



Executive Life Coaching Client Handouts

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Core Motivation

A Personality Tool to Leverage Your Strengths and Communicate More Effectively

You will discover:

- Your natural strengths and what really motivates you
- What you want to avoid at all costs
- What helps and hinders your personal growth
- How others see the world and how best to communicate with them
- How to use your type to be the best leader you can be

Here are the guidelines:

- There are 9 different Core Motivations
- Everyone has a little of each motivation type in their personality
- However, one or two types will stand out
- To find which types match you best, read the nine following paragraphs
- Choose the top three that describe you
- Turn to the charts to read more about the types you identify with most closely

Core Motivation is a tool based on the Enneagram, a mixture of all ancient personality system and modern psychology.



The Core Motivation Paragraphs

Type One: The Perfectionist

I strive for things to be perfect and in place. If I am passionate about something, I work really hard and spend a lot of time on it. I want other things around me to be perfect, but I am mostly hard on myself. I am very critical of the things I do, and I am very disappointed in myself when I make a mistake. I often have a lot of priorities on my plate, but I just want to improve my life and the lives of others. Often, people follow my lead and I am comfortable in that leadership capacity. Whatever I have to do, it has to be done right, and I will do what it takes to get there. Others might say I am intense or too serious at times, but I just like to be focused and I would rather relax when the work is done.

Type Two: The Helper

What really drives me is my ability to help others. I love doing things for somebody, especially if I know they will appreciate it. I feel like I know how best to help people because it is usually easy for me to determine their wants and needs. It might seem like I try too hard or am controlling at times, but it is just because I want to help in the best way. I get satisfaction out of putting others before myself, though sometimes it takes its toll when I do not focus on my own needs. I like when others recognize that I am there for them, and I usually have a difficult time saying no. I also place a huge emphasis on relationships. I give a lot of myself in hopes that others will recognize what I have given, and in turn will respect me for that. At the end of the day, I hope that the people I help will be there for me when necessary.

Type Three: The Doer

I want to be the best I can be at what I do. Goals are important to me and I work hard at achieving them. I feel very successful what I meet my goals, and I want others to respect me for it. My mind works rather quickly, and sometimes I can get irritable if something or

someone seems to be working too slowly. Though I am personally competitive, I can also do well on a team and am well liked. I want to make a good impression on people, and I care about how others view me. When I have a really passionate goal, I know just what to do to achieve it and stay motivated. I prefer to do only the things I am good at.



Type Four: The Artist

I like to express my emotions, and I want others to understand me for who I am. I consider myself genuine and unique. I am constantly seeking more in terms of my life, and I try to evaluate and consider what is missing. I do not like to be misunderstood. Sometimes people might mistake me for being dramatic or caring too much, but really I just want to express exactly how I feel. I like to get to know others on a deeper level and form real connections. I am passionate about feelings, and I want to accurately reveal myself to others.

Type Five: The Thinker

I love being the expert. Before I delve into something, I want to know as much as I can. I do not like to be wrong or corrected, which is why if I do not know something, I would rather not say it. I am happy to argue my points for what I believe is right, but if the facts do not support my idea, I will reconsider the idea. I often thrive on alone time, and I like to think about my past experiences. I am pretty independent, and I do not want to have to rely or depend on someone else. I crave information and knowledge, and I am not shy in a group setting, where I can speak up and say what I know and express what I want. Overall, I am a simple person, and my life is rather straightforward.

Type Six: The Friend

I like to be prepared for the worst. Often, I envision worst-case scenarios so that I know just what to do in case they actually happen. I have a creative imagination and a somewhat odd sense of humor. I can be unsure of people in authority, especially if I do not trust them. Once I trust someone and have explored an idea, I will be very loyal. When it comes to new ideas, the first thing that usually comes to mind is what could go wrong. I would rather think it through before accepting it for face value. I am not much of a follower, especially when it comes to ideas, because I can easily pick out why I disagree with it.

