



MOTIVESMET

THE NON-B.S. GUIDE TO CREATING A CULTURE OF WELLBEING

A roadmap based on the latest wellbeing science to elevate happiness and mental health for your workplace or team and retain your best people.

THE ATTAINABLE DREAM OF A WORK LIFE WELL-LIVED

A Better Work World for All

This guide will give you a strategic step-by-step path to creating true wellbeing in your workplace. It's practical and actionable and we mean it. This isn't a fluff piece with vague information that still leaves you going, "Now what?" It's thorough, and it's not the same stuff that is circulating on the internet. In fact, what we found is contrary to what you hear from thought leaders, CEOs of successful companies and famous Ted Talks.

We call it a Non – B.S. approach to work wellness because it's void of the B.S. of false promises of easy fixes and one-size-fits-all answers, because work wellbeing is multi-faceted, messy and complex, which makes it hard. But that's why we created Motives Met, so we could make it easier. What we do have for you is a path to wellbeing, a roadmap you can follow that gets you to where you want to go based on our rigorous research.

Speaking of research, we have done a lot of it and our solution is completely based on wellbeing science. On a mission to create a better work world, we took our background in quantitative research, psychology, human behavior and mindfulness to help create companies that people actually want to work at for the long-haul and be a leader they want to work for.

The Authors & Motives Met Co-Founders



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Work wellbeing has (thankfully!) become a hot topic and top priority for forward-thinking leaders

- Having strong mental and emotional health at work.
- Decreasing stress and burnout and elevating employee happiness.
- Creating human workplaces and people-first cultures where people and profits thrive.

The future of work is wellbeing, and the future is already upon us

53% of employees are more likely to prioritize health and wellbeing over work than before the pandemic

Greater wellbeing leads to greater employee retention, ill-being gave rise to The Great Resignation

Wellbeing is finally getting the attention it deserves with compelling research that shows, and experts who prove, that happy healthy employees who stick around for the long-haul create a healthy thriving business. Another reason leaders are prioritizing wellbeing? The Great Resignation, which fueled fire into the work wellbeing movement that was already underway. Employees are expecting and demanding a better work life, if their wellbeing suffers so does their work relationships, engagement, and productivity and they will seek better opportunities elsewhere.

With more attention on work wellness than ever, and a greater need for solutions, why are we falling short?

Ill-being is at an all time high

Things like burnout, stress, loneliness, disengagement and unhappiness have skyrocketed, and the pandemic only made things worse.

WHAT IS WORK WELLBEING?

To figure out why wellbeing at work is still far behind where it needs to be, we began with trying to pinpoint what it is. Turns out, we lack clarity and shared meaning on what being well at work means. Interpretations like, “wellbeing at work is when employees are happy, fulfilled and healthy,” makes wellbeing vague, instead of a clear and tangible goal and leaves great room for interpretation. Another problem? The perspective that free yoga classes, wellness tech or a cookie cutter work wellbeing program is the answer. These things are band-aids to much deeper wounds and surface level solutions that aren’t enough to have long-lasting impact.

**WE LACK CLARITY & MEANING ON WHAT WORK
WELLBEING REALLY IS.**

VARIETY? TRUSTWORTHY LEADERSHIP?
PURPOSE? FLEXIBILITY?
COMMUNITY? APPRECIATION?
AUTONOMY?
WORK/LIFE HARMONY? GROWTH?

When it comes to thriving at work there is also an overwhelming amount of opinions, information, and advice that's often contradictory -- whether it's from admired thought leaders, posts on Instagram, research studies or CEOs of successful companies. There is research that shows many things like variety, autonomy, using your strengths and appreciation lead to greater work happiness and engagement. There are books dedicated to purpose and work/life balance that position them as the cure for burnout and being fulfilled at work. There are endless articles on the internet like "The 5 things your team wants and needs to be happy," or "The 10 ways to boost employee wellbeing" that claim to have the right answer. Whether it's community, hybrid working and flexibility or DEI efforts, there will be new buzzwords and things that take center stage at a given moment.

There can be truth and benefit to much of this information and diverse opinions but we need a way to organize, simplify, and prioritize all this information in a way that helps us instead of leaving us more confused or fatigued.

We found the quote from E.O. Wilson couldn't be more true, "We are drowning in information but starving for wisdom." We went in pursuit of wisdom to determine what creates true wellbeing in our work lives and workplaces.

“We are drowning in information but starving for wisdom.”

– E.O. Wilson

WHAT MAKES A WORK LIFE WELL-LIVED?

