

Motivational Maps

1. Introducing Motivation and Why it's Important
2. The Origins and Theories of Motivation
3. Content of a Motivational Map
4. Reading an Individual Map
5. Motivational Hot Buttons and Taking Action



Motivation

- Motivation is energy
- It derives from the Anglo-Norman term 'motif', which is translated as drive
- Our motivations are our inner drivers that determine how we feel and WHY we act

The Benefits of Motivation



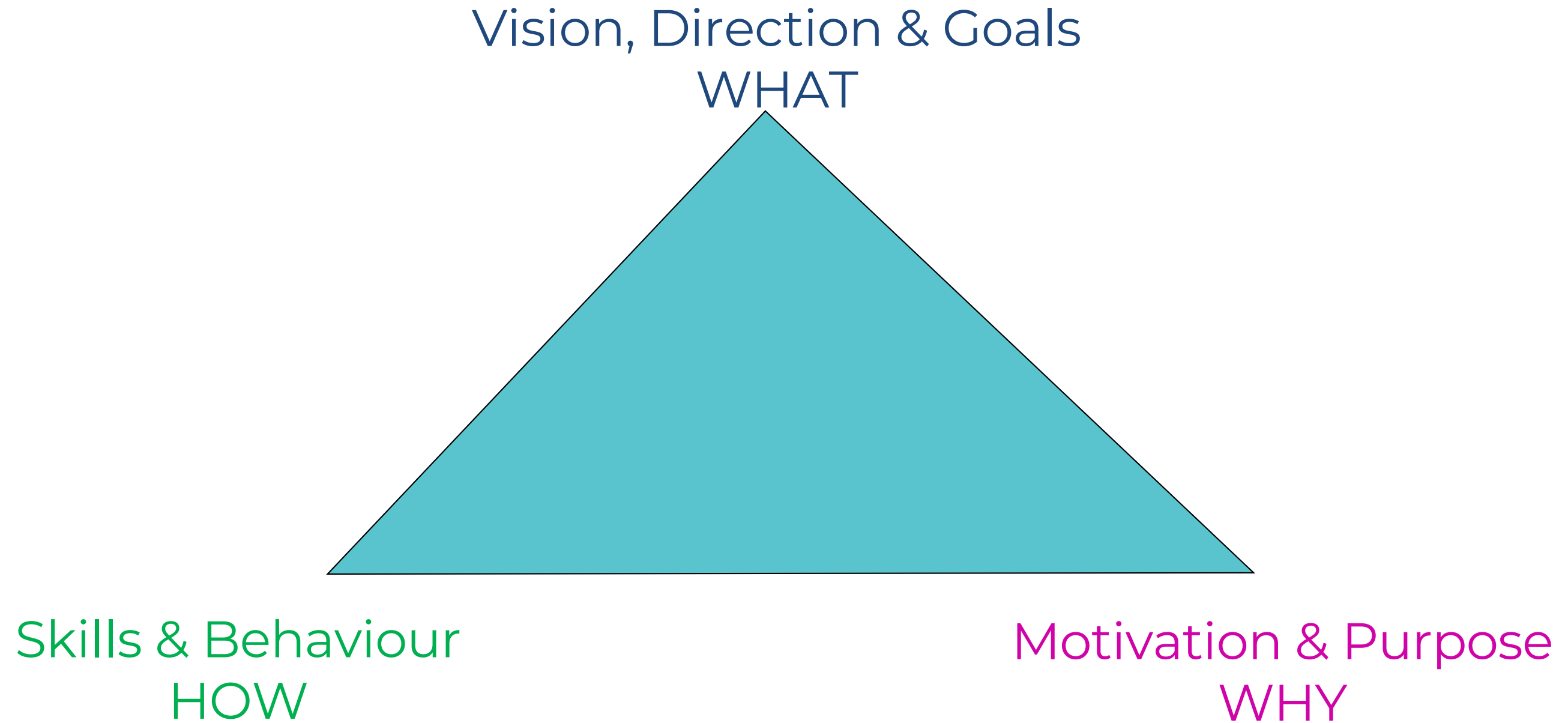
Highly engaged employees are **50%** more likely to **outperform** their performance targets



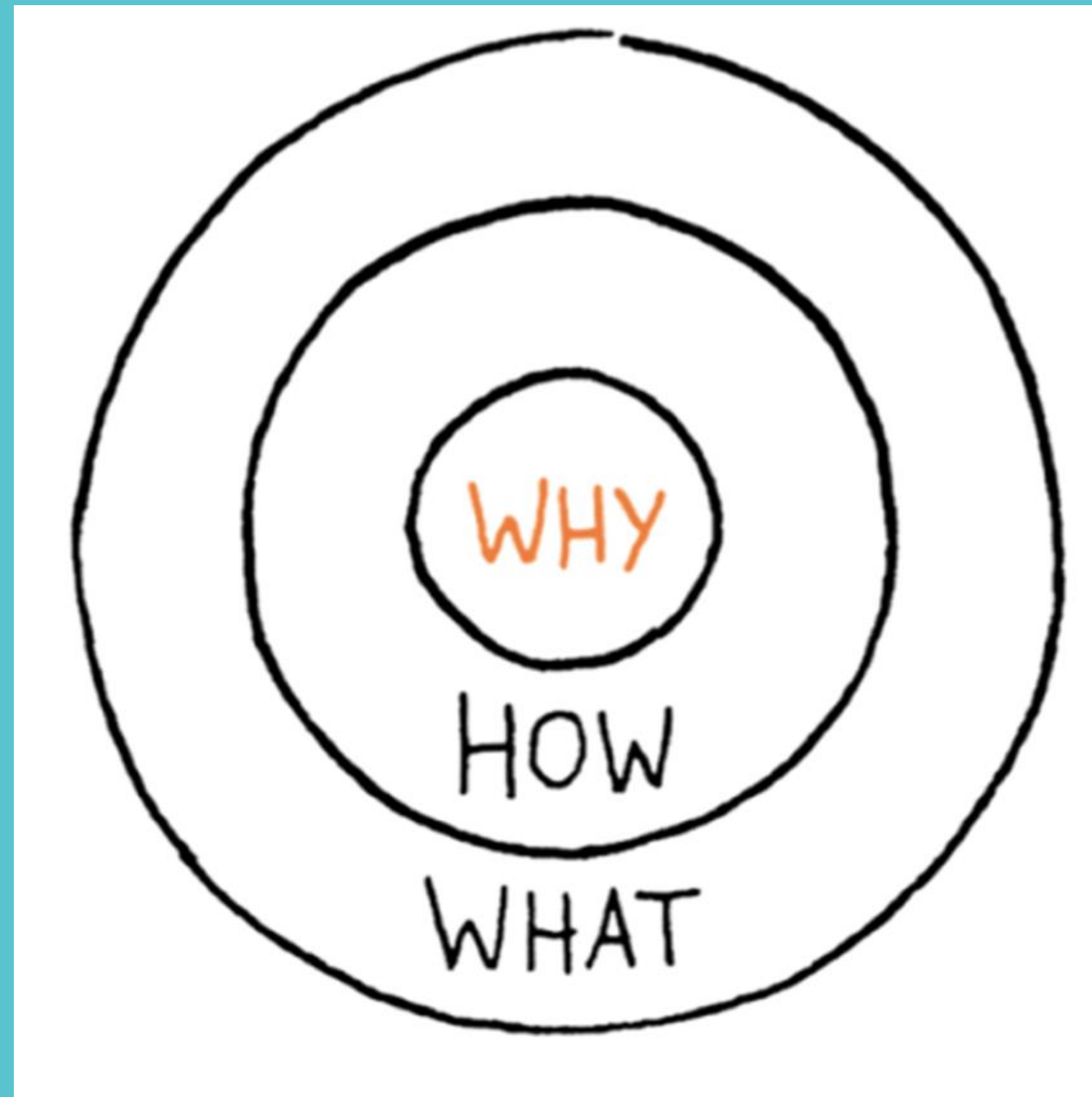
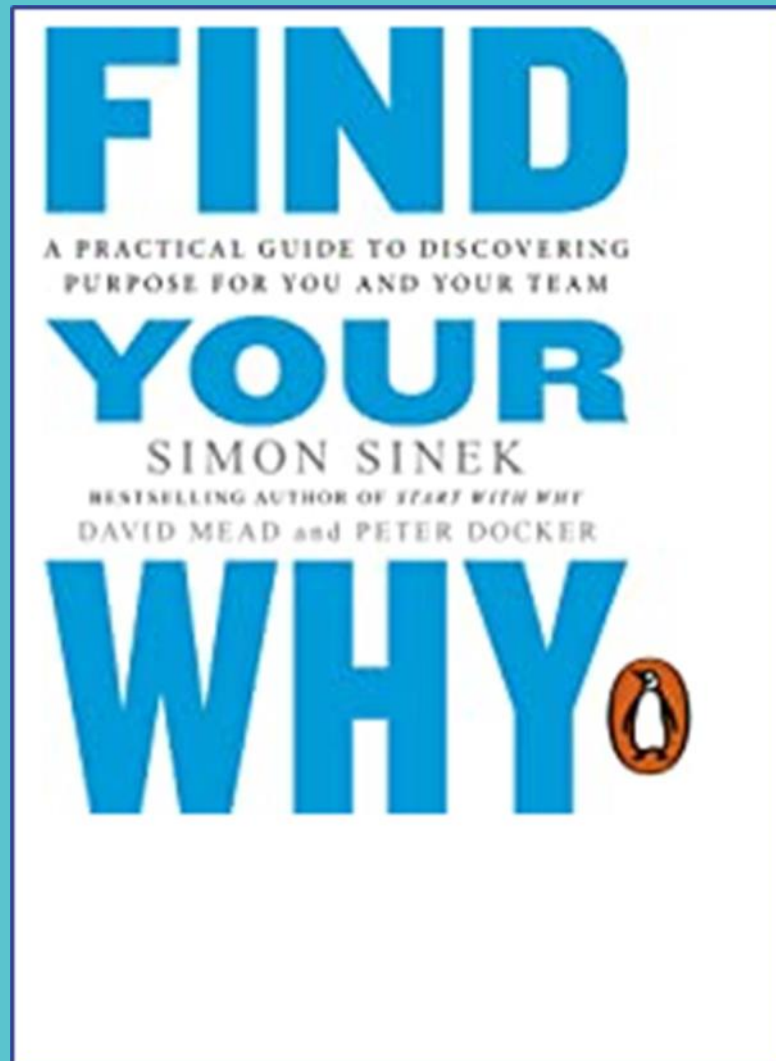
The best companies at engaging people achieve **4.5 times the revenue growth**.

Hay Group Research 2015

Why is Motivation Important?



