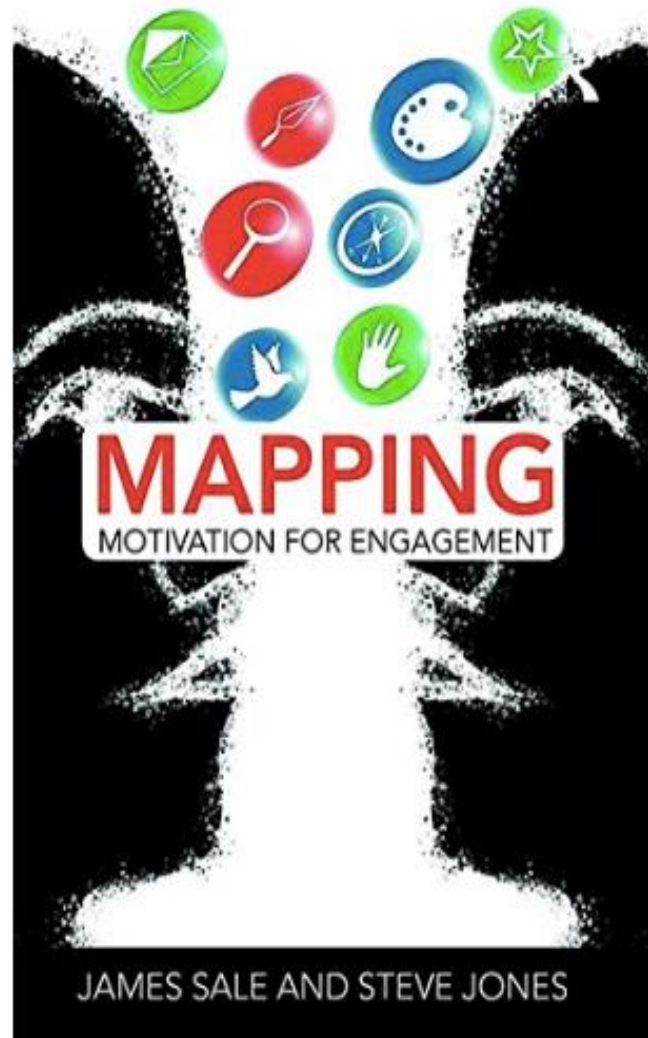


'Mapping Motivation for Engagement'

By

Steve Jones

On behalf of



...boundless knowledge...

CHN

Coaching Határok Nélkül

...határtalan tudást hozunk...

Employee Motivation & Engagement is a Mindset: 'It's how you see your people'

- As a:

**Cost and a
problem!**

- Or as an:

**Asset and a
Solution!**

The four enablers of employee engagement

1. Visible, empowering leadership

- Provide strong, strategic narrative about the organisation – where it's come from, where it's going

2. Engaging managers

- Focus on people, give them scope
- Treat people as individuals
- Coach and stretch their people

3. Employee voice

- Reinforcing and challenging views, between functions and externally
- Employees seen as central to the solution

4. Organisational integrity

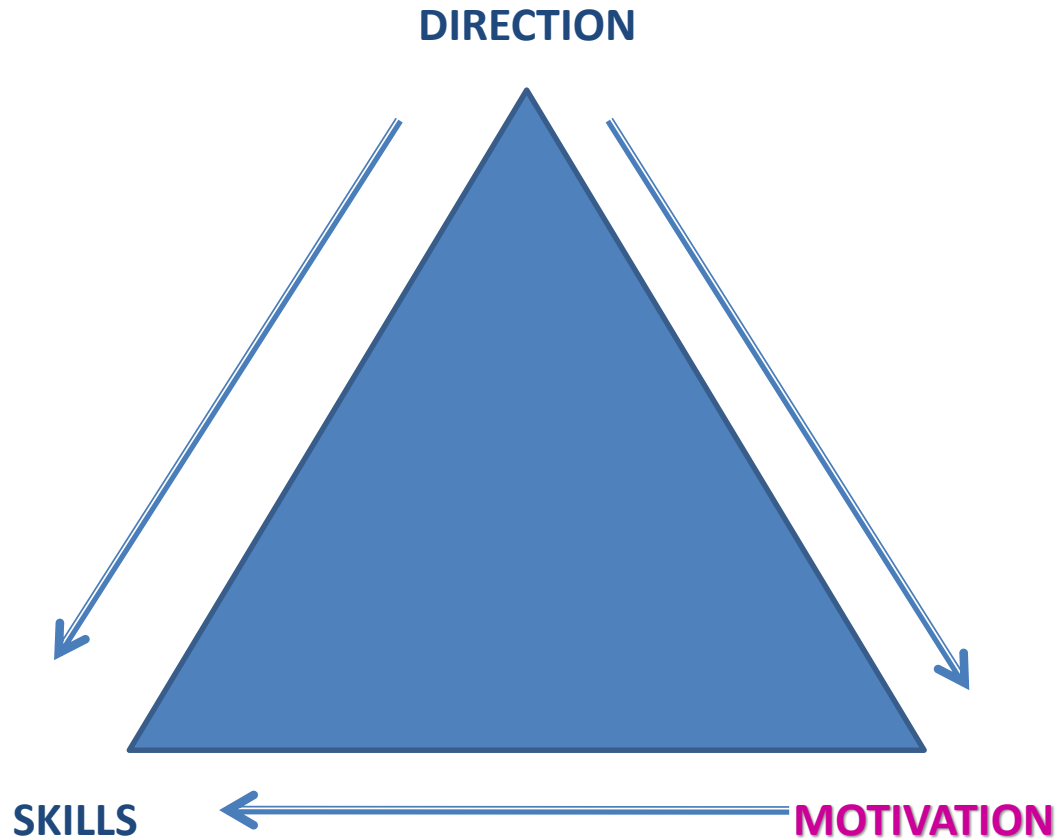
- Values on the wall are reflected in day to day behaviours – no “say/do” gap

How important is **Motivation** to you
and in your organisation/business?

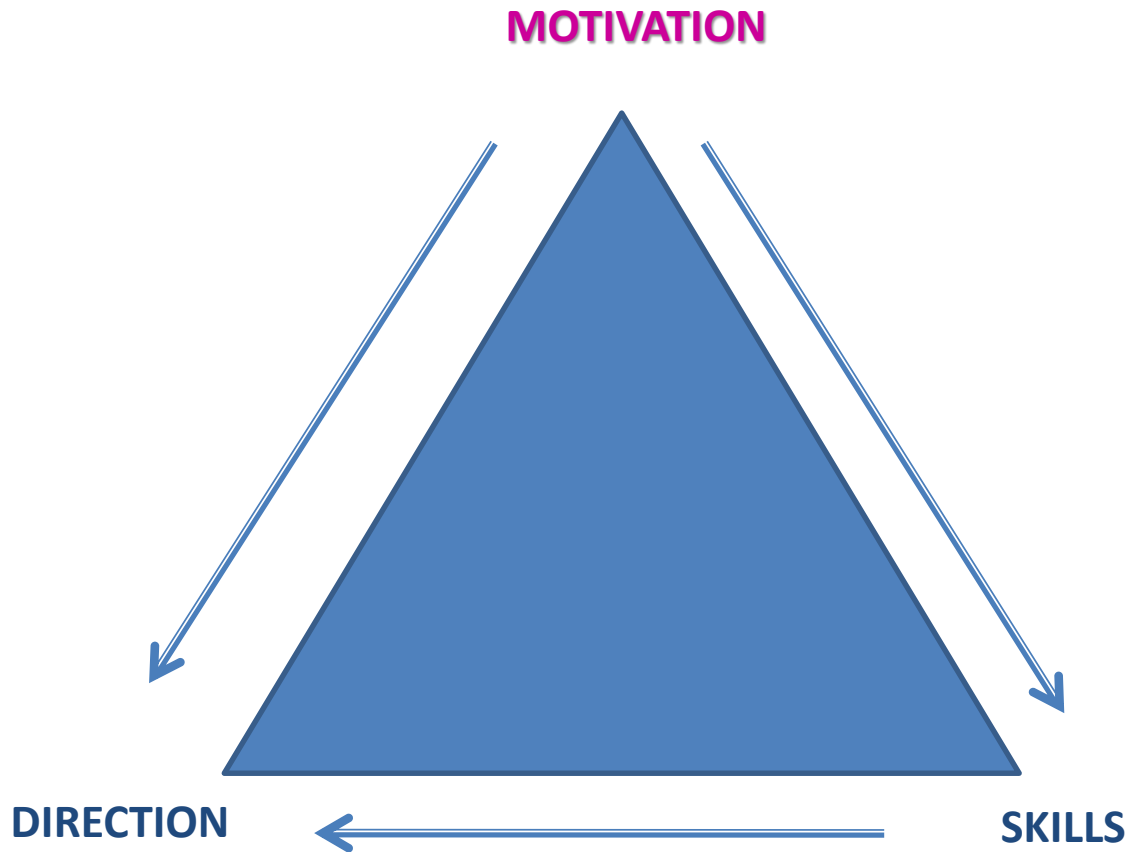
What **'WORD'** springs to mind?

