

THE 9 MOTIVATORS



Motivational Maps Ltd

2015

THE 9 MOTIVATORS

Introduction

This section is designed to provide you with a reference point to the “technical” content for each of the 9 motivators. It is laid out in a format that is easily referenced and is designed to give you a flavour of what is in the reports for these motivators, to save you having to read through the reports to obtain this information. In addition, it also provides a little more information about the 9 motivators than cannot be gathered from the reports.

Icons

The icons used throughout this section help you to identify the specific content for each motivator.



The **Description** of the motivator will be described.



This provides you with some information to consider where this motivator is the **top motivator**.



This provides you with some information to consider where this motivator is the **lowest motivator**.



This section summarises the **compatibility** of this motivator with others. It uses the same table format and categories as appears in the team report.



A table provides you with the motivators that may cause **polarity reinforcement** or **internal opposition** for this motivator.

STRATEGY

This section details some **strategies** that can be adopted to help improve the motivation of a person or a team with this motivator profile. Not all of the strategies shown in this section appear in the reports. This section appears twice, firstly relating to strategies for an individual and secondly relating to strategies for a team.

CAREERS

This sections provides some detail about **career choice considerations** for the individual to consider. It does not provide a list of “jobs or roles” for this person, but more characteristics of jobs/roles that would appeal to someone who has this motivator high in their profile.



This section provides a description of this motivator relating to a team.



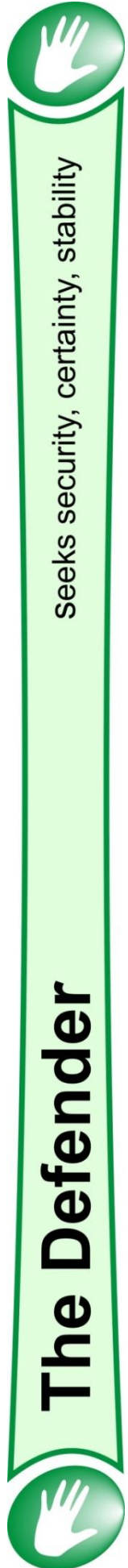
Further information is provided for you to consider where this motivator is the **team’s top motivator**.



This provides you with some information to consider where this motivator is the team’s **lowest motivator**.



Stable, Security-orientated, Accurate



Values	Strategies
<ul style="list-style-type: none"> ● High job security ● Clear roles and responsibilities ● Regular and accurate information ● Continuity and loyalty ● Order and clarity ● Time to prepare 	<ul style="list-style-type: none"> ● Clear & regular communication ● Continuity ● Support through periods of change ● Consider risk of no change ● Regular review of progress ● Link goal achievement to security



A Defender's need is for security. They need to believe that what they are doing is contributing to a solid and predictable future. Therefore, final retirement options will enter into their calculations as to what is important. So will, in going for a job, the security of the company – its size, longevity, and track record. The need for security is one of the most powerful of all human needs – and it tends towards risk-avoidance. Safety is of prime consideration, along with assurance and re-assurance. However, a Defender may well take bold moves, so long as detailed calculations show the outcome is pretty certain. Being given accurate information frequently is highly motivating for the Defender.

1

Where Defender is the highest score, they will take specific and positive steps to assure their future. They will be prudent and seek low risk career paths with guaranteed pay-offs. Stability is good for them.

9

Where Defender is the lowest score, they tend not to be bothered by a solid and predictable future much. They are likely to be a risk-taker, especially if Searcher or Creator are in their top 3 – and will tend to despise people who play it 'safe'. A low defender should guard against too much impulsive decision making and rationalising afterwards when clearly that was a mistake.



The table below shows the motivators that will provide Polarity reinforcement or Internal Opposition to the Defender.

Polarity Reinforcement

Internal Opposition



The Defender likes predictability and for things to stay the same, this is reinforced by a low creator, who has a desire for change and new things.

The Defender wants security and does not like change and new things – but the Creator likes to be involved with new things, like constant change and is far less concerned with predictability



STRATEGY

- Allocate one hour a week to tidy your office, your space, and do filing – or if not in an office, consider your equivalent. This can have a big effect on your productivity and anyway creates a greater sense of order, and so of security.
- Actively seek out and find information relevant to your role, your job, your project, your organisation, your situation – don't just wait for information to appear: ask for it! Attend briefings, scan notice boards and check publications, websites and emails so that you are ahead of the game: you will feel good.
- Plan your future: both in the short, medium and long term. Where will you be in one year's, five years' and ten years' time and how will you get there? What objectives have you set? And be sure to monitor the progress you are making.
- Be clear about your organisations mission and vision and how you contribute to its success. Always ask yourself: how can I be more useful and more productive in order for my organisation to flourish – and so for me to benefit as a result.
- Aim to ensure that you have plenty of routine in your work: most work places today have plenty of change going on! You need to be that oasis of calm and productivity and to do that you need to create procedures, systems and workable methods which enable you to produce your best work.

CAREERS

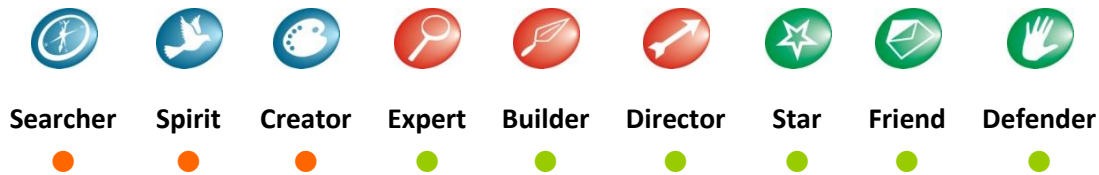
Defenders value security when it comes to their career, but unfortunately job markets today are more unpredictable than ever, gone are the days where an individual stays with the same organisation for the entirety of their career. Therefore, to meet their need for security, a Defender will need to ensure that they focus on their employability. Ensuring they are constantly updating their knowledge and skills and learning new skills to take account of the changing world will go some way to providing them with security they desire.

When considering careers, the following will be of importance to a Defender:

- Stable and well established organisations
- Roles that have a clear progression or career path
- Roles that have set routine and repetition of tasks



The grid below shows the compatibility of the Defender with the other motivators, and other Defenders.



● very compatible | ○ compatible | ● potential tension | ● compatible/tension dependent on context



Defender teams need security. They need to believe that what they are doing is contributing to a solid and predictable future. Therefore, they need to understand how the contribution of their team affects the organisational results which lead to all the indicators of long term success. These may include: the profitability of the organisation, its size, its reputation, its ongoing longevity, and even its prospects as they are debated both in public and private forums. What the Defender team wants to know is how their work will produce safety, security and getting it right for its team members. The need for security is one of the most powerful of all human needs – and it tends towards risk-avoidance. Safety is of prime consideration, along with assurance and re-assurance. However, they may well take bold moves, so long as detailed calculations show the outcome is pretty certain. Being given accurate information frequently is highly motivating for the Defender team and so producing accurate work is important to them: thus they tend to be ideal for tasks where data and information needs to be checked and made doubly sure.



When Defender is the team’s highest motivator, they take specific and positive steps to assure their future. They will be prudent and tend to seek lower risk projects and activities with guaranteed pay-offs. Stability is good for them and as a consequence they like to plan. However, a Defender team is going to be risk and change averse, and so in a fast moving environment they will often (assuming that Searcher and Creator are not also in the top three motivators) appear slow and resistant. To bring out the best work in a Defender team good communication is essential – they need to know all the facts, the issues, and the challenges; further, they need reassurance that their efforts are valued and will secure a positive outcome(s). They hate ambiguity and not knowing what is likely to happen next – so, keeping them regularly posted is essential.



seeks security, certainty, stability

The Defender





When Defender is the team's lowest motivator, so they tend not to be bothered by a solid and predictable future much. They are likely to be risk-takers, especially if Searcher or Creator are in their top three – and will tend to despise people who play it 'safe'. Be aware though that solid planning can be extremely beneficial, and if that is not happening currently, then develop the habit of checking the numbers more thoroughly and more regularly. Guard against too much impulsive decision making and rationalising afterwards when clearly that was a mistake. Ask, where will we be in ten years' time? How can we optimise the contributions of Defenders within the team? If we have no Defenders, then how can we improve our planning processes? Reflect on these questions.



