



Taking account of personality differences to **motivate your employees**

The challenge

Implementing new strategic orientations, promoting new behavior, kick-starting performance: all these challenges require to be able to mobilize the people who are to meet them. Yet it is astounding to note how some arguments which hit home for some employees leave others completely cold.

This phenomenon cannot be explained simply by a lack of will! Edgar Schein, an MIT researcher, has established that sources of motivation vary widely from one individual to another. It is therefore up to the manager to adapt his or her arguments to suit the diversity of motivational sources.

Adapting your arguments

The more you are able to motivate your employees effectively, the better you will be able to find arguments that match their predominant sources of motivation.