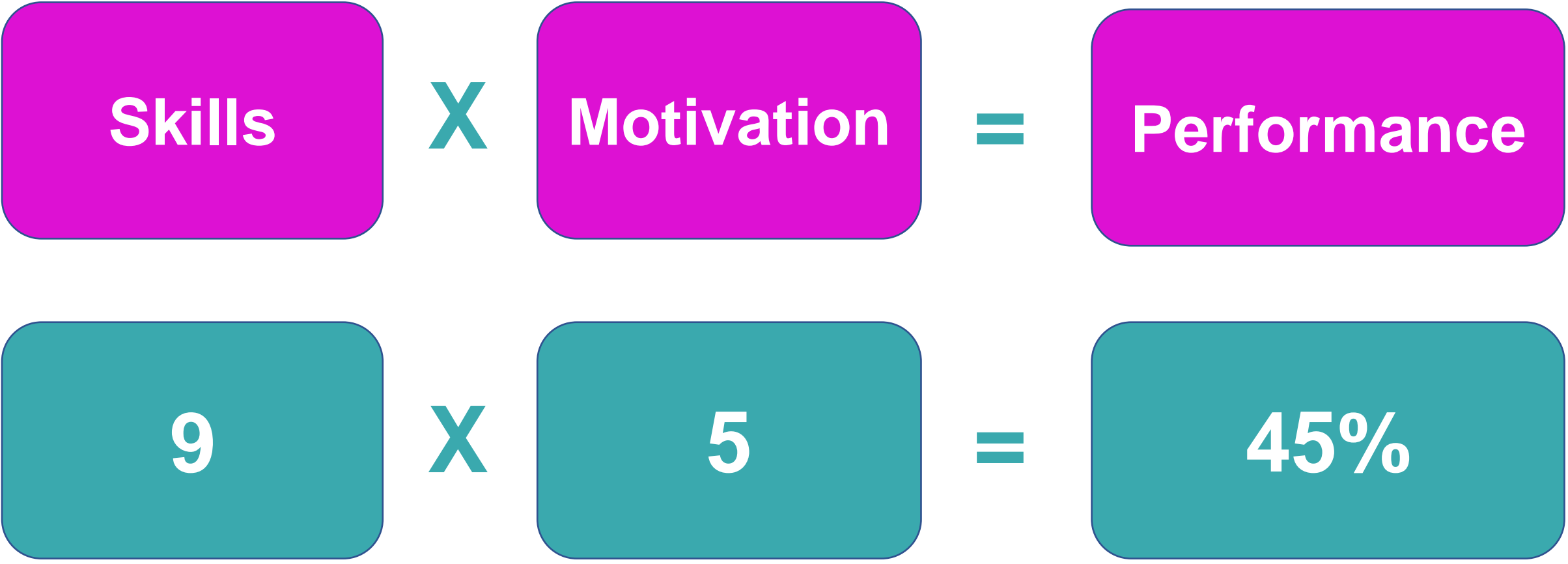
| Motivation





Performance = Motivation x Skill x Opportunity

Why Motivation Matters



The Impact

**Employee
Engagement**

**Employee
Productivity**

**Employee
Motivation**

**Employee
Resilience**

**Employee
Wellbeing**

**Employee
Voice**

**Employee
Trust and
Empowerment**

**Hybrid and Remote
Working**

**Diversity and
Inclusion**

**Customer
Experience**

**High Performance
Culture**

Talent Attraction

Talent Retention

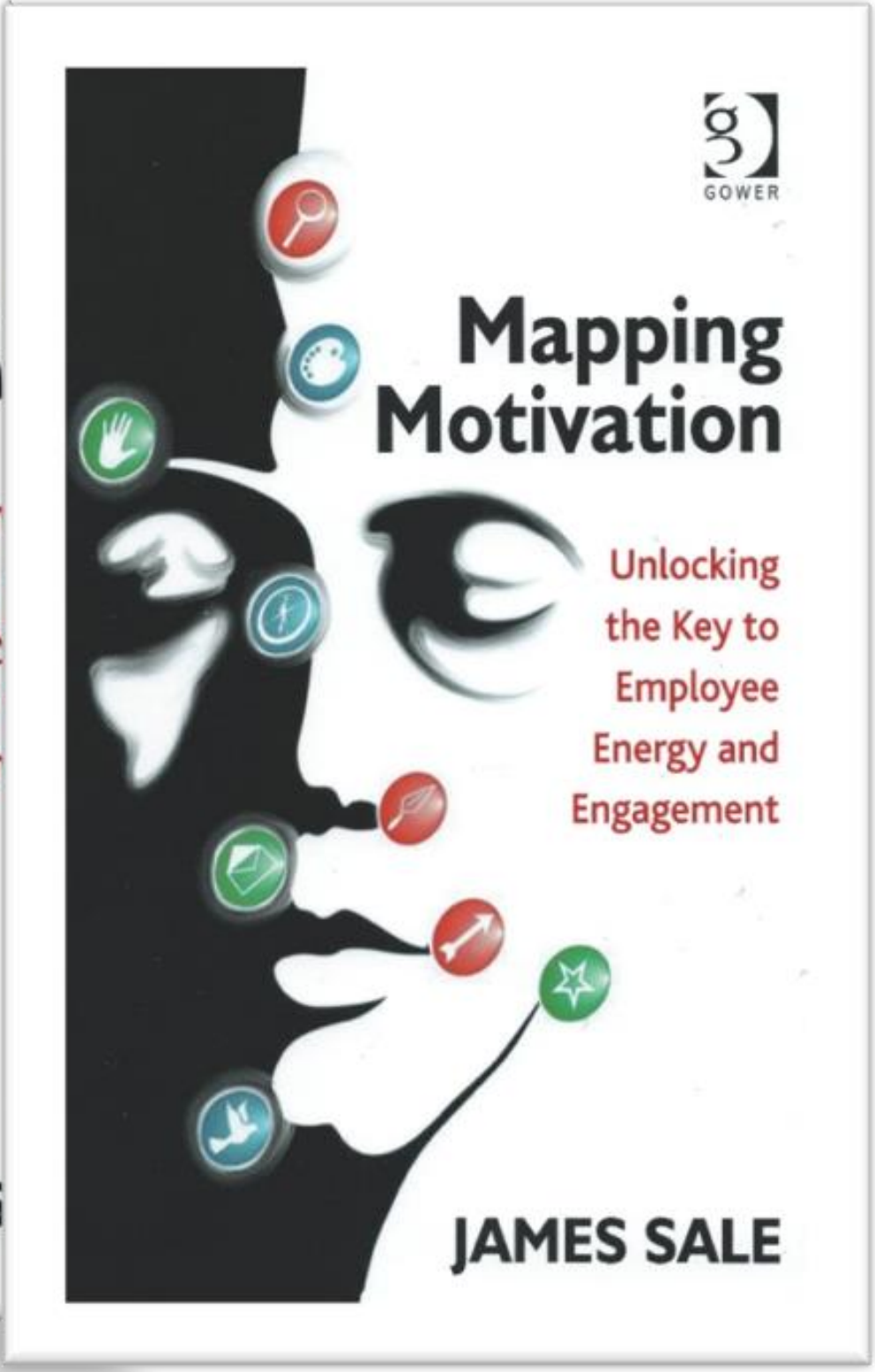
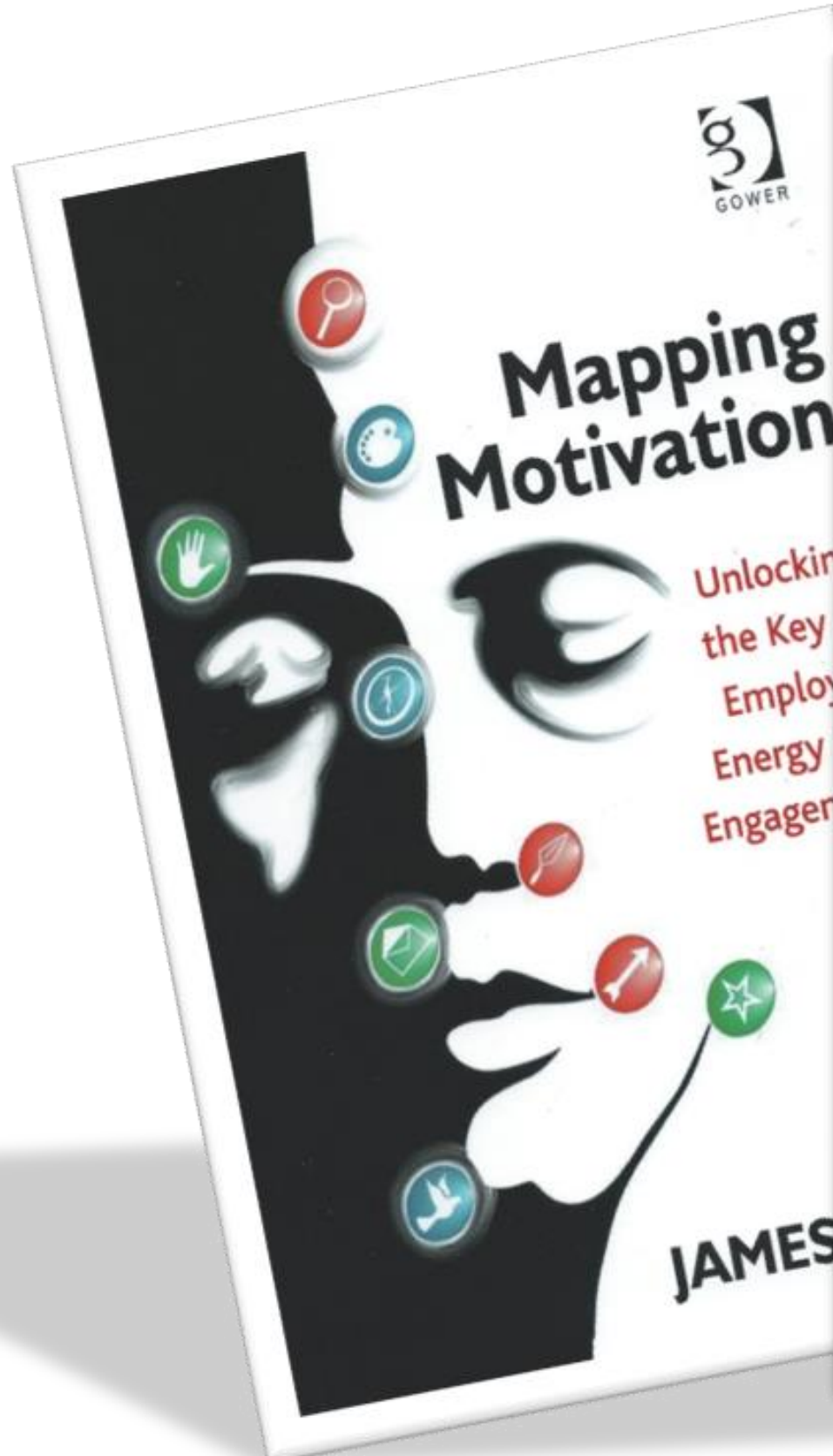
**Change and
Transformation**

