Motivations that Drive Collaboration

Thank you for contributing to this survey on motivations for collaboration. The 8 PtC Motivations (M) are one component of the PtC Formula for building Power through Collaboration (PtC). The other two components are the PtC Types (T) and the Collaboration Essentials (CE). The PtC Formula is:
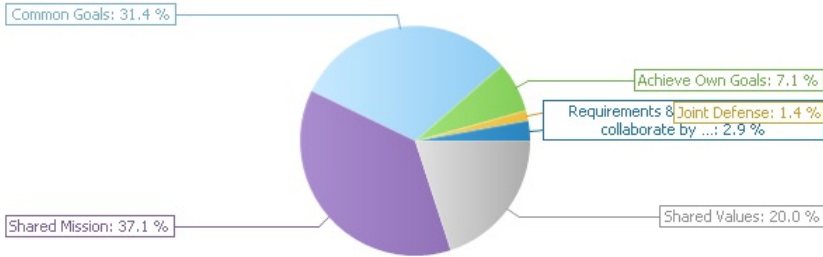
$$PtC = (T + M) \times CE$$

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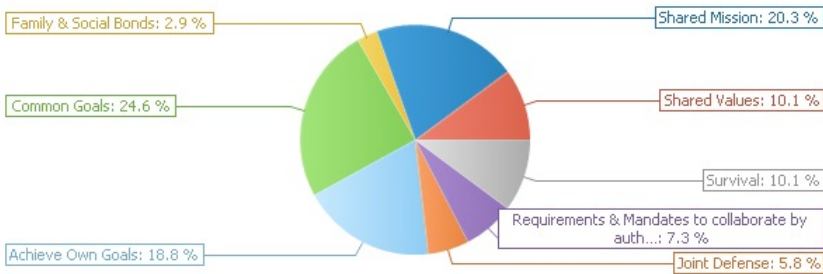# 1) <u>The Motivation that Most Promotes Commitment to Collaborating</u>

1a. <u>Pie Chart for the Motivation that Most Promotes Ones Own Commitment to Collaborating.</u>

Which one of the following PtC Motivations most promotes your commitment to collaborate with a person or group?

Common Goals: 31.4 %
Achieve Own Goals: 7.1 %
Requirements & collaborate by ...: 2.9 %
Joint Defense: 1.4 %
Shared Mission: 37.1 %
Shared Values: 20.0 %

1b. <u>Pie Chart for the Motivation that Most Promotes Other People's Commitment to Collaborating.</u>

Which one of the following PtC Motivations most promotes other people's committment to collaborate with a person or group?

Family & Social Bonds: 2.9 %
Shared Mission: 20.3 %
Common Goals: 24.6 %
Shared Values: 10.1 %
Survival: 10.1 %
Requirements & Mandates to collaborate by auth...: 7.3 %
Achieve Own Goals: 18.8 %
Joint Defense: 5.8 %

<u>Pie Chart Findings.</u>

- There does not appear to be any one motivation that people agree upon as the predominant driver for collaborating.
- The rankings when people rate what most motivates themselves to collaborate are: Shared Mission at 37.1%, Common Goals at 31.4%, and Shared Values at 20%.
- The rankings when people rate what most motivates other people to collaborate are: Common Goals at 24.6%, Shared Mission at 20.3%, and Achieve Own Goals at 18.8%.

These results to date align with our LinkedIn Power through Collaboration group's prior polling with 295 respondents. That polling on "the most potent PtC Motivation for collaboration" also found that people did not select just one predominant motivator, but rather that Common Goals, Shared Mission, and Shared Values all garnered about the same modest percentage of the vote, around 28% each.

Additionally, when Common Goals and Shared Values were compared without Shared Mission as a choice, Common Goals received 18-20% more votes than Shared Values. This implies that goals trump values as the lead motivator for collaborating, assuming that Shared Mission is viewed as a combination of goals with values.