What is the difference between:
Personality and **Motivation**?

Performance Triangle



Performance Triangle



Business Performance KPI measurements

As an organisations & business grows you can measure:

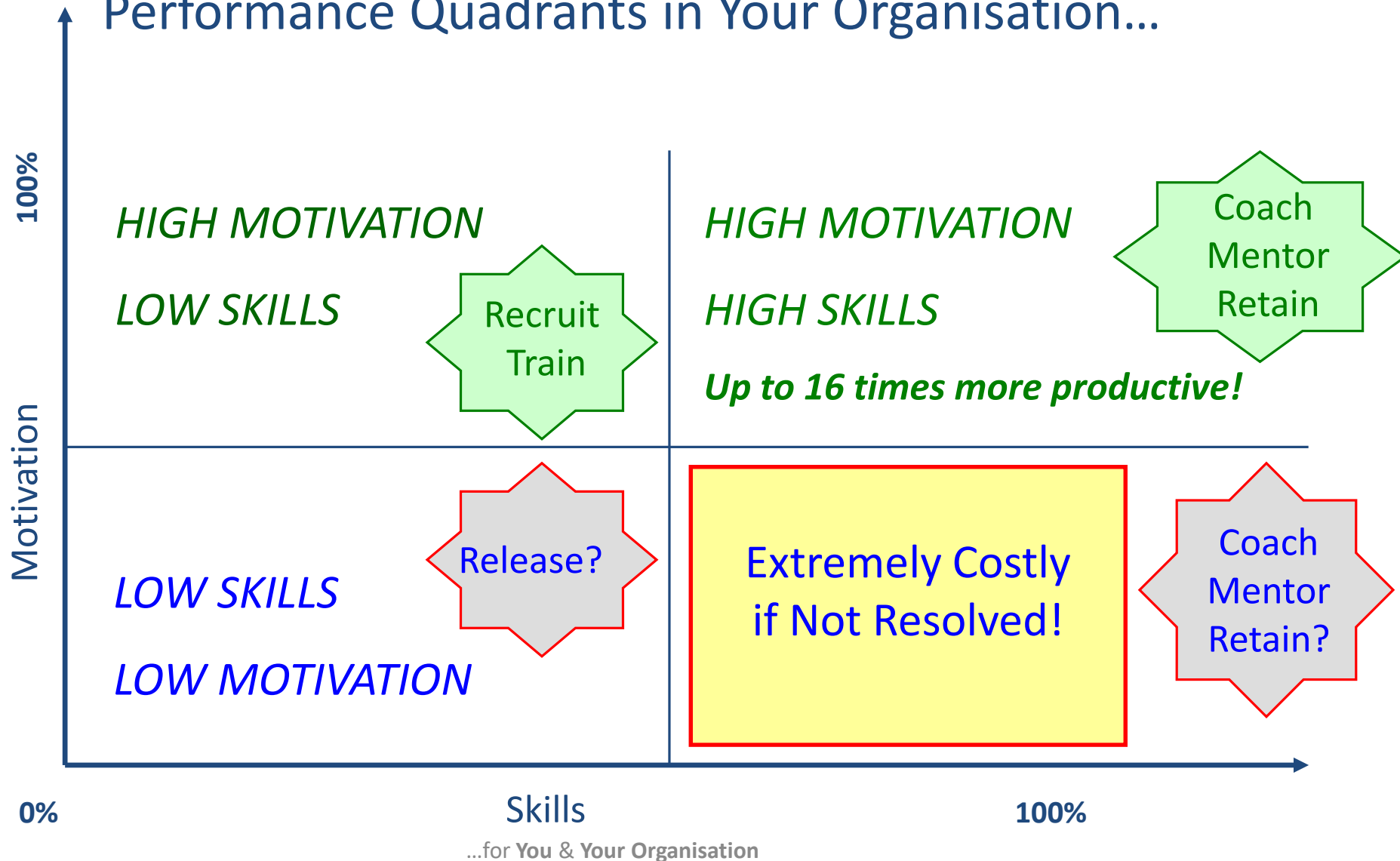
- Bottom Line
- Sales/Marketing
- Production
- **People?**



But how do **you** measure staff performance?

Performance...

Performance Quadrants in Your Organisation...



How much is

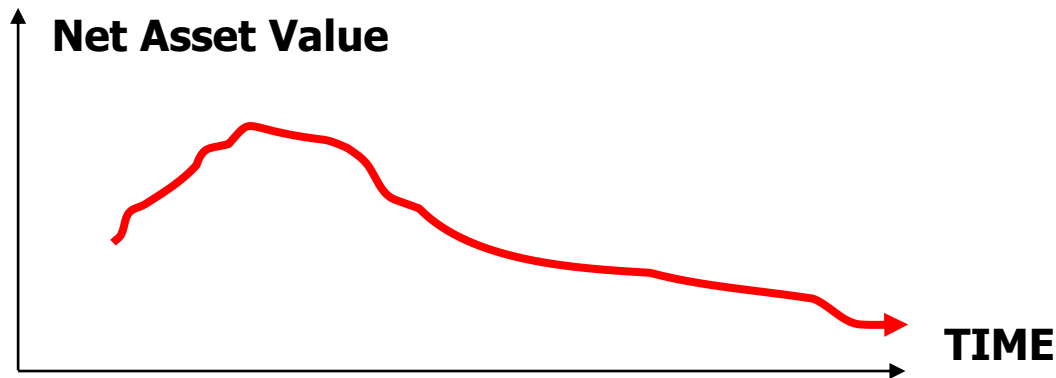
... Lack Of **MOTIVATION** Costing You?

I estimate it costs me £££ ?

10 KEY SYMPTOMS OF POOR **MOTIVATION**

- | | | | | |
|-----|-------------------|--------|-----|---|
| 1. | STAFF TURNOVER | - UP | 1. | 18.1% / 6 Months, £7,750Per Person |
| 2. | PRODUCTIVITY | - DOWN | 2. | 16 TIMES LOWER |
| 3. | ABSENCE RATES | - UP | 3. | LOW MORALE, ENERGY,SELF ESTEEM |
| 4. | RECRUITMENT COSTS | - UP | 4. | ADS, AGENCIES, SELECTN |
| 5. | FIREFIGHTING | - UP | 5. | HEALTH - DOWN |
| 6. | CUSTOMERS | - DOWN | 6. | SERVICE POOR |
| 7. | REPUTATION | - DOWN | 7. | NEGATIVE PR |
| 8. | TRAINING COSTS | - UP | 8. | TRAINING NO-NO: SKILLS? |
| 9. | OUTSOURCING COSTS | - UP | 9. | CONSULTANTS' PARADISE! |
| 10. | FAILURE – NAV | - DOWN | 10. | BLAME, DESPAIR – UP
SELF BELIEF - DOWN |

Outcome if **Motivation** is not addressed



- 17 Days Sickness per year - Public
- 7 Days Sickness per year - Private
- Average cost £750 per day in lost productivity and cover. CBI

UNMOTIVATED MEMBER OF STAFF - productivity

100%

RELAXATION

Consciously Un - Productive Work

Unconsciously Un - Productive Work

REAL WORK

0%

How much time is typically spent in each area by employees?

Are you/your employees above or below the line?

TOTAL

17 days sickness

7 days sickness

UNMOTIVATED MEMBER OF STAFF - productivity

100%

RELAXATION

10%

Consciously Un - Productive

Work

20%

Unconsciously Un - Productive

Work

20%

REAL WORK

50%

0%

How much time is typically spent in each area by employees?

Are you/your employees above or below the line?

TOTAL

17 days sickness

7 days sickness

Key **Motivational** Benefits...