**Continuous
Improvement**

**Learning and
Development**

**Human Centred
Approach**

**Transformational
Leadership**



Theories and Roots of Motivation

Maslow



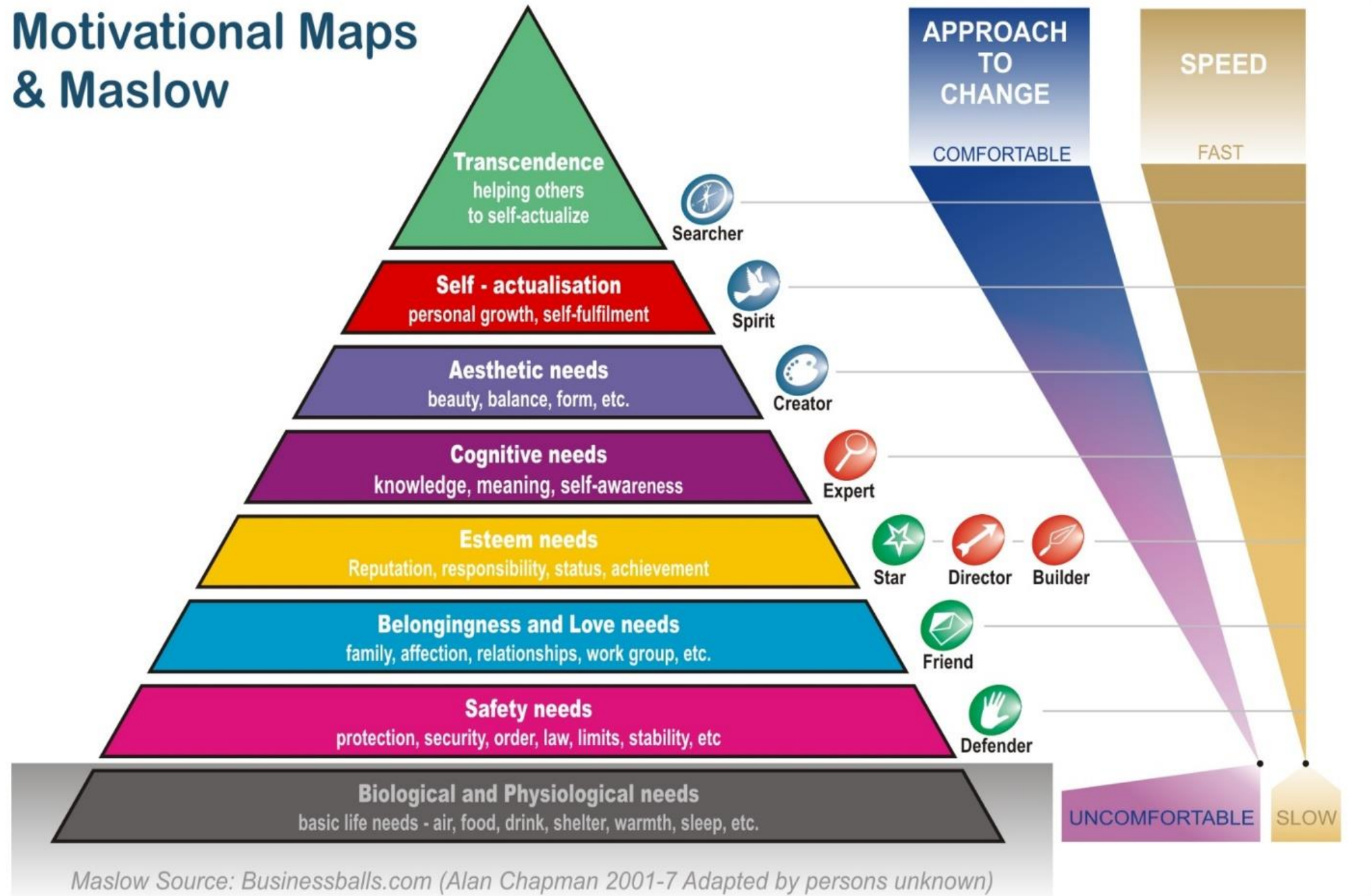
The Enneagram



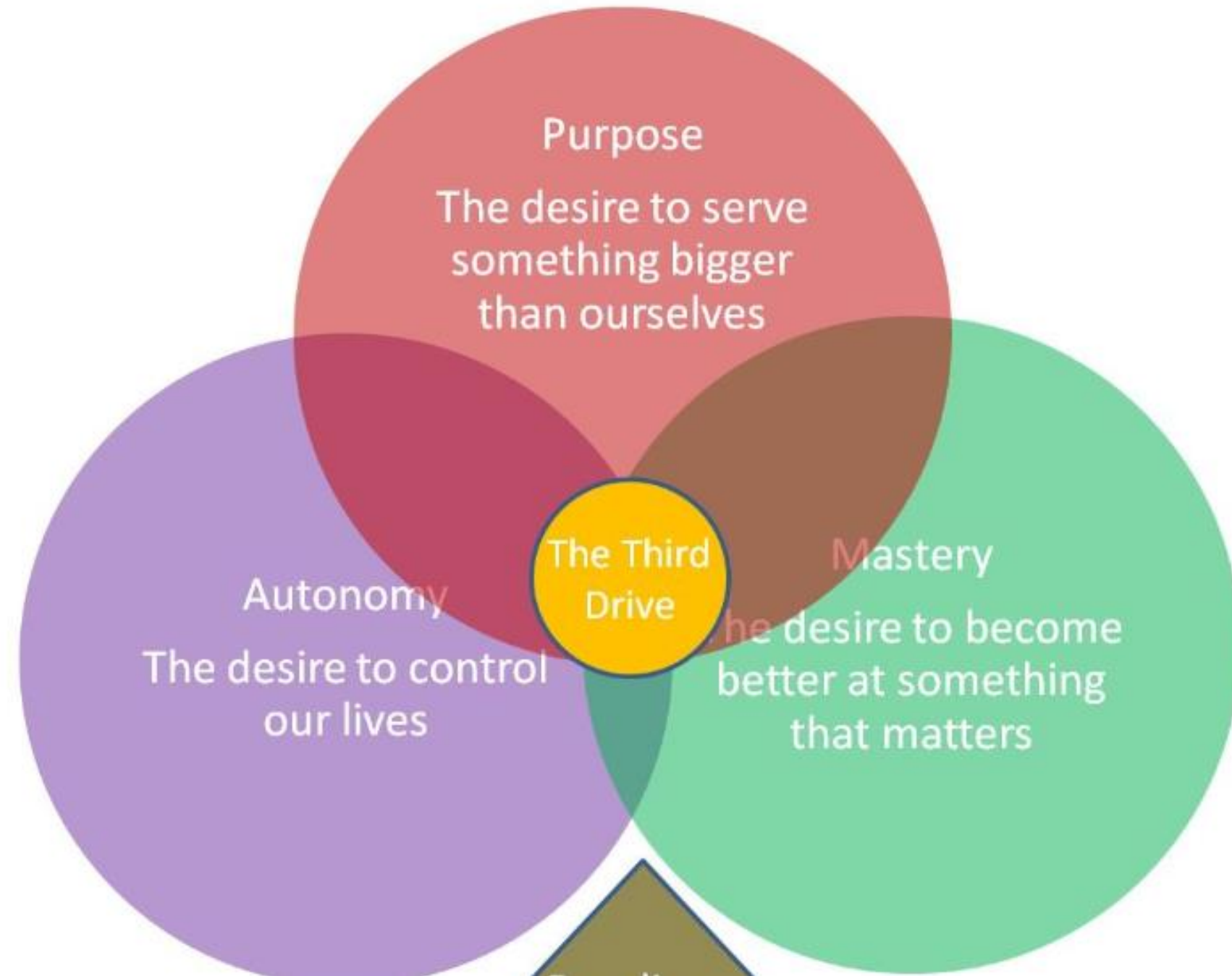
Career Anchors

- Technical/functional competence
- Managerial competence
- Autonomy/independence
- Security/stability
- Entrepreneurial creativity
- Service/dedication to a cause
- Pure challenge
- Lifestyle

Motivational Maps & Maslow



Dan Pink: Drive



Herzberg's Hygiene Factors & Motivation Theory



Frederick Herzberg
1923 - 2000

0

Motivators relate to job content

Maintenance factors relate to job context

Dissatisfaction

0

Satisfaction

Motivation is a fire from within.
If someone else tries to light that fire under
you, chances are it will burn very briefly.

Stephen R Covey



3 Roots of Motivation



Which Motivators are Most Important to You?

Relationship Motivators



The Defender
seeks security,
predictability,
stability



The Friend
Seeks belonging,
friendship,
fulfilling
relationships



The Star
Seeks recognition,
respect,
social esteem

Achievement Motivators



The Director
Seeks power,
influence,
control of
people / resources



The Builder
Seeks money,
material satisfactions,
above
average living



The Expert
Seeks knowledge,
mastery,
specialisation

Growth Motivators



The Creator
Seeks innovation,
identification with new,
expressing creative
potential



The Spirit
Seeks freedom,
independence,
making own
decisions



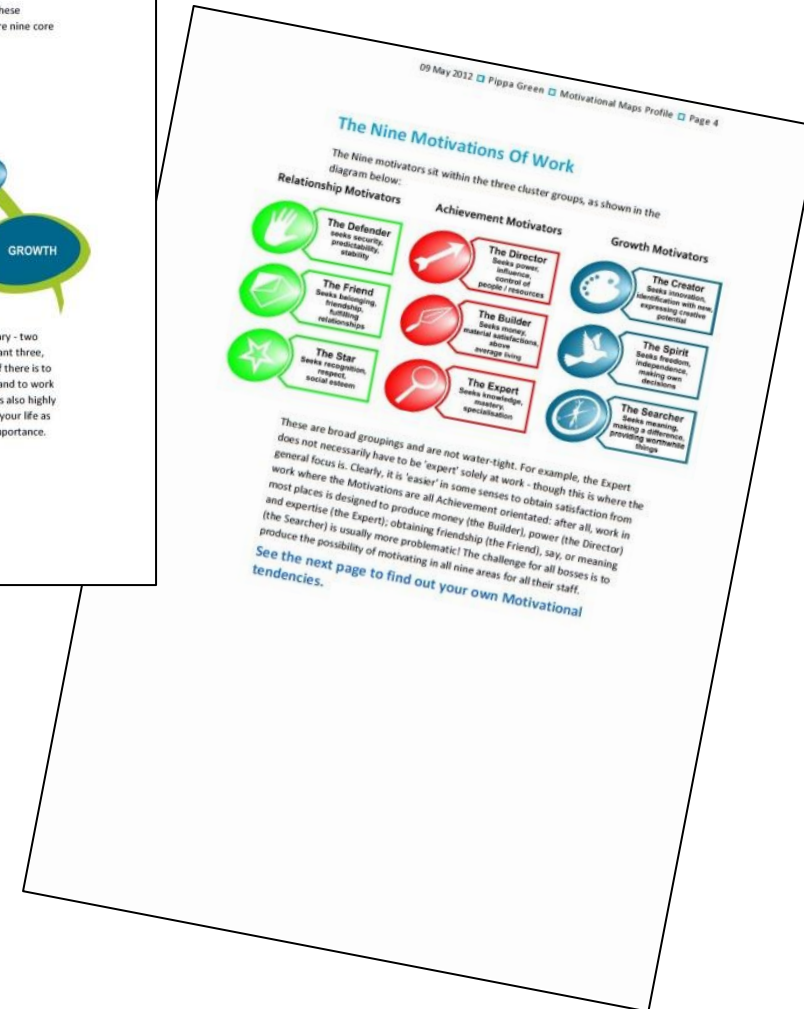
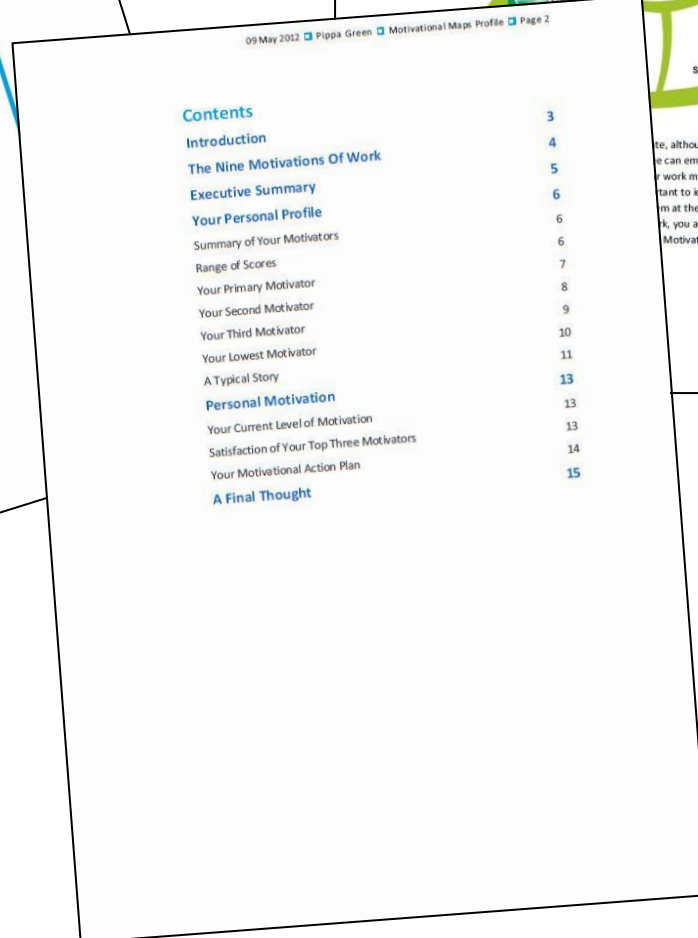
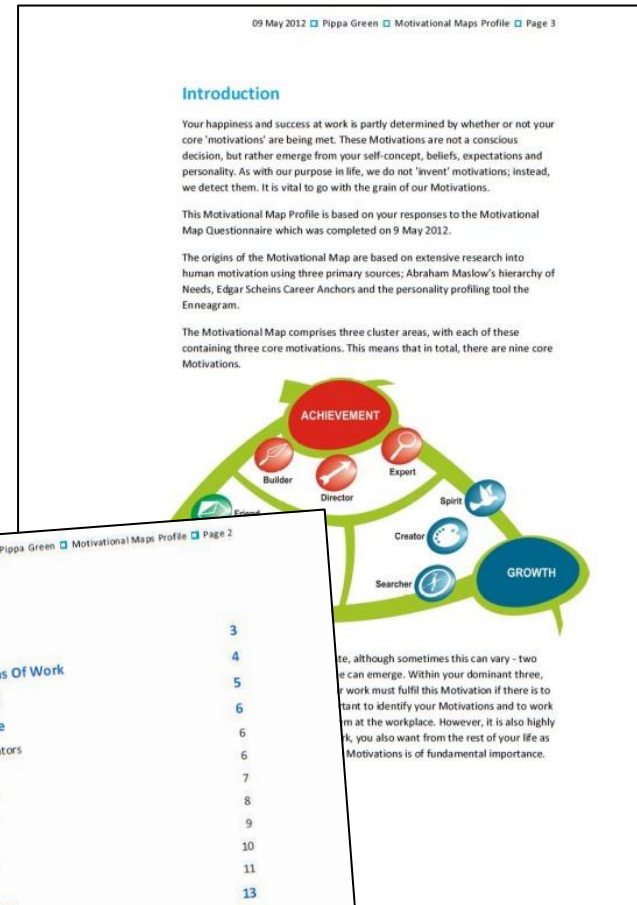
The Searcher
Seeks meaning,
making a difference,
providing worthwhile
things

Content – Page by Page

Report Pages to Show	
Cover Page	<input checked="" type="checkbox"/>
Contents Page	<input checked="" type="checkbox"/>
Introduction	<input checked="" type="checkbox"/>
The Nine Motivations Of Work	<input checked="" type="checkbox"/>
Executive Summary	<input checked="" type="checkbox"/>
Your Personal Profile	<input checked="" type="checkbox"/>
Your Primary Motivator	<input checked="" type="checkbox"/>
Your Second Motivator	<input checked="" type="checkbox"/>
Your Third Motivator	<input checked="" type="checkbox"/>
Your Lowest Motivator	<input checked="" type="checkbox"/>
A Typical Story P1	<input checked="" type="checkbox"/>
A Typical Story P2	<input checked="" type="checkbox"/>
Personal Motivation	<input checked="" type="checkbox"/>
Your Motivational Action Plan	<input checked="" type="checkbox"/>
A Final Thought	<input checked="" type="checkbox"/>

- 15 Pages in total
- All except the Cover Page can be de-selected

Pages 1-4 - Introduction



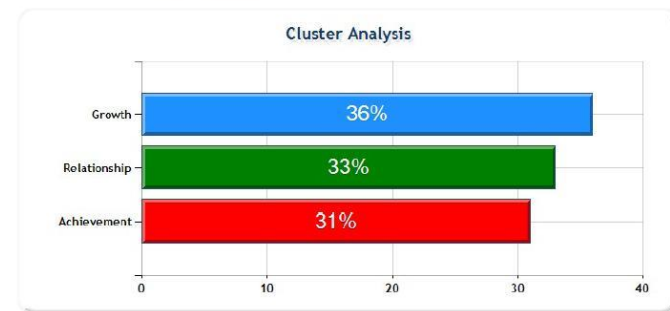
Page 5 – Executive Summary

Executive Summary

The Absolute Strength chart measures how important each motivator cluster is set against the other two. Looking at this chart should give you a good idea of what is really important to you about being motivated at work. If the distribution of the three colours is pretty even, then you are pretty balanced: you get motivated at work through Relationships through Achievements and through personal Growth probably in equal measure.