2) How Much Does Each PtC Motivation Promote Collaboration

PtC Motivation Profiles.   In any given situation you and other people are motivated by not just one PtC Motivation, but by a constellation of motivations. The result is PtC Motivation Profiles. Some pointers to consider:

1. What are your three strongest PtC Motivations?
2. Are your strongest motivations of equal strength?
3. Does one motivation pop out as much stronger than all the other PtC Motivations?
4. How complementary are the motivations in your Motivation Profile?
5. How do you think your Motivation Profile would play out when collaborating with people who have similar or different profiles?
6. To what extent does your Motivation Profile fit with the profiles of the people with whom you work or relate?

The patterns created by your answers to these questions determine to what extent and the manner in which you cooperate or collaborate in various situations.

Bar Chart Findings.   The chart below shows the number of people who rated each individual PtC Motivation at a 1, or 2, or 3, or 4, or 5, or 6, or 7 on the 1-7 rating scale of how much each motivation promotes their commitment to collaborate. The 1-7 rating scale is shown along the bottom of the chart. The PtC Motivations are color coded in the legend above the chart.

- People select Shared Mission, Shared Values, and Common Goals as the motivations that motivate them most to collaborate. And these motivations are considered to consistently promote collaboration.

    The *brownish bars* (Shared Mission), the *purple bars* (Shared Values), and the *orangish bars* (Common Goals) are the tallest bars in the 7 and 6 rating categories. Shared Mission and Common Goals do not drop below the 3 rating category.

- Collaboration is next promoted most by Achieve Own Goals, and then by Family & Social Bonds. Whereas Achieve Own Goals is seen as consistently promoting collaboration, Family & Social Bonds is viewed as sometimes not promoting collaboration.

    The *dark blue bar* (Achieve Own Goals) is the tallest bar in the 5 rating category, and also strong in the 6 rating category.
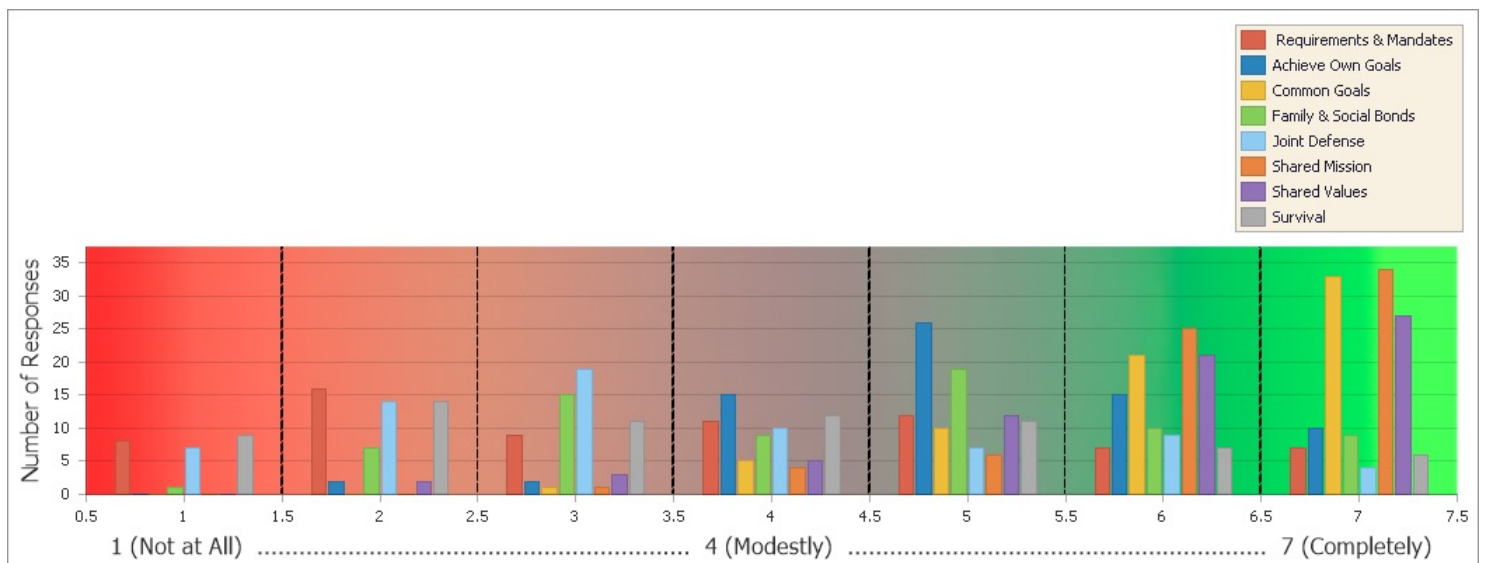
    The *green bars* (Family & Social Bonds) are spread out from the 7 rating category all the way down to to the 1 rating category.