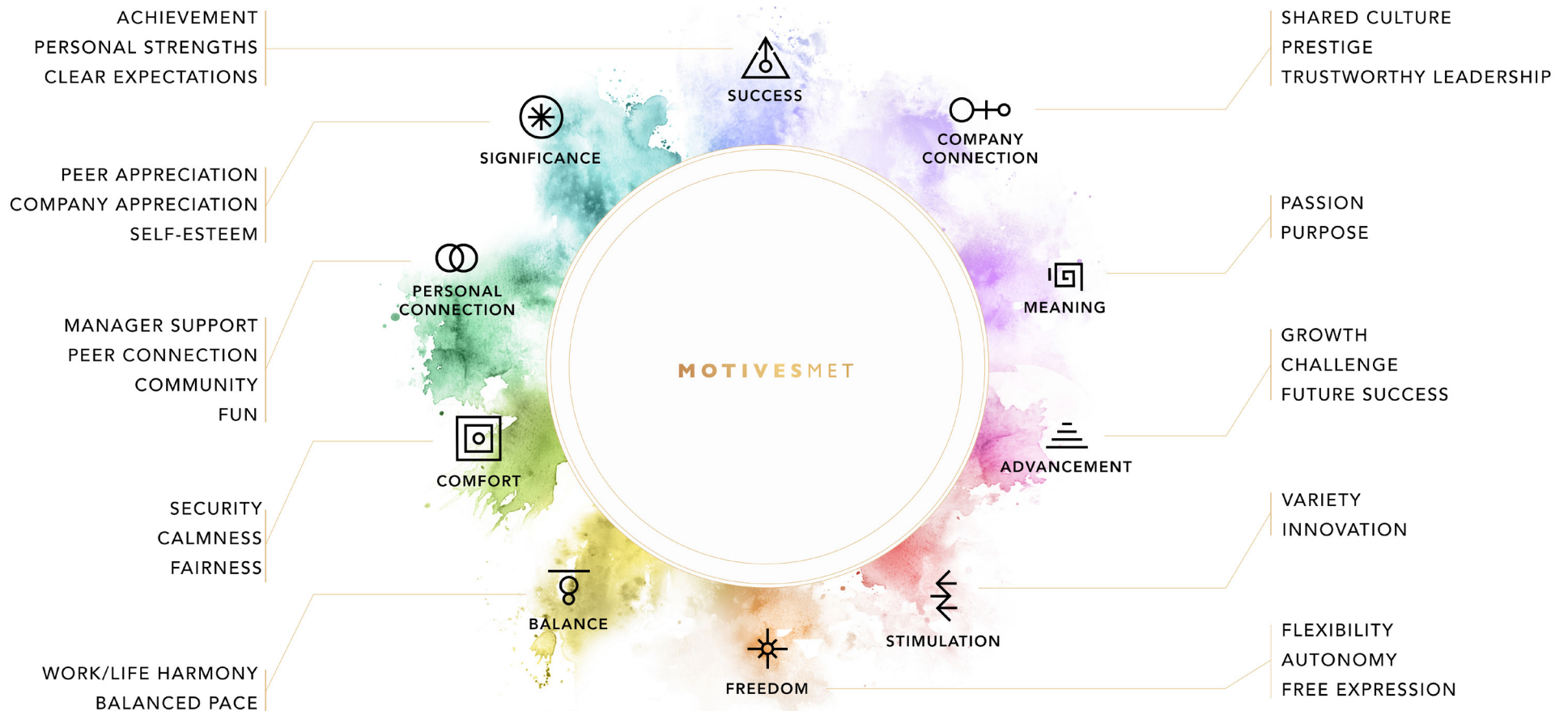
Based on 20+ years of human behavior insights, extensive quantitative research, and psychological principles, we discovered that wellbeing at work is when people's psychological, emotional, and social needs, what we call motives, are met.

**WELLBEING AT WORK IS WHEN
MOTIVES ARE MET**

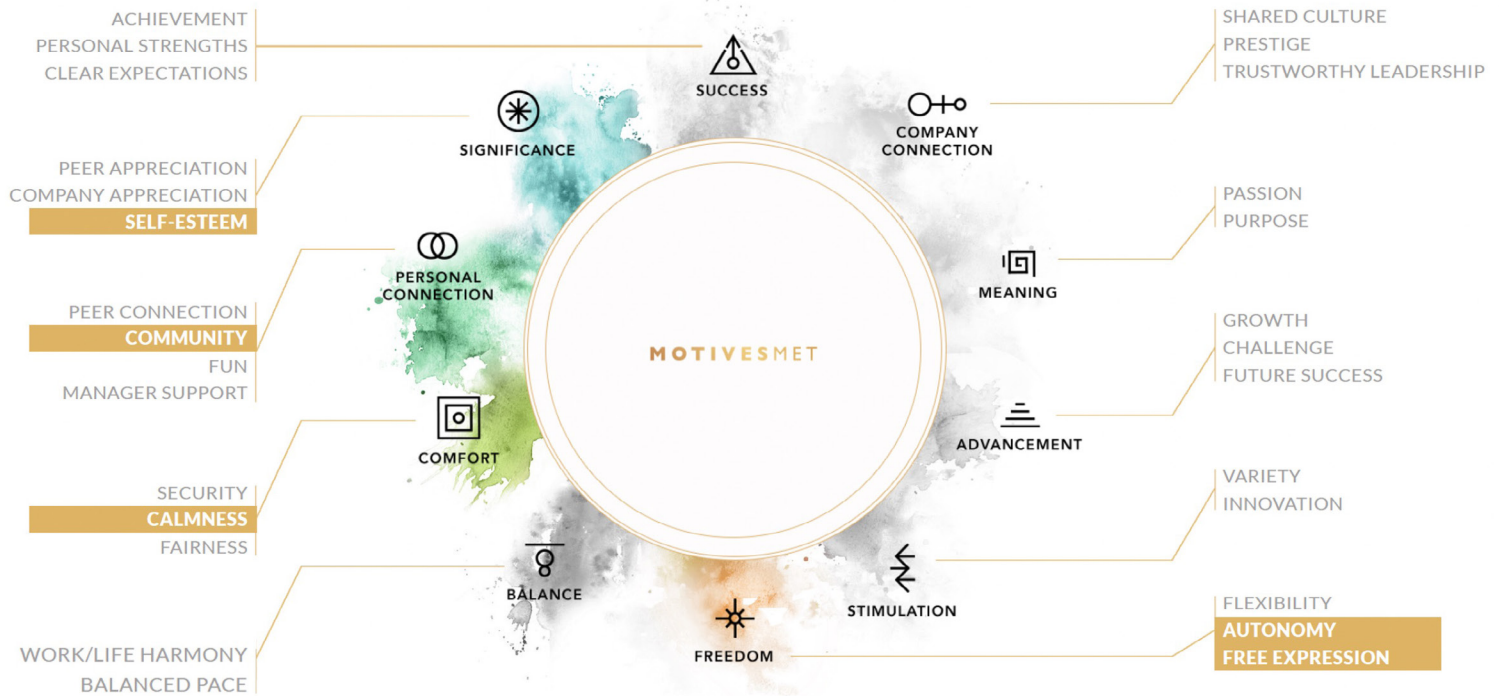
There Are 28 Human Needs Driving Your Employees Wellbeing

These 28 Motives fall into 10 overarching domains

THE MOTIVES CIRCUMPLEX™



THE MOTIVES CIRCUMPLEX™



**While we can all
require aspects of
these 28 human needs
to be well and perform
well at work, we don't
need them to the
same degree, in the
same way, at the same
time in our career**

- Our data also showed that everyone has a few needs that rise to the top in the present in importance and necessity. While the 28 needs make up wellbeing at work, our research found when people's most important needs are met, when their top motives are healthy that they are most healthy and have the greatest ability to thrive.
- Motives won't be of equal importance or influence for any one person, or be of equal importance or influence over time. We must determine which motives need to be protected, honored, and strengthened the most for ourselves, the people who work with us and for us.