Type Seven: The Optimist

I enjoy life at a fast pace. I like to create many options for myself and future plans. I keep many options open. I shy away from negative emotion, and I hate feeling bored or trapped with my life. If I am upset over something, I do not want to dwell on it. Sometimes I will



get really excited over something rather quickly, but then eventually I will get bored with it and forget about it or drop it. Often times I will start things that do not quite get finished. At the same time, I am very optimistic and I believe life is a ride that is meant to be enjoyed. When I have several options that I can choose from, I have a hard time deciding because I want them all.

Type Eight: The Defender

I like to be in control as much as possible. I am very blunt and honest because I want things to be clear. It frustrates me when I feel like someone is conniving or unfair. At times, I might seem controlling, but I just want to take charge and keep things going smoothly. I try to hide my weaknesses because I feel vulnerable when someone else knows what they are. That being said, I think we should still recognize our weaknesses and do something about them. I would rather get something done on my own than be told what to do, which is why I sometimes have a hard time following orders from authority. I will not always respect a person of authority upfront, but when I do, I am much more willing to follow directions from them.

Type Nine: The Peacemaker

I like things to be peaceful and happy. I tend to avoid conflict and confrontation. Sometimes I cannot even recognize exactly what I want, so I just go with the flow, especially in group settings. When I do know what I want, I might still agree with someone even if it goes against that. I might get angry at myself, but I do not like getting angry at other people, or when people are angry at each other. I have a kind heart, and I know it can be taken advantage of. When I really need to, I know how to stand up for myself. I am good at seeing multiple sides to a situation, both pros and cons.



Basic Desires, Fears, and Internal Message

Number	Main Desire	Basic Fear, What I avoid	I'm OK when
1	To be perfect	Being bad or flawed, mistakes, losing control	I do what is right
2	To be loved	Being unwanted, disappointing others	I can help others
3	To be the best	Being useless, failing, looking bad	I am recognized for achievement
4	To be unique	Being forgotten, being rejected, being fake	I express my true nature
5	To be right	Being wrong, strong feelings, demands on my time or energy	I am the expert
6	To be safe	Being threatened, being helpless, feeling useless	I avoid danger
7	To be happy	Being trapped in pain, unclarity, boredom, pain	I get what I want
8	To be in control	Being weak and vulnerable, feeling controlled	I am strong
9	To be comfortable	Being in conflict, tension, being outside comfort zones	I am peaceful



Strengths, Learning Style, and Leadership

Number	Strengths and Learning Style	Basic Fear, What I Avoid
1	Principled. Eager to improve. Responsible. Will work to get things done right. Loyalty	When I allow myself to have fun. When I accept myself and the situation as perfect just as it is.
2	Compassion. Helpfulness. Charming. Knowing how to help others. Sympathetic.	When I don't depend on others thanking or recognizing me. Focus on action that is also beneficial to myself as well as others.
3	Successful and an ability to achieve a lot. Team player. Charming. Calm under pressure.	When I allow myself to focus on fulfillment. When I can set aside a desire to look good for the sake of accomplishing a meaningful goal.
4	Creativity. Artistic. Romantic imagination. Intune with emotion.	When I embrace the ordinary and work to make it exceptional. When I focus on principles, not getting sidetracked by emotions.
5	Scholarship. Thoughtfulness. Patience. Reliability. Creativity and an ability to craft useful systems. Calm under pressure.	When I take action and connect with people. Have the ability to think deeply about problems to create lasting solutions.
6	Wit. Perseverance. Loyalty. Strong analytic mind. Humor. Responsibility.	When I act on positive assumptions. Magnetic when I focus on positive goals and view problems as challenges and opportunities.
7	Vision. Excitement. Fun. Love to think up new ideas and connections. Entertaining and charming.	When I am willing to face negative situations and emotions. Focused and willing to do the necessary hard, grinding work.
8	Decisive. Strong. Can get the job done. Fair. When in the service of others, they can become heroic.	When I am aware of my impact. When I take other people's needs and feelings into account.
9	Ability to create peace. Maintain harmony in groups. Inclusive. Understanding. Accepting. Caring.	When I have a clearly defined goal. Excited to step outside my comfort zone and take meaningful action.



