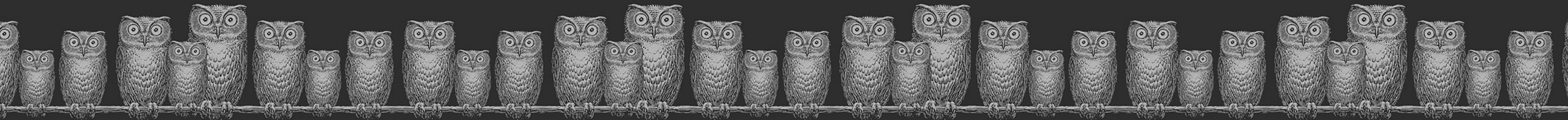




CHARLOTTE STREET  
PARTNERS

TOWARDS AND AWAY FROM  
UNDERSTANDING MOTIVATIONAL THEORY DURING A CRISIS



FROM A DIFFERENT PLACE

# WHO WE ARE, AND HOW WE REACT



PAUL GRAY  
Consulting partner

It is great when we are inspired by our ambitions and we have a strong desire to move **towards** an objective.

But there are also times when our instinct is simply to move **away from** a difficult situation – to escape – rather than to strive to reach a specific goal. And that is legitimate too.

Individuals and organisations display both tendencies, to an extent, but everyone's personality tends to be governed by what is described in the neuro-linguistic programming mental model as a “towards” or “away from” pattern.

A towards person will generally know what they want, and go about doing what is necessary to get there.

An away from person is likely to be on the lookout for perceived threats or challenges, and want to avoid crises and difficult situations.

Both have their place, but the current situation will be very challenging indeed for the away from group, because at one level there is nothing but threat. The towards group, on the other hand, will be seeing opportunities round every corner, and terrifying the away people by being (a) apparently oblivious to the fact that there's a CRISIS, ARE YOU ACTUALLY BLIND AND DEAF and (b) producing all sorts of madcap ideas while Rome burns.

There is of course no right and wrong. Organisations need clear objectives and a clear sense of purpose; but they also need effective risk assessment and risk mitigation strategies. The problem is that crises tend to drive the towards and away from people further into their preferred styles, and each regards the other as either detached from reality, or a compulsive blocker.

Our offer is to be an objective partner, helping you to navigate this unprecedented set of circumstances (navigating without a map, remember?) and supporting you to make best use of the assets you do have, to consider how decisions will impact the long-term and build resilience and a sustainable future.

# 'TOWARDS' AND 'AWAY FROM' TYPES

## AVOIDANCE MOTIVATION/'AWAY FROM' TYPE



## APPROACH MOTIVATION/'TOWARDS' TYPE



In western cultures, about 40% of the population are motivated towards pleasure, about 40% are motivated to move away from pain; the rest of us are in the middle, with no strong bias. People can have a different towards or away bias in different types of situations. The bias is context dependent.

The first step in deciding how to motivate someone is to discover whether they are predominantly towards or predominantly away from. If you are delegating to someone who does not have an obvious bias, use a bit of both styles of language.



# MOTIVATING BOTH TYPES IN BUSINESS

In business, both motivation directions are essential.

	<b>'Towards' type</b>	<b>'Away from' type</b>
<b>Finance</b>	Maximise revenue	Minimise expenditure
<b>Risk</b>	Accept risk in pursuing and seek to manage it actively	Avoid risks with high probability and impact of failure
<b>Customers</b>	Delight them, and seek to learn from them	Don't annoy them
<b>Strategy</b>	Engage the whole firm in moving towards a clear strategy	Identify problems in the business and ensure the strategy deals with them
<b>Motivation words</b>	Attain, gain, achieve, get, include, towards, can't wait to get there, accomplish, reward, end result, goals	Avoid, exclude, recognise, problem, don't like, trouble shooting, fix, steer clear of, prevent, solve, prohibit

# WORKING WITH CHARLOTTE STREET PARTNERS

## EXECUTIVE COACHING AND COUNSEL



Chief executives and other senior leaders are judged increasingly on their ability and willingness to communicate clearly. Every leader, whether a 'towards' or 'away from' type, benefits from the support of mentors and advisors in managing long-term reputation, motivating people, negotiating difficult decisions, and instilling confidence in your most important stakeholders.

## EMPLOYEE ENGAGEMENT AND WELLBEING



A supported workforce during times of change or uncertainty leads to improved employer brand and the retention of existing staff for when the crisis fades. Understanding the needs of a workforce is the first step, and Charlotte Street Partners are experts in doing just that, followed by the development and delivery of employee wellbeing strategies to ensure organisations are resilient and fit for the future.



## MESSAGING AND NARRATIVE DEVELOPMENT

During any dynamic and fast-changing situation, we can assist you by identifying and developing the key messages and narrative needed for your organisation and sector, ensuring they resonate.



## CHARLOTTE STREET PARTNERS

### SENIOR COUNSEL ACROSS ALL AREAS

MALCOLM ROBERTSON

Founding Partner  
+44 7788 567 680  
[Contact email](#)

ANDREW WILSON

Founding Partner  
+44 7810 636 995  
[Contact email](#)

KEVIN PRINGLE

Partner  
+44 7880 204 256  
[Contact email](#)

PAUL GRAY

Consulting Partner  
+44 7889 178 767  
[Contact email](#)

IAIN GIBSON

Associate Partner  
+44 7984 494 587  
[Contact email](#)

SCOTT REID

Associate Partner  
+44 7912 483 423  
[Contact email](#)

### MEDIA HANDLING AND ISSUE MANAGEMENT

DAVID GAFFNEY

Partner  
+44 7854 609 998  
[Contact email](#)

ADAM SHAW

Associate Partner  
+44 7824 096 155  
[Contact email](#)

TOM GILLINGHAM

Associate Partner  
+44 7741 659 021  
[Contact email](#)

HARRIET MOLL

Creative Director  
+44 7717 501 626  
[Contact email](#)

SABINA KADIĆ-MACKENZIE

Associate Partner  
+44 7827 887 916  
[Contact email](#)

KATIE STANTON

Senior Associate  
+44 7789 204 508  
[Contact email](#)

### EMPLOYEE ENGAGEMENT, WELLBEING AND THIRD SECTOR

FROM A DIFFERENT PLACE