We don't need them to the same degree, in the same way, at the same time in our career journey.

There Are No Favorites

- No motive is “better” than another, it's about personal need. There is also no specific recipe or mix of motives that makes up an exceptional work life, team or culture.

Respect Motive Diversity

- Motives aren't always treated as equal. Certain motives can be idealized in our own minds, put on a pedestal in our culture or specific workplace and take turns as buzzwords such as COMMUNITY, PURPOSE, INNOVATION or FLEXIBILITY to name a few. While other motives can be judged, stigmatized, misunderstood or overlooked. FUN can be thought of as frivolous. CALMNESS a weakness. BALANCED PACE a luxury. COMPANY APPRECIATION as unnecessary.
- It's often subconscious but people tend to have biases and judgements they hold on what they view as important and a priority. Superior workplaces and work relationships embrace and respect motive diversity.

We don't need them to the same degree, in the same way, at the same time in our career journey.

Wellbeing is Personal

- Wellbeing is personal, that's why it's so challenging. Even if two people have the same motive or a person has the same motive at different points in their work life, how that need gets met, why it's of top importance and the obstacles to meeting it will be different.
- There are some best practices and optimal approaches to support each of these needs, but meeting motives takes individualized consideration, not a one-size-fits-all approach.

We don't need them to the same degree, in the same way, at the same time in our career journey.

Needs Will Change

- Top motives don't change rapidly from one day to the next, but they will shift over time. If you start a new job, switch careers, experience failure, have a child, or become a manager it can influence your needs.
- That's why it's important to be in tune with, and focused on, your most important motives in this season.

WHY MOTIVES MATTER

We know through our research that employees with strong healthy motives feel they have greater wellbeing, that you authentically care about their mental health, and it creates a deeper commitment to your company. When motives are left unmet, stress and burnout rise, engagement decreases and people are more likely to walk out the door.

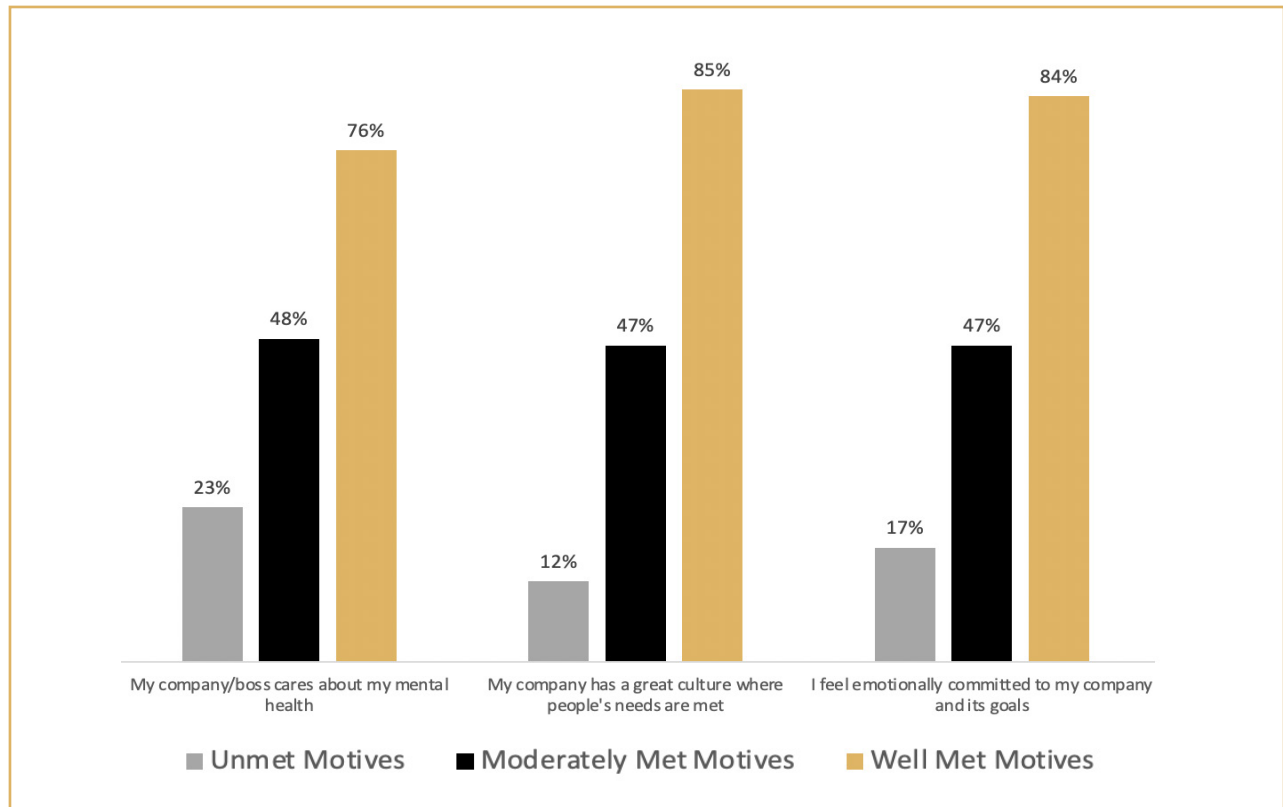
Met motives create a significantly more positive emotional experience at work.

