

**Plan Be: Active Senior Volunteers**  
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# **TRAINING PROGRAMME | MODULE 1**

## **MOTIVATION AND EXPECTATIONS**

*Manual for Volunteers*



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## 1. INTRODUCTION

How important are volunteers' expectations and motivation? As a volunteer are you aware of your values?

The module "Motivation and Expectations" focuses on the recognition and development of skills that feature motivated people and how to create motivation; how we can manage expectations, whether in relation to what we are expecting, our fears and how to handle the situation.

Our aim is through some tools allow each volunteer to identify their vital values for a better understanding and self-awareness. These values will define each one's behaviour and what skills need to be developed individually and in group to generate motivation.

For senior volunteers who have their own life history, self-knowledge and knowledge of relations between people is important to improve their motivation and to know how they can manage their expectations.

It's a process of self-knowledge, learning and personal growth.

*"The people who are crazy enough to think they can change the world are the ones who do."*

*Steve Jobs*

## 2. WHAT IS MOTIVATION?

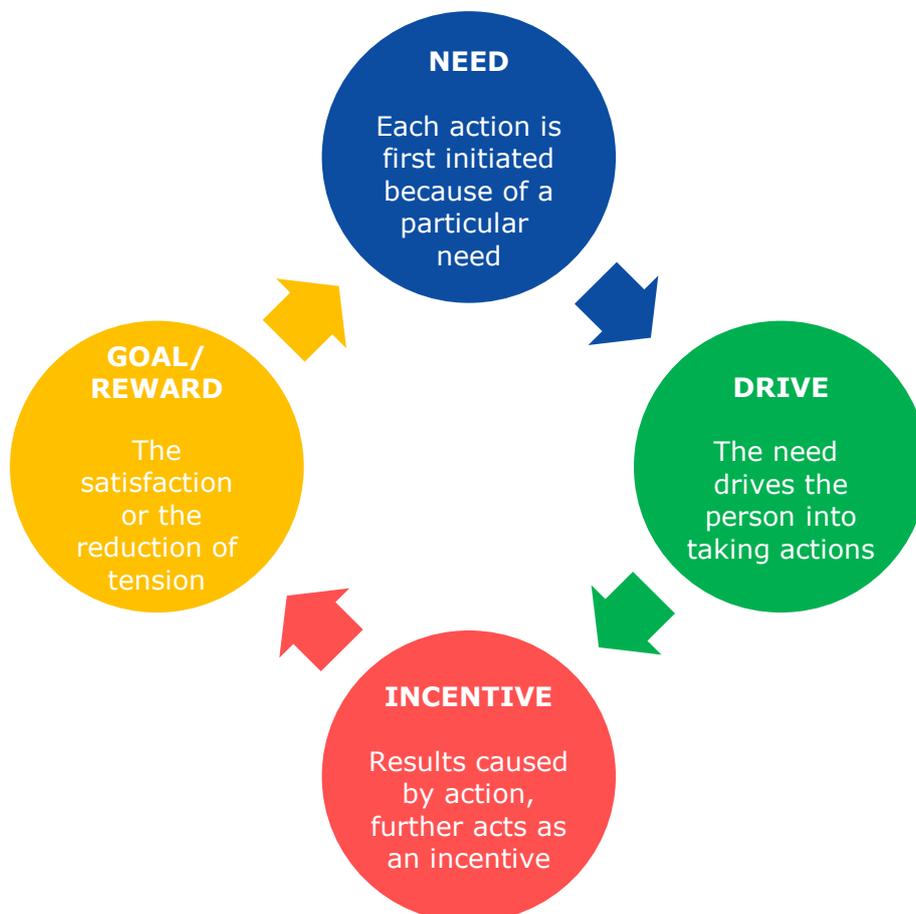
### ***Why do we do what we do?***

Motivation is the term that we use to describe why people move towards certain actions and goals but not others. Motivation is literally the desire to do things.

Motivation is the psychological process that determines the intention/predisposition, direction and persistence of behaviour, is what causes us to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. It is the set of internal forces that make you act to achieve a certain goal as the answer to a need.

### **The Motivation Cycle**

Most of our motives have a cyclical nature - they are aroused, they trigger behaviour, which leads to a goal. These four steps continue on and on throughout the life-course of a person. Because the needs are never ending, it leads to drive, which then lead to incentive and the goal.



## Motivation and Expectations

Expectations. We all have them. We have them for ourselves and we have them for others.

We have all felt disappointment when others don't quite correspond to what we are expecting from them, and this can be particularly painful when these persons are persons we care about and hold in high regard.

We have all felt disappointment, and perhaps regret or shame, in ourselves when we have failed to live up to our own internal expectations.

The way we deal with the expectations is going to influence our motivation. An individual will behave or act in a certain way because is motivated to select a specific behaviour over other behaviours, due to what expects to be the result of that selected behaviour.