- The remaining three motivations (Survival, Joint Defense, and Requirements & Mandates) are considered the least reliable promoters of collaboration. They sometimes promote collaboration and sometimes do not.

    The *gray, light blue, and reddish bars* (Survival, Joint Defense, and Requirements & Mandates) are the tallest bars in the 2 and the 1 rating categories, and are very spread out. They show up in every rating category, from the lowest 1 category all the way up to the highest 7 category.

How much does each PtC Motivation promote your commitment to collaborate with a person or group? (Select one circle for each of the 8 motivations.)

Scale: 1 (Not at All) – 7 (Completely)

Per the above chart and as shown in the below table, Shared Mission, Common Goals, and Shared Values have the highest mean scores for the motivations that most promote one's own commitment to collaborating. Shared Mission and Common Goals have the lowest standard deviations (not shown) reflecting greater agreement that they promote collaboration.

Requirements & Mandates, Survival, and Joint Defense have the lowest mean scores. They also have the highest standard deviations (not shown) reflecting greater *disagreement* regarding how much they do or do not promote collaboration.

The "Mean for Others" column below (bar chart not shown) shows that respondents rate others lower on the motivations that they rate themselves highest on, and rate others higher on the motivations that they rated themselves lowest on.

PtC Motivation	Mean for Self	Mean for Others
Shared Mission	6.2	5.5
Common Goals	6.1	5.5
Shared Values	5.8	5.3
Achieve Own Goals	5.1	5.5
Family & Social Bonds	4.5	4.7
Requirements & Mandates	3.7	4.4
Survival	3.7	4.4
Joint Defense	3.6	4.4

3) __Conclusions__

__Motivations that promote collaboration the most.__ Multiple polls indicate that there is not just one predominant motivator that people agree upon as the main driver for collaboration, whether for themselves or other people.

- People select Shared Mission, Shared Values, and Common Goals as the motivations that most motivate them to collaborate. And these motivations are considered to consistently promote collaboration.

- Next ranked comes Achieve Own Goals, and then Family & Social Bonds. I have observed in prior discussions that some people are staunch adherents of the view that Achieve Own Goals subsumes all the other motivations. They present self-interest as the true underlying basis for all cooperation, including collaboration. Everything circles back to self-interest. This survey supports the significant influence, but not the supremacy, of Achieve Own Goals motivation with respect to promoting collaboration.

  Whereas Achieve Own Goals is seen as consistently promoting collaboration, Family & Social Bonds is viewed as sometimes not promoting collaboration. Family and Social Bonds is rated 4th out of the 8 PtC Motivations, is rated as being both less potent and less reliable than Achieve Own Goals, and receives no votes for the motivation that most promotes collaboration.

  These results are inconsistent with the stature of family and relationships as important sources of meaning as well as influence on people's behavior. There appears to be a sizable minority of people for whom Family & Social Bonds does not carry much weight in promoting collaboration? And for the people who rate Family and Social Bonds as promoting collaboration, they do not rate it at the highest level.