HAPPY WHEN YOUR MOTIVES ARE MET **VALUED**
CALM **2X MORE** **ENGAGED**
PRODUCTIVE **CONNECTED**

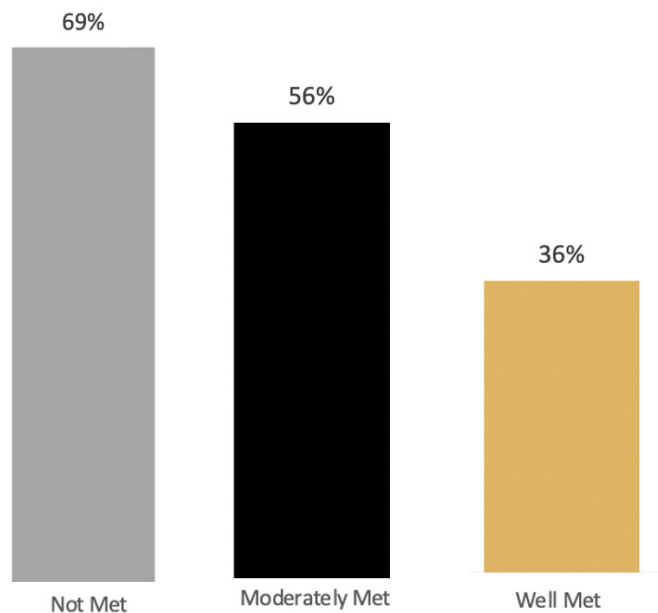


WHY MOTIVES MATTER

There is a much better relationship between the company and employees who have their motives met.



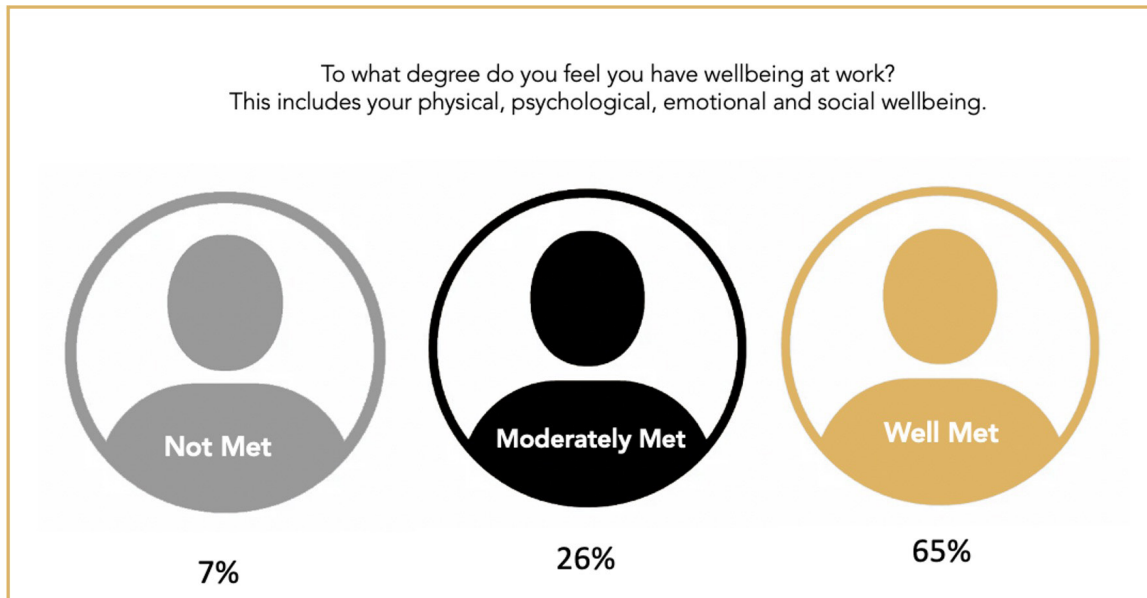
How likely are you to pursue a new job opportunity in the next year?



Employees with strong motives are less likely to leave.

WHY MOTIVES MATTER

Met motives leads to feelings of greater wellbeing at work.



When motives are thriving, employees feel they are living their best work life.

Think about your best possible work life, where your most important needs are well met. On a scale from 1-10 with 10 being you are living your best work life and 1 being you are living your worst possible work life, where do you feel you currently fall?

	Not Met	Moderately Met	Well Met
LOW: 1 through 5	44%	12%	5%
MID: 6 through 8	52%	74%	32%
HIGH: 9 or 10	4%	14%	64%

CREATING YOUR BEST WORKPLACE = MEETING THE 28 NEEDS

On an individual, team and broader company level

Using this framework you can gather meaningful data, uncover valuable insights, have important conversations and take action.

- How healthy are each of the 28 motives at your company or for your team? Which ones are thriving, coasting, surviving or suffering? Why?
- What needs, a.k.a. motives, are most important to your people and why?
- Do leaders and managers understand how individual employees differ across these needs or do they treat everyone the same?
- If you have areas of weakness you can't control, can you compensate in strengthening other motives?
- Do employees feel you care that these needs are met? Do they feel they have psychological safety and can talk openly about them?
- Do employees have input into how to meet these needs or are solutions coming only from the top down?

THE ANTI-BANDAID APPROACH TO WORK WELLBEING

There is no one optimal strategy or “answer” to creating a thriving culture, but there is a path to help you arrive at the wellbeing strategy that is right for you.