Volunteers who know how to manage expectations are able to more seamlessly implement their volunteer projects. Why? Because they know how to communicate, organize, and direct conversations around things getting done.

### ***How can you manage expectations?***

Three practical tips on how to improve each one's own ability to manage expectations:

- **Don't make assumptions. Communicate!**

When in doubt, ask, ask what other people want or need in any particular situation. It's easy to assume that another person would like to have or do something we would like for ourselves, most of the times we have the tendency to analyse things according to our own beliefs, forgetting that each person is unique and has its own preferences, beliefs and values.

Don't fall into the trap of assuming someone has the same understanding of a situation.

You can avoid this by having a conversation in which you openly discuss what is expected and how it might be accomplished.

- **It's ok to give a step back!**

You must be comfortable that the expectations are realistic and achievable. If they're not, you can, and should, give a step back. The key here is giving a step back in a way that balances your needs and your abilities. Being open about what can be done, keeping it challenging, but not at a point that it's not achievable. And even if you fail, it's ok! It's a new opportunity for learning and growing!

- **Enjoy Now!**

This isn't about expectations of others, this is about you having expectations of yourself.

Very often we compare ourselves to others and break down in one way or another, and very often we limit our present experience with our expectations for the future (e.g. As soon as I get a new job, I'll be happy). No! Live the day you have today! Live Now! Look for the opportunities around you now, don't live in expectation, in a continuously anxiety of what will come after, and depending on that to be happy. But don't misunderstand expectations for goals. Goals are fabulous; in contrast, expectations can be tricky!

## **Motivation and Values**

### ***What are values?***

Values define what is absolutely true for us, they are the basis of our behaviour and our personal and professional fulfilment. It is what truly motivates us.

### ***Why are they important?***

Values represent your core beliefs. What is important to you? What drives you? These creates the base for everything you do. Everything grows from here. At their core, they are fundamental "policies" that define who we are. Values tend to influence attitudes and behaviours.

### ***How can you find out your values?***

The following questions may be useful:

*What is important to me now?*

*What really matters in this situation?*

*What is that going to bring me?*

The values may be different depending on the context, what a person values in a relationship may be different than what values, for example, at work. That is why it is so important to find out our Vital Values in different contexts, for example, family, work, friendships, relationships, life.

## Practical exercise: "Vital Values"

**Objective:** To support volunteers finding out their Vital Values

**Materials:** Pen and paper

**Time:** 10 minutes

**Take the following steps:**

1. Make a List of 8 values in "Life";
2. Make a new list putting the values in order of importance;
3. After putting the list in order of preference:
  - a) choose between the first value and the second one and write the one you choose in a new list;
  - b) choose between the value that was not chosen before and the next one on the list and write the one you choose in the new list
  - c) continue doing the previous step to all the values.
4. The first 4 values in this new list are your vital values.

**Reflect about:**

When you had to choose between 2 important values, what happened?

How did you make the decisions?

Did the final list changed relatively to the one where you wrote the values in order of preference?

Were you waiting for those answers?

Do your vital values make sense to you?

Do you consider important to have this awareness?

What can you do to feel and live your own vital values in your "life"?

## How to generate Motivation?

The motivation flows from inwards, from one's values, natural curiosity, or one's passions. We will concentrate on the elements of intrinsic motivation. Why? Because if you want to get the most out of yourself and others, if you want to make yourself and others thrive and flourish, then what you want is intrinsic motivation.

There are essentially four elements that give rise to it:

- **Autonomy:** The best way to ruin someone's inner motivation is to start controlling it. Research shows that in one's personal life, a wide range of life goals are better achieved as long as one feels autonomous in deciding how to achieve them. **So, try to keep your autonomy!**
- **Competence:** Another truth about human motivation is that we like to do things that we perform well. Sense of competence is a powerful motivator. It is thus important to make sure one's activities are designed so that they give enough challenge. **Too little challenge and we get bored, too much challenge and we get anxious. Find your balance!**

- **Relatedness:** As human beings, we have a basic need to belong, to be a part of a bigger group in which we feel recognized and valued. That's why being part of a group with a common goal is also a powerful motivator. Excitement is contagious and relatedness increases vitality. **Keep a positive energy in your group!**
- **Meaningful Contribution:** as social animals we are not only interested to make sure that others care about us. We also instinctively care about others. Thus, we feel a sense of accomplishment and meaningfulness when we are able to engage in activities that contribute to the well-being of others. The sense of making something valuable, contributing to the making of a better world for all of us: **The willingness to make a meaningful contribution!**

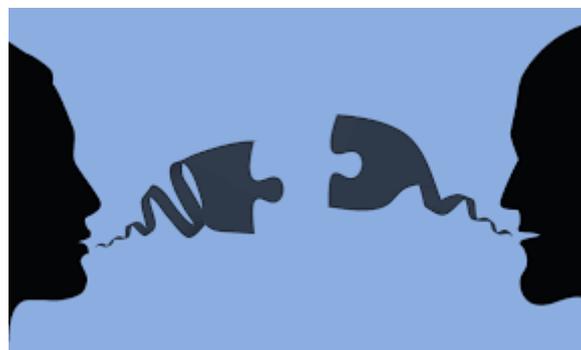
### 3. EMPATHY/RAPPORT

Being a Volunteer, one of your main abilities will be to create empathy with the ones you are working with and that you are helping.

