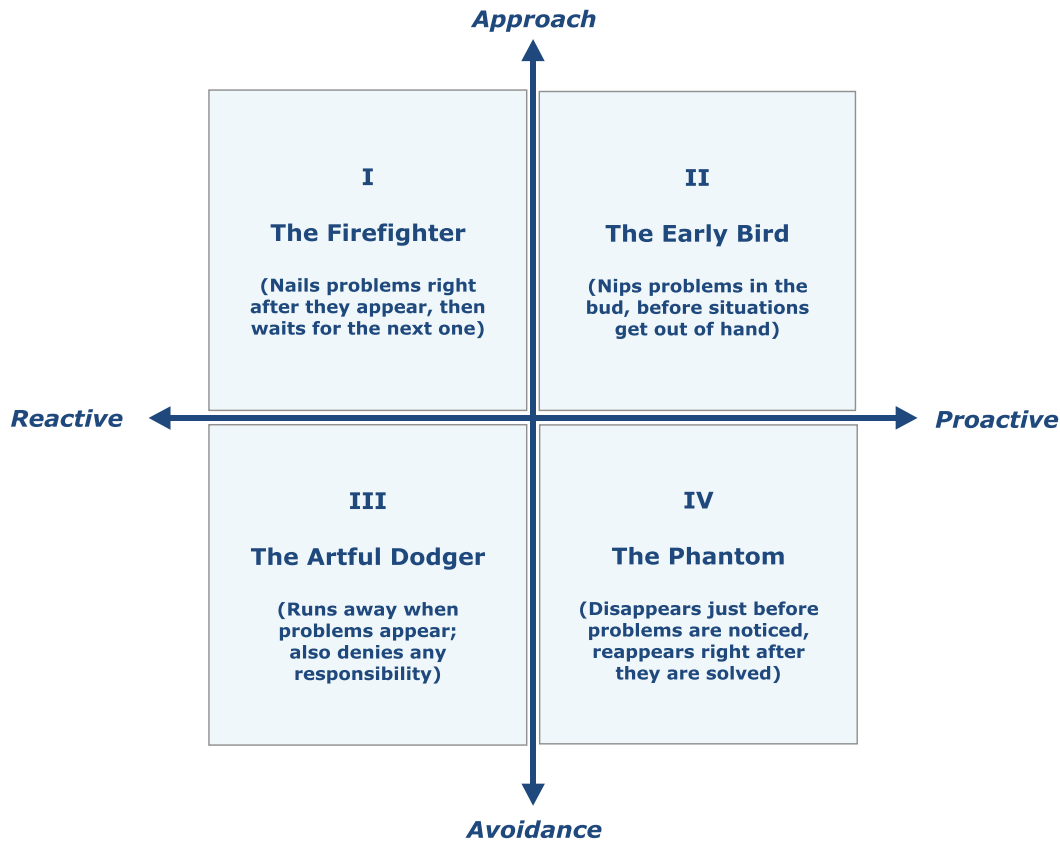


Tools for Knowledge Workers

Action and Motivation Regarding Problems



The Action-Motivation Matrix above depicts four positions we can take regarding problems we encounter in the workplace. These are not styles nor roles nor personality types; they are *positions* we choose to take and we all take them all at one time or another. So we needn't concern ourselves with how to convert Artful Dodgers into Firefighters or what to do about the Phantom. As Pogo famously said, "We have met the enemy and they is us." Instead, we should reflect on our reasons for taking one position or another. Why are we sometimes Firefighters and other times Early Birds? What makes us choose to be Artful Dodgers or Phantoms? Here's an exercise for you: For each position above, construct a set of circumstances that would justify taking that position. For more about the Action-Motivation Matrix, these four positions and other positions that are lurking in the matrix, click [here](#).