When looking at this chart consider:

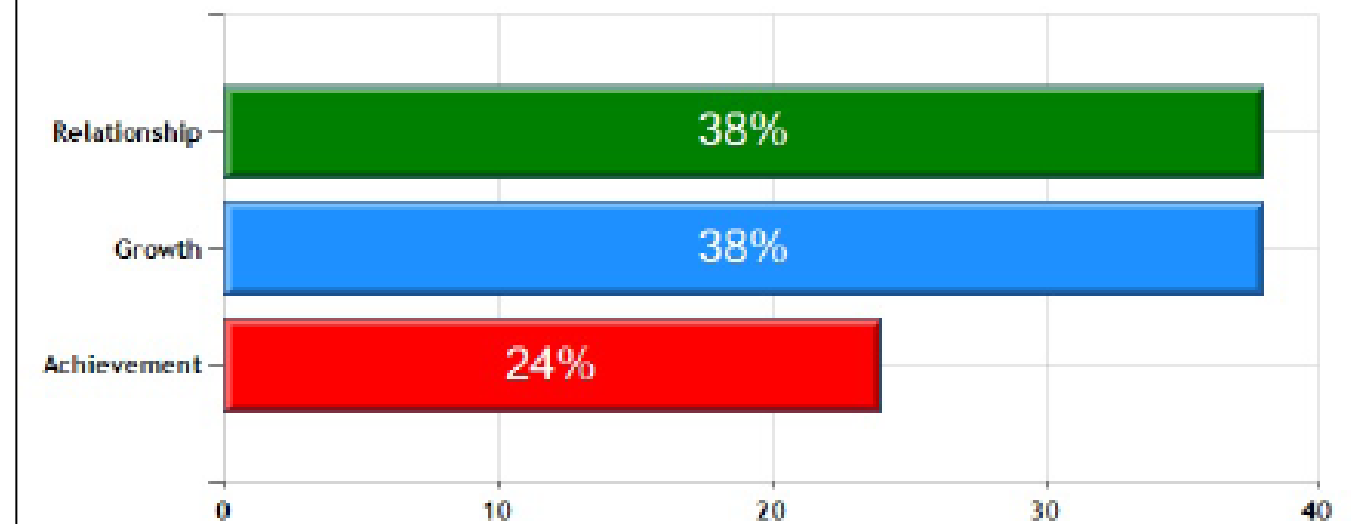
- Does one dominate?
- Is one especially weak?
- Is there a balance?



Your Dominant Cluster is: Growth

This means that your motivations primarily come from realising your full potential and being all you can be. This realisation means a new 'you' comes into being – and new involves creative change – and you want to create that change in defined areas of your work and life. Further, for this to be possible, freedom and purpose are usually essential. You prefer, then, living in the future. With such a "growth" focus, however, it can be very self-absorbing; so, are you missing out on sustainable relationships? By focusing on change and being involved with new things, on your freedom and your purposes, do you fail to finish or follow through on existing projects or in important relationships?

Cluster Analysis



Page 6 – Personal Profile

09 May 2012 Pippa Green Motivational Maps Profile Page 6

Your Personal Profile

The bar chart below shows, in rank order, all of your nine motivators and the strength of your Motivators measured against each other.

- A score of 30+ is a 'spike' - an extremely strong motivator
- A score of 10 or less indicates an "inverse spike"—a weak motivator
- A score of below 5 can indicate some discomfort towards that to the Motivator where it is dominant in others

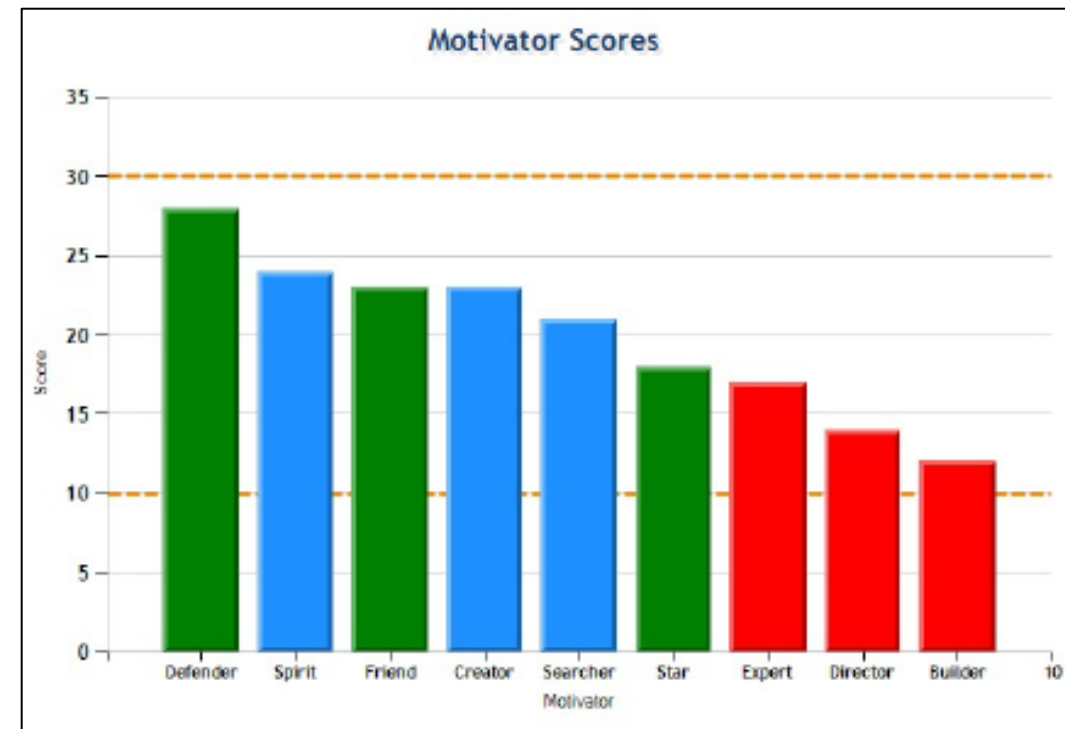
Bear in mind at all times: there is no 'better' or 'worse' Motivator or motivational score - only differences and fitness for purpose. Lower scores that are clustered together suggest balance; spikes suggest extremes. Fitness for purpose determines what might be better in a given situation. Consult your practitioner for more information about this.

Motivator	Score
Searcher	24
Friend	22
Spirit	21
Builder	21
Creator	20
Defender	19
Star	19
Director	18
Expert	17

Range of Scores

The range of scores for the nine motivators provides more insight into your core motivations. The range is the difference between the highest and lowest motivational score. An average range for an individual is 8 points; however some people may have a larger range, which indicates more focus. Others may have a smaller range which indicates they are more balanced.

Your range of scores is 8 which indicates that you are very balanced in what motivates you, and can sometimes be satisfied by alternative motivational inputs other than through your top three motivators.



- 9 motivators in one bar graph
- In rank order from top to bottom
- Spikes and inverse spikes
- Extremes above and below the line.

Pages 7-9 - Top 3 Motivators

09 May 2012 Pippa Green Motivational Maps Profile Page 7



Your Primary Motivator:
The Searcher

- Purposeful
- Feedback-orientated
- Quality critical

As a Searcher, your need is for meaning. The search for meaning suggests that what you want to do is or are things which are valuable for their own sake. You want to do activities that you believe in. This means that the things you do need to be important to you – not just because they make money or give status. You have to see the work as important and significant in its own right. Thus, should your activities become increasingly paper driven, this will seriously de-motivate you. Fundamentally, the searcher seeks to make a difference – to the quality of work and life. And it means one is looking for something 'better' – maybe, a 'cause' – than what one has now.

Searcher is your highest score, so you are good at identifying your own values – and looking for work that will enable you to embody them. You really want to contribute – and improve life's quality. The quest for meaning tends to make you insatiably curious - you want to see a bigger picture in the world and to go on questing for more information and ideas.

Here are some strategies you could use to improve or help to maintain your current levels of motivation:


Motivation Strategies:
The Searcher

- Avoid meaninglessness. This occurs most frequently when work is repetitive and routine. Is your work repetitive or routine? If the answer is yes, then suggest ideas on how to vary the work or the routines.
- Focus on how you improve communications at work: oral, written and electronic. Know that your communications are as good as they can be.
- Be clear about your mission in life. Ask before formulating your mission: what do you want to do before you die? What do you never want to do again? What do you want to offer and contribute? How do you want to change, develop and grow?

- Detailed account of the person's top three motivators
- Key descriptors
- More detailed explanations
- Specific reward strategies for each motivator
- Top motivator extra information which addresses its significance as number one.

Page 10 – Lowest Motivator

09 May 2012 Pippa Green Motivational Maps Profile Page 10



Your Lowest Motivator:
The Expert

- Insightful
- Learning-orientated
- Knowledgeable

Expert is your lowest score, so becoming an 'expert' is not especially important to you – training and development is seen in a more functional way – what outcome will it lead to for me in another area? – and you may find that you either distrust experts or regard them with some contempt – beware of this! Learning is essential for all your future development. Make an effort to review what learning lies ahead for you over the next eighteen months. Ask, what one area of expertise, if I really knew about it, would make a profound difference to my career or my next step? Reflect on this question.

Why the lowest motivator is important

Your lowest motivational score can be very revealing. The top three scores are more exciting, but noting our lowest motivator can also give useful clues about improving our motivation and our life.

First, ask the question: is my lowest motivator causing me a problem? We sometimes call this a hygiene factor, which means that the motivator does not motivate us, but its absence can lead to de-motivation. For example, imagine you are a manager, and Director is your lowest motivator – might that be a problem – needing but not wanting, to manage?