THE MEETING MOTIVES PATHWAY TO WELLBEING



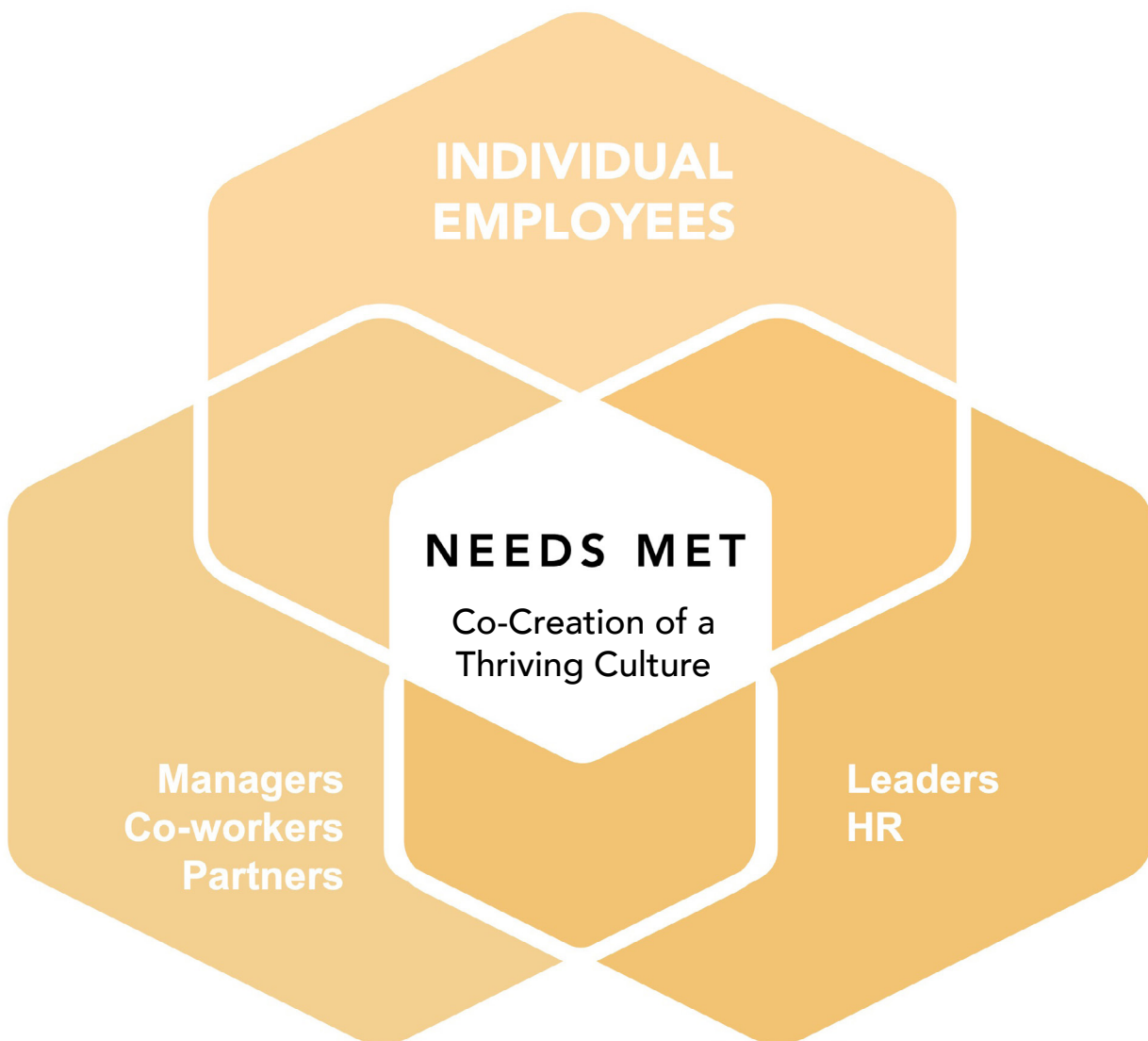
Motives Met empowers employees, companies and leaders to:

Understand, Be mindful of, Evaluate, Communicate and ultimately Meet Motives...

to create a better collective work life, work culture and relationships for yourself, the people you work with and those who work for you.

WELLBEING IS CO-CREATED

A thriving culture happens when individuals, peers, managers and leaders show up for themselves and each other in meaningful ways. The degree each of the 28 needs thrives will be impacted by everyone, the path to wellbeing is one to be walked together.



THE MEETING MOTIVES PATH TO WORK WELLBEING

STEP 1: UNDERSTAND



The first step down the pathway to work wellbeing is understanding. If wellbeing at work is the goal, then lack of shared clarity of what work wellbeing is creates a roadblock to achieving it. Work wellbeing leaves great room for interpretation and given it's a joint effort, without shared meaning and a united mindset it limits the collective wellbeing that can be attained. We have already shared through our research, framework and background in the previous pages an in-depth of understanding of work wellbeing, now this knowledge is something you must bring to others.

STEP 1: UNDERSTAND

» Create shared meaning around work wellbeing

- The first step is to get everyone on the same page on what work wellbeing is. Establish the goal that to create your best workplace everyone needs to work together to create a culture where the 28 needs can thrive, and each person's most important needs are healthy.
- Shared meaning happens when there is mutual language, and we can understand and respect each other's unique perspectives. Using this framework you provide a collective understanding that is the critical foundation to work wellbeing.
- Let employees know about it, use your communication channels and do in-person workshops and webinars to start build the understanding.

» Develop the "Motives Mindset"

- With clarity around co-creating a culture of wellbeing in your company or team, you can start to cultivate what we call the "Motives Mindset." It's the thoughts, beliefs and attitudes towards the 28 motives.
- Train employees and make sure the concepts we have shared like accepting motive diversity and the importance of personalizing wellbeing are broadly adopted.

THE MEETING MOTIVES PATH TO WELLBEING

STEP 2: BE MINDFUL



Caring for wellbeing tends to default to passive or reactive behavior rather than being proactive and preventative. Only once something becomes a glaring problem, work relationships have deteriorated, or total burnout is reached, and people start walking out the door do we start to pay attention. Employees, managers and people leaders alike are often so busy, on automatic mode or prioritizing other things that they aren't reflecting on or in tune with their own needs let alone the needs of others and as a result motivation, wellbeing, and connection suffer.