- 18% Greater Productivity
- 12% More Profitable
- 12% Happier Culture & Better Engagement with Customers
- 31% - 51% Greater Retention of Good Staff
- Massive Savings in Recruitment
- Effective Appraisal & Reward System
- 27% Less Absenteeism/Sickness
- 62% Less Job Accidents
- 51% Less Theft

MOTIVATED MEMBER OF STAFF - productivity

100%

RELAXATION

Consciously Un - Productive Work

Unconsciously Un - Productive Work

REAL WORK

0%

How much time is typically spent in each area by employees?

Are you/your employees above or below the line?

TOTAL

3 days sickness

3 days sickness

MOTIVATED MEMBER OF STAFF - productivity

100%

RELAXATION

5%

Consciously Un - Productive

Work

5%

Unconsciously Un - Productive

Work

5%

REAL WORK

85%

0%

How much time is typically spent in each area by employees?

Are you/your employees above or below the line?

TOTAL

3 days sickness
3 days sickness

Put Simply..Motivated Employees

- **Work Harder – INPUT**
- **Look for new ways to ‘add value’ – PROCESS**
- **Find Direct ways to Innovate - OUTPUT**
- **Unleash the organisation’s potential for - GROWTH**

The Problem with **Motivation**

NO LANGUAGE

NO DESCRIPTION

NO MEASUREMENT

NO PLAN – NO ACTION – NO OUTCOME!!!

Impact on ABC Ltd

- 1000 staff
 - 30% attrition rate pa
 - Lose 300 staff
 - 9k to recruit & train
 - 9k x 300 staff
 - Cost 2.7m
 - + disruption
 - + low morale
 - + poor performance
- 1000 staff
 - Save just 10% pa
 - Keep 100 staff
 - 9k to recruit & train
 - 9k x 100 staff
 - Saving £900,000
 - + less disruption
 - + improved morale
 - + increased performance

What **Motivates** you?

What **Motivates** your staff?

- What motivates people at work?
- How do we 'describe' what **motivates** people at work
- How do we measure what **motivates** people at work?
- How do we monitor what **motivates** people at work?
- How do we maximize their **motivation**?

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 Big Question ?

- How do you?



?

Can you work it out for
yourselves?

Can you work it out for your team?



THE DEFENDER

Seeks security, predictability and stability

VALUES

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

INCREASING MOTIVATION

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



THE FRIEND

Seeks belonging, friendship and fulfilling relationships

VALUES

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

INCREASING MOTIVATION

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

***‘VALUE TO THE TEAM/BUSINESS’
Building Relationships 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’
Business presentations and marketing.



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



THE BUILDER

Seeks money, material satisfactions, above average living

VALUES

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

INCREASING MOTIVATION

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

‘VALUE TO THE TEAM/BUSINESS’
Commercial: Increased and Repeat Sales



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



THE CREATOR

Seeks innovation, identification with 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 & paper driven tasks
- Culture of change
- Rewards for innovation

‘VALUE TO THE TEAM/BUSINESS’

Innovation: Cutting Edge Technology and Ideas



THE SPIRIT

Seeks freedom, independence, making own decisions

VALUES

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

INCREASING MOTIVATION

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

‘VALUE TO THE TEAM/BUSINESS’

Challenge: Independent thinking & originality



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 & variety

INCREASING MOTIVATION

- 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

'VALUE TO THE TEAM/BUSINESS'

High Value outcomes for clients, staff & business

PAGES 1-4 - INTRODUCTION



09 May 2012 | Pipa Green | Motivational Maps Profile | Page 2

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Your Second Motivator	9
Your Third Motivator	10
Your Lowest Motivator	11
A Typical Story	13
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Your Motivational Action Plan	15
A Final Thought	

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Introduction

Your happiness and success at work is partly determined by whether or not your core 'motivations' are being met. These Motivations are not a conscious decision, but rather emerge from your self-concept, beliefs, expectations and personality. As with our people in life, we do not 'invent' motivations; instead, we detect them. It is vital to go with the grain of our Motivations.

This Motivational Map Profile is based on your responses to the Motivational Map Questionnaire which was completed on 9 May 2012.

The origins of the Motivational Map are based on extensive research into human motivation using three primary sources; Abraham Maslow's hierarchy of Needs, Edgar Schein's Career Anchors and the personality profiling tool the Enneagram.

The Motivational Map comprises three cluster areas, with each of these containing three core motivations. This means that in total, there are nine core Motivations.



Usually three of these predominate, although sometimes this can vary - two may stand out, or more than three can emerge. Within your dominant three, there is one core Motivation - your work must fulfil this Motivation if there is to be any real satisfaction. It is important to identify your Motivations and to work consistently at getting more of them at the workplace. However, it is also highly likely that what you want from work, you also want from the rest of your life as well. Thus it is why examining your Motivations is of fundamental importance.

09 May 2012 | Pipa Green | Motivational Maps Profile | Page 4

The Nine Motivations Of Work

The Nine motivators sit within the three cluster groups, as shown in the diagram below:

Relationship Motivators

- The Defender**
Seeks security, practicality, stability
- The Friend**
Seeks belonging, friendship, fulfilling relationships
- The Star**
Seeks recognition, respect, social status

Achievement Motivators

- The Director**
Seeks power, influence, control of people/resources
- The Builder**
Seeks money, material possessions, above average living
- The Expert**
Seeks knowledge, mastery, specialisation

Growth Motivators

- The Creator**
Seeks innovation, motivation with new, exciting systems/products
- The Spirit**
Seeks freedom, independence, making own decisions
- The Searcher**
Seeks meaning, makes a difference, providing alternative design

These are broad groupings and are not water-tight. For example, the Expert work focus is clearly, it is 'easier' in some senses to obtain satisfaction from most places is designed to produce money (the Builder), power (the Director) (the Searcher) is usually more problematic! The challenge for all bosses is to produce the possibility of motivating in all nine areas for all their staff.

See the next page to find out your own Motivational tendencies.

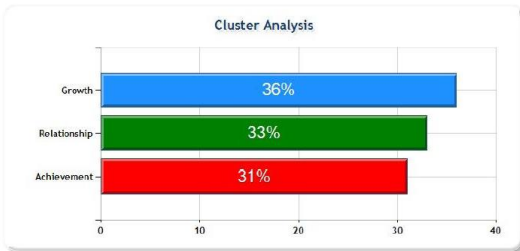
PAGE 5 – EXECUTIVE SUMMARY

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.

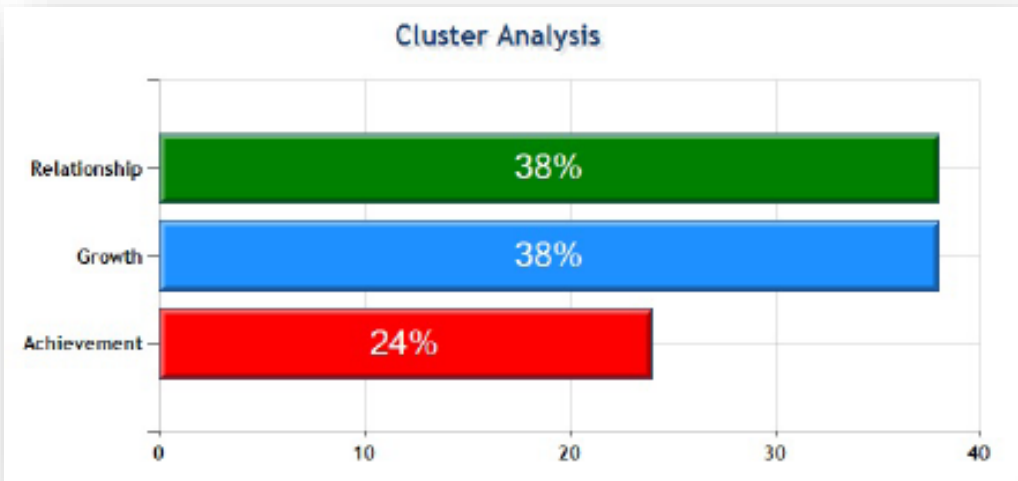
When looking at this chart consider:

- 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?