Stress and Anger

Number	What Causes Stress and Anger	Nature of My Anger
1	Mistakes, errors. Pressure of having so many things to get right. Not being able to stop thinking if what I am doing is good enough.	Frustration. Tense, sudden tantrum of resentment. Seriousness. Sometimes crying.
2	Others not recognizing me. Having too much to do for others and not having time for myself. Caring so much about relationships.	Blaming. Emotional. Sometimes crying. Can be demanding.
3	Others thinking poorly of me. Inefficiency. Things getting in the way of accomplishing a goal. Pressure from ambitious goals.	Frustration. Aggressive accusations. Impatient.
4	When others do not acknowledge how I'm feeling, or even worse, when they tell me not to feel that way. Feeling inadequate, abandoned.	Dramatic. Teary. Emotional. Blaming others for not being understanding or cruel.
5	Demands on my time and energy. People invading my space. Being proved factually wrong.	Stubborn. Argumentative. Cold. Smoldering. Eventually aggressive to protect myself.
6	Danger or threats. Not trusting other people. People breaking their promises or being unreliable. Problems.	Sarcastic. Bouncing between being extremely direct to being passive-aggressive and back again.
7	Thinking that something better is out there for me. Feeling trapped in something boring or painful. Limits on getting what I want.	Suddenly moody. Frustrated. Anxious. Trying to avoid and move on to something else.
8	People who take advantage of me or others. Weakness in myself and others. Perceived thoughtlessness. Unfairness.	Demanding. Direct confrontation. Strong. Looking for opportunities for revenge.
9	Having people angry at me. Going along with the plans of others, even if I don't agree with them. Not being able to say 'no.'	Passive-aggressive. Becoming increasingly annoyed until blowing up at slightest provocation.



Personal Growth

Number	Challenge to Personal Growth	Exercises that Aid Personal Growth
1	Being too hard on myself. Being too serious. Not taking time for myself for fun. Demanding perfection.	Improvisation. Accepting, even embracing mistakes. Taking time out of the day for fun and laughter.
2	Doing so much for others that I forget to take care of my needs. Becoming demanding when I am not recognized.	Create boundaries. Set aside time to treat yourself as you would another person.
3	Believing my worth is in what I accomplish. Sacrificing personal relationships for the sake of the goal.	Relax your focus on success and put your focus on what would fulfill you. Clarifying your values and what's really important.
4	Over-identifying with emotion, especially sad emotion, without moving into action. Feeling unworthy. Too much self-focus.	Practice changing perspectives and choosing perspectives that empower you to get what you really want.
5	Over-analyzing and being stubborn. Avoiding people or opportunities that seem too overwhelming. Not moving into action.	Short meditation during the day to check in with your emotions. Then move into action! You must act on what you decide.
6	Not trusting yourself or others. Thinking about worst-case scenarios. Wanting to keep knowing more before making a decision.	Check in with fear. Practice mindfully embracing positive perspectives. Positive affirmations.
7	Thinking that the grass is greener somewhere else. Constantly trying to avoid pain and not meeting responsibilities.	Clarify a mission statement and take small action steps to accomplish it. Meditate. Exercise discipline.
8	Being stubborn. Denying weakness and sensitivity. Fighting any attempt to be controlled and trying to control others.	Focus on the gift that you can give to others. Listen closely to others and practice empathy. Resist being stubborn.
9	Ignoring problems. Not meeting problems when they first start and avoiding conflict at any cost. Not knowing what you really want.	Clarify a mission statement. Take action. Be assertive before you get angry.