- Communicate, communicate, communicate – especially good news about the organisation and how it's doing. Use regular briefings, notice-board, even emails where necessary to keep people in the loop. Remember, this Defender team does not like surprises, particularly unpleasant ones.
- Link organisational goals and achievement to personal security. Do this informally and formally (for example, at appraisal time). Tell them what you expect from them and put it in writing too.
- Reward and value loyalty and faithful service within the Defender team – be explicit about this. An extension of this is to stress team values and co-operation as this generates feelings of security. The Friend Motivation often, but not always, sits alongside the Defender.
- Define roles and responsibilities within the team clearly - remove ambiguity. Extending this further – the organisational chart is also a reassuring aide-memoir to have around and keep up to date.
- Create and publish plans. Do things in incremental and deliberate steps – safe and sure. Long term planning prevents – or should prevent – fire-fighting and crisis management. Clearly, crisis management is inherently stressful for the Defender teams. Ensure they know what is going to happen this week, and today!
- Provide perks that tap into their need for security – health care provisions, pension enhancements, loyalty schemes.
- Create an environment where dependability is par for the course. For example, good furniture that isn't tacky, or breaks, hardware that is quality and functions, and everything that has a sense of reliability. This endorses the values which are important to the Defender.

Connector, Involvement orientated, Accurate

Values	Strategies
<ul style="list-style-type: none"> ● Feeling of belonging ● Nourishing & fulfilling relationships ● Collaborative environment ● Being liked & supported ● Being listened to ● Loyalty & continuity 	<ul style="list-style-type: none"> ● Involvement & consultation ● Social events for the team ● Personalised approach ● Mentors/coaches/projects ● Good social working environment ● People centred culture



A Friend's need is for belonging. They want nourishing relationships with other people at work - and they want to belong, to be part of a community. Work for them, does not need to be competitive but more collaborative. They need to work for an organization with a strong identity and culture where people are valued. They will tend to view all proposed changes through the filter question: 'How does that affect the people here?' Loyalty and continuity are key values and they especially like being close to people. They may not like a job, but will stick if they like the people. A good social life is highly motivating for them.

1

Where Friend is the highest score, they are probably skilled socially and have very positive and supportive relationships at work – and within their own personal circle. They will want to be a team player.

9

Where Friend is the lowest score, they do not seek nourishing relationships with other people at work - and don't go into work for social reasons. If they are a team player, it's not because they want to be part of the team. Others who have strong Friend motivator they will probably regard as weak or as dependent. They must bear in mind that all they want to achieve, ultimately, requires the co-operation of others and they will at some point need others support. This is especially true if Director is in their top three motivators.



The table below shows the motivators that will provide Polarity reinforcement or Internal Opposition to the Friend.

Polarity Reinforcement

Internal Opposition



The Friend is motivated by being part of a team; this is reinforced by the low Spirit who likes to work by themselves and feels independence is important.

The Friend wants to be liked by others and work as a team rather than work alone – but the Creator often wants to work independently, having control over their time and efforts, and does not like involving other people unnecessarily.



The Friend will choose to be part of a team, this is reinforced by the low Director, where the need to be seen to have power and be in control of people rather than "one of the crowd" is important.

The Friend wants positive relationships and would not like to make decisions that could affect their friendships – but the Director wants to be in control of making decisions and does not like relationships to hinder taking action/progress.

Seeks belonging, friendship, rewarding relationships

The Friend



STRATEGY

- Practise your listening skills. Listening shows you care (which you do) – and builds trust whilst showing respect. You want to be a friend, and this is the best way you can demonstrate you are a friend. Remember to pause before replying and to ask good open questions – often beginning with What or How?
- Greet people on a daily basis – you like this, and usually they like it too. When you meet someone, smile and make strong eye contact – this is good advice for dealing with everybody, but as a Friend you will find this particularly effective.
- Organise good social events for other people. Make sure it's one they want – ask! Try to organise them so that although they are 'organised', there is a sense of spontaneity about the activities. People like it when you appear 'natural'. Typically here, the weekly or monthly team treat – out for a pizza together – works wonders. Or if not pizza, ice cream van visits, the opening of a popular movie, a 'football/handball/whatever' tournament.
- Support a colleague having a hard time - remember to be sensitive to confidentiality issues and personal information. Become known as somebody who is sensitive, supportive, trustworthy and genuine.
- Volunteer to join a staff committee which aims to review and improve working conditions by making recommendations. Always be a source of encouragement to the team or teams in which you operate.

CAREERS

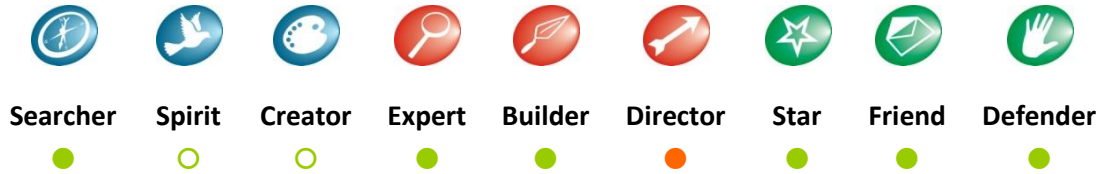
Friends value relationships and balance when it comes to their career. Getting along with the people they work with is important, as well having a good work/life balance to enable them to nurture their personal relationships outside of work. Childcare, flexible working and part time working will all be important areas to a Friend when choosing an employer and Friends will give equal weighting to considerations such as geographical locations, family and time spent at work.

When considering careers, the following will be of importance to a Friend:

- Organisations and roles that have a strong team ethos
- Organisations that have excellent social activities
- Roles where they are helping and caring for others



The grid below shows the compatibility of the Friend with the other motivators, and other Friends.



● very compatible | ○ compatible | ● potential tension | ● compatible/tension dependent on context



Friend teams need to belong. They want nourishing relationships with other people at work - and they want to belong, to be part of a community. Work for them, then, does not need to be competitive but more collaborative. So, Friend teams will tend to befriend and seek to collaborate with other teams both internally and externally – although they may beware any Director driven team which they are likely to perceive as hostile and overbearing. Friend teams need to work not only for each other within the team, but for an organization with a strong identity and culture where people are valued. They will tend to view all proposed changes through the filter question: ‘How does that affect the people here?’ Loyalty and continuity are key values and they especially like being close to people. Thus, they make excellent team players; perhaps the strongest team players of all the motivators. They may not like a job, but will stick with it if they like the people in their team. One core benefit for being in a Friend team is a good social life, which is highly motivating for them: it’s not just about the work – relationships for Friend teams extend into life too.



When Friend is the team’s highest score, they are probably skilled socially and have very positive and supportive relationships at work – and within their own personal circle. They will want to be a team player. Because relationships invariably grow slowly, Friend teams, whilst welcoming new members, also need to be aware of initial possible hostility: new people reflect change and change isn’t always welcome to the Friend – they like their old friends best! Thus, given time for new relationships to build, Friend teams tend to generate massive loyalty and prove to be extremely stable over time. They are particularly valuable under stress and difficulties when the mutual self-support kicks in and enables great reserves of resilience and energy.



Seeks belonging, friendship,
rewarding relationships

The Friend





Friend is the team's lowest motivator, they do not seek nourishing relationships with other people at work - and don't go into work for social reasons. If they are a team player (they have the social skill set), it's not because they want to be part of the team. Individuals who are strong Friend they probably regard as weak or as dependent – curb this response! Bear in mind that all the non-Friend team wants to achieve, ultimately, requires the co-operation of others and they will at some point need support. This is especially true if Director is in the top three motivators. Who do we need to help us? How can we optimise the contributions of the Friends in our team? If we have no Friends in our team, what do we need to do to ensure the cohesion of our team long term? Reflect on these questions.



- Organise good social events for the Friend team. Make sure it's one they want – ask! Try to organise them so that although they are 'organised', there is a sense of spontaneity about the activities. Friends like it when you appear 'natural'.
- Make a good social working environment. For example, make sure access to people is easy and free. This means that closed doors, no-go areas, forbidding plaques on the door: I AM A VIP, are not conducive to highly motivating Friend teams. All things being equal, they will prefer the open office.
- Publicly stick up for the Friend team when times get tough –they really appreciate it.
- Think about the welfare of the Friend team. Is there, for example, a quiet room where they can go if they need to calm down, or rest, or meditate or nap?
- Encourage peer-to-peer "Now That" rewards. ("Now That" you've achieved this, you get that; compare with the more usual "If you do ... Then you get ..." type). This is a reward system that enables anyone in the team without asking permission to award a small financial bonus to any team member when they see exceptional performance or contribution. Because the awards are non-contingent and from their colleagues, they are exceptionally motivating.
- Rotate low priority or low skill tasks around the team. This will lessen the boredom and increase the sense of sharing. Be careful to rotate routine tasks only when team members are up-to-date – not as a way of compensating for their inefficiency or laziness.
- Regularly ask the team: *What do you think [about X]?* And where relevant and possible, take them into your confidence.