GREEN

RED

BLUE

PAST PERSPECTIVE	PRESENT PERSPECTIVE	FUTURE PERSPECTIVE
The way we do things here: why not?	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

PAGE 6 – PERSONAL PROFILE

09 May 2012 □ Pippa Green □ Motivational Maps Profile □ Page 6

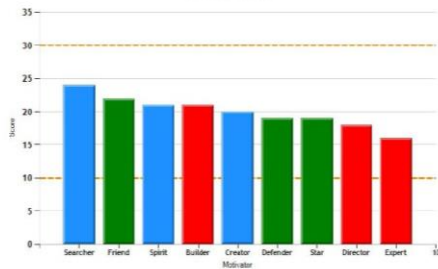
Your Personal Profile

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 Scores

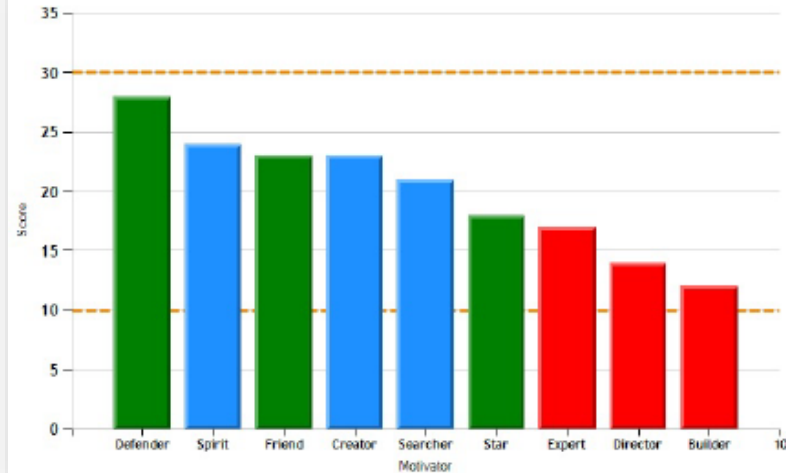


Range of Scores

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.


Motivator Scores



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

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 client'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 client's lowest Motivator
- Why the lowest motivator is important
- Especially, Hygiene Factor concept

PAGES 11 & 12 – TYPICAL STORY



- Typical Story for top motivator
- Male & Female receive a different story
- **NOTE** – THE TYPICAL STORY COMES WITH A DISCLAIMER:

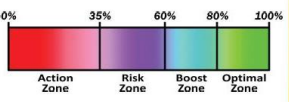
The Story below is NOT your story, but a typical story depicting [Motivation] type. We have found some amazing co-incidences & parallels in people's experiences when they read these typical stories. When you read the story, take from it what is relevant to you & discard what is NOT you. Ask, what in this story applies to me, what gives me more insight into myself?

PAGE 13 - CURRENT LEVEL OF MOTIVATION

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.

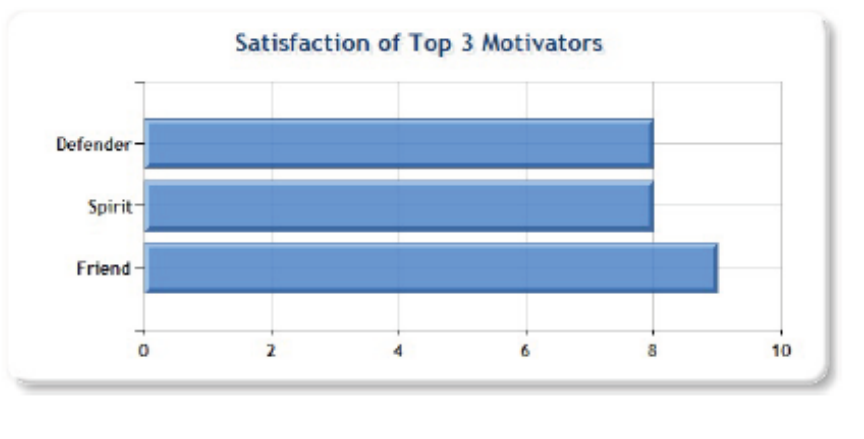
The diagram below shows the four quadrants relating to the % score for the personal motivation audit. These quadrants will help you to identify the type of action that is needed and possibly the speed of that action, to help you improve or maintain your levels of motivation.



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;



- Extent to which the client feels their top three motivators are currently being satisfied.
- Dependent upon specific factors affecting them during the time they completed the questionnaire
- Opportunity to see which of their top motivators is causing them the most difficulty when the map was completed.

0 – 35%

The Action Zone

This means that they are de-motivated with their current situation, probably in all three of their top motivators. Decisive action is now required to turn their situation around and to prevent low motivation impacting their performance levels.

36-60%

The Risk Zone

This means that they have a declining level of motivation and find their current situation not entirely satisfactory. Unless significant steps are taken to improve their motivation, there is a risk they may become de-motivated.

61-80%

The Boost Zone

This means that they have a high level of motivation and are motivated to enjoy their current situation. The issue for them is one or two motivational areas where small improvements or boosts could make a big difference and motivate them further.

81-100%

The Optimal Zone

This means that they have an optimum level of motivation and basically they are happy and well-motivated in their current situation. The challenge for them is staying at and maintaining this level and continuing to be so motivated.

PAGE 14 - MOTIVATION 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 client to complete their own Motivational Action Plan (MAP).
- Motivation is like health or fitness – left to itself it weakens.
- At least 3 action points is ideal.

PAGE 15 - A FINAL THOUGHT

“

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

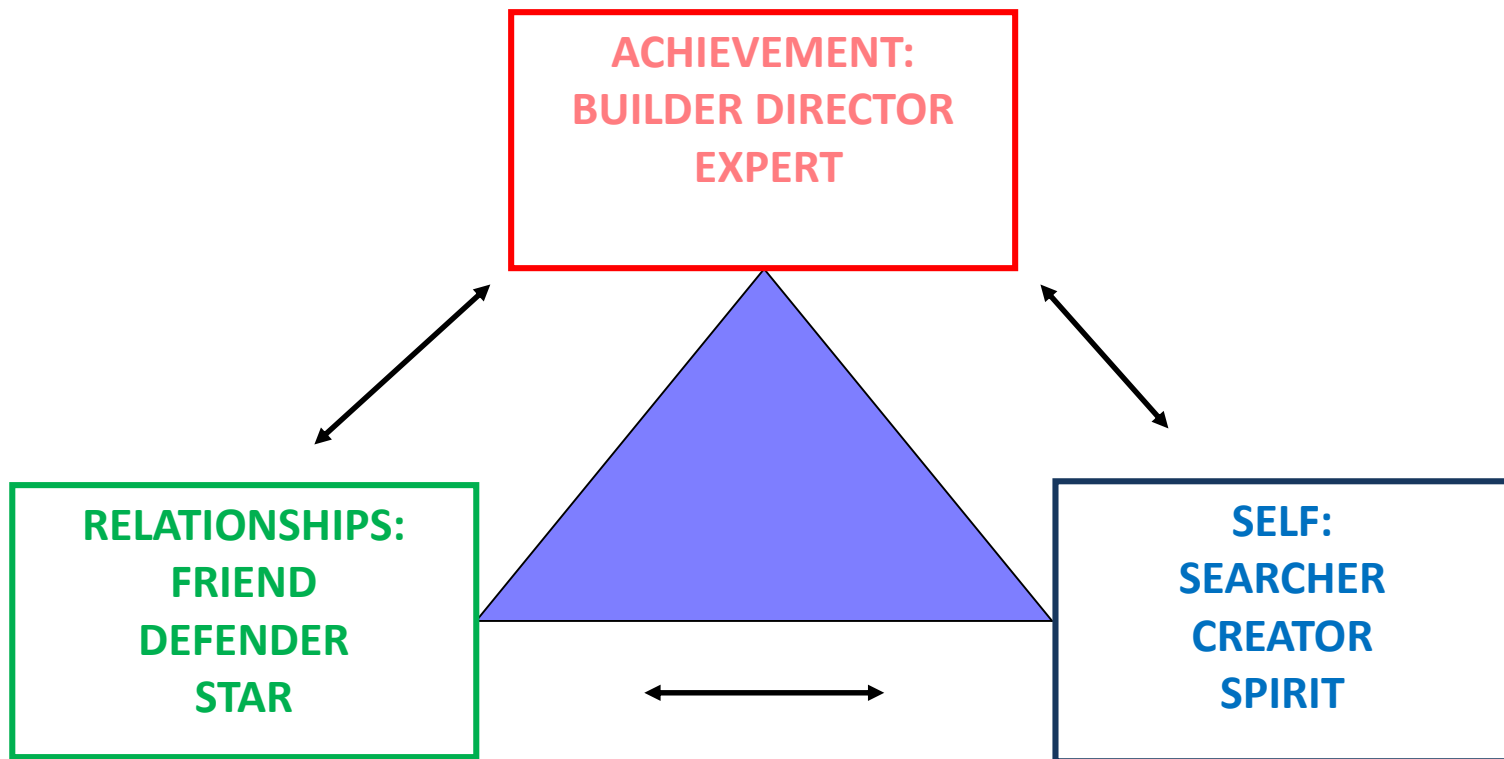
Aristotle

”