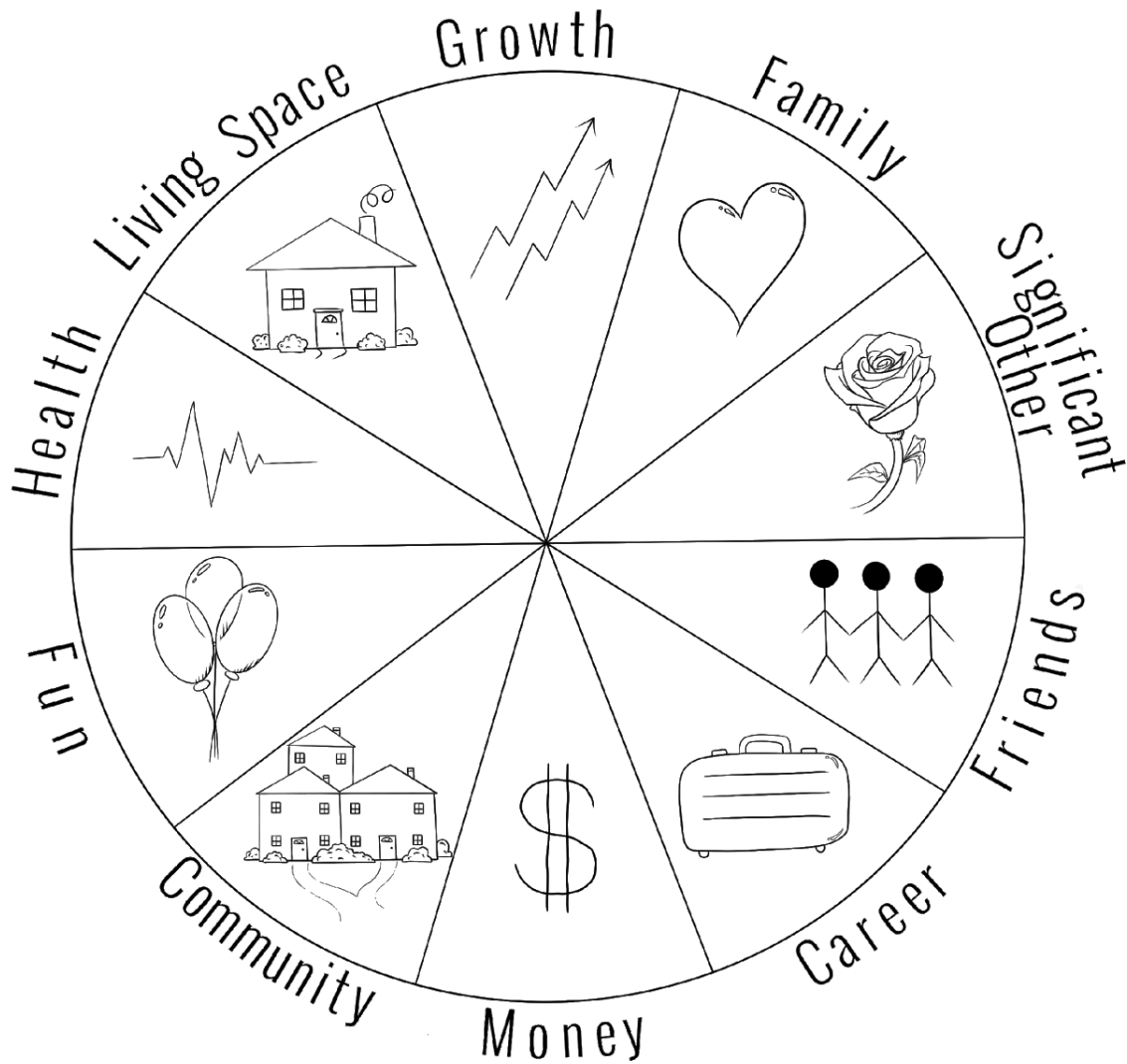
Communication

Number	Suggestions on Communication With the Core Motivation Type
1	Keep in mind that 1's are harder on themselves than almost anyone else can be. Help 1's go easy on themselves. Take the big picture into account. Remember the rule is to be human, not perfect.
2	Thank 2's for what they do and, even more importantly, thank them for who they are. Ask 2's what they need for support, and listen carefully. Encourage them to take care of themselves and to say 'No' when they mean 'No.'
3	Appreciate the 3's desire to accomplish the goal. Take the big picture into account. Allow the 3 to express how they are really feeling without judgement, and let them know that you support them no matter if they succeed or fail. Remind them to enjoy life, not to just finish it.
4	Acknowledge emotions. If it's a positive emotion, build on it. If it's a negative emotion, acknowledge and let it pass. Have patience. Gently bring the focus to something positive and possible actions to take, but let the 4 decide to move into action.
5	5's love to be right. When speaking to a 5, avoid arguing the bottom-line right or wrong answer, but bring your focus to the 5's reasons for their decision. Be sure to respect a 5's space. Gently encourage 5's to move into action and to pay attention to results, not just theory.
6	Remember that 6's at first may completely disagree with an idea, then the next day fully embrace it. Let the 6 know you are on their side and trying to help. Be careful what you promise, and make sure that you follow through. Don't take negativity too seriously.
7	Encourage 7's to slow down and appreciate what's present. When giving feedback, it's helpful to say something positive before and after something negative. Remember: positive, negative, positive. Let them know your needs and support them when facing anything negative.
8	Be direct, even blunt. Keep your focus on the situation, not the people. Don't make it personal, because it's not. Frame improvements as challenges. Share what you think about their impact and how they could make it better. Support them when they reveal their weaknesses.
9	Encourage 9's to know what they want and to take a stand for themselves. Respect when 9's become angry. Support them in saying 'no.' Support them when they step outside their comfort zones. Encourage them when they take active steps toward a goal.