Recognition-driven, Status-orientated, Hierarchical

Values	Strategies
<ul style="list-style-type: none"> ● Social & public recognition ● Being noticed & held in high esteem ● Awards & certificates ● Clear hierarchy / pecking order ● Competitive opportunities ● Positive feedback 	<ul style="list-style-type: none"> ● Opportunities for awards ● Involvement in projects ● Role models/mentors/coaches ● Clear career progression ● Regular review of targets & goals ● Consult and ask their opinion



A Star's need is to be recognized, admired and respected by the community at large. This means obviously at work, but suggests they want recognition on a wider canvas - say, within the profession they are in - or by people in associations they respect (for example, other directors, professional associations, peers, sporting groups, etc). A good way for them to map out what they want from life is to write their own obituary as a whole page in The Times – what will be said about them, who will be at their funeral? This is what is called 'starting with the end in mind'. If they're clear about their end result, then the means and goals along the way also become a lot clearer. Promotion is clearly motivating for them because of the recognition it brings.

1

Where Star is the highest score, so receiving recognition and respect is crucial to their sense of well being. Consider rank, position, awards, medals, perks, and good publicity as all being part of what they wish to have.


9

Where Star is the lowest score, the need to be admired and respected because of one's position is completely alien to them. Hierarchy and pecking order have little meaning or attraction to them. However, they must remember – this motivation is highly important to many other people, especially in large organisations – so they should try to avoid alienating those who have a Star motivational profile.




The table below shows the motivators that will provide Polarity reinforcement or Internal Opposition to the Star.

<i>Polarity Reinforcement</i>	<i>Internal Opposition</i>
There are no motivators that would significantly reinforce the Star	There are no motivators that would significantly oppose the Star



Seeks recognition, respect, social esteem

The Star





STRATEGY

- Develop your credibility by developing your self-image (find and use a coach), by developing your sense of dominance (review your carriage, gaze and wardrobe), by clarifying your qualifications (update your CV).
- Reset your targets. Make them more ambitious and clearly linked to high visibility rewards.
- Whether your organisation does or does not supply you with a business card, make sure you have one that really presents you in a positive light.
- Volunteer to do charity work, especially where it leads to scrutiny and publicity. For example, raising money for your favourite charity through a marathon run in which the community supports you is an excellent way to raise money for the charity as well as enhancing your profile.
- Review your career plans and make certain that they are exciting and realistic; and also that your current work and organisation is able to deliver what you are expecting from them in the long term. You may want to ask for a career chat with your direct line manager, or choose to raise the issue during an appraisal discussion.

CAREERS

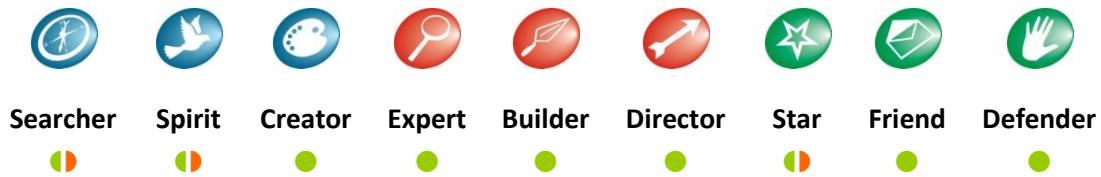
Stars value public recognition and status when it comes to their career, and whilst this provides a degree of energy, drive and enthusiasm it also brings an element of competition. This means that Stars will strive to be the best, the top of their group in order to gain that public recognition. Stars will always be on the lookout for opportunities to improve their status and gain more recognition, and as organisations downsize, flatten management structures, and reduce “high value” visible rewards, Stars may need to look for opportunities externally to their work environment to seek the public recognition and status they desire.

When considering careers, the following will be of importance to a Star:

- Visible perks and benefits that link to their position or role
- Organisations that have clear hierarchical structures
- Clear job titles, visible recognitions and the opportunity to “shine”



The grid below shows the compatibility of the Star with the other motivators, and other Stars.



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



Star teams need to be recognized, admired and respected by the organisation and the community at large. Recognition is vital at work and on a wider canvas - say, within the profession they are in - or by people in associations they respect (for example, other directors, professional associations, peers, sporting groups, etc.). A good way for them to map out what they want from life is for them to write their own future history as if it were a whole page in The Times – what will be said about them, who will say it, and how widely will this be known? This is what is called ‘starting with the end in mind’. If they’re clear about their end result, then the means and goals along the way also become a lot clearer. Star teams like to be special – to be treated specially, since this is a crucial form of recognition. Thus, Star teams like being ‘insiders’, being privy to what is going down – being taken into the confidence of more senior leaders. Individuals within a Star team like promotion, and it is clearly motivating for them, because of the public recognition it brings.



Where Star is the team’s highest score, receiving recognition and respect is crucial to their sense of wellbeing. Consider status and rank, individual positions, awards, medals, perks, and good publicity as all being part of what they wish to have. Do not overlook even the location in the building – and who has car parking spaces – as a form of reward: nearness, for example, to the boss can be very potent as it means access to recognition. One potential problem with such teams is, whereas like tends to attract like, and Stars tend to admire other Stars (and understand them), working together in the same team produces overcrowding: there is only so much recognition and respect to be had, and individuals can end up competing for who is, in fact, the biggest ‘star’. As with the Director motivator, internal pressures can fracture the team.



Seeks recognition, respect, social esteem

The Star





Where Star is the team's lowest motivator, the need to be admired and respected because of one's position is completely alien to them. Hierarchy and pecking order can have little meaning or attraction. However, they must remember – this motivation is highly important to many other people, especially in large organisations – so avoid alienating them by slighting its importance to them. Be generous in giving praise and acknowledgement – remember, it usually costs nothing but can have a big effect. How can we be a source of recognition to others? How can we optimise the contributions of Stars within the team? What can we do to obtain more recognition for the efforts and achievements of our team? Reflect on these questions.



- Motivate the Star team with prestige and awards. The key thing about awards from the management perspective is to make them little and often. It is better to have 12 small awards distributed 12 times throughout the year than one mega-award awarded only once.
- Work on something as a team for charity. This work tends to highly credible and usually high profile.
- Produce a real organisational newsletter that is fun, fun, fun! Less boring stuff about your new titanium gizmo and more about Star team members and the Star team, and especially photos of them. Get the most creative people in the company to be reporters and to compile it.
- Publicise – by advertising in newspapers and magazines – all industry awards that your organisation and Star team wins or is nominated for.
- Create a display case – often near reception and sometimes called the “Wow wall” – where letters and testimonials from satisfied customers are visible. If specific staff – members of the Star team are mentioned in the text, display a photo alongside the letter.
- Invest in business cards for all staff, especially Star team members. This enhances their sense of importance and also provides valuable marketing for your organisation.
- Link ambitious targets for the Star team to high visibility rewards – Stars will go for it. When the Star team achieves success in ambitious goals, make sure they are rewarded in a highly visible way. They will be strongly motivated by the esteem this approach provides.

Responsible, Power-orientated, Influential

Values	Strategies
<ul style="list-style-type: none"> ● Being in control / in charge ● Being stretched ● Making critical decisions ● Clearly defined career path ● Having control of resources ● Responsibility & influence 	<ul style="list-style-type: none"> ● Give responsibility / delegate ● PDP's & regular review of progress ● Having a mentor ● Role titles that reflect power ● Representing department ● Opportunity to deputise



A Director's need is for power and influence - they want to be able to influence the way things happen - the people and the resources. Being just an anonymous number would leave them wholly dissatisfied. How one has power/influence is various – but the reality is, they need to be dominant. One aspect of this is their need to make the critical decisions about how things are done in the organization. Naturally, with this motivation they will tend to move towards management and leadership career structures. They will also tend to have high self-confidence and great clarity about what needs to be done. Being given responsibility is highly motivating. They seek power formally and informally.

1

Where Director is the highest score, 'boss' might well be a better term for them – they will dislike being subordinate and they will engineer situations so that they can establish dominance. They mould others.