**What means Empathy?** Empathy is the ability to understand others through respect. Empathy is not agreement, is finding the space where multiple perspectives may exist at the same time.

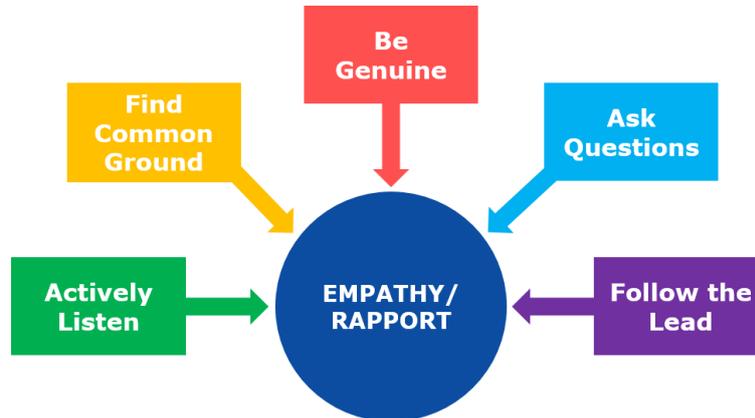
**Why is it important to create Empathy?** Creating Empathy will help you to:

- better understand other people;
- increase awareness about yourself;
- communicate better;
- create better relations, increasing your motivation, managing expectations and getting better results.



## How do you start creating Empathy/Rapport?

- Having genuine interest in the other person;
- Being curious about who you are and how you think;
- Being willing to see the world through the perspective of the other person.



## How do you create and improve Empathy? Through the...

### Powerful Questions

The questions have a unique value as a tool, but not any question. They should allow an innovative way of thinking and new possibilities. There are basically two types of questions: closed questions and open questions, these last arise as powerful questions! The answers will help in the creation of tasks and actions that will lead you to your goals.



The strength of powerful questions is measured by the impact it has on the person receiving the question. Well timed powerful questions cause people to think on their own. And when people think on their own, they learn more.

## The Powerful Questions:

- Help in understanding the other, generates curiosity in the listener;
- Are made without judgment of the other;
- Are guiding for the future;
- Lead to action;
- Are more oriented towards to the goal than the problem, stimulates reflective conversation;
- Ask "what" rather than "why";
- Contain positive and useful assumptions about the person and the situation, invites creativity and new possibilities;
- Encourage self-knowledge;
- Encourage greater awareness of ourselves and what we really aspire;
- Increase motivation, generates energy and forward movement;
- Help manage expectations;
- Touches a deep meaning, evokes more questions.

## Some Examples of Powerful Questions:

What do you want exactly?

What can you gain with this goal?

What are you trying to change?

What makes you do this?

What will you do differently next time?

What are you doing right now?

What are your expectations here?

What must happen to feel you have success?

What is preventing you from taking action?

What will make the biggest difference in this situation?

What motivates you most?

What has value to you here?

What can you do that would make a difference?

What is the worst that can happen if you do this?

What is the best that can happen if you do this?

What are you willing to give up to get it?

Who could help in this situation?

Are you following your path or the path of someone else?

What will be the biggest impact what you will get when you reach your goal?

What would you do now if you knew it would be impossible to fail?

What could happen immediately that would put a smile on your face?

What would have to change in your life to become perfect?

What is the next step?

What can you learn from this?

## Practical exercise: "Goals Grid"

**Objective:** This tool helps you to organize ideas, to find a first step, where you can start to set a goal. Analysing the various answers to powerful questions, you can fill the goals grid. This awareness helps you to understand how you can keep motivated and helps to manage expectations. This tool works as a reflection on you and your perspective.

**Materials:** Paper and pens

**Time:** 15 minutes to each person

### Take the following steps:

1. Join in pairs.
2. Each person should think about a goal.
3. Each of you will make the following questions to the other one and fill in the frame (about 15 minutes each person):
  - a) What do you want to keep?
  - b) What do you want to delete?
  - c) What do you want to get?
  - d) What do you want to avoid?
4. Each of you will now analyse your own grid and with a different colour pen will mark the answers in the grid that are somehow connected (they contribute to each other/help between themselves). Those answers can be a first step or steps to achieve your goal.