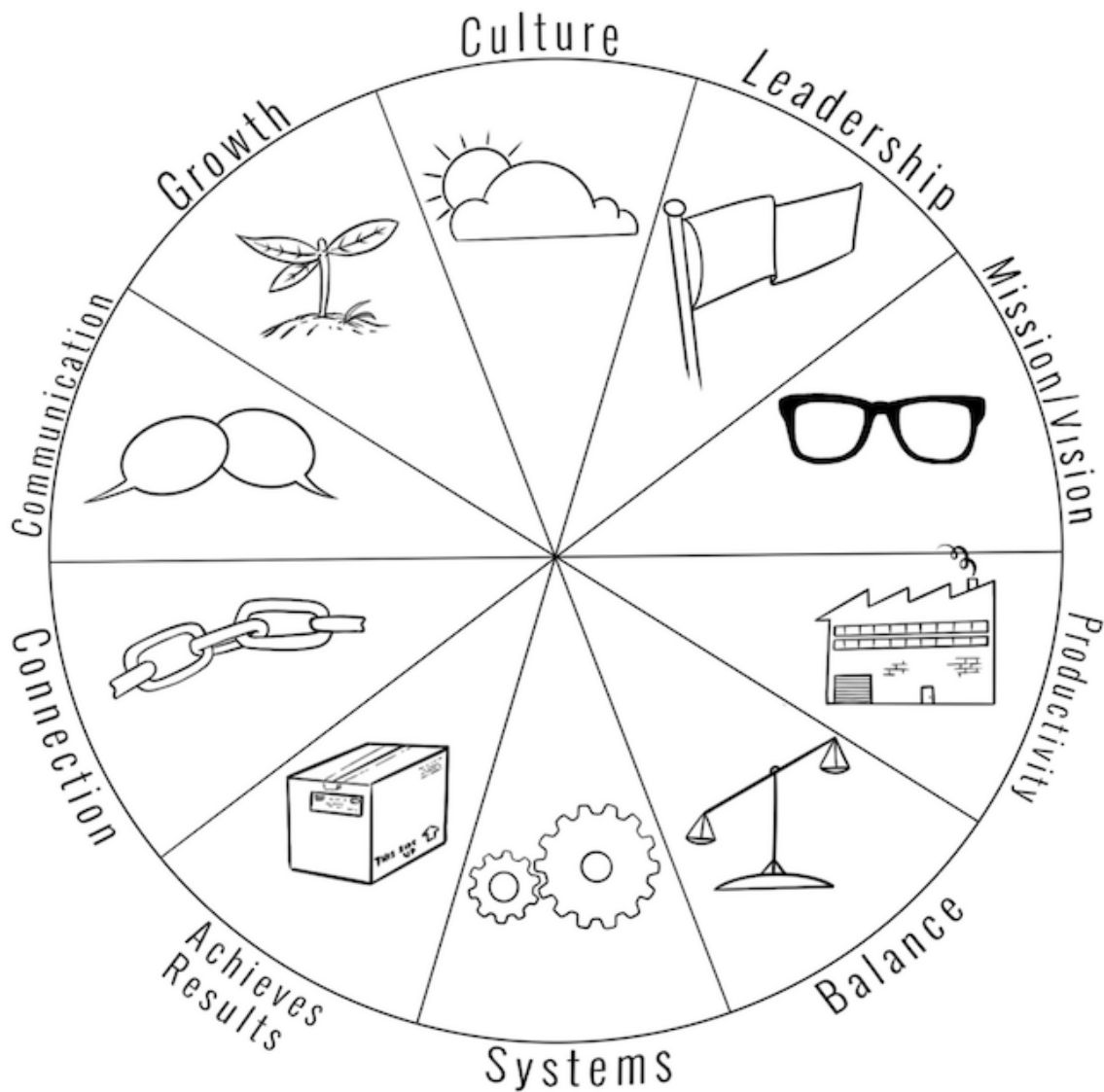
Wheel of Life

Using a scale of one to ten, ten being the most satisfied - rate your current level of satisfaction for each area of the wheel.



Executive Wheel of Life

Using a scale of one to ten, ten being the most satisfied - rate your current level of satisfaction for each area of the wheel.



3-Year Business Vision

What will your business look like in 3 years?

In 3 years, what will people say about your business?

What will your business be known for?

In 3 years, what will the company culture be like?

How will you have contributed to the success of your business? How will others have contributed?

If others work for you, what will they be most proud of in your business?

What will you be most proud of?

What kind of leader will you be?

What values will your business honor?

How much income/revenue will your business be making in 3 years?

Write a draft of your 3-Year Business Vision here:



1-Year Business Plan

VISION

What is your 1-Year Vision Statement?

GOALS

What are your 1-Year business goals? Create goals that are specific and meaningful. Add specific target dates.

- In 1 year, what specific goals has your business achieved?
- In 6 months, what specific goals has your business achieved?
- In 3 months, what specific goals has your business achieved?

SUGGESTION: Copy / Paste this vision into your Business Plan

STRATEGIES

Strategies are the overall plan to help you achieve your 1-year business goals.

Well-Designed Actions help break down the strategies into specific, tangible actions steps

- What strategies will you use to achieve these goals?
- How will you know it's working? What would be the first signs?
- What are signs that you need to change strategies?

