FACILITATOR NOTES

There is no 'right answer' to these questions. The points provided below are only prompts to help the facilitator foster conversation

1. Think of some times that you have felt unmotivated. What were the key factors that led to your lack of motivation? Share your thoughts with others.
   - Encourage discussion and sharing of experiences within the group.
   - Are there any common themes?

2. Think of some times that you have felt highly motivated. What were the key factors that led to your motivation? Was it caused by your own internal thoughts, positive feedback from your leader, or a physical reward?
   - Encourage discussion and sharing of experiences within the group.
   - Are there any common themes?

3. Think of an example where you have seen a reward system generate an outcome that was not desired. What went wrong? What could have been changed to motivate people to achieve the desired outcome?
   - Encourage discussion and sharing of experiences within the group.
   - Discuss leadership styles and which appear to be least successful in generating motivation.
   - Are there any common themes?

4. Think of an example where you have seen a reward system work well to generate motivation. What made it so successful?
   - Encourage discussion and sharing of experiences within the group.
   - Discuss leadership styles and which appear to be most successful in generating motivation.
   - Are there any common themes?

5. Do you think commanders can lead without being able to motivate their subordinates? How much 'Army Leadership' is made up of command authority given through rank and how much is based on leadership style and approach?
   - Is the ability to motivate a crucial skill for leaders?
   - Can you afford to lead merely with the authority given by your rank?
   - What impact does leadership style and approach have on ability to motivate subordinates?

6. What are some of the strategies you have used to motivate your subordinates? Are they intrinsic or extrinsic? Do you think they are achieving the desired outcomes you want?
   - Encourage internal reflection and sharing of experiences and lessons.

7. Do you think our performance appraisal system generates motivation, or does it have the potential to de-motivate our people? How do we provide accurate and timely feedback without demotivating?
   - What are the pros and cons of our system?
   - Are there things that should be changed?
   - Do we need more frequent feedback?

- How do you avoid using the PAR as a twice a year feedback session? How can we encourage more frequent feedback and avoid box ticking activities.

8. Do you agree that Army over uses 'reward and punishment' reward systems?
   - Does it have a place?
   - Is it outdated?
   - What is the solution?

9. How can Army improve its use of reward systems to generate higher levels of engagement and motivation?
   - Brainstorm ideas within the group.

10. How will you adjust the way you motivate your staff moving forward as a result of this PME? What can you do to be better at motivating those around you?
    - Discuss what can be done at the unit level to increase motivation and what individuals can do to improve the way they motivate those around them.