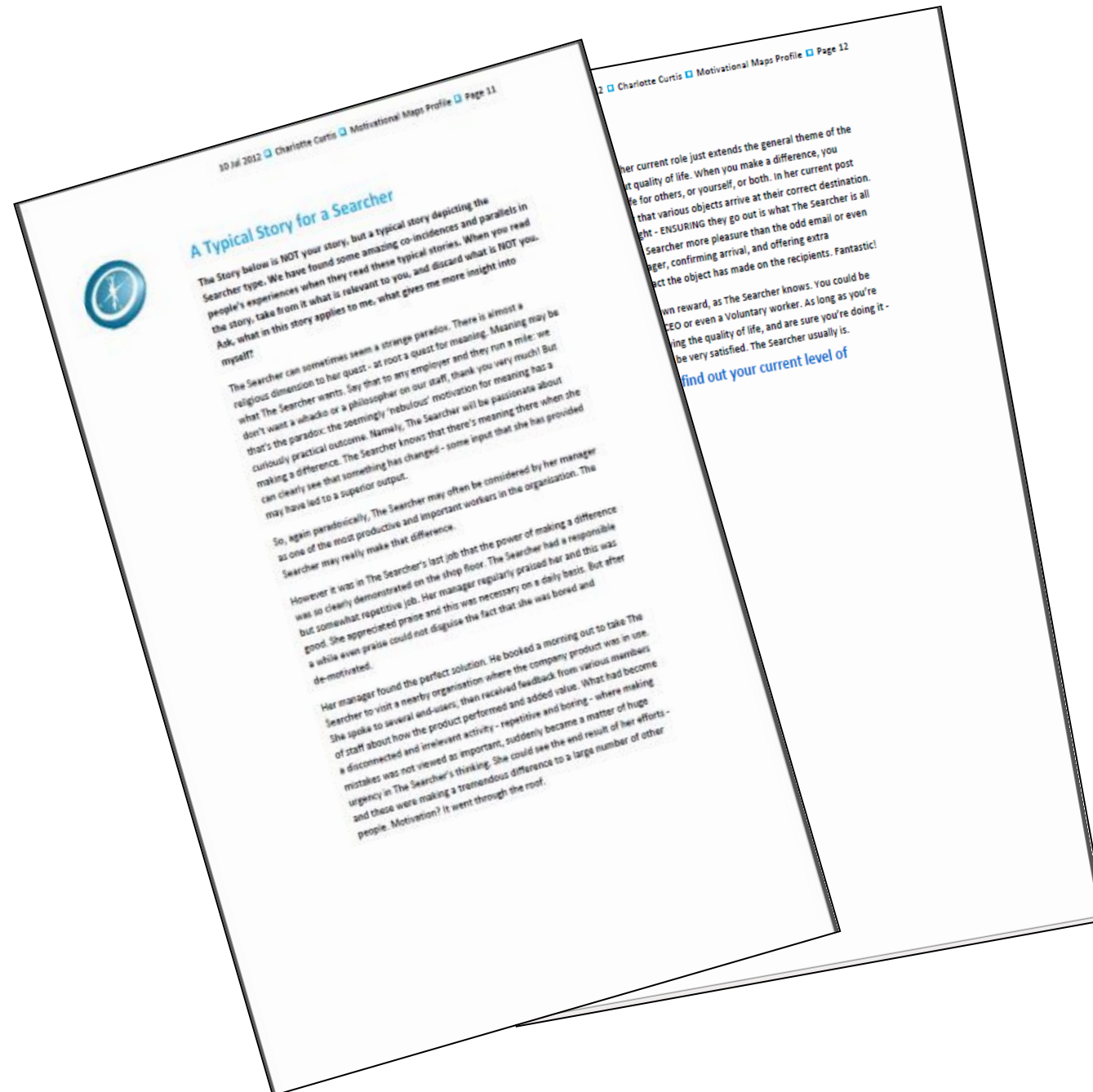
Secondly, the lowest motivator may also re-enforce all or one of your top three motivators. We call this polarity reinforcement. For example, the Creator is very change friendly – on the other hand, the Defender is change-averse. If your top motivator is Creator and your bottom is Defender you will be even more change friendly, than if you simply had Creator as number one.

Thirdly, your lowest motivator can affect how you feel about others. For example, if your lowest motivator is Star, and you are working with someone whose top motivator is Star, then it is highly likely, especially in the absence of one or two shared motivators, that you will find their 'attention' seeking behaviour, as you see and define it, extremely irritating.

Fortunately, the shared language of Motivational Maps can provide an escape route from conflict, as can the development of your self-awareness as you scan your Map!

- Information about the individual's lowest motivator
- Why the lowest motivator is important

Pages 11&12 – Typical Story



- Typical Story for top motivator

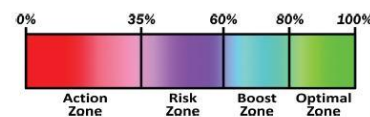
Page 13- Current Motivation Satisfaction Level

09 May 2012 | Pippa Green | Motivational Maps Profile | Page 13

Your Current Level Of Motivation

The Personal Motivation Audit represents the extent to which you feel your top three motivators are currently being satisfied. Whilst this score can be dependent upon specific factors affecting you during the time you completed the questionnaire, it gives you a good indication of your current levels of motivation and enables you to identify the areas you will need to focus on to improve levels of motivation.

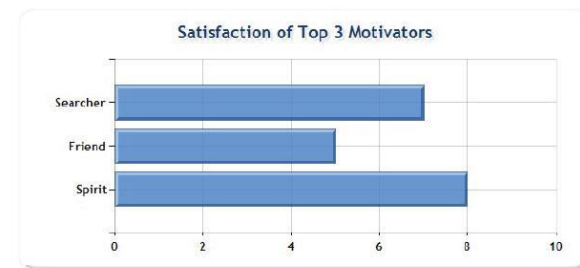
The diagram below shows the four quadrants relating to the % score for the personal motivation audit. These quadrants will help you to identify the type of action that is needed and possibly the speed of that action, to help you improve or maintain your levels of motivation.



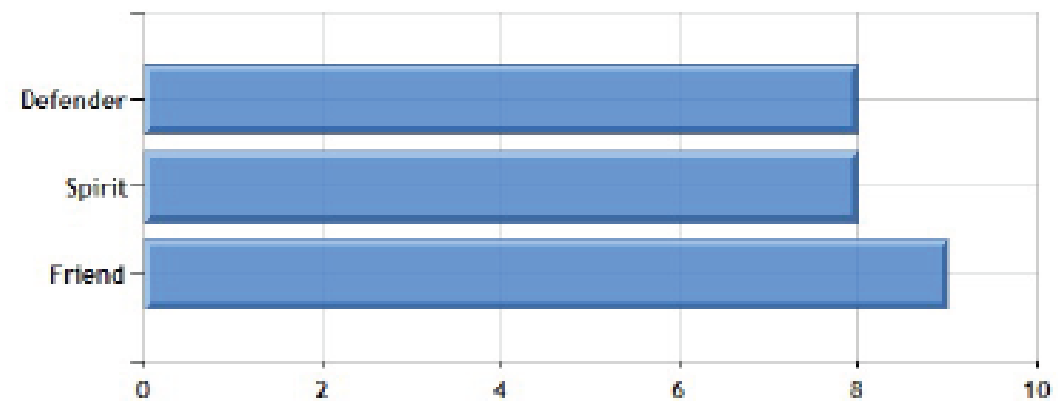
You are currently 68% motivated in your current role. This means that you have a high level of motivation and are motivated to enjoy your current role. The issue for you is one or two motivational areas where small improvements or boosts could make a big difference and motivate you more.

This score does not imply any judgement of you – be clear that motivation is independent of your personal skill set. The aim of this score is to support you in enhancing your motivation.

The graph below shows, on a scale of 1 (low) to 10 (high) the extent to which your top three motivators are being achieved as follows;



Satisfaction of Top 3 Motivators



Page 14 - Action Plan

09 May 2012 □ Pippa Green □ Motivational Maps Profile □ Page 14

Your Motivational Action Plan

When you have had the opportunity to consider this report and/or discuss it with others, think about some actions you could take to help improve your levels of motivation. Look closely at the Motivation Strategies suggested with your top three motivators. Then, use this page to write down your goals, and some actions you are going to start taking to help improve or maintain your current levels of motivation.

My Goals		
What will I do?	How will I do it?	When will I do it?

- Encourage the individual to complete their own Motivational Action Plan (MAP).
- Motivation is like health or fitness – left to itself it weakens.

Page 15 - A Final thought

“

*We are what we repeatedly do.
Excellence, therefore is not an act, but a
habit*

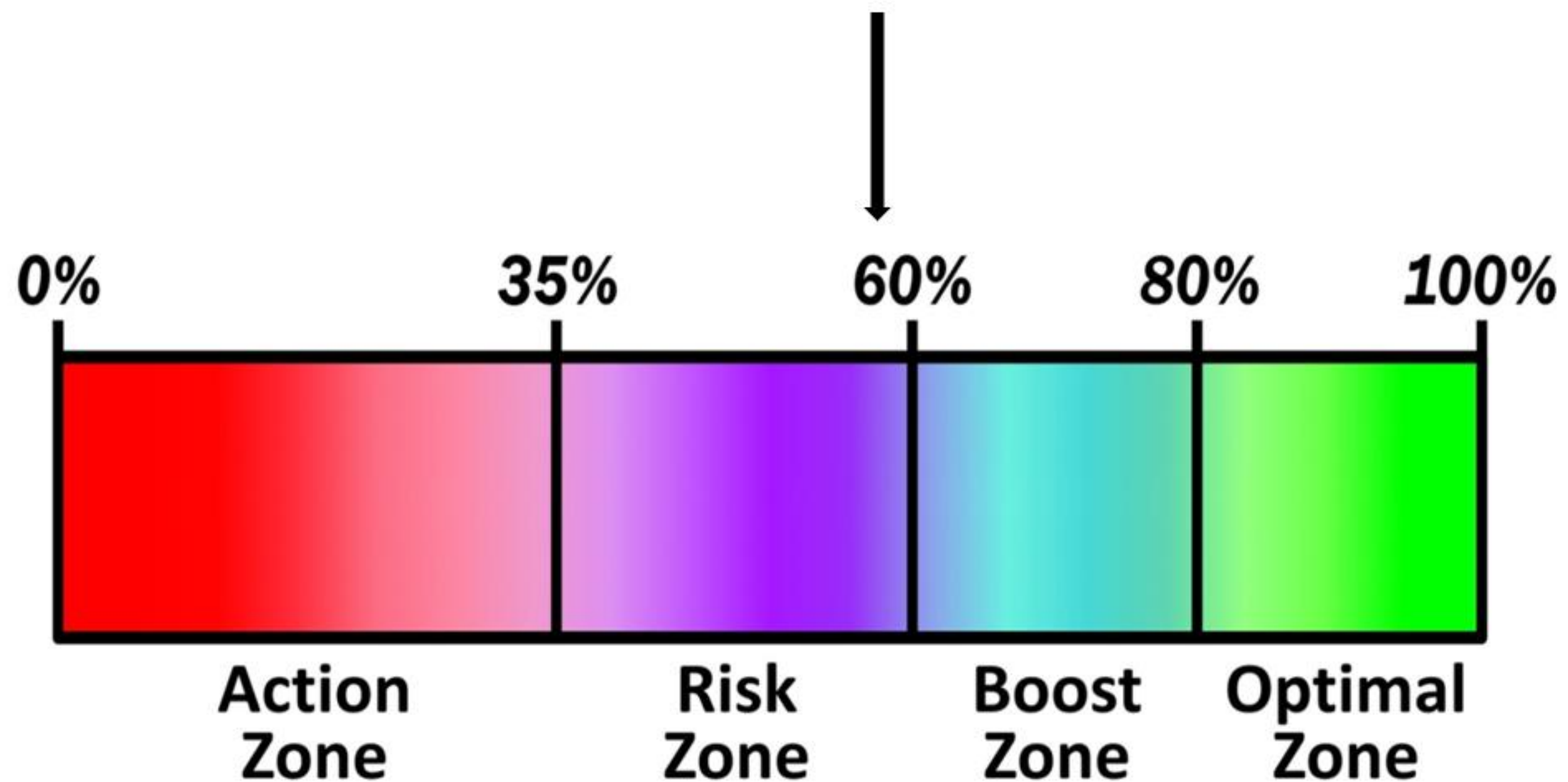
”

Aristotle

Reading an Individual Map

1	How Motivated is this person? PMA Score
2	What's the primary source of their motivation? Look at Clusters – is it Growth, Achievement or Relationships. <i>(what are they missing out on – less than 33%)</i>
3	Identify Top 3 Motivators and Bottom Motivator – use simple descriptors <i>e.g. purposeful, creative and wealthy.</i>
4	What is their range of scores?
5	Do they have any extreme motivators – i.e. 30 and over, or 10 and below?
6	Do they have any internal conflicts (e.g. within the Top 3, e.g. searcher and defender) or polarity reinforcers (between the Top 3 and the lowest motivators)?
7	How motivated are they in each of their top 3 motivators? (PMA / 10)
8	Identify the primary way to boost their motivation , i.e. Which of the top 3 motivators has the lowest PMA/ 10 score?
9	Are there any gaps in the PMA of their other motivators , e.g. motivator 7 may have a PMA/ 10 score of 3 – which is 3 /10?
10	Tell the story using all of the above information. And check if this fits with their job and what's going on for them?

How motivated are you?