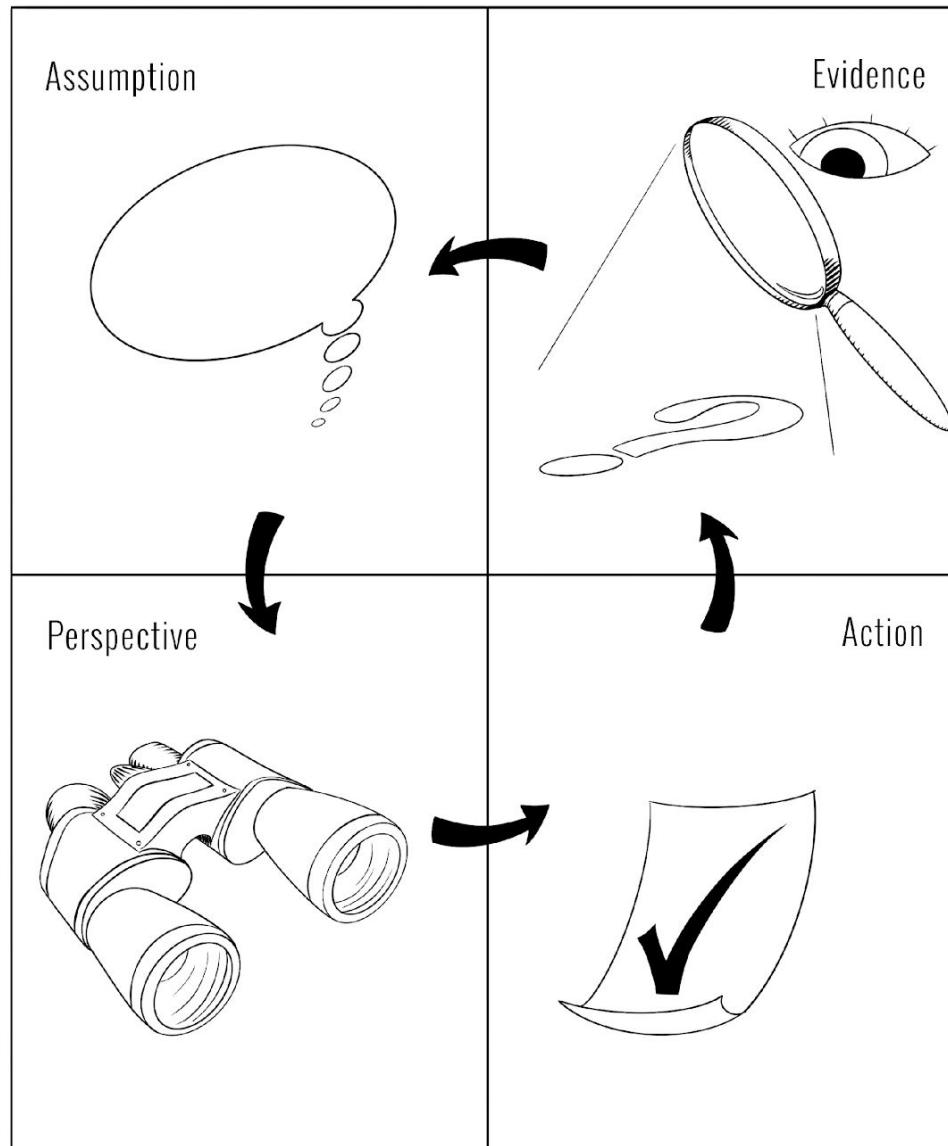
WELL-DESIGNED ACTIONS

What specific and measurable actions will you take...

- This week?
- In the next month?