__Motivations that promote collaboration the least.__

- Survival, Joint Defense, and Requirements & Mandates are rated the least reliable promoters of collaboration. They sometimes promote collaboration and sometimes do not. Ratings ranged from the lowest 'not at all' to the highest 'completely' promoting collaboration.

  The results for Requirements & Mandates confirm that collaboration is not amenable to being required, commanded, or coerced. Being required or mandated to collaborate by powerful parties, people in authority, or laws, regulations, contracts, and policies is an ineffective means to produce genuine or productive collaboration. It may produce cooperation such as obedience or compliance, but not collaboration. When collaboration is 'willingly and freely' engaged in, Requirements and Mandates can drive the provision of essential processes and tools to facilitate and reinforce that collaboration.

  I periodically hear Survival motivation presented as the ultimate motivator for collaboration. This survey's results contradict that sometimes fervently held view, even though a few people did rate Survival motivation as 'completely' promoting collaboration, and as the motivation that most promotes collaboration. Survival motivation does induce expedient cooperation and obedience, which mistakenly can be touted as collaboration if the crucial PtC distinction between cooperation and collaboration is overlooked.

Survival concerns are excellent at orienting attention and energizing action, but not collaborative action. Survival based collaboration is unreliable and fragile, except when involving the most collaborative of PtC Types. Survival motivation can induce self-preserving non-cooperative behavior, conflict, or aggression as readily as cooperation.

Recommendations. Some suggestions for boosting productivity and success if you are evaluating potential collaboration partners, seeking to achieve effective collaboration, or developing systems and processes to sustain collaboration:

- The members of a group or organization are likely to be operating by different motivations for collaboration. Assess, design, and facilitate the collaboration endeavor around the specific motivations that are in operation.

- Engage people around the most potent and most reliable motivations for collaboration -- Shared Mission, Shared Values, and/or Common Goals.

- Activate multiple motivations for collaboration in order to engage more people more intensely in the collaboration. For example, expanding beyond Shared Mission to include interests related to Common Goals and Achieve Own Goals, or vice versa.

- Be alert for Survival motivation or Requirements & Mandates motivation working against collaboration.

- Do not design around nor abandon efforts to build collaboration based solely on people's opinions of other parties' PtC Motivations. Assess motivations directly with the parties involved so as to circumvent misinformation, misperceptions, self-serving biases, and limits to self-awareness.

- Facilitate collaborative connections between people by leveraging the tendency for each to consider themselves more collaboratively motivated than the others.

4) Suggested Next Steps: Thank you for participating in this survey. To learn more about Power through Collaboration consider:

1. **Click this link** to take the survey on: "Compare Your Collaboration Type"

2. **Join** the LinkedIn Power through Collaboration community on LinkedIn and Google Plus

3. **Spread the word** and invite others to take this survey: www.powerthroughcollaboration.com/surveys

4. **Take a Power through Collaboration workshop or retreat**

5. **Read my books:**

   Power through Collaboration: The Formula for Success in Challenging Situations

   Power through Collaboration: When to Collaborate, Negotiate, or Dominate!

The Power through Collaboration series is based on my role as a psychologist and consultant grappling with very challenging situations. The result is the development of the PtC Formula, the 7-step PtC method, and the Power through Collaboration books, which give you:

√ Game-changing insight into the psychological foundation that underpins and enables all successful collaboration.

√ Transformational understanding of what collaboration really is, and is not.

√ Decisive capability to use the Power through Collaboration Formula and 7-step methodology to master collaboration challenges and solutions.

If you are new to the Power through Collaboration model, the book *Power through Collaboration: The Formula for Success in Challenging Situations* is a straight-forward read and a good place to start. It provides an overview and intro to the advanced book *Power through Collaboration: When to Collaborate, Negotiate, or Dominate!* which is a 7-step guide for collaborating in complex, frustratingly difficult, and challenging situations.

Your thoughts and feedback about my books are welcomed, valued, and appreciated. You can get further information and read new reviews at:

www.powerthroughcollaboration.com