Aprille and David

[Print](#)

Analysis for
Aprille Trupiano
 AT International, LC
 Tuesday, January 3, 2023
Raw Results

fullpotential
 unstoppable people

www.fullpotentialgroup.com
 info@fullpotentialgroup.com
 +44 (0)1628 488990

Motivator	Score	Personal Motivation Audit Score (out of 10)
Spirit	34	9
Searcher	26	9
Expert	24	10
Star	22	7
Builder	20	7
Creator	20	9
Director	18	9
Defender	10	9
Friend	6	9
Personal Motivation Audit Score	91%	
Cluster Importance		
Relationship (R)	22%	
Achievement (A)	34%	
Growth (G)	44%	

[Print](#)

Analysis for
David Ventura
 KAMGuru
 Tuesday, January 3, 2023
Raw Results

fullpotential
 unstoppable people

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 info@fullpotentialgroup.com
 +44 (0)1628 488990

Motivator	Score	Personal Motivation Audit Score (out of 10)
Creator	27	6
Searcher	25	8
Builder	24	6
Spirit	22	4
Expert	22	9
Defender	21	3
Director	18	6
Friend	14	4
Star	7	6
Personal Motivation Audit Score	66%	
Cluster Importance		
Relationship (R)	23%	
Achievement (A)	36%	
Growth (G)	41%	

Hamish and Simon


Print

Analysis for
Hamish Hamilton
 ECG
 Monday, September 26, 2022
Raw Results

Motivator	Score	Personal Motivation Audit Score (out of 10)
Searcher	26	5
Friend	25	2
Expert	25	5
Spirit	24	4
Creator	18	4
Director	17	5
Star	16	4
Defender	16	2
Builder	13	3
Personal Motivation Audit Score	41%	
Cluster Importance		
Relationship (R)	32%	
Achievement (A)	30%	
Growth (G)	38%	

Print

Analysis for
Simon Walsh
 Smartfish Ltd
 Friday, October 2, 2020
Raw Results



Motivator	Score	Personal Motivation Audit Score (out of 10)
Searcher	32	9
Spirit	31	7
Friend	21	4
Expert	21	6
Creator	18	7
Director	17	9
Builder	16	6
Defender	16	7
Star	8	7
Personal Motivation Audit Score	79%	
Cluster Importance		
Relationship (R)	25%	
Achievement (A)	30%	
Growth (G)	45%	

3 Clusters of Motivation



2. Cluster Analysis

1. What is the person's primary source of motivation?

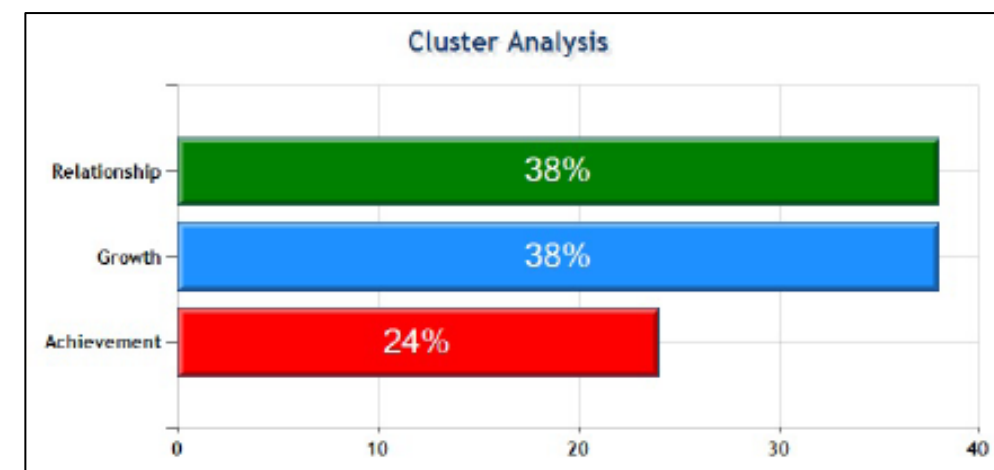
Average score is 33.3% If all three clusters have a similar score they are 'balanced' but do they lack focus?

2. If they have one or more very strong clusters, e.g. 38% - then another cluster must be well below average, e.g. 28%. Explore possible impact dominant clusters:

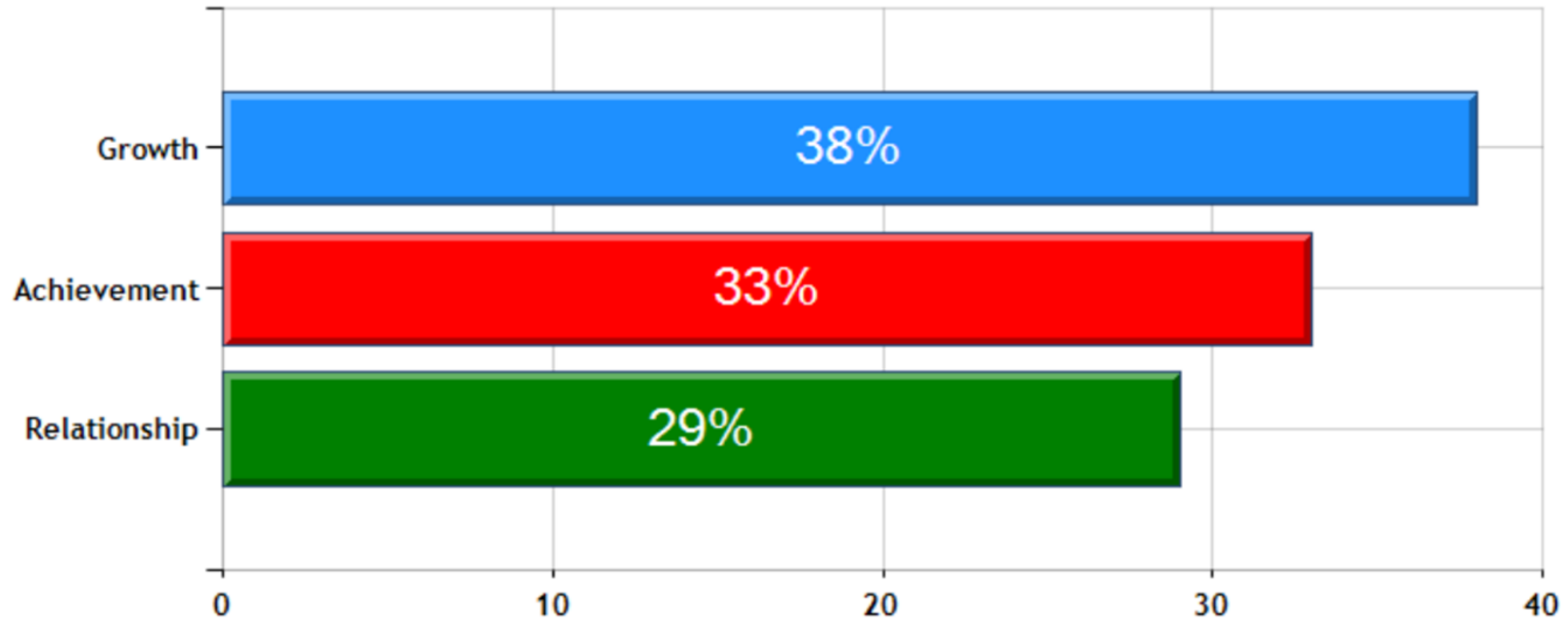
Growth – impact difficulty sustaining work relationships?

Achiever – impact = all work and no play?

Relationship – impact = too risk-averse?



What Lights Your Fire?



Relationships

Achievement

Growth

PAST PERSPECTIVE	PRESENT PERSPECTIVE	FUTURE PERSPECTIVE
The way we do things here	What do we need to do to achieve..?	How will this be in 5 years' time?
Change/risk averse	Change/risk calculated	Change/risk friendly
People	Things	Ideas
Loyalty	Results	Significance
Collaborative	Competitive	Experimental
Emotional/heart-centred	Logical/head-counting	Intuitive/gut-reaction
Stories	Facts	Summaries
Efficient	Effective	Holistic
Systems/process driven	Practical/ goal driven	Idealistic/visionary
Slow decision making	Timely decision making	Fast decision making

3 Clusters of Motivation



Which Motivators are Most Important to You?

Relationship Motivators



The Defender
seeks security,
predictability,
stability



The Friend
Seeks belonging,
friendship,
fulfilling
relationships



The Star
Seeks recognition,
respect,
social esteem

Achievement Motivators



The Director
Seeks power,
influence,
control of
people / resources



The Builder
Seeks money,
material satisfactions,
above
average living



The Expert
Seeks knowledge,
mastery,
specialisation

Growth Motivators



The Creator
Seeks innovation,
identification with new,
expressing creative
potential



The Spirit
Seeks freedom,
independence,
making own
decisions



The Searcher
Seeks meaning,
making a difference,
providing worthwhile
things



The Defender
seeks security,
predictability,
stability



The Defender

Seeks security, predictability and stability

VALUES

- High job security
- Clear roles, responsibilities
- Regular and accurate information
- Continuity and Loyalty
- Order and clarity
- Time to prepare

INCREASING MOTIVATION

- Clear and regular communication
- Continuity
- Support through periods of change
- Consider risk of no change
- Regular review of progress
- Link goal achievement to security

VALUE TO THE TEAM/BUSINESS

Guardianship: Future proofing the business; detail; systems





The Friend

Seeks belonging, friendship and fulfilling relationships

VALUES

- Feeling of belonging
- Nourishing & fulfilling relationships
- Collaborative environment
- Being liked and supported
- Being listened to
- Loyalty and continuity

INCREASING MOTIVATION

- Involvement and consultation
- Social events for the team
- Personalised approach
- Mentors/coaches/projects
- Good social working environment
- People centred culture

VALUE TO THE TEAM/BUSINESS

Connection: Collaboration, relationship building and networking





The Star

Seeks recognition, respect and social esteem

VALUES

- Social & public recognition
- Being noticed & held in high esteem
- Awards & certificates
- Clear hierarchy / pecking order
- Competitive opportunities
- Positive feedback

INCREASING MOTIVATION

- Opportunities for awards
- Involvement in projects
- Role models/mentors/coaches
- Clear career progression
- Regular review of targets & goals
- Consult & ask their opinion

VALUE TO THE TEAM/BUSINESS

Recognition: Visibility, profile-building, marketing, branding and presentations



The Director
Seeks power,
influence,
control of
people / resources





The Director

Seeks power, influence,
control of people and/or resources

VALUES

- Being in control / in charge
- Being stretched
- Making critical decisions
- Clearly defined career path
- Having control of resources
- Responsibility & influence

INCREASING MOTIVATION

- Give responsibility / delegate
- PDP's & regular review of progress
- Having a mentor
- Role titles that reflect power
- Representing department
- Opportunity to deputise

VALUE TO THE TEAM/BUSINESS

Clear direction: Managing resources, responsibility and control



The Expert
Seeks knowledge,
mastery,
specialisation





The Expert

Seeks expertise, mastery and specialism

VALUES

- Opportunities to learn
- Specialising in areas of interest
- Opportunities to share expertise
- Realising own potential
- Contact with other experts
- Mastering their own work

INCREASING MOTIVATION

- Training and Development
- Being guide or mentor to others
- PDP's and regular review of progress
- Having a mentor—skilled expert
- Training linked to promotion
- Ambitious targets

VALUE TO THE TEAM/BUSINESS

Expertise: Knowledge, industry updates, learning and development



The Builder
Seeks money,
material satisfactions,
above
average living



SUCCESS



The Builder

Seeks money, material satisfactions, above average living

VALUES

- Above average standard of living
- Material and financial rewards
- Clear goals and targets
- Work that is visibly well rewarded
- Responsibility
- Competitive/targeted environment

INCREASING MOTIVATION

- Money
- Material benefits
- Clear career path and plan
- Regular review of progress
- Give them responsibility
- Training—learn more : earn more

VALUE TO THE TEAM/BUSINESS

Commerciality: Increased and repeat sales, profitability, wealth-building



The Creator
Seeks innovation,
identification with new,
expressing creative
potential





The Creator

Seeks innovation, identification with the new, expressing creative potential

VALUES

- Environment with change & variety
- Opportunity to solve problems
- Being original
- Creating something new/improved
- Ability to work alone / small groups
- Recognition of their creativity

INCREASING MOTIVATION

- Involvement in ideas generation
- Give problems to solve
- Objectives that need originality
- Limit routine and paper driven tasks
- Culture of change
- Rewards for innovation

VALUE TO THE TEAM/BUSINESS

Innovation: Cutting edge thinking, continuous improvement and ideas



The Spirit
Seeks freedom,
independence,
making own
decisions





The Spirit

Seeks freedom, independence, making own decisions

VALUES

- Working autonomously
- Making own decisions
- Having a choice
- Freedom and independence
- Awareness of the bigger picture
- Clear and specific objectives

INCREASING MOTIVATION

- Share company vision and goals
- Delegate responsibility
- Empowerment
- Avoid micro-management
- Reward with freedom & autonomy
- Set clear and specific goals

VALUE TO THE TEAM/BUSINESS

Challenge: Independent thinking, empowerment and originality



The Searcher
Seeks meaning,
making a difference,
providing worthwhile
things

MAKING A **DIFFERENCE**



The Searcher

Seeks meaning, making a difference,
providing worthwhile things

VALUES

- Meaning & purpose in what they do
- Significant & important work
- Making a difference
- Seeing the big picture
- Being listened to / consulted
- Change and variety

INCREASING MOTIVATION

- Feedback on making a difference
- Link own goals to wider org goals
- Regular feedback & praise
- Avoid routine & paper driven tasks
- Provide with a mentor
- Involvement in significant projects

VALUE TO THE TEAM/BUSINESS

High value outcomes for people, clients, stakeholders and business

Which Motivators are Most Important to You?

Relationship Motivators



The Defender
seeks security,
predictability,
stability



The Friend
Seeks belonging,
friendship,
fulfilling
relationships



The Star
Seeks recognition,
respect,
social esteem

Achievement Motivators



The Director
Seeks power,
influence,
control of
people / resources



The Builder
Seeks money,
material satisfactions,
above
average living



The Expert
Seeks knowledge,
mastery,
specialisation

Growth Motivators



The Creator
Seeks innovation,
identification with new,
expressing creative
potential

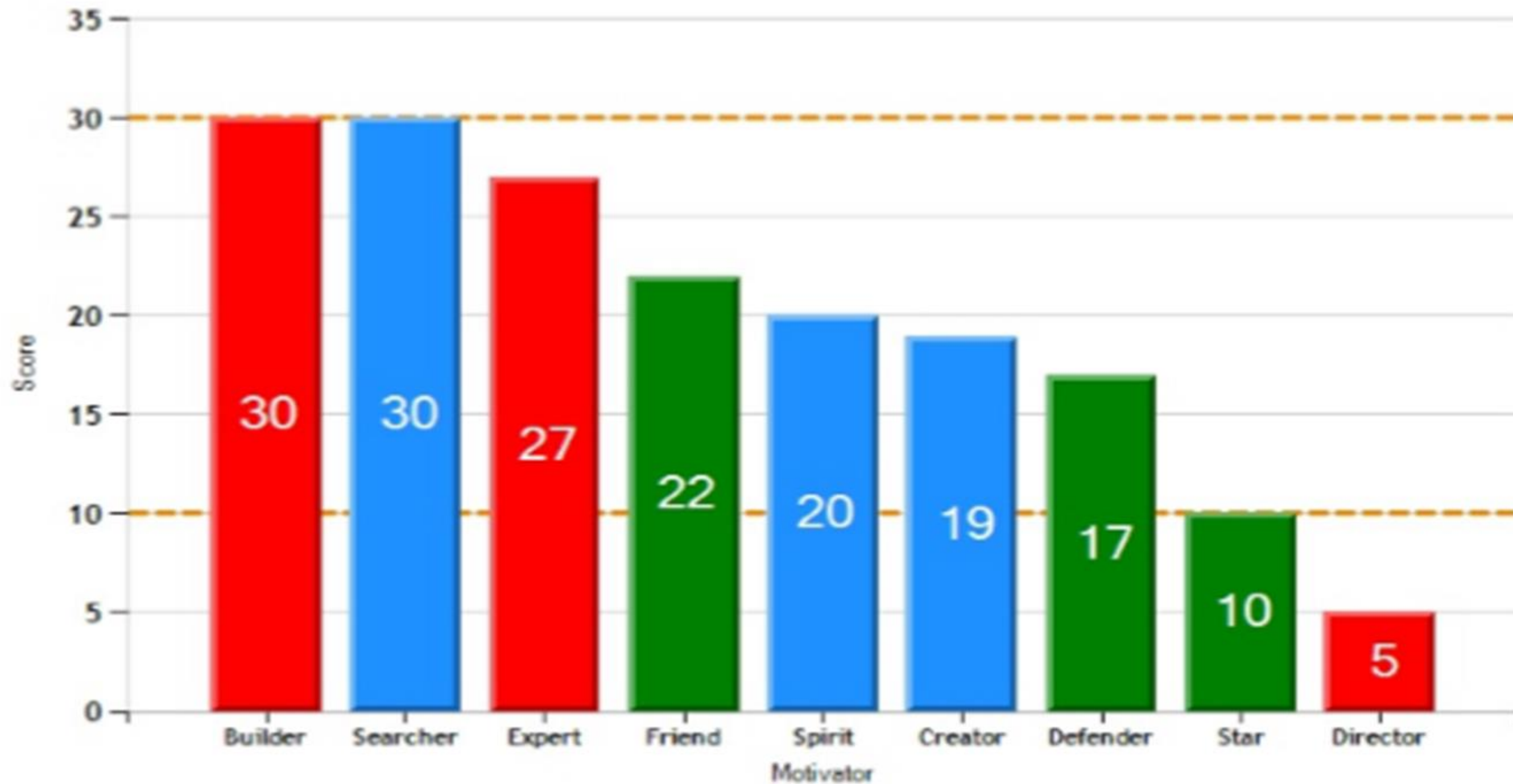


The Spirit
Seeks freedom,
independence,
making own
decisions



The Searcher
Seeks meaning,
making a difference,
providing worthwhile
things

Example Motivator Ranking



4. Range of Scores (deduct lowest score, from highest)

Range	
0-4	They are extremely balanced in what motivates them, and can be easily satisfied by a number of motivational strategies other than through their top three motivators
5-8 8 is average range for whole companies	They are very balanced in what motivates them, can sometimes be satisfied by other motivational strategies other than through their top three motivators
9-12	They are focused in what motivates them, and their top three motivators, usually the first or top, are important to their sense of satisfaction and happiness.
13-16	They are very focused on what motivates them, and satisfying their top 3 motivators is important if they are to be engaged and motivated
17-20	They are extremely focused in what motivates them, and satisfying their top motivators is crucial if they are to be engaged and motivated
21-25	They are totally focused on what motivates them, and satisfying their top motivators is essential if they are to be engaged and motivated
26-30+	They are so focused on what motivates them that often it is this one motivator only, their top, and this must be satisfied if they are to be engaged and motivated at all

Reading an Individual Map







1	How Motivated is this person? PMA Score
2	What's the primary source of their motivation? Look at Clusters – is it Growth, Achievement or Relationships. <i>(what are they missing out on – less than 33%)</i>
3	Identify Top 3 Motivators and Bottom Motivator – use simple descriptors <i>e.g. purposeful, creative and wealthy.</i>
4	What is their range of scores?
5	Do they have any extreme motivators – i.e. 30 and over, or 10 and below?
6	Do they have any internal conflicts (e.g. within the Top 3, e.g. searcher and defender) or polarity reinforcers (between the Top 3 and the lowest motivators)?
7	How motivated are they in each of their top 3 motivators? (PMA / 10)
8	Identify the primary way to boost their motivation , i.e. Which of the top 3 motivators has the lowest PMA/ 10 score?
9	Are there any gaps in the PMA of their other motivators , e.g. motivator 7 may have a PMA/ 10 score of 3 – which is 3 /10?
10	Tell the story using all of the above information. And check if this fits with their job and what's going on for them?

5. Motivator Scores, Any Extremes?

Individual Score	Meaning
39-40	Potential game player & false result
36-38	Intense Spike
30-36	Very powerful spike, therefore extremely motivated by this
25-29	Highly motivated by this
20-25	Motivated by this
13-20	Some motivation by this but below average
9-12	Take it or leave it motivation
0-8	Likely to over-react or be very hostile to this value

6. Internal Conflicts and Polarity Reinforcers

INTERNAL CONFLICT	when an individual has motivators in their Top 3 that seem to be in conflict with each other.
POLARITY REINFORCER	When one of their <u>top</u> three motivators is reinforced by the <u>lowest</u> motivator (opposite motivators at top and bottom)

		 Searcher	 Spirit	 Creator	 Expert	 Builder	 Director	 Star	 Friend	 Defender
Searcher		●	●	●	●	●	●	●	●	●
Spirit		●	●	●	●	●	●	●	●	●
Creator		●	●	●	●	●	●	●	○	●
Expert		●	●	●	●	●	●	●	●	●
Builder		●	●	●	●	●	●	●	●	●
Director		●	●	●	●	●	●	●	●	●
Star		●	●	●	●	●	●	●	●	●
Friend		●	●	○	●	●	●	●	●	●
Defender		●	●	●	●	●	●	●	●	●

- very compatible
- compatible
- potential tension
- compatible/tension dependent on context

Internal Conflict

Where opposing motivators are seen together within an individual's top three motivators. This may manifest itself as indecision.

Director / Friend

Friend / Spirit

Director / Spirit

Creator/ Director

Searcher/ Builder

Defender / Creator

Internal Conflict

**Director
wants:**

To make the
decisions – even
if unpopular

and

**Friend
wants:**

Positive
relations at
work

Internal Conflict

**Director
wants:**

Power
Control
Responsibility

and

**Spirit
wants:**

Autonomy
Freedom
Making own decisions

Internal Conflict

Searcher
wants:

Meaningful work
To make a
difference

and

Builder
wants:

Financial reward

Internal Conflict

Friend
wants:

To be part of a
team

and

Spirit
wants:

To work independently
and have control over
their own time and
efforts

Internal Conflict

Creator
wants:

Freedom to
innovate,
develop new
ideas, products
and/or services

and

Director
wants:

Control over what
is developed and
when

Internal Conflict

Defender

wants:
















Security
Predictability
Status Quo

and

Creator

wants:

Innovation
Creating the 'new'
Change

		 Searcher	 Spirit	 Creator	 Expert	 Builder	 Director	 Star	 Friend	 Defender
Searcher		●	●	●	●	●	●	●	●	●
Spirit		●	●	●	●	●	●	●	●	●
Creator		●	●	●	●	●	●	●	○	●
Expert		●	●	●	●	●	●	●	●	●
Builder		●	●	●	●	●	●	●	●	●
Director		●	●	●	●	●	●	●	●	●
Star		●	●	●	●	●	●	●	●	●
Friend		●	●	○	●	●	●	●	●	●
Defender		●	●	●	●	●	●	●	●	●

- very compatible
- compatible
- potential tension
- compatible/tension dependent on context

Polarity Reinforcement

Polarity Reinforcement is when the lowest motivator may reinforce all or one of the individual's top three motivators.

Director / Friend

Friend / Spirit

Director / Spirit

Creator/ Director

Builder / Searcher

Defender / Creator

Polarity Reinforcement

Director

Wants:

To make the decisions – even if unpopular

Dislikes:

Relationships getting in the way of good business decisions

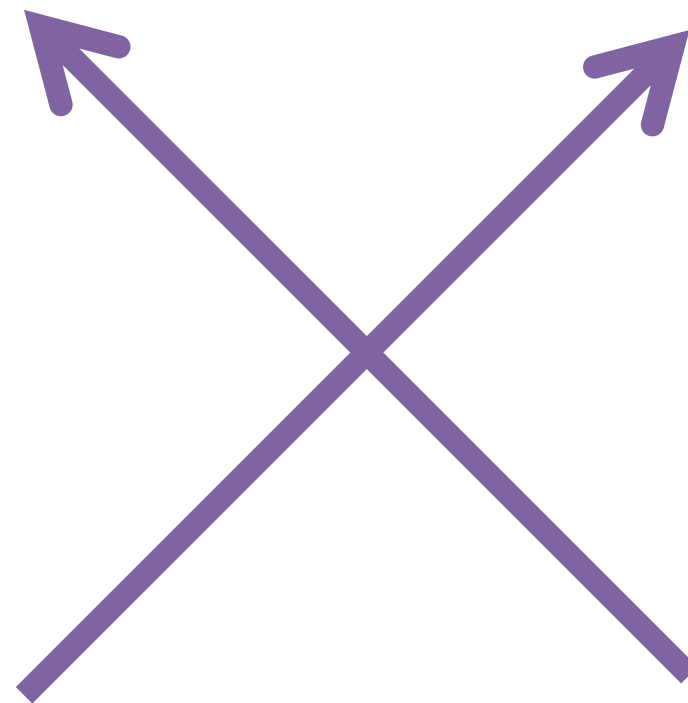
Friend

Wants:

Positive relations at work

Dislikes:

Making unpopular decisions



Polarity Reinforcement

Director

Wants:

Power
Control
Responsibility

Dislikes:

Maverick tendencies

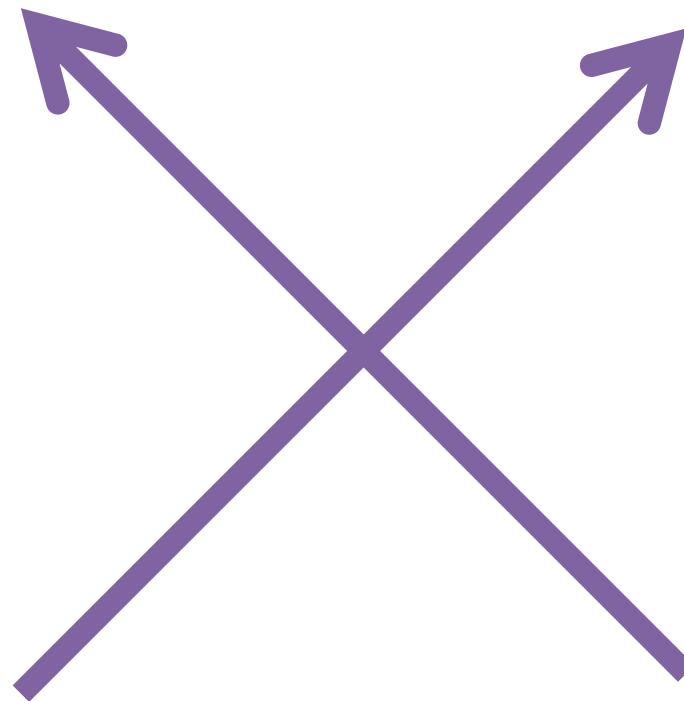
Spirit

Wants:

Autonomy
Freedom
Making own decisions

Dislikes:

Micro-management
Rules
Bureaucracy



Polarity Reinforcement

Searcher

Wants:

Meaningful work
To make a difference

Dislikes:

Putting money before
meaning

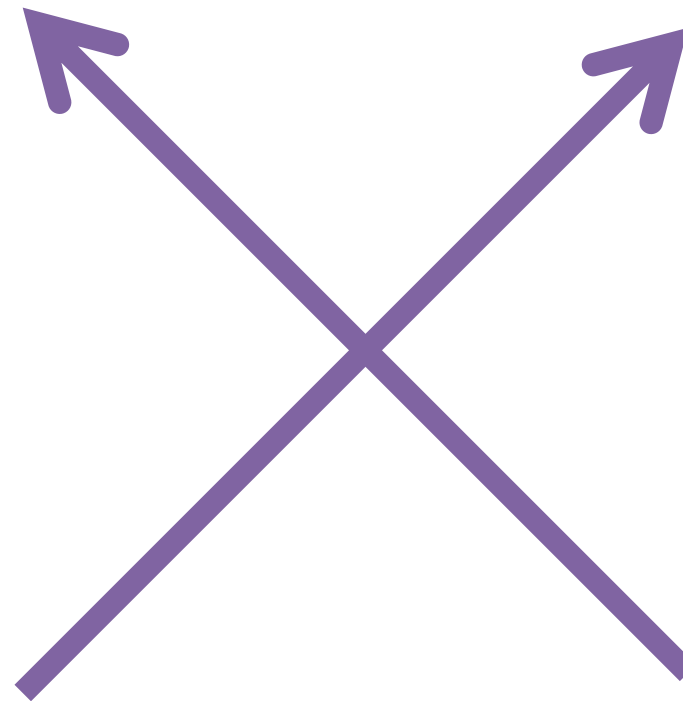
Builder

Wants:

Financial reward

Dislikes:

Low margins because
it's a 'good cause'



Polarity Reinforcement

Friend

Wants:

To be part of a team

Dislikes:

Working alone for long periods of time

Spirit

Wants:

To work independently and have control over their own time and efforts

Dislikes:

Involving people unnecessarily (management by committee)

Polarity Reinforcement

Creator

Wants:

Freedom to develop
new ideas and
products

Dislikes:

Being constrained

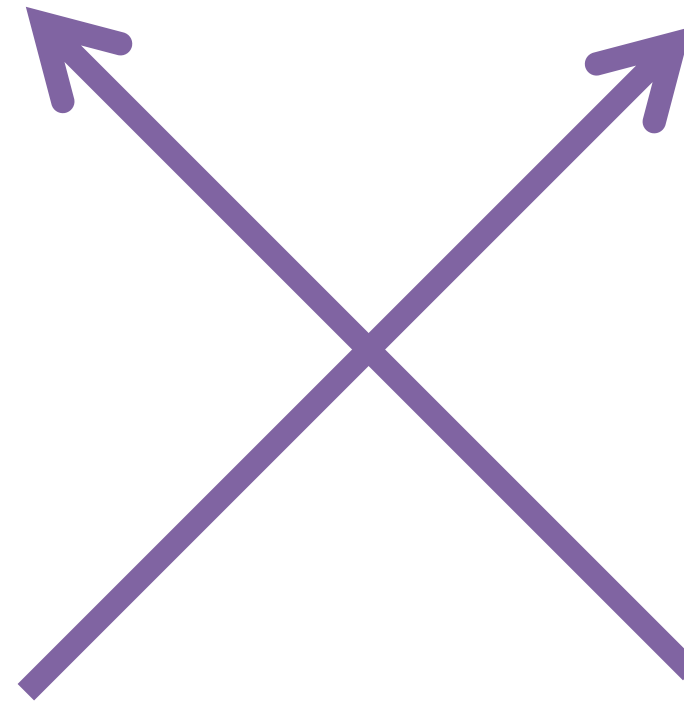
Director

Wants:

Control over what is
developed and when

Dislikes:

Creating ideas without
immediate application
Missing deadlines



Polarity Reinforcement

Defender

Wants:

Security
Predictability
Status Quo

Dislikes:

Change
The 'new'

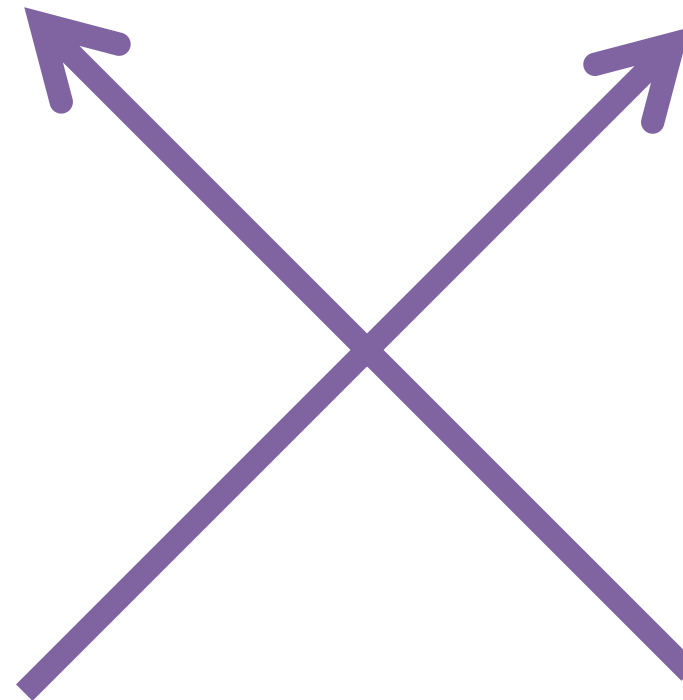
Creator

Wants:

Innovation
Creating the 'new'
Change

Dislikes:

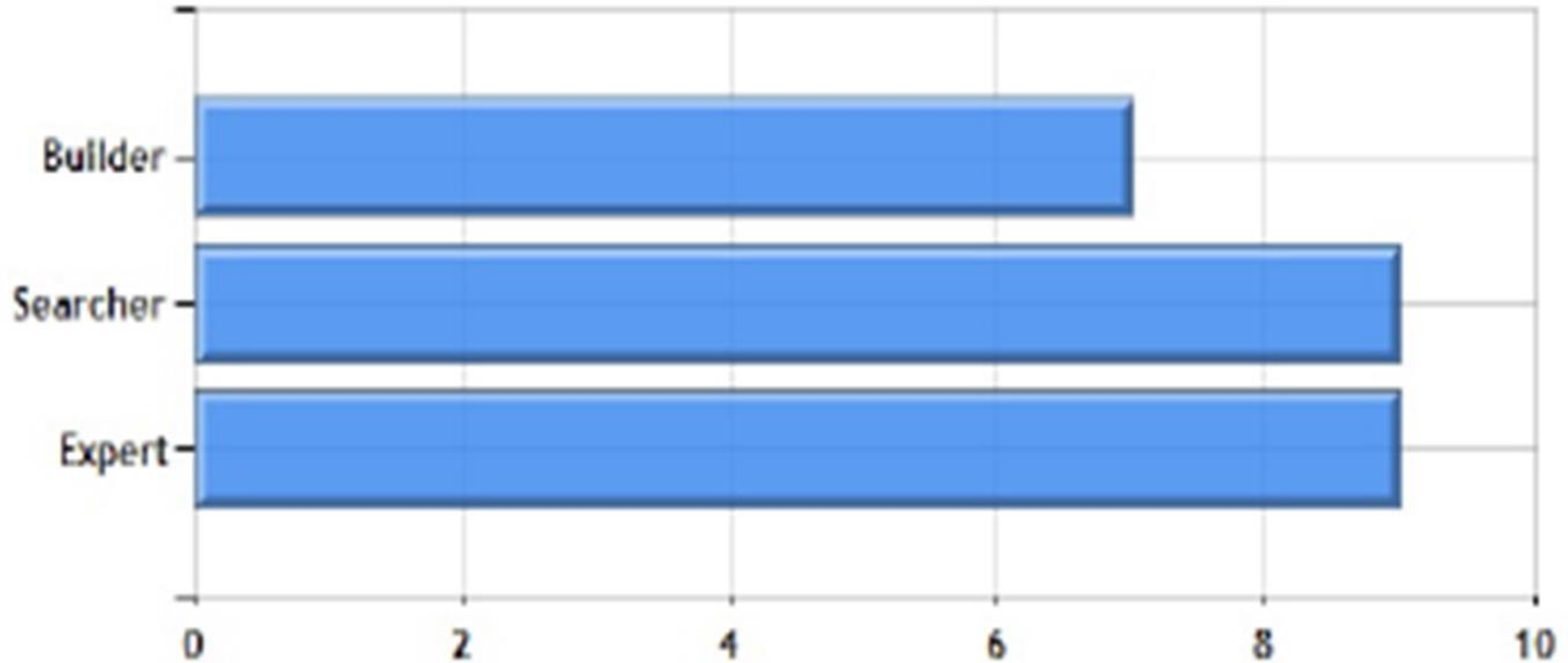
The status quo
Predictability



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10	Tell the story using all of the above information. And check if this fits with their job and what's going on for them?

How satisfied are you in your top motivators?



What is the primary way to boost
motivation?

Any gaps / 'leaky buckets' to be aware
of in other motivators?

	Hot Buttons		Motivating Ourselves
Searcher		Meaning & Make a Difference	Agree clear objectives, get feedback
Spirit		Freedom & Independence	Create structure and simplify admin
Creator		Innovation & Change	Problem solve through innovation
Expert		Expertise & Mastery	Seek training, mentoring and knowledge
Builder		Money & Material Satisfaction	Set goals and targets and reward yourself
Director		Power & Influence	Request more responsibility
Star		Recognition & Respect	Get involved in high profile/visible projects
Friend		Belonging & Friendship	Engage and involve others, collaborate and be supportive
Defender		Security & Predictability	Identify how you'll feel safer and take action

Motivation Action Plan (MAP)

Name

Date of Discussion

Motivator	Score	Target Score	Time Frame	Action	Further Support

Motivation Action Plan (MAP)

Name Date of Discussion

Motivator	Score	Target Score	Time Frame	Action	Further Support
Spirit Being able to prioritise my own work day/week variety of work locations/desks	6	8	By 1 st Dec'23	Inform my manager of my work priorities and agree check in points in advance Use hot desking more	Agreement from my manager
Searcher Feel like the work I do makes a difference to the lives of others	7	9	By 1 st Dec'23	Schedule more team sessions using a coaching style to see improvements being made and doing more lessons learnt sessions. Collect more impact and reach figures	Ask Policy Team for impact and reach figures
Expert Learning new things and finding ways to share them	9	9	Ongoing	Put CPD events in diary and keep to them Share my learning with my colleagues more	Agreement from my manager