- In the next 3 months?
- In the next 6 months?



Assumption Chart



Motivation

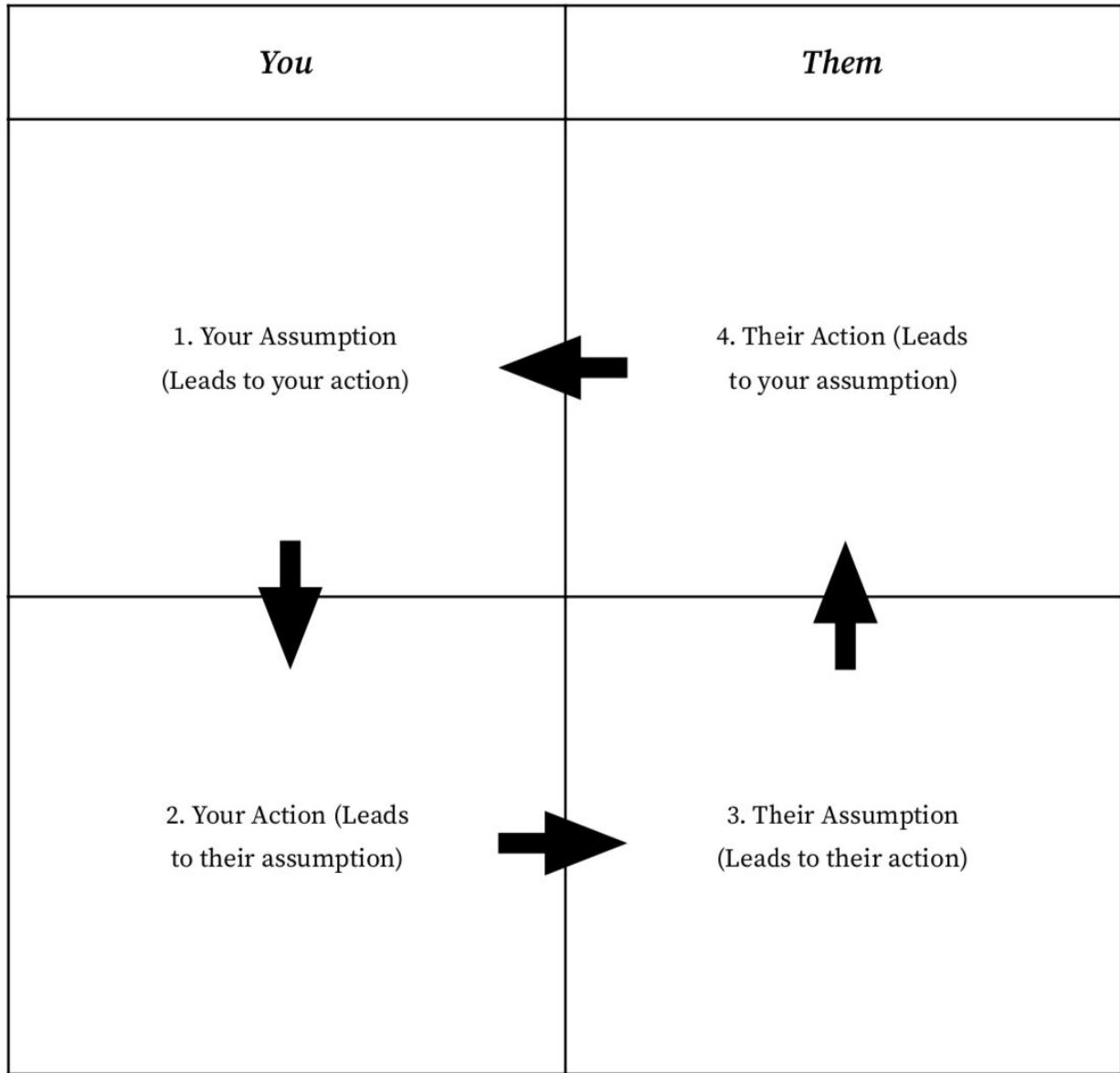
Motivation For the Sake of Yourself vs. For Others