When you build the shared commitment on your team or in your organization to be mindful of motives, showing up intentionally and purposefully to tend to what matters most, you create a collective shift from passive to active. It cultivates a self-awareness and an "other awareness," a needs-based consciousness that leads to cultures of caring, greater compassion and support. Mindfulness is not only conscious awareness, but also focused attention. With only so much time, energy, dollars and resources, it's important to know the motives as an individual or organization, that require your limited attention the most.

STEP 2: BE MINDFUL

» Have employees identify their top needs

- Carve out time whether in a workshop or meeting for people to reflect on these 28 motives and identify which needs are driving their wellbeing in this present phase of their work life.
- Keep an eye out for blind spots, some driving motives may not be as obvious at first.
- Use emotions as clues. It's helpful to consider where undesirable emotions like stress, frustration or boredom are felt most, it can be a sign that motives related to those areas are suffering or threatened and need attention.

***Given identifying driving motives is a critical part of wellbeing we developed a data-driven assessment tool that uncover employees' essential needs, there is more detail included at the end of the guide**

» Make it the norm for co-workers and managers to know the most important motives of others

- For wellbeing cultures to happen people must mindfully interact with one another. From this place of newfound awareness people can take impactful action to support one another's motives.
- It's helpful to know how other motives different from our own suffer and thrive and thus how the people we work with suffer and thrive.
- Have employees share their motives with one another, it's the catalyst for growth, positive change and gratitude. Make a virtual happy hour of it, have each member every week share theirs or make it part of on-boarding.

THE MEETING MOTIVES PATH TO WELLBEING

STEP 3: EVALUATE



You can't get to where you want to go on a wellbeing and culture enhancement journey, until you know where you are coming from. Some leaders can fear what they may find if they seek out answers to the degree vital needs are met, but what you don't measure still lingers and negatively impacts your company or team in many ways. It gets swept under the rug, but it doesn't make problems go away or leave room to build upon areas of strength.

Figuring out how to quantify, track and measure wellbeing is a common pain point but using the 28 motives you have a simple way to measure the degree employees feel these needs are thriving, coasting, suffering or surviving and why.

These insights show areas of strength to celebrate and capitalize on, uncover where there is room for improvement and serve as problem-finders showing blind spots where change needs to happen. Wellbeing is also not a destination we arrive at and our work is done. It's ever evolving and something that must be continuously measured, monitored and evaluated to continue to protect it and elevate it.

STEP 3: EVALUATE

» Gather meaningful data and information around the degree these needs are met and a benchmark to grow from

- Send a simple survey to employees with questions related to each of the 28 needs.
- You want to understand to what degree employees feel their most important motives are met, as well as overall to what degree your company or team creates an environment where all motives can flourish.
- Ask which of the 28 needs rise to the top for them at this stage in their work life
 - On a scale of 1 to 10, to what degree do you feel <this need> is met currently at work?
 - On a scale of 1 to 10, to what degree do you think <your company> supports this need?

» Make it an ongoing process

- Initial measurements provide a benchmark that you should now track and monitor over time on an ongoing basis. Once you implement different wellbeing solutions and changes to help meet various needs it's important to gauge the effectiveness and redirect efforts if needed.
- Over time, you can see the ROI for your efforts and with a scientific approach you can make informed decisions and wiser wellbeing investments.

STEP 3: EVALUATE

» Have employees develop what we call their motive story

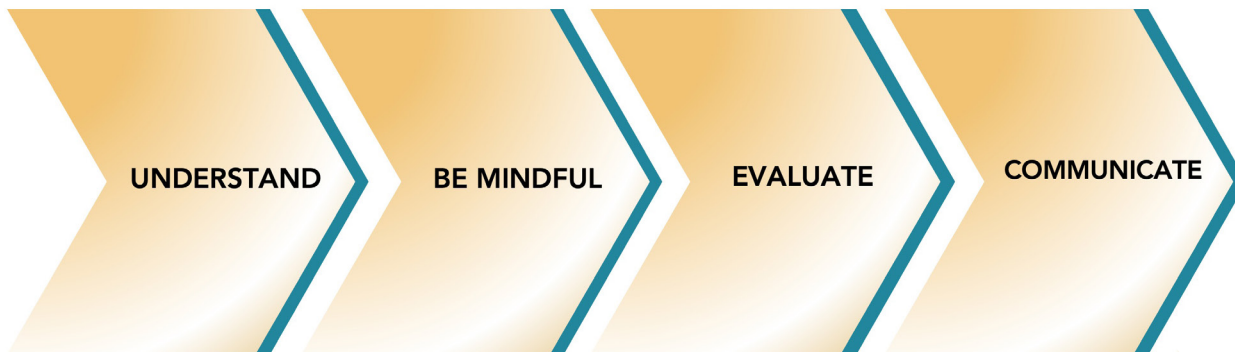
- Everyone has a story behind their motives, why certain needs are pivotal at this time, their work baggage from the past that influences their perspective, the motive that is their greatest stressor or greatest joy.
- Part of that story is also how well met their needs are. It's important to facilitate the process of employee wellbeing evaluation, not just for wellbeing analytics for the company, but for the employees themselves as well.
- It gives them a way to determine what's working in their job and what's not so they can appreciate the positives, seek out ways to better get their needs met and take ownership of their work wellness.
- When evaluating motives the "why" is important. Why is a need particularly motivating for you, important and rising to the top over others? Certain motives are tied to people's values and sense of self, others are deal breaker motives they cannot work without and some may be tied to goals and milestones in their professional or personal life. It's important each person understands their why and can then share with others.

» Do a wellbeing audit

- Ask key stakeholders, leaders and managers where they see strengths, weaknesses, opportunities and threats with these 28 needs within your organization.
- Are managers supporting these needs? Do they feel they have the resources to do so?

THE MEETING MOTIVES PATH TO WELLBEING

STEP 4: COMMUNICATE



One of the biggest barriers to meeting motives is that they are a missing conversation with ourselves and others. Motives Met is the conversation starter. Once people are consciously aware and mindful of motives, they can talk about them. To create work cultures where motives are strong and mindful relationships happen, we must know each other's most important needs AND discuss them. The problem is it's not a conversation that naturally just happens. You need to create a culture where communication about work wellbeing needs becomes the norm and there is psychological safety to discuss them honestly and openly. When you use this framework, you are also providing shared language and vocabulary to make communication more effective.

STEP 4: COMMUNICATE

» Prioritize psychological safety

- If you want honest feedback and compassionate candor to meet motives in your culture you need to create psychological safety with your employees. There are many different definitions around psychological safety, but essentially, it's when employees know that the things they say or do won't be used against them – as long as they meant well. It means you feel you can offer your honest opinion even if it's not a popular one. You can bring up concerns without fear of being shut down or punished. You aren't afraid to disagree with someone, even if they are "higher up" than you.
- Promote psychological safety, make employees know it's a priority and that you mean it. Create a safe space to promote honest and constructive dialogue.

» Ask the right questions

- If a need isn't in a good place, it can be intimidating for employees to speak up, especially if psychological safety is low. What's easier, walking into a manager's office and saying you feel micro-managed, or having the manager ask the employee what's one area you would like more freedom in at your job and why?
- Develop impactful questions related to each of the 28 motives. Once you know which motives are a top priority for each employee you can ask questions related to those motives in one-on-ones or a group meeting.

» Create opportunities for communication

- Whether it's a virtual happy hour, team building event or workshop, getting your team or company together to talk about wellbeing needs is a great next step.
- Storytelling connects us at a deeper level below the surface and builds familiarity and trust. It's powerful to have people share the stories behind their motives with one another.

THE MEETING MOTIVES PATH TO WELLBEING

STEP 5: MEET MOTIVES



It's time to put insights into action to create real impact! Now that individual employees, managers and teams have powerful insights they can put those insights into action and identify behaviors, values, changes as well as programs or initiatives they want to explore related to specific motives. This will include actions on both the personal individual level as well as broader approaches at a company or team level.

STEP 5: MEET MOTIVES

» Ask your people...all the time!

- When it comes to meeting the needs of your people and creating a culture where the 28 motive can flourish, you need to constantly be getting feedback and ideas from your employees whether it's in workshops, in one-on-ones, via Slack or surveys on ways to improve and celebrate wellbeing in your workplace.

» Designate wellbeing leaders

- Roles dedicated to creating thriving cultures like Chief Wellness Officer, Director of Mental Health, Chief Heart Officer, Head of People & Culture, are growing for good reason. To make wellbeing a priority you need leaders with expertise and dedicated time to spearhead your efforts.
- Create a wellbeing and culture committee. Recruit volunteers who are passionate about your culture to come together and generate a plan, tackle issues and infuse wellbeing in your culture. You can have the group choose a different motive domain to focus on each month. When you get a purposeful group together they will come up with all sorts of impactful ideas!
- Make you and your team wellbeing leaders. Even if your focus is team-specific you can empower your group to focus on different motives and develop ideas.

» Bring in experts

- Is navigating the need for the flexibility motive and work from home along with the need for community and peer connection which is more difficult outside of the office a struggle? Bring in an expert in navigating the shift to remote working. Want to develop a mentor program to support the motives in the Advancement domain? Have a coach or consultant help you design an optimal program. Speakers, webinars, trainings and consultants can help you greatly once you know motive areas you want to focus on.

STEP 5: MEET MOTIVES

» Consider small yet significant solutions along with bigger changes

- There are small but significant changes or things that people can do (or not do!) for themselves and others, and that others can do for them to help support wellbeing needs. Don't discount the little things, these can be a powerful place to start.
- Meeting these needs can also mean big ideas and significant shifts. If you really want to create your best workplace you must be open to change.
- Supporting others and ourselves in meeting motives can at times be incredibly simple and effortless and at other times it can be uncomfortable. It can lead to difficult conversations. It may mean feedback we do not want to hear. It means change we might be resistant to. Facing motives that are neglected. Dealing with conflict and concerns instead of burying them.

» Identify "builders and blockers" to motives

- Meeting work motives can include many things such as mindset, values, programs, processes, communication styles, and relationship dynamic. Determine what builds up and strengthens motives and what blocks and inhibits them. Ask questions like:
 - "This motive is a struggle on our team because..."
 - "A belief or mindset that weakens this motive is..."
 - "This motive thrives when..."
 - "Something impactful we already do to elevate this motive or something we could do to elevate this motive would be..."

» Create a "to do" and a "to don't" list

- Formulating a clear to do and don't list can be extremely powerful and "builders and blockers" can spark ideas. Have your wellbeing leaders help or have a workshop and get input from your people. Think about each need and an action or way of thinking about that motive that you want to encourage and reward employees for upholding and on the opposite end, what you don't want to be acceptable or the norm in your culture.

STEP 5: MEET MOTIVES

» Determine areas of action

- Using your wellbeing analytics you can determine action areas and identify which motives fall into each of the three categories: celebrate/elevate, maintain or change.
 - Celebrate/Elevate – It's just as important to capitalize on, reward and celebrate where you thrive. There may also be motive areas you are strong in but feel there is worthwhile opportunity to elevate to an even higher level.
 - Maintain – There will be motives that are on cruise control, areas where things are going well that you want to maintain and maybe implement a maintenance sort of plan of action
 - Change – Motives that are threatened, weak or deeply suffering shed light on where real change needs to happen.

» Develop your wellbeing strategy, both broadly and individually

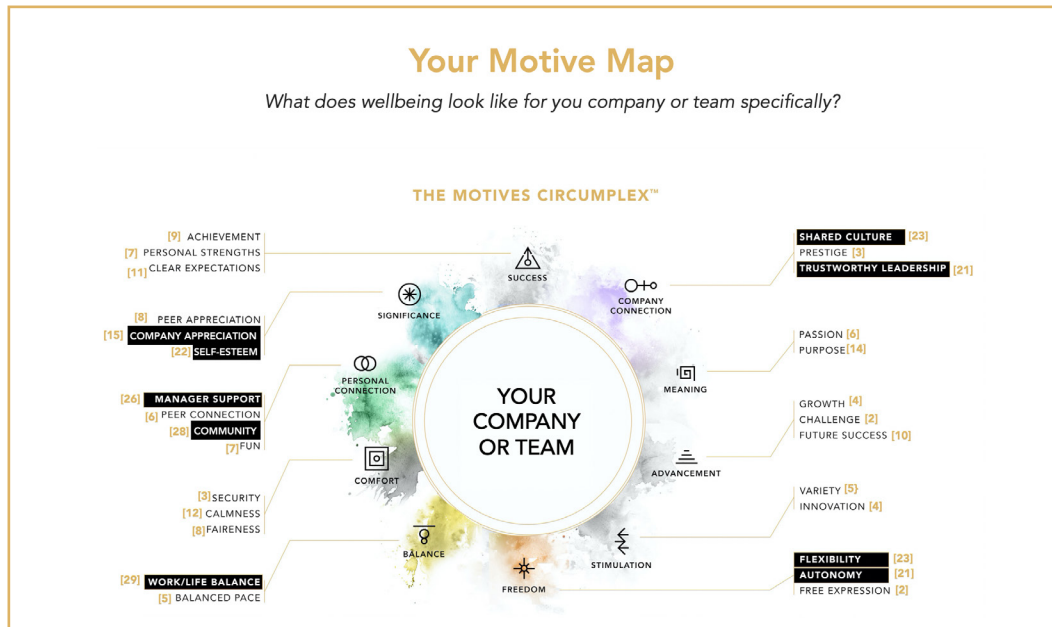
- Now that you have heard directly from your people and have ideas and prioritized areas of action, you can formulate your unique wellbeing strategy. Develop a plan that outlines specifics, who will be part of executing it, necessary budgets and resources.
- Part of your strategy should be how you are going to hold your organization and people accountable for supporting the wellbeing needs.
- Given wellbeing is personal and must happen on the individual level, managers and leaders should have a strategy for each of their employees. How are they going to help support the most important needs of that specific employee? It should be a joint conversation and goals formulated together.
- The goal is to see the positive impact and ROI on your efforts when you re-evaluate your wellbeing metrics after you have taken action.



MOTIVESMET

WANT HELP TO CREATE A THRIVING WORK CULTURE?

We offer custom solutions based on the wellbeing pathway.



OUR TOOLS & OFFERINGS

» The Motives Met Assessment

A data-driven wellbeing assessment, that uncovers your employees' top motives. See more detail on the next page.

» Wellbeing Analytics

We gather data and insights to evaluate the wellbeing in your culture and the health of the 28 needs.

» Team Connection Workshop or Builders & Blockers Workshop

Whether it's a virtual happy hour, team building event or workshop, getting your team or company together to talk about motives is a great next step.

» Training & Consulting

We offer training and webinars for leaders, managers and teams to equip them with resources to make a bigger impact. We love to partner and help formulate and execute your optimal strategy that's unique to you.

Send us a note

theteam@motivesmet.com

Book a time to chat!

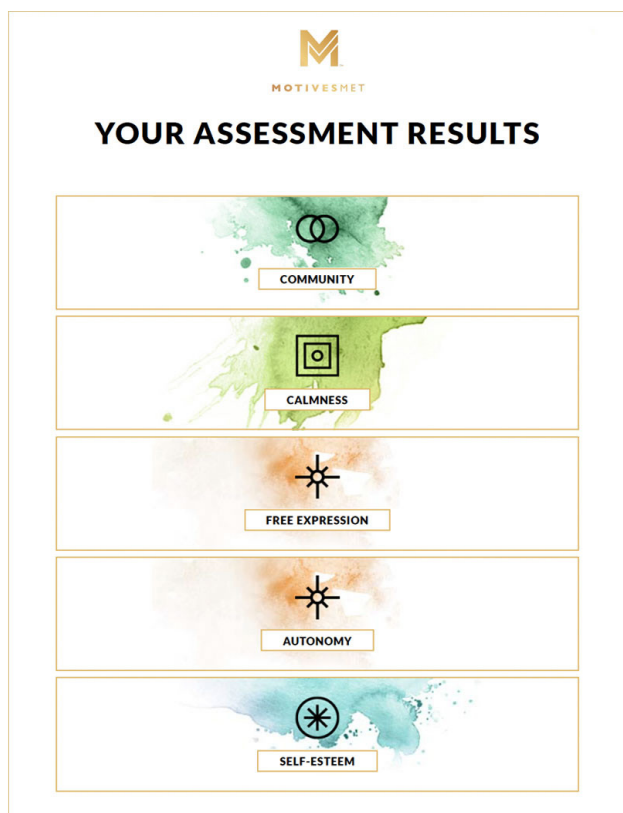
» [click here to schedule](#)

Find out more

www.motivesmet.com



MOTIVESMET



THE MOTIVES MET ASSESSMENT

Our research showed employees have the greatest wellbeing when their top motives are met, that's why we developed the data-driven assessment, founded in psychological principles, to uncover the 5 most important motives.

Employees take the 20 minute assessment and receive their core motives along with a 40+ page guide to empower them to help meet those needs.

WHEN YOU USE THE MOTIVES MET ASSESSMENT

- You help employees identify blind spots, important needs they might not be consciously aware of or have been ignoring.
- It shows employees that their wellbeing matters and they aren't just a number, and that goes a long way!
- You open the door to important conversation that most likely would not happen otherwise.
- Help managers motivate their employees in a way that works with individualized consideration instead of a one-size-fits-all approach.
- Employees can take ownership and responsibility of their wellbeing and seek out better ways of meeting their own workplace needs, while also being more aware and accommodating of the needs of others.

Send us a note

theteam@motivesmet.com

Book a time to chat!

» [click here to schedule](#)

Find out more

www.motivesmet.com