### Reflect about:

The importance of clarifying your goals, how to achieve them and how can you do that.

Were you able to think about your goals?

Was this exercise easy?

Did you find some steps to achieve your goal?

Are you more motivated?

How can you improve your motivation?

What do you want to keep?	What do you want to delete?
What do you want to get?	What do you want to avoid?

## 4. HABITS AND ANCHORS

To change unwanted behaviours and be able to change the results, you need to break with old habits and create other new habits that boost motivation, support behaviour and the desired results.

It is often necessary to change, create or delete some habits to allow the changes we want to happen in our lives. Sometimes it can be difficult to change our habits because they are like muscles, the more we exercise them the stronger they are. We must be persistent.

Motivation is supplied daily through the new habits we create. Motivation is what makes us start, habit is what makes us keep what we intend to do.

### ***What keeps the Habits?***

All our habits are maintained and activated by incentives and sensations. The more times you repeat a behaviour and the more times you respond to a particular incentive more automatic will become a habit. The incentives which are capable of activating habits and behaviours are called "Anchors".

### ***So, what are Anchors?***

Some may call them memories, but what interests us is why we have memories of some things and not others.

Reliving positive anchors and putting yourself in that state of awareness can be very powerful in finding ways to move forward when you have a barrier to overcome.

Look around in your office or in your room, you will probably find something, or multiple objects, perhaps photographs that will make you smile and feel good. This will be an anchor that is focused on good feelings.

Some Examples:

Olfactory: smells;

Visual: photos, clothes, accessories, texts;

Kinaesthetic: touch, make a fist, a body movement;

Hearing: music.

Anchors reproduce emotional states and, most often, we do not notice them.

Some anchors are neutral, others can put us in negative states and others in positive states.

Another example:

Every day in the morning when you go to a training room, is playing a song; this music will become an anchor. In the future, when you hear that music, it will make you travel to those mornings in this room.

To change habits, we need to create new anchors that encourage the desired behaviour.

***So, what do you need to do to change habits and create new anchors?***

- Be aware of the anchors that keep the old habit;
- Create a new habit to promote change;
- Build new anchors to support and strengthen the new habit.



Some questions that will help you...

- What can you do to help you remember that?
- How will you remember to do this?
- What can you do to remember this action regularly?

**5. YOUR PERSONAL ACTION PLAN**

***Why is it important to have a personal action plan?***

Most people spend more time planning a one-week vacation than identifying what outcomes they want to see in the major areas of their lives.

Having an action plan doesn't mean that everything will go smoothly or that you won't have an error in there. But believe: It will reduce the possibility of errors that would occur if you executed it by memory or by doing it yourself without revision.

Everyone should take the time to create a written action plan document.

Suddenly you have the clarity and the courage to manage your opportunities rather than to be managed by them. It will empower you to identify and address your current realities. You can't get where you want to go unless you start with where you are. What are the most brutal realities of your life? Where are you falling short? Where do you know you need to improve?

An action plan will equip you to envision a better future. You need to acknowledge where you are, but you also need to see clearly where you are going. An action plan will serve as a road map for accomplishing what matters the most. Once you know where you are and where you are going, you are in a position to create an action plan for getting there.

To awake, maintain and enhance our motivation and manage expectations, the most important is to set goals and keep focused.

# Plan of Action

## ***How to make an action plan?***

- What is my goal?
- What do I want to achieve with my goal?
- What does my goal will bring me?
- When do I want to reach my goal?
- What I already have to achieve the goal?
- What I still need to achieve my goal?
- Who can help me?
- What resources I have to achieve my goal?
- How will I know that I achieved my goal?
- What do I need to let behind to achieve may goal?
- Why do I want this?
- How will I know I achieve my goal?
- What will be your first step towards reaching your objective?

Suggestion:

Read these questions aloud several times to achieve the desired goal. This enhances your willpower, clarity of purpose, define your focus, increase discipline and determination. Above all, maintains and enhances the Motivation and helps to manage Expectations.

## Practical exercise: "Making the Commitment"

**Objective:** Make yourself a certificate of commitment.

**Materials:** A4 paper

**Time:** 20 minutes

**Take the following steps:**

1. Alone, write one or two sentences outlining your plan/Vision/what you want to achieve e.g. "Set up a new organisation to help young people find their Path";
2. Say why you want to achieve this – your Passion/Belief/Change you want to see in the world e.g. "Because I believe every young person has the right to find and express their full creative potential";
3. Write your three actions and a time to complete them (be realistic and kind to yourself, don't put on too much pressure);
4. Decorate your certificate so you can be proud to have it hanging on your wall. Put the date and your signature at the bottom.

**Reflect about:**

Was it hard?

Did you identify easily an action plan for you?

Can an action plan help you to find your goals and how to reach them?

## 6. WEBLIOGRAPHY

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