What's your biggest goal?:

What will be the impact	Bad stuff if you don't follow through	Good stuff if you do follow through
In Your Life		
In the lives of others close to you. (Parents, friends, etc.)		
In the world & to others you haven't met yet. (i.e. your career, future opportunities, etc.)		



Powerful Relationships



Leadership Styles with Core Motivation

Challenges to Effective Leadership	I Tap into My Natural Leadership Style...
Type 1: The Perfectionist	
Mistakes, errors. Pressure of having so many things to get right. Not being able to stop thinking if what I am doing is good enough. Others blaming me.	When I allow myself to have fun and enjoy. When I accept myself and the situation for what they are.
Type 2: The Helper	
Others not recognizing me. Having too much to do for others and not having time for myself. Caring too much about relationships.	When I don't depend on the recognition of others. When I focus on action that is beneficial for myself as well as others.
Type 3: The Doer	
Others thinking poorly of me. Inefficiency. Things getting in the way of accomplishing a goal. Pressure from ambitious goals.	When I allow myself to focus on fulfillment. When I set aside the desire to look good for the sake of accomplishing a meaningful goal.
Type 4: The Artist	
When others do not acknowledge how I'm feeling, or even worse, when they tell me not to feel that way. Feeling inadequate, abandoned.	When I embrace the ordinary and work to make it exceptional. When I focus on principles without getting sidetracked by emotions.
Type 5: The Expert	
Demands on my time and energy. People invading my space. Being proven factually wrong.	When I take action and connect with people. When I am thoughtful and astute, I have the ability to think deeply about problems and create lasting solutions.
Type 6: The Loyal Skeptic	
Danger or threats. Not trusting other people. People breaking their promises or being unreliable. Dwelling in worst-case scenarios.	When I focus on positive goals, and view problems as challenges and opportunities. When I act on positive assumptions.



Type 7: The Enthusiast	
Thinking that something better is out there for me. Feeling trapped in something boring or painful. Too many options, not enough time or limits on getting what I want.	When I use my natural ability to stir things up for a purpose. When I am willing to face negative situations and emotions, and stay focused on creating positive outcomes.
Type 8: The Defender	
People who take advantage of me or others. Weakness in myself and others. Stupidity. Unfairness. When I sense injustice.	When I attempt to have a big impact. When I take other people's needs and feelings into account.
Type 9: The Peacemaker	
Having people angry at me. Going along with the plans of others, even if I don't agree with them. Not being able to say no. Seeing possible problems, but ignoring them.	When I have a clearly defined goal, and I'm willing to step outside my comfort zone, and take measured steps to accomplish goals.

Session