9

Where Director is the lowest score, they do not much care for trying to be in control or charge of people and resources - they probably regard this as a futile exercise in power. If they are a successful manager, it will not be because they want control. They will see the Director motivation as probably unnecessarily aggressive. They should try to pre-empt judgment and remember that Director types are ideal to delegate to because they enjoy taking on more responsibility. They should consider how can I delegate more effectively to Directors to help me with my own work load?



Seeks power, positions of authority, control of people / resources

The Director








Seeks power, positions of authority,
control of people / resources

The Director



The table below shows the motivators that will provide Polarity reinforcement or Internal Opposition to the Director.

	<i>Polarity Reinforcement</i>	<i>Internal Opposition</i>
	The Director is motivated by power and authority even if it means being unpopular at times. This is reinforced by the low Friend which demonstrates that being liked is of little importance.	The Director wants to be in control, making decisions and does not like relationships to hinder taking action/progress. The Friend wants positive relationships and would not like to make decisions that could affect their friendships.
	The Director is attracted to activities which require planning and co-ordination. This is reinforced by the low Creator which minimises the need for play and spontaneity	The Director wants control over what is developed and when but the Creator wants freedom to develop new ideas in their own time. The Creator does not like being constrained to targets, times scales etc, but the Director prefers projects that are practical, scaleable and most of all manageable
	The Director is motivated by power and control over people and resources. This is reinforced by the low spirit which demonstrates there is little need for autonomy, freedom from rules and making their own decisions	The Director wants power, control and responsibility does not like rebellion or situations where people do not conform to the rules. The Spirit wants autonomy and the freedom to make their own decisions and does not like rules and procedures

STRATEGY

- Volunteer to take on more responsibility and continue doing this so long as you are not overwhelmed and rendered ineffective. Remember, you like to manage people and you like to control resources: identify what is at stake in any situation and take the plunge – ask to be able to be responsible for it.
- Learn about your strengths and weaknesses, so that you can more effectively prepare for higher office. Three simple ways to do this would be by: getting more quality feedback from people you know, like and trust; by completing more tests like Motivational Maps, which give you information about yourself; and by starting a journal in which you log in at least three positive occurrences per day.
- Use an external career consultant to help you map out your ideal career over the next few years.
- Ask if you can shadow more senior people for a day so that you can learn how things operate.
- Apply for more senior positions within the organisation – don't wait to be asked. Just do it, as they say – and either way you will gain valuable insight into your real situation.

CAREERS

A Director is looking for opportunities to lead, take control and make decisions, and will naturally gravitate towards careers that have hierarchical structures with numerous management and leadership roles. As organisations are continuously restructuring and de-layering, moving towards flatter management structures, there is a need for general management at lower levels but less management roles at the top of the hierarchy. Individuals who can operate in and manage small teams will therefore be in demand.

When considering careers, the following will be of importance to a Director:

- Roles with clear and visible responsibility for people and resources
- An environment with clear promotion and career prospects
- Management and Leadership roles



Seeks power, positions of authority,
control of people / resources

The Director





Seeks power, positions of authority,
control of people / resources

The Director



The grid below shows the compatibility of the Director with the other motivators, and other Directors.



Searcher



Spirit



Creator



Expert



Builder



Director



Star



Friend



Defender



● very compatible | ○ compatible | ● potential tension | ● compatible/tension dependent on context



Director teams need power and influence - they want to be able to influence the way things happen – both in terms of the people and the resources. Being just an anonymous group that quietly and invisibly works away in the basement would leave the Director team wholly dissatisfied. How they can have power and influence is varied – but the reality is, they need to be dominant. One aspect of this is their need to make the critical decisions about how things are done in the organization, and this will lead to their asserting themselves over other teams who are not so driven; this can be problematic if the desire to be dominant is not matched by an equally elevated contribution from the team. Naturally, with this motivation the individuals within the team will tend to move towards higher leadership, management and career structures, which means they become inherently unstable as individuals are promoted out and up. On the other hand, the Director team will also tend to have high self-confidence and great clarity about what needs to be done. Being given more responsibility is highly motivating for them. They seek power formally and informally.



Where Director is the team's highest score, they will be extremely purposeful – acquiring resources to get things done and to establish their pre-eminence. They will dislike being subordinate to anyone else or to other teams, and they will engineer situations so that they can establish dominance. They like to mould others – and to set the agendas. One potential problem with such teams is, whereas like tends to attract like, and Directors tend to admire other Directors, working together in the same team produces overcrowding: there is only so much responsibility and power to be had, and individuals can end up competing for who is in control; internal pressures, then, can fracture the team.



Where Director is the team's lowest motivator, they do not much care for trying to be in control or charge of people and resources - they probably regard this as a futile exercise in power. Further, there is often a sense of non-enjoyment of management roles. They will see the Director motivation as probably and unnecessarily aggressive. Try to pre-empt judgment. Remember that Director types are ideal to delegate to because they enjoy taking on more responsibility. How can we delegate more effectively to Directors to help us with our own work load? How can we optimise the contribution of Directors within the team? And how, if we have no Directors in the team, can we ensure that we really are managing ourselves effectively? Reflect on these questions.



- Promotion depends on finding someone who can do your job when you move on and up. Be explicit – ask the Director team who wants your job? And build from there.
- Delegate responsibilities to the Director team and monitor how they perform. Be sure you have safeguards here as not every Director who wants power necessarily has the ability to perform in your area. Training is critical.
- Give the team management & leadership coaching, mentoring and training. Directors need to have specific training or coaching in order to achieve the level of performance that they seek.
- Allow Directors to stand in for the Team Leader as often as possible. This can be difficult since a team leader Director won't want to relinquish control, but this will really help team performance.
- Create an atmosphere of performance and control – for example, does the furniture and office technology convey a sense of high performance? Directors like this sense of power.
- Ask the Director team to review how successful meetings are within the organisation. Ask what they achieve, what could be improved, and are meetings productive? Use this information to re-structure how meetings operate.
- Invite staff to an organizational seminar entitled, "Is management for me?" Design it to enable them to think about whether management is something they want as a career move. And further, if they are interested in that possibility, how and what the organization does to help them achieve this.



Seeks power, positions of authority,
control of people / resources

The Director





Seeks power, positions of authority,
control of people / resources

The Director



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Commercial, Goal-orientated, Competitive

Values	Strategies
<ul style="list-style-type: none"> ● Above average standard of living ● Material and financial rewards ● Clear goals & targets ● Work that is visibly well rewarded ● Responsibility ● Competitive/targeted environment 	<ul style="list-style-type: none"> ● Money ● Material benefits ● Clear career path & plan ● Regular review of progress ● Give them responsibility ● Training –learn more : earn more



A Builder's need is for material satisfactions, money and a high standard of living. High here means above the average – they tend to compare themselves with what others have got and want more. Decisions they make will be geared towards achieving more material success. For them, money is a driver, and in its extreme form becomes the pursuit of wealth. This will mean they are fascinated by possessions and clothes and will spend much time reviewing their investments and worth, and all financial areas of their life. For them a pay rise, bonus or performance-related pay is highly motivating – and so is promotion but only if it leads to more pay.

1

Where Builder is the highest score, materialism can become something they value above everything else, and judge and measure everything else by. They will tend to be good at exploiting situations for gain.

9

Where Builder is the lowest score, the preoccupation with seeking possessions and a high standard of living is irrelevant to them. A pay increase will not motivate them (unless they are chronically underpaid). They will tend to regard people who have this motivation with some disdain – it may appear to them as a 'base' value. It is important to remember that all the motivations are equally important. The Builder may be motivated by money but they should try to see a Builder's contribution in a more rounded way and consider what value does this Builder bring to the organisation (apart from the financials)?



The table below shows the motivators that will provide Polarity reinforcement or Internal Opposition to the Builder.

Polarity Reinforcement

Internal Opposition



The Builder is attracted to well paid work, sometimes despite the nature of it, this is reinforced by the low Searcher which demonstrates that meaning and purpose is not important to them.

The Searcher wants to make a difference and searches for meaning in what they do, but the Builder will do something just because of the reward that it will provide. The Searcher does not like putting money/reward before making a difference, and the Builder prefers doing something for a good cause when there is personal gain/reward/benefit.

Seeks money, material rewards, above average living

The Builder



STRATEGY

- Set clear goals and link them to rewards, especially financial ones. Make sure that the goals include not only the big picture stuff, but also the targets along the way and, crucially, the next action steps.
- Remember: to earn more, learn more! Ask yourself what training or learning do you now need to get to the next level of pay? Enrol on that training even if you have to fund it yourself.
- Enter competitions, at work or elsewhere, with good prizes; this brings out the best in you as the Builder is highly competitive – and be clear: competitions may be anything from quizzes to sporting events.
- Usually financial rewards are connected to level within the organisation. Therefore, make promotion a key strategy for increasing your wealth – what do you need to do to be promoted? But keep in mind, too, promotion is not good if you end up doing a job that seriously stresses you.
- Motivate yourself by giving yourself small ‘perks’ whenever you achieve your own targets: these can be whatever you want or like – a glass of wine, a bar of chocolate, a luxury and relaxing bath, and so on.

CAREERS

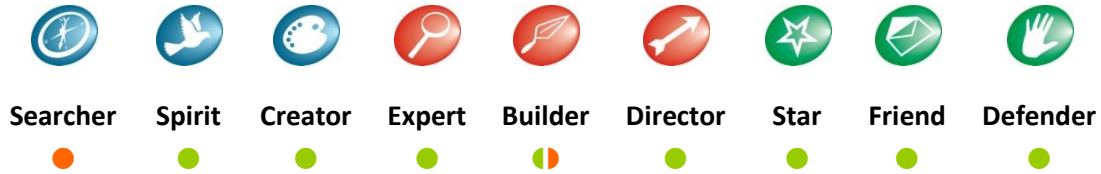
Builders value clear goals, a competitive environment and being rewarded with money or material possessions, so when it comes to their career, they will seek positions and organisations that provide this in abundance. Builders will have or seek a high standard of living and will need a career that provides the financial reward to meet this standard of living. They will know the market rates for the role they are doing and will keep an eye on the job market to spot any opportunities to improve their financial status.

When considering careers, the following will be of importance to a Builder:

- Roles where performance and reward are clearly linked, i.e. bonuses, commission etc
- Will be drawn to professions with above average rates of pay
- An Environment with clear career paths and a visible route to obtain more responsibility or promotion



The grid below shows the compatibility of the Builder with the other motivators, and other Builders.



● very compatible | ○ compatible | ● potential tension | ● compatible/tension dependent on context



Builder teams need material satisfactions, perks, knick-knacks, gadgets, money and a high standard of living to keep them motivated. ‘High’ here means above the average – they tend to compare themselves with what others have got and want more. This means, incidentally, that Builder teams will always be keeping a watchful eye on the incentives, rewards and remuneration packages of other teams within the organisation; if they are consistently earning less than others, no matter what the absolute standard might be, then they would become demotivated – they need to see themselves as financially and materially successful. Decisions they make will be geared towards achieving more material success. For them money is a driver, and in its extreme form becomes the pursuit of wealth. This will mean they are very goal-focused where goal achievement is clearly linked to financial rewards; in fact Builder teams are the most goal orientated of all the motivational teams. Setting goals and linking them to rewards, then, is a powerful way to motivate them. Bear in mind, therefore, that pay rises, bonuses or performance-related pay for the team is highly motivating – and so is promotion for individuals within it, but only if the promotion leads to more pay.



Where Builder is the team’s highest score, so materialism can become something they value above everything else, and judge and measure everything else by, including how other teams perform. The ‘bottom line’ for them is an important concept which aligns them with reality, and with what needs to be done. They will tend to be good at exploiting situations for gain and in setting goals which always have profitable outcomes. Further, the Builder team will be highly competitive – they want to win in all situations and whereas this is commendable when directed against external threats and competition, a problem can arise when teams within the same organisation start becoming over-competitive with each other and politicking becomes the norm.



Seeks money, material rewards,
above average living

The Builder





Where Builder is the team's lowest motivator, so the preoccupation with seeking profit and a high standard of living is irrelevant to them. A pay increase will not motivate them (unless they are chronically underpaid). They will tend to regard others who have this motivation with some disdain – it may appear to them as a 'base' value. It is important to remember that all the motivations are equally important. The Builder may be motivated by money but try to see their contribution in a more rounded way. Ask, what value does this Builder bring to the team (apart from the financials)? How are we optimising the contribution of any Builders within our team? And if we have no Builder in the team, how would being more goal focused benefit what we do? Reflect on these questions.



- Set clear goals and link them to rewards, especially financial ones. For the Builder team goal-setting is a particularly powerful tool. The goals need to be clearly linked to rewards.
- What one-off bonuses for extraordinary efforts and achievements are available? Find and use them – here they really count.
- What other perks are possible and might motivate the Builder team? Consider small things. The motivators for £15 or less. These might include: Movie tickets/discounts, Vouchers, Week's supply of coffee/tea/cake, Wine, Chocolate.
- Engage the Builder team's competitive spirit. They tend to be competitive. What games, quizzes, or competitions do you have organised on an ongoing basis? Sporting activities and competitions tend to excite the Builder – especially when linked to prizes and awards. How can this appetite be directed against your business competition?
- Demonstrate to the Builder team that your organisation is financially astute. Builders like sound economic decisions since they appreciate the value of money. Are you informing them of how financially responsible your organisation is? Do the systems and processes add value, or is there massive waste going on? Streamline what you are doing, generate efficiencies, demonstrate financial capability at all levels.
- Consider where you could offer Builder teams a discount on your products and services. Also, set up a points system whereby they receive points per month when there are no accidents or safety violations. Points can be redeemed for company products.
- Can the Builder increase their value through development? Remember, the key American expression – To earn more, learn more! What extra training might help the Builder team become more valuable to the company and so entail a pay rise or a perk?

Insightful, Learning-orientated, Knowledgeable

Values	Strategies
<ul style="list-style-type: none"> ● Opportunities to learn ● Specialising in areas of interest ● Opportunities to share expertise ● Realising own potential ● Contact with other experts ● Mastering their own work 	<ul style="list-style-type: none"> ● Training & Development ● Being guide or mentor to others ● PDP's & regular review of progress ● Having a mentor - skilled expert ● Training linked to promotion ● Ambitious targets



An Expert's need is for expertise and mastery of a subject. They seek to be an expert at what they do, and to achieve technical mastery. For them to feel that they have not performed well due to some inadequacy in themselves would be a most severe sort of self-punishment. Clearly, if they cannot exhibit expertise then this is a cause of stress. Furthermore, they actively seek opportunities to demonstrate expertise in the specialized fields in which they operate. Training opportunities are highly motivating for them. A key action they can take to help themselves, therefore, is to actively seek learning, training and development – not wait for it to be 'allocated' to them by others.

1

Where Expert is the highest score, realizing their potential as an expert in a given field is of paramount importance: consider the words, 'expert', 'specialist', 'craftsman', 'artist', or even 'technical consultant'.

9

Where Expert is the lowest score, becoming an 'expert' is not especially important to them – training and development is seen in a more functional way – what outcome will it lead to for them in another area? They may either distrust experts or regard them with some contempt; they should be aware of this tendency. Learning is essential for all future development. They should make an effort to review what learning lies ahead for them over the next eighteen months. Ask, what one area of expertise, if they really knew about it, would make a profound difference to their career or their next step?



The table below shows the motivators that will provide Polarity reinforcement or Internal Opposition to the Expert.

Polarity Reinforcement

There are no motivators that would significantly reinforce the Expert

Internal Opposition

There are no motivators that would significantly oppose the Expert



Seeks knowledge, expertise, specialism

The Expert





STRATEGY

- Create your own Personal Development Plan that enables you to structure and anticipate the learning that you are going to need to become the expert you want to be – and when you are an expert, that enables you to stay on top and not just rest on your laurels.
- Volunteer both to be mentored by someone who is a greater expert than yourself, and also to mentor others to enable their development.
- Make sure – insist – your appraisal discussions not only include goal setting, but also training opportunities to help you achieve organisational and personal goals.
- Being an expert also involves being able to teach others – to do this effectively can be more than just having technical knowledge: ensure that you get trained on having coaching skills – increasingly these are necessary in today's work place.
- Before tucking yourself into bed each evening, ask yourself the kaizen question: "Was I better today [at ... choose your topic: e.g. managing, selling, some technical role ...] than I was yesterday?" Act on the insight gained.

CAREERS

An Expert is always looking to grow their knowledge, their expertise, and whilst there are more knowledge-based jobs than ever before, rapidly changing technology means that niche skills often become outdated. This means that Experts may need to commit themselves to continuous learning and up skilling and an Expert is wise to choose a career/organisation that will see this as a joint responsibility.

When considering careers, the following will be of importance to an Expert:

- Roles that require specialist or technical knowledge/skill
- Professional environments
- Roles where personal development will lead to formal recognition of expertise, i.e. via a job title



The grid below shows the compatibility of the Expert with the other motivators, and other Experts.



Searcher



Spirit



Creator



Expert



Builder



Director



Star



Friend



Defender



● very compatible | ○ compatible | ● potential tension | ● compatible/tension dependent on context



Expert teams need expertise and mastery of a subject. They seek to be an expert at what they do, and to achieve technical mastery. For the team to feel that they have not performed well due to some inadequacy of collective knowledge or skill would be seriously distressing and de-motivating for them. Also, if they cannot exhibit expertise then this too is a cause of stress. Furthermore, Expert teams actively seek opportunities to demonstrate expertise in the specialized fields in which they operate. Giving them the opportunity, then, to teach and demonstrate to others is highly rewarding for them; they like to be known for their expertise, both individually and in terms of the reputation of the team. To be, for example, a top team in a top accountancy practice would not be about making the most money or having the largest number of clients – but top here would mean providing the most expert service. Because they place so high a value on expertise, training opportunities are highly motivating for them. A key action they can take to help their team development is to actively seek learning, training and development – not wait for it to be ‘allocated’ by others.



Where Expert is the team’s highest score, realizing their potential as an expert team in a given field is of paramount importance: consider the words, ‘expert’, ‘specialist’, ‘craftsman’, ‘artist’, or even ‘technical’ as adjectives: for example, the expert software team, the specialist auctioneering team, the craftsman builder team, the artist design team and so on. Further, at this level of intensity, it is usually safe to say that Expert teams like, if not love, all forms of learning and development and so are open to – and motivated by - training even on non-core expertise.



Seeks knowledge, expertise, specialism

The Expert





Where Expert is the team's lowest motivator, becoming an 'expert' is not especially important to the team – training and development is seen in a more functional way – what outcome will it lead to for me in another area? For example, a Builder team might ask does training increase revenue? If not, why do it? And so they may find that they either distrust experts or regard them with some contempt – beware of this! Learning is essential for all their future development. Make an effort to review what learning lies ahead for them over the next eighteen months. Ask, what one area of expertise, if they really knew about it, would make a profound difference to their performance or future steps? How can we optimise the contributions of experts within the team? And if we have no Expert motivated people within the team, what difference would having such a person make? Reflect on these questions.



- Ensure an excellent induction programme for new Expert team members.
- A well organised and effective induction programme sets the tone for employees' entire stay at your organisation. A good start is likely to keep the Expert hooked.
- Flag up learning opportunities over the next year for the team and individuals within it. If necessary, show them the overall development plan and what's on it for them. What do you use *your* development plan for? Who do *you* discuss it with?
- Use Mentoring Opportunities. Experts will especially like mentoring from a more highly knowledgeable or skilled colleague and this can work within the team. Make this on-going. What is really possible here? Provide support to enable the Expert team to mentor one another.
- Invest in e-learning packages – technical, interpersonal and managerial – to enable staff to carry on learning 24/7.
- Can the office environment be used as part of the learning environment? Consider display areas and the environment, and ask whether this too can be utilised as part of the learning environment – technical information in graphic formats, health and safety, managerial advice and even motivational posters may have a place.
- Give members of the team the opportunity to attend courses during the day, particularly if working for a degree level type of qualification. Many younger employees want jobs that enable continuous learning.
- Ask Experts within the team to share their learning experience - ask them to cascade or report back on their learning, especially after external courses. Position them as 'experts' – they like that role!

Innovative, Solution-Orientated, Cutting-edge

Values	Strategies
<ul style="list-style-type: none"> Environment with change & variety Opportunity to solve problems Being original Creating something new/improved Ability to work alone / small groups Recognition of their creativity 	<ul style="list-style-type: none"> Involvement in ideas generation Give problems to solve Objectives that need originality Limit routine & paper driven tasks Culture of change Rewards for innovation



A Creator's need is for creativity. This motivation is for innovation and to be identified with original output. In other words, they want their name on ... the book, the CD, the product or even the service. They are somebody who breaks barriers – brings into existence what wasn't there before. So problems, challenges and the 'new' bring out the best in them and are highly motivating to them – solutions mean innovations. They tend to be optimistic and can persevere in adversity. Because they solve problems, they like and feel the need for play - there is a special 'play' buzz that people get who are creative. They want that buzz in their work - if it's not there, they're not happy.

Seeks to be original, identifies with new, creative ability

The Creator

1
9

Where Creator is the highest score, they will be an inventor, entrepreneur or problem-solver, and this means they are more likely to be a loner, or prefer working on their own or in small teams. They are a change agent.

Where Creator is the lowest score, they will not be excited by the 'new', and change will probably upset them. They will be irritated by the Creator's failure to recognize the blessings they already have – the status quo. This will be doubly so if Defender is a top motivator as well. They should practice empathy and understand that if progress is to be made, then innovation is essential, and the Creator's role may be to ensure the progress is actually realistic and do-able. They should consider what innovations really would be good for the organisation over the next two years?



The table below shows the motivators that will provide Polarity reinforcement or Internal Opposition to the Creator.

Polarity Reinforcement

Internal Opposition



The Creator has a desire for change and involvement in new things. This is reinforced by the low Defender which demonstrates there is little need for status quo, repetition and predictability.

The Creator likes to be involved with new things, likes constant change and will avoid predictability but the Defender wants security and does not like change or new things.



The Creators wants freedom to develop new ideas. This is reinforced by the low Director which demonstrates there is little need to make things happen according to set plans and procedures.

The Creator wants freedom to develop new ideas, the Director wants control over what is developed and when. The Creator does not like being constrained or controlled - creativity does not work that way, the Director wants control and may find pure creativity threatening – unpredictable, unmanageable



Seeks to be original, identifies
with new, creative ability

The Creator



STRATEGY

- Create a stimulating environment for yourself – remember, the right side of the brain comes up with the creative ideas, and this is stimulated by beauty, by nature, by music and art, and often by what is unusual. Shake your office up a little – avoid a ‘me-too’ environment.
- Create your own motivational poster! Then put it up where you can constantly see it. Two websites to help you are: *Big Huge Labs* - <http://bighugelabs.com/> and *Automotivator* - <http://wigflip.com/automotivator/>.
- Take a ‘sabbatical’ – one hour, one day, one week, one month, one year – and do something entirely different. Re-charge and replenish your personal batteries.
- Volunteer to be involved in any fresh initiative – you thrive on new challenges because it provides an opportunity to provide creative solutions.
- Use Mind-storming to solve problems; this is also known as the 20 Question technique and seems to have been devised by Earl Nightingale. Formulate a specific question which stimulates the imagination. For example, questions such as: “How can I become physically fitter in the next 6 months?” The next step is to write down 20 answers to it! This can lead to breath-taking insights and solutions.

CAREERS

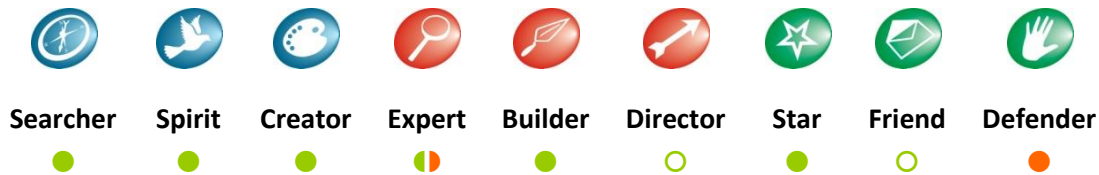
The Creator is looking for opportunities to be involved with new and innovative things, providing them with the opportunity to challenge and test themselves. Technology is a high change environment and will often have a high degree of Creator profile, companies like Microsoft and Apple depend on their employees creativity to keep them one step ahead of the competition.

When considering careers, the following will be of importance to a Creator:

- Problem solving and development work
- Cutting edge innovative organisations with new ideas
- High change or challenging environments



The grid below shows the compatibility of the Creator with the other motivators, and other Creators.



● very compatible | ○ compatible | ● potential tension | ◐ compatible/tension dependent on context



Creator teams need creativity. They want to innovate and be identified with original outputs. In other words, they want their name on ... the new report, the new software, the new book, the new CD, the new product, the new service or the new concept. They are teams who break barriers – they bring into existence what wasn't there before. This is the essence of creativity. So problems, challenges and the 'new' bring out the best in them and are highly motivating – solutions mean innovations. Thus, if the organisation has a 'problem', the Creator teams are amongst the best teams to give the problem to: they thrive on problems because they love creating solutions. They tend to be optimistic and upbeat, and can persevere in adversity. Because they solve problems, they like and feel the need for play - there is a special 'play' buzz that Creator teams get when being creative. This is frequently commented on in the obviously 'creative' areas such as music: musicians get a buzz when jamming together; but this applies to all Creators and Creator teams. They want that buzz in their work - if it's not there, they are not happy.



Where Creator is the team's highest score, so they will tend to be inventive, entrepreneurial and/or problem-solving. Ideally, this will mean working in small teams with adequate resources and a high degree of focus. The more specific the problem, the more creative the team can be; thus definition is critical to bring out the best from the team. Creator teams are profound change agents – along with Searcher, they are the most deeply committed to change.



Seeks to be original, identifies with new, creative ability

The Creator





Where Creator is the team's lowest motivator, they will not be excited by the 'new', and change will probably upset them (unless Searcher is high). Team members will tend to be irritated by any Creator's failure to recognize the blessings they already have – the status quo. This will be doubly so if Defender is their top motivator as well. Practice empathy! Understand that if progress is to be made, then innovation is essential, and their role may well be to ensure the progress is actually realistic and do-able. Ask, what innovations really would be good for the organisation over the next two years? How can we optimise the contributions of any Creators within the team? What do we need to do if we have no Creators within our team? Reflect on these questions.



- Use creative techniques to generate ideas at team meetings – especially brainstorming, mindstorming (the 20 questions technique), Six Thinking Hats, or the 4F/4O techniques as developed by Motivational Maps.
- Identify all the business areas in which fresh input might be appropriate and beneficial. Get the team to work on them.
- Set goals and objectives that specifically require creative applications or original solutions to challenging problems.
- Avoid putting the Creators in a routine role or working on a routine project for too long a period. Bear in mind that routine invariably means 'boring' to the Creator, and boring leads to mistakes and wastage.
- Set aside a training day where all the team are expected to work on anything they choose (but which will benefit the organisation). The rule is they must present 'something' the next day to the wider organisation: products, improvements, processes, sales, etc.
- Offer the Creator team training and development that enables them to use and optimize their skills more creatively and more effectively.
- Provide a stimulating environment – think more than mere functionality. Remember, the right side of the brain comes up with the creative ideas, and this is stimulated by beauty, by nature, by music and art, and often by what is unusual. Shake your office up a little – avoid a 'me-too' environment. Especially consider the environment – the room – where 'brainstorming' is done – and make it as relaxing and different as possible.

Independent, Choice-orientated, Decisive

Values	Strategies
<ul style="list-style-type: none"> Working autonomously Making own decisions Having a choice Freedom & independence Awareness of the bigger picture Clear & specific objectives 	<ul style="list-style-type: none"> Share company vision & goals Delegate responsibility Empowerment Avoid micro-management Reward with freedom & autonomy Set clear & specific goals



A Spirit's need is for freedom or autonomy. This means they seek to be independent and are able to make key decisions for themselves. Restrictions and procedures irritate them. Take away the ability to make their own decisions - to choose - for any length of time, and they are stressed. Therefore, it's essential that autonomy be written very large in their modus operandi. Micro-management seriously de-motivates them; having authority to proceed how they think best highly motivates them. They hate bureaucracy and boxes, and usually work best on their own. Elevated position is not as important as self-direction – they are often entrepreneurial, and 'break out'.

1



Where Spirit is the highest score, they are likely to be a difficult subordinate and if they are one, will push to the limit. They are their own master and have the emotional strength to stand alone.

9

Where Spirit is the lowest score, they probably don't worry about making their own choices –they will think solidarity is more important than maverick tendencies and wishes. They will be ultra-critical of people who 'let the team down' – especially if they are a Friend. They should try to limit these feelings. Remember that even fighting armies need outriders, scouts, spies and individuals who function at the fringe, but who are vital to the overall success of the campaign. They should consider how does having independently minded people in our team help the decision-making process.



The table below shows the motivators that will provide Polarity reinforcement or Internal Opposition to the Spirit.

	Polarity Reinforcement	Internal Opposition
	The Spirit will seek independence and prefers to work alone, this is reinforced by the low Friend, which demonstrates they do not need to feel part of a team	The Spirit wants to work independently, having control over their time and efforts and does not like involving other people unnecessarily. The Friend wants to be liked by others and work as a team rather than working alone.
	The Spirit will seek to work autonomously and will like freedom to make their own decisions. This is reinforced by the low Director which demonstrates there is little need to have control over people, resources and decisions.	The Spirit wants autonomy and the freedom to make their own decisions and does not like rules or procedures. The Director wants power, control and responsibility with clear guidelines, rules and procedures.



Seeks freedom, independence, making own decisions

The Spirit





STRATEGY

- Develop the mind-set that you are really the Managing Director or Chief Executive of your own business. Your current employer is simply your biggest client or customer, and that is temporary anyway.
- Seek to 'dress down' or work at home wherever and whenever possible: informality and your choice suits you best. Create a relaxed and non-formal environment for yourself, certainly when you are at home, but also in the office or work environment when you can
- Conduct a Stop-Start Review of your life or your work. What do you need to stop doing? What do you need to start doing? Act on this audit.
- Review your vision for your life: what are your values? What kind of people do you want to work with or be with? Where will you be in five or ten years' time? Put this in writing.
- Review every opportunity, especially for promotion, with the question: does this free me up or does it constrain my time? For you to function at your best you need options and flexibility.

CAREERS

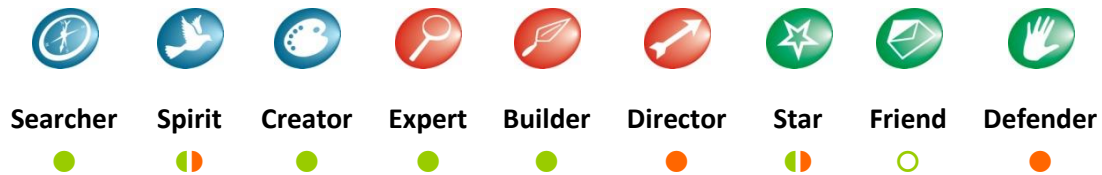
The Spirit is looking for opportunities to be free from procedures and restrictions, and make their own decisions. Naturally then, running their own business or self employment can be attractive to Spirits. Entrepreneurship is a fast growing area, and one that governments are promoting and encouraging as they see the growth of new businesses vital for economy.

When considering careers, the following will be of importance to a Spirit:

- Roles where they have freedom and are not closely supervised
- Roles where they are in control of and can prioritize their own time
- Ability to make own decisions and apply their own discretion



The grid below shows the compatibility of the Spirit with the other motivator: and other Spirits.



● very compatible | ○ compatible | ● potential tension | ●◐ compatible/tension dependent on context



Spirit teams need freedom and autonomy. They seek independence and the ability to be able to make their own key decisions. Restrictions, procedures, rules, remits and protocols irritate them. Take away their ability to make their own decisions - to choose - for any length of time, and they become stressed and dysfunctional. Therefore, it's essential that autonomy be written very large into their modus operandi. Micro-management seriously de-motivates them; and, by contrast, giving them the authority to proceed how they think best highly motivates them. They hate bureaucracy, box-ticking and b*** s**t, and usually work best when given clear objectives with the authority to decide for themselves on how to achieve specific and organisational objectives. Being considered important within the larger organisation is far less important to a Spirit team than being able to self-direct and self-determine. Such Spirit teams often have a highly 'entrepreneurial', 'break out', and 'can-do' attitude about them. This is great but there is one downside: getting the Spirit team to work as a team, and not just a random group, can be difficult, as they individually may have maverick tendencies.



Where Spirit is the team's highest score, so pay attention! For Spirit teams are likely to be the most difficult to control and manage precisely because they hate being managed – remember this is how they *feel* about control, and how they feel is a lot stronger than any *thinking* about hierarchy or what should happen. They may push their bosses' patience to the limit. On the other hand, Spirit teams can have huge emotional strength, and can endure considerable pressure. To get the best from a Spirit team, empower them – and then step aside. Judge them on results, not processes.



Seeks freedom, independence,
making own decisions

The Spirit





Where Spirit is the team's lowest motivator, they probably won't worry about making their own choices – they may think solidarity is more important than maverick tendencies and wishes. They may become ultra-critical of people who 'let the team down' – especially if they have Friend as a dominant motivator. But remember that even fighting armies need outriders, scouts, spies and individuals (Spirits, in other words) who function at the fringe, but who are vital to the overall success of the campaign. Ask, what are we doing to optimize the contribution of Spirit motivated individuals within our team? How does having independently minded people in our team help the decision-making process? And if we have no Spirit types in our team at all, what difference or contribution would such an individual make to the way we operate? Reflect on these questions.



- Encourage the mindset that the team are really a Managing Board of their own business. You want Spirit teams to see their role as one they are doing not for the organisation, but for themselves. Bolster their self-image.
- Increase the scope of the Spirit team's decision-making. One way to achieve this is to delegate to them, where appropriate. One key thing to monitor is – how frequently do you 'interfere' while they're doing the work? Benchmark yourself and then (assuming they are competent, of course) aim to reduce this 'interference'.
- Let the Spirit team control how they use their time. Specifically, seek to give them maximum control over how they utilise their time. They can work to a very tight schedule if they have set the schedule, but they quickly burn out if they are having to work to some arbitrarily imposed timetable or agenda.
- Provide a relaxed environment - provide an office environment where the Spirit team feels relaxed and at home, rather than formally constrained. Remember, the Spirit likes options, not rigidity.
- Institute "dress down" Fridays (or whatever day) in which the Spirit team can wear casual clothes (except perhaps when or if they need to meet customers or clients)
- Let Spirit team members work at home! This is particularly the case where the technology and the role coincide. For example, the team member work on a computer for most of the day – why not, in the right circumstances, enable 'home' work?
- Allocate 10% of time – one afternoon a week – to allow Spirit teams to work on their own projects and research which may benefit the organisation. Create this autonomy for a six month trial period initially to see what results from it. Allow – insist – the team present their findings/their work to the rest of the staff.

Purposeful, feedback-orientated, quality critical

Values	Strategies
<ul style="list-style-type: none"> ● Meaning & purpose in what they do ● Significant & important work ● Making a difference ● Seeing the big picture ● Being listened to / consulted ● Change & variety 	<ul style="list-style-type: none"> ● Feedback on how 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



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

1

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

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Where Searcher is the lowest score, they have little time for the 'self-importance' of finding meaningful work. They consider that everybody needs to work, so just get on with it: work is just that, work. They may also see it as being rather 'snooty' or pretentious suggesting that 'my work is more important – meaningful – than yours'. They should remember, however, that for many doing meaningful and valuable work is their whole *raison d'être*; and when they think about this they should consider how is their work valuable or significant? Who benefits from what they do?



The table below shows the motivators that will provide Polarity reinforcement or Internal Opposition to the Searcher.

Polarity Reinforcement

Internal Opposition



The Searcher wants to choose to do things because they are meaningful. This is reinforced by the low Builder which demonstrates that doing something just because of the tangible reward it will bring would not be motivational

The Searcher wants to make a difference and searches for meaning in what they do, but the Builder will do something just because of the reward it will provide. The Searcher does not like putting money/reward before making a difference, and the Builder prefers doing something for a good cause when there is personal gain/reward/benefit

Seeks meaning, making a difference, providing useful things

The Searcher

STRATEGY

- Be clear about your mission in life. Ask yourself these questions 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?
- Actively seek out positive, quality feedback. You thrive on feedback, so make sure you get some, and don't overlook social media: Facebook can easily be a vehicle for quality feedback, and tools like LinkedIn have a 'Recommendation' facility which is ideal.
- Focus on how you improve communications at work: oral, written and electronic. Know that your communications are as good as they can be.
- Identify your core values and reward yourself when you consciously realise one of them.
- Avoid meaninglessness. This occurs most frequently when work is repetitive and routine. Impersonality, too, produces meaninglessness. Review your current work flow. Is your work repetitive or routine? If the answer is yes, then suggest ideas on how to vary the work or the routines. Create interest. Build 'fun' into what might otherwise be a tedious process. If repetitive routines are unavoidable, then be clear about the value of the outputs of what you do.

CAREERS

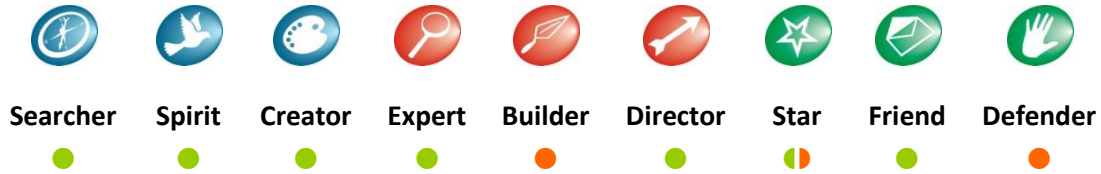
A Searcher will seek to provide a meaningful service or have dedication to a cause, so social responsibility is high on the agenda for Searchers. Social Responsibility is increasing generally and can often be a deciding factor for people when choosing an employer or company to purchase from.

When considering careers, the following will be of importance to a Searcher:

- Highly motivated by the voluntary and charity sectors
- Motivated by learning, caring orientated roles and projects
- Consumer facing roles



The grid below shows the compatibility of the Searcher with the other motivators, and other Searchers.



● very compatible | ○ compatible | ● potential tension | ● compatible/tension dependent on context



Searchers need meaning. This team wants to do things which are valuable for their own sake. They want to do activities that they believe in. This means things that their activities are important or significant to them, and not just undertaken to make money or give status. The work must have intrinsic value and be significant in its own right. Thus, teams involved in activities which become increasingly paper driven, will become seriously de-motivated. Fundamentally, the Searcher team seeks to make a difference – to the quality of work and life for others. Also, to the quality of their own work and life, which is why they are motivated by team development and efforts to work as a team – they realise that effective teams can make more of a difference than simple solo contributions. And it means they are looking for something ‘better’ – maybe, a ‘cause’ – than what exists now. So, Searcher teams pre-eminently, along with Creators, seek positive change.



Where Searcher is the team’s highest score, they are good at identifying their own values – and looking for work that will fulfill these values. They really want to contribute – and improve life’s quality. The quest for meaning tends to make the team insatiably curious - they want to see a bigger picture in the world and to go on questing for more information and ideas. Searcher teams tend to be the most customer-focused of all motivational teams because they desire to make that difference for someone.

Seeks meaning, making a difference,
providing useful things

The Searcher



Where Searcher is the team's lowest motivator, there is little time for the 'self-importance' of finding meaningful work. Everybody needs to work, so just get on with it: work is just that, work. They may also see it as being rather 'snooty' or pretentious suggesting that 'our work is more important – meaningful – than theirs'. Lowest scoring Searcher teams, however, need to remember that for many doing meaningful and valuable work is their whole *raison d'être*; and when they consider this, they need to ask: how is our work valuable or significant? Who benefits from what we do? What can we do to add more value to our customers? Reflect on these questions as a team.



- Searcher teams love positive feedback – so give them it. Especially tell them about the consequences of their work, praise them and express confidence in their future activities.
- Create a more stimulating environment around the Searcher. Think about: Colour, Rhythm, Nature, Light, Art. These all brighten one's perception of work and its meaning. For example, introduce some potted plants into the office space if you don't have them already.
- Avoid meaningless routines with the Searcher teams. Review their current work flow. Is their work repetitive or routine? If the answer is yes, then discuss this - ask for ideas on how to vary the work or the routines. Create interest. Build 'fun' points/games into what might otherwise be a tedious process.
- Obtain positive customer feedback for the Searcher team. They love testimonials and endorsements about the outcomes of their service. The more this can be done, the more motivated the team will be to do a good job.
- Make sure that all equipment and materials the team uses are fit for purpose. Searcher teams find it frustrating to be de-railed from mission because of inadequate office equipment and materials, so make sure they are of sufficient quality and are appropriate for the Searcher's work.
- Improve regular communications at work: Oral, Written, Electronic and use visual, oral and kinaesthetic modes to communicate.
- Engage in team building exercises - develop a team culture. The re-enforcement of values and beliefs that accompanies team building is highly beneficial – it re-enforces the significance of the Searcher team's work, and their commitment to it.