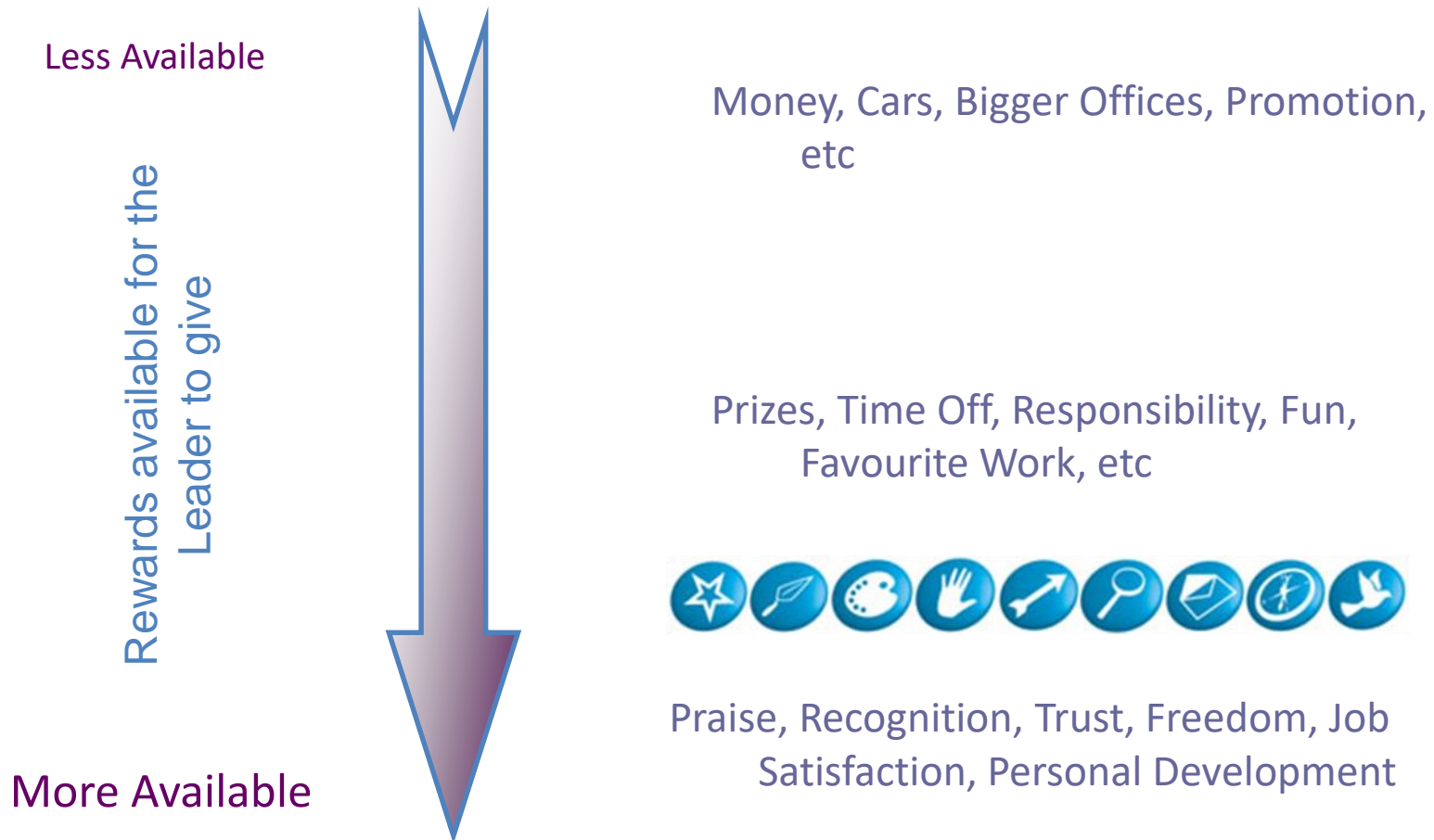
The final thought is a quotation taken from the large database of motivational quotations available from the server. This almost certainly guarantees that even people with identical scores (a most unlikely occurrence) – and so identical motivators - would not have identical reports.

The randomness of such a quotation is not chaotic: the quotation has the power of a “cledon” – these are apparently random words uttered by a passerby, but words that are needed to be heard and which are right for that situation.

STRUCTURE OF **MOTIVATIONAL MAPS™**



Extrinsic & Intrinsic Rewards



The Language of Motivation

Hot Buttons

Key Rewards

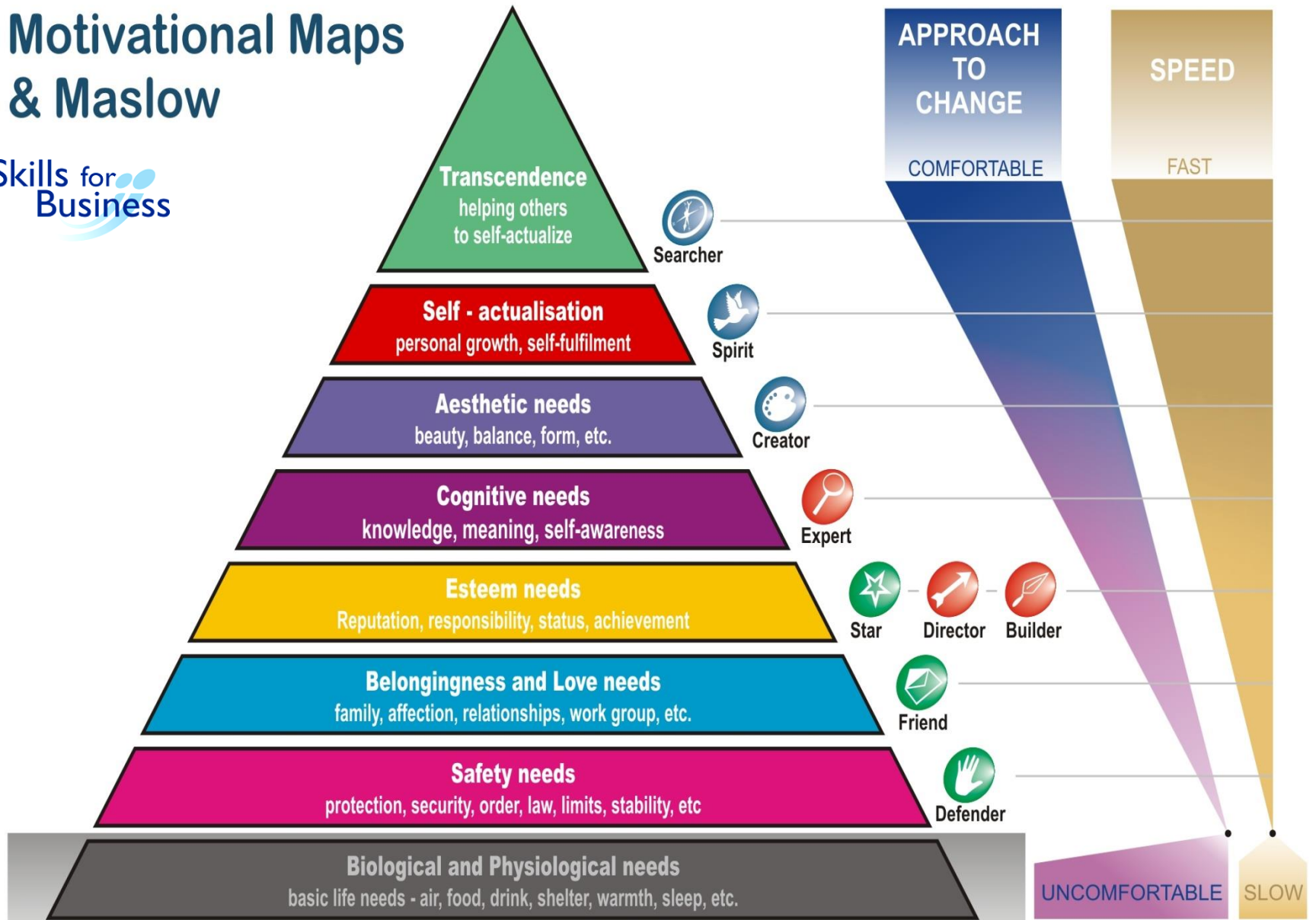
WORK

BUILDER		Money & Material Satisfaction	£££'s & Material Perks
DIRECTOR		Power & Influence	Responsibility & Influence
EXPERT		Expertise & Mastery	Training & Development
FRIEND		Belonging & Friendship	Support & Involvement
DEFENDER		Security & Predictability	Communications & Continuity
STAR		Recognition & Respect	Awards & Status
SEARCHER		Meaning & Make a Difference	Praise & Regular Feedback
CREATOR		Innovation & Change	Rewards for Innovation
SPIRIT		Freedom & Independence	Autonomy & Empowerment

RELATION- SHIPS

SELF

Motivational Maps & Maslow



Maslow Source: Businessballs.com (Alan Chapman 2001-7 Adapted by persons unknown)

Licensed Practitioner in Motivational Maps™

MOTIVATION ACTION PLAN

4 QUESTIONS TO ASK YOURSELF:

1. Does your current role fulfil your three **MOTIVATIONS**?
2. How can you and/or your manager enhance your current role?
3. How can you enhance others' roles?
4. Have you shared your **MOTIVATIONS** with team members/others?

Personal Motivation Audit

Name: **JOE BLOGGS**

Company: **XYZ LTD**

Motivational Maps Results	Current Score (out of 10)	How to Improve (Job Enrichment)
Motivation No. 1 SEARCHER (x3) -----	7 (x3)	Explore opportunities to make more of a difference with clients/staff
Motivation No. 2 EXPERT -----	7	Make time to maintain knowledge & Expertise
Motivation No. 3 CREATOR -----	7	Greater involvement in development work and problem solving
Total: (Out of 50) 35 x2 for score	70%	70% Motivated

HOW MOTIVATED WITH **MOTIVATIONAL MAPS™** ?

80+% - *You are happy with your job role*

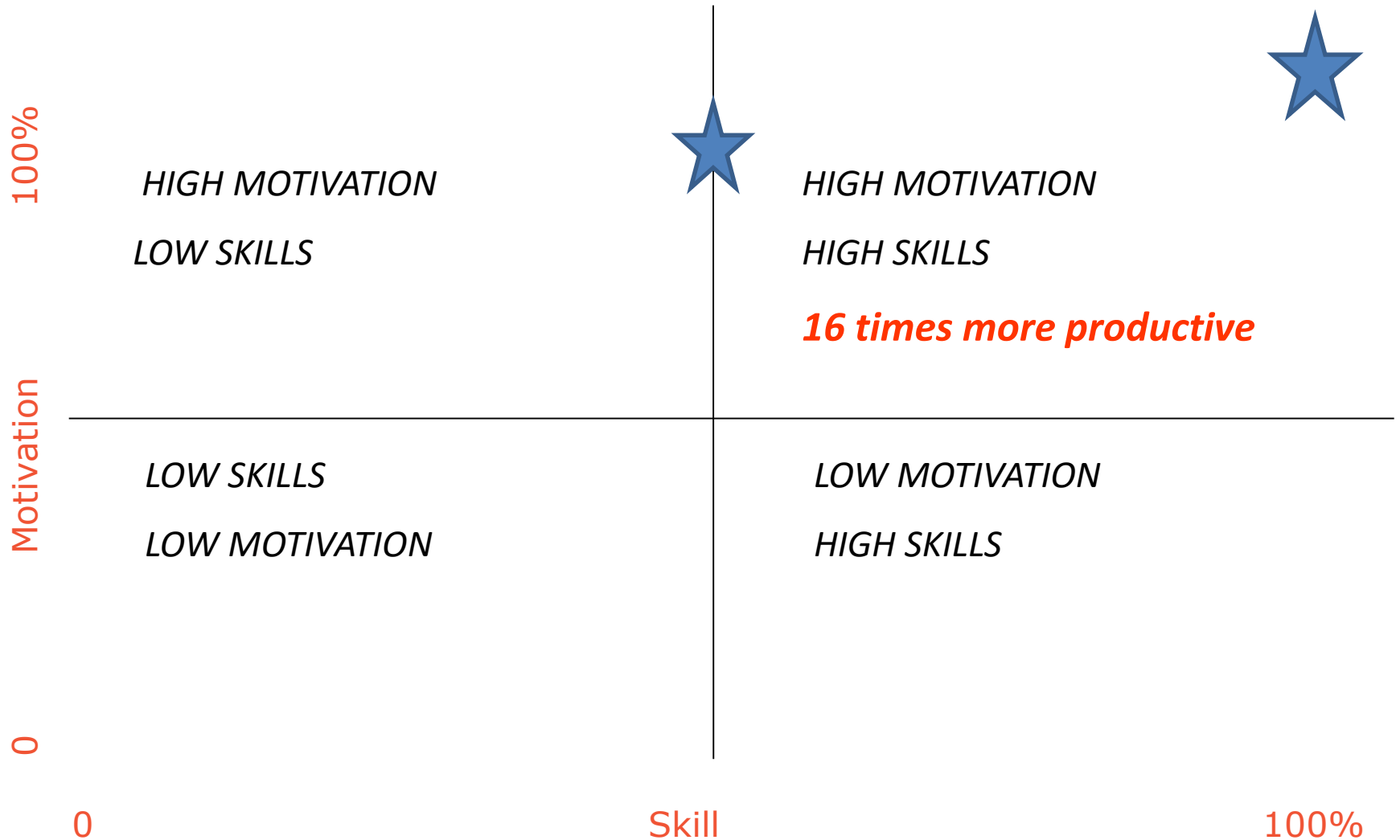
60 – 79% - *Aspects of the job role need reviewing/tweaking*

35 - 59% - *Serious de-motivation is occurring*

BELOW 35% - *Complete change – take decisive action!*

PERFORMANCE

Four types of People in the Organisation





Unity Five Ltd & ZatPark

- *Insightful*
- *Purposeful*
- *Stable*



5 November 2018

Team Data Table

Top Motivator
Second Motivator
Third Motivator
Lowest Motivator

Name		Expert	Searcher	Defender	Spirit	Builder	Creator	Director	Star	Friend
Marion	Pataillot-Meakin	25	22	23	19	28	14	16	17	16
Sarah	Roberts	24	33	14	17	27	21	22	12	10
Alyssa	Warner-Green	30	28	15	17	17	27	17	15	14
Kim	Offord	21	22	21	20	19	18	18	21	20
Dyle	Kurpil	33	19	17	19	29	11	13	25	14
John	Dunne	36	15	20	29	16	26	9	18	11
James	Tark	18	23	23	23	16	26	23	21	7
Jon	Sandhu	24	29	25	20	19	16	22	13	12
Alastair	Finlayson	28	18	14	23	23	26	13	14	21
Andy	Tasker	23	18	30	25	20	13	12	16	23
David	Marks	22	24	20	29	15	24	22	18	6
Charlotte	McMullen	26	22	21	21	16	16	19	16	23
Ann	Byrn	27	23	23	21	14	13	28	24	7
Michelle	Donegan	19	24	22	21	17	24	15	12	26
John	Paul	22	24	24	17	22	19	19	18	15
Mark	Newman	21	21	22	26	22	15	22	16	15
Sally	Newman	20	28	26	20	20	19	18	12	17
Gavin	Price	29	26	23	24	26	16	25	10	1
Nancie	Tossell	21	24	29	18	22	20	18	14	14
Anne	Bevis	23	30	25	18	14	18	14	15	23
Damian	Hnat	26	23	23	20	18	18	15	17	20
Kelly	Morgan	18	24	25	25	18	18	13	15	24
Shelley	Lowry	17	25	23	18	20	18	16	22	21
Clare	Daley	30	26	27	13	13	17	16	13	25
Donna	Ridsdale	33	20	17	24	20	23	13	19	11
Jason	Dickins	25	35	20	25	24	16	6	15	14
Vicky	Withey	33	31	35	17	19	17	10	7	11
Total		674	657	607	569	534	509	454	435	421

Motivation No. 1 –The Expert (A)

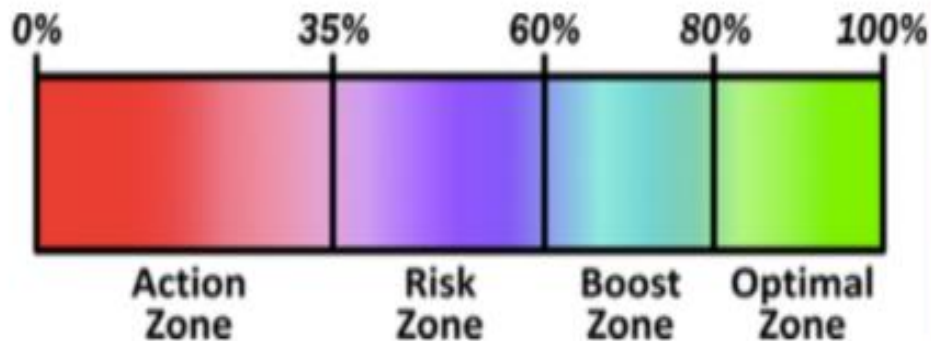
Motivation No.2- The Searcher(S)

Motivation No. 3– The Defender(R)

Lowest Motivation – The Friend (R)

Motivation - Team Audit Score - 73%

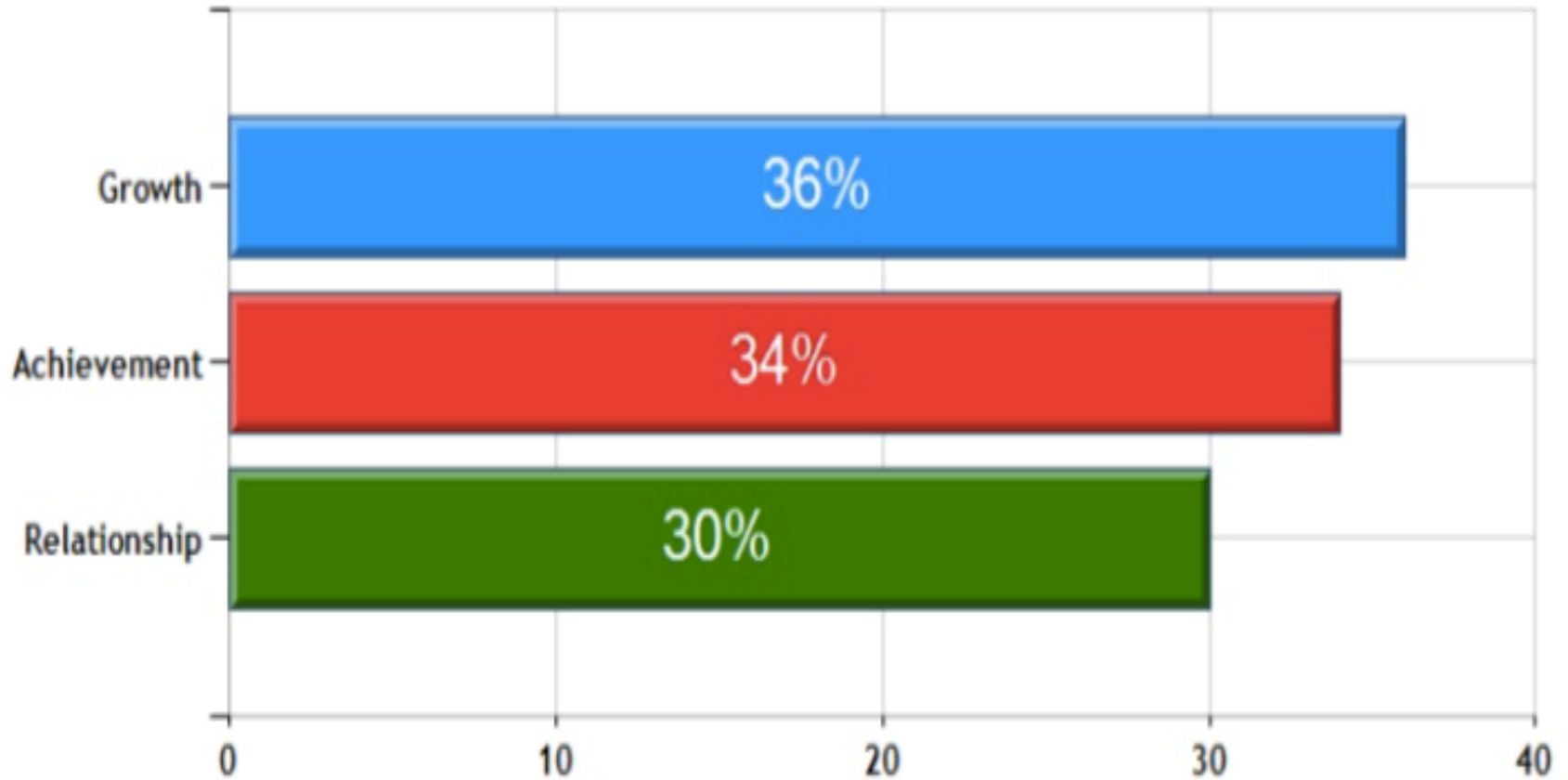
Teams' Current Level of Motivation



The team is currently **73%** motivated in their current role. This means that they have a high level of motivation and are motivated to enjoy their current situation. The issue for them is one or two motivational areas where small improvements or boosts could make a big difference and motivate them further.

Be mindful: This score does not imply any judgement of their ability to do their job – be clear that motivation is independent of one's personal skill set.

Cluster Analysis



GREEN

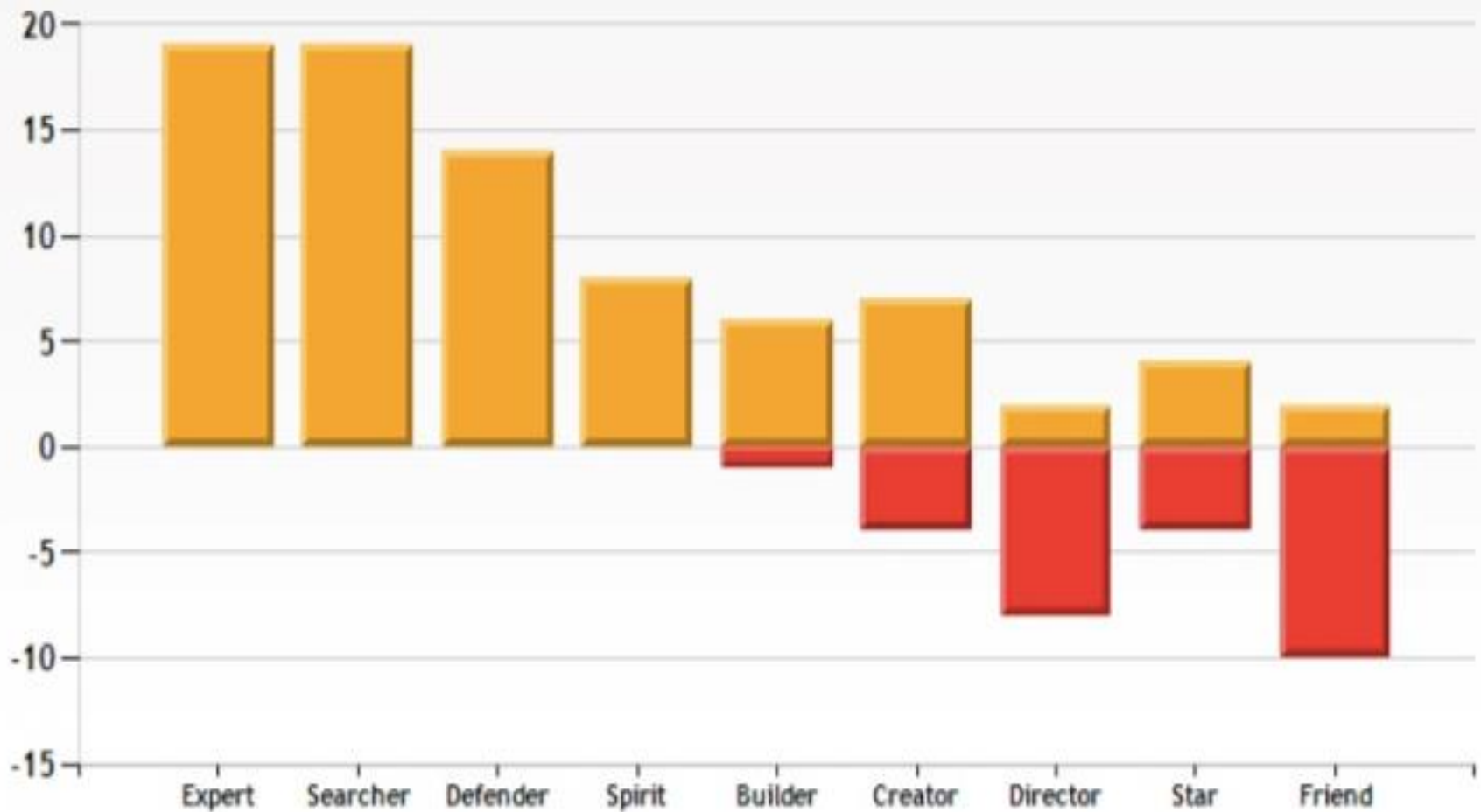
RED

BLUE

PAST PERSPECTIVE	PRESENT PERSPECTIVE	FUTURE PERSPECTIVE
The way we do things here: why not?	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

Team Profile

Shared Motivator Count





Team Primary Motivator:

The Expert

- Insightful
- Learning-orientated
- Knowledgeable

Motivation Strategies:

The Expert

- Ensure an excellent induction programme for new Expert team members. A good start is likely to keep the Expert hooked.
- Ask Experts within the team to share their learning experience - ask them to cascade their learning, especially after external courses.
- Give members of the team the opportunity to attend courses during the day, particularly if working for a degree level type of qualification.

Team Second Motivator:

The Searcher

- Purposeful
- Feedback-orientated
- Quality critical



Motivation Strategies:

The Searcher

- Obtain positive customer feedback for the Searcher team. They love testimonials and endorsements about the outcomes of their service.
- Searcher teams love positive feedback – so give them it. Especially tell them about the consequences of their work and praise them.
- Improve regular communications at work: Oral, Written, Electronic and use visual, oral and kinaesthetic modes to communicate.
- Make sure that all equipment and materials the team uses are fit for purpose. Inadequate equipment and materials derails their purpose.
- Create a more stimulating environment around the Searcher. Think about: Colour, Rhythm, Nature, Light, Art.

Team Third Motivator:

The Defender

- Stable
- Security-orientated
- Accurate

Motivation Strategies:

The Defender

- Communicate – especially good news about the organisation and how it's doing. Use regular briefings, notice-board, even emails where necessary.
- Provide perks that tap into their need for security – health care provisions, pension enhancements, loyalty schemes.
- Reward and value loyalty and faithful service within the Defender team – be explicit about this. Stress team values and co-operation.





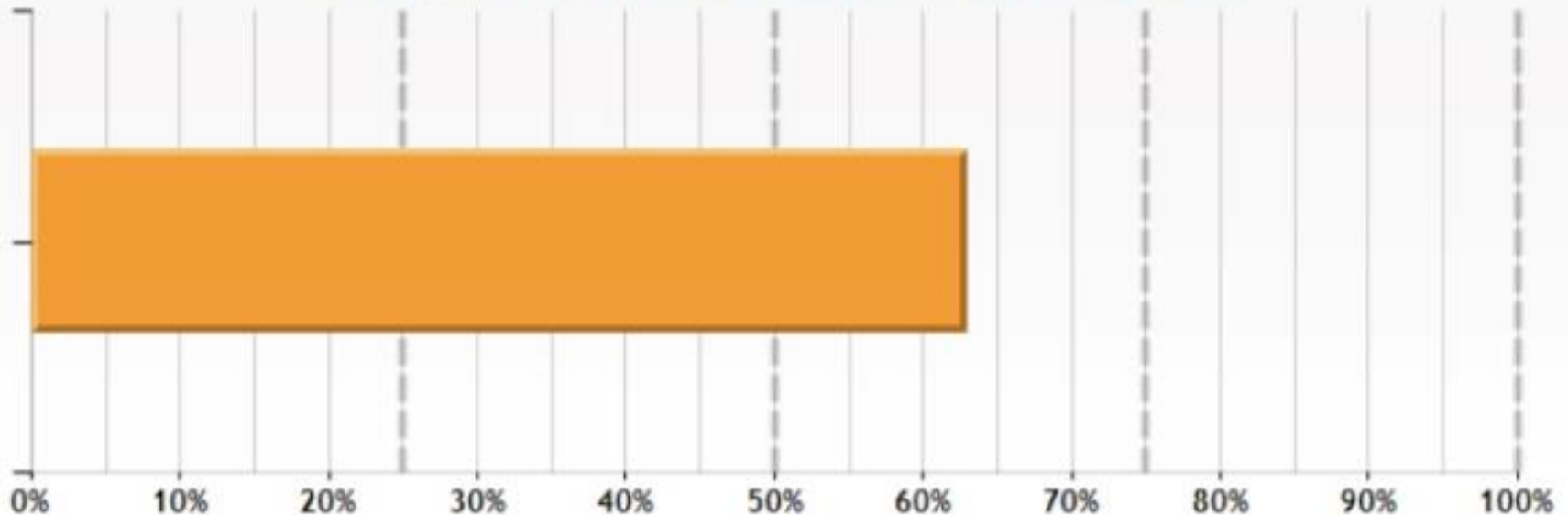
Your Lowest Motivator:

The Friend

- Connector
- Involvement-orientated
- Supportive

Change Index Score

Unity Five Ltd & ZatPark Change Index Score



Your team has a change index score of 63% meaning that this team has a positive attitude to change and is risk friendly. They will tend to want to move at a fast pace with a focus on effectiveness and outcomes. Systems and things need to 'work' – results are important.

STEP ONE



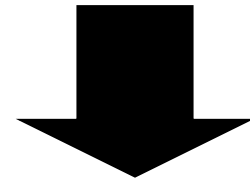
Undertake **MOTIVATIONAL** MAPS – 9 motivators



Identify 3 - Measure



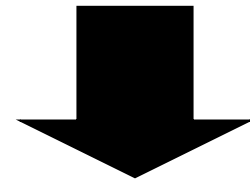
Activate - **Motivational** Action Plan



STEP TWO



Work out % **motivation**
APPLY TGROW and
SMART to Gaps in **Motivation**



STEP THREE



Re measure **MOTIVATION** to
demonstrate improvement in
Motivation and Performance

STEP ONE

Undertake **MOTIVATIONAL MAPS**

Business Team Audit

Present Team Audit to Management Team

STEP TWO

TEAM PRESENTATION

- Individual Maps
- Concepts
- Team Audit.

STEP THREE

Agree next coaching step to include **MOTIVATIONAL** action plans & reviews

Motivational Cycle



Quick Wins: How can I motivate

MY STAFF:	MOTIVATORS	MYSELF:
Giving them more responsibility	DIRECTOR	Taking more responsibility
Creating Learning & Development Opportunities	EXPERT	Being more of a specialist
Financially rewarding this person	BUILDER	Adding more money to me/business
Finding more inter active/social opportunities	FRIEND	Being more inter active
Ensuring them of a predictable & secure future	DEFENDER	Protecting & Future proofing the organisation
Offering them more opportunity to shine & receive respect	STAR	Getting more recognition for my work
Finding them innovative, varied and interesting work	CREATOR	Being more innovative
Giving them a freer role & more autonomy	SPIRIT	Working more independently
Allowing them to make a difference	SEARCHER	Adding more value

MOTIVATIONAL MAPS™ - Helps identify best fit!

1.  CUTTING EDGE TECHNOLOGY - **CREATOR**
2.  INCREASED SALES & REPEAT SALES – **BUILDER**
3.  HIGH VALUE & OUTCOME FOR STAFF/CLIENT - **SEARCHER**
4.  MORE INTERACTIVE OPPORTUNITIES/NETWORKING – **FRIEND**
5.  NEW LEARNING & DEVELOPMENT – **EXPERT**
6.  MANAGE RESOURCES & CONTROL – **DIRECTOR**
7.  FUTURE-PROOFING BUSINESS - **DEFENDER**
8.  PERSONAL RECOGNITION/PRESENTATIONS - **STAR**
9.  INDEPENDENCE WORKING ON THEIR OWN/DