### Motivators

At every employee’s core, from entry-level worker to CEO, are the things that drive her to

---

**TABLE 1**

<table>
<thead>
<tr>
<th>Questions to ask</th>
<th>Sample actions to take</th>
</tr>
</thead>
</table>
| Do you prefer formal or informal delivery of information? | • If your manager favors formal delivery—reports, spreadsheets, and so on—prepare agendas for your meetings with her and give her relevant documents in advance. Also send frequent, regular updates on your assigned projects.  
• If she likes informal sharing, avoid burdening her with documents before you chat. Update her on projects only at crucial junctures or when you need specific guidance. |
| How do you like to process information?                | • If she wants to study it by herself before discussing, supply it in written form.  
• If she prefers to react and ask questions on the spot, present the information in person. |
| How would you describe your management style?          | • If she likes to have a hand in day-to-day operations and decision making, touch base with her often.  
• If she prefers to delegate, keep her abreast of essential developments, but handle most of the details on your own. |
| How do you address problems and conflicts?             | • If she prefers open debate, be prepared for lively, spontaneous exchanges, bearing in mind that her goal is to air ideas, not to express anger or disapproval.  
• If she favors a more reflective approach, show that you have analyzed the situation by stating your observations plainly. Give her the chance to do the same before you both decide on a course of action. |