Code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The most significant part of the Impact session for me personally was...

Are there any additional comments you would like to make about your MCODE session with this facilitator?

Name _____ Date _____

Thank you for providing your feedback. Please return to the person who completed your Impact Session.

MODULE 6 TOOLKIT: INTRODUCING THE MOTIVATION CODE PRACTITIONER RESOURCE PORTAL

Notes on this session: