DIFFERENT STROKES

Focus: Help managers and supervisors improve their managerial skills

Time: 20 minutes

Objectives:

1. Understand that different people are motivated differently
2. Recognize that people are motivated by different things in different situations

Materials needed:

- Copies of survey form (attached) for each participant
- Pen or pencil for each participant

Introduction:

Behavior, whether positive or negative, is a response to a need. The satisfaction of a need motivates people to act in certain ways to relieve the tension caused by that unfulfilled need. An individual’s motivators will change from time to time depending on the context of the situation. It is important for managers to monitor people’s changing priorities and needs. The more heterogeneous a population, the more diverse the needs, and thus the motivators, will be.

Directions:

1. Divide participants into small teams of equal size (five people per team is ideal, but larger or smaller numbers will work also). Keep in mind that the more homogeneous the team, the more scores will tend to stay the same; thus it is recommended that people be assigned to teams rather than being allowed to self-select.
2. Distribute a survey form to each participant.
3. On the top part of each form, every participant should simply list his or her favorite ice cream, sport, activity, food, and color.
4. Once person on each team should compute the team’s Agreement Scores. These scores reflect how many pairs of people have the same preferences. In a group of five people, one way to compute an Agreement Score for each ice cream is to draw a pentagon (or other shape that matches the team number, i.e. 3 = triangle, 4 = square, etc.) and label each vertex with the appropriate flavor. If no one agrees, for example, the Agreement Score is 0; there are no lines of agreement:

![Pentagon with ice cream flavors]

- chocolate
- strawberry
- vanilla
- peach
- mint
However, if two people agree on mint, and three on chocolate, then the score is 4 because there are four lines:

```
  mint
  mint
  4
  chocolate
  chocolate
```

Finally, if two people agreed on mint, and two on vanilla, with one person selecting chocolate, the score would be two because there are two lines of agreement:

```
  mint
  mint
  2
  vanilla
  chocolate
```

5. The attached scoring sheet lists the scores that result from every possible combination of agreements that can occur on teams of between three and five people. Compute the scores by referring to the chart on the scoring sheet, or, have team members draw the appropriate shape and connect the dots.

6. The scorer should compute Agreement Scores for each of the five categories, as well as a Total Agreement Score for the team. The minimum possible Total Agreement Score for a team is 0, meaning no agreement on any category. The highest possible Total Agreement Score for teams of three, four, and five people are 15, 30, and 50, respectively. The lower the scores, the more diverse people’s tastes.

7. After the scoring is complete, lead a discussion about the significance of the results.

Discussion Questions:

1. What were the Agreement Scores for your team?
2. What was the Total Agreement Score? How far was this from the maximum possible score?
3. What do these Agreement Scores tell you about the diversity of people’s tastes?
4. Why is it important to understand what motivates other people? How does this information strengthen your unit? The department? The organization? Provide specific examples.

# MOTIVATOR SURVEY

Identify your favorite:

A. flavor of ice cream

B. Favorite sport

C. Favorite place to vacation

D. Favorite food

E. Favorite color

AGREEMENT SCORES

Directions:

1. First, find your team size below.
2. Then find the pattern that fits your results in each category (for example, if your team has five members, and they picked Mint-Mint-Mint-Chocolate-Chocolate, the pattern is AAABB; if the agreement was Mint-Mint-Chocolate-Chocolate-Vanilla, the pattern is AABBC; if the agreement was Mint-Chocolate-Vanilla-Peach-Strawberry, the pattern is ABCDE, etc.). An Agreement Score Pattern table is provided as a guide.
3. Write the corresponding Agreement Score in the space(s) on the right corresponding to the appropriate category.
4. Add up the Agreement Scores to get the Total Agreement Score for your team.

### Agreement Score Patterns

<table>
<thead>
<tr>
<th>Group Size</th>
<th>Pattern</th>
<th>Agreement Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>No matches (i.e. ABC)</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Two people match (i.e. AAB, ABB, etc.)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Three people match (i.e. AAA or BBB or CCC)</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>No matches (i.e. ABCD)</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Two people match (i.e. AABC, ABBC, etc.)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Two different sets of matches (i.e. AABB, AACC, BBCC, etc.)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Three people match (i.e. AAAB, BBBD, CCCD, etc.)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>All four people match (i.e. AAAA, BBBB, etc.)</td>
<td>6</td>
</tr>
<tr>
<td>5</td>
<td>No matches (i.e. ABCDE)</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Two people match (i.e. AABCD, BBCDE, etc.)</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Two different sets of matches (i.e. AABBCE, BBCDEE, etc.)</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Three people match (i.e. AAABD, ABCCC, etc.)</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Two people match and three people match (i.e. AAABB, BBBEE, etc.)</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Four people match (i.e. AAAAB, BBBBC, BBBBE, etc.)</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Five people match (i.e. AAAAA, BBBBB, EEEEE, etc.)</td>
<td>10</td>
</tr>
</tbody>
</table>

**TEAM AGREEMENT SCORES**

<table>
<thead>
<tr>
<th>Ice Cream</th>
<th>Sport</th>
<th>Vacation</th>
<th>Food</th>
<th>Color</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tbody>
</table>

(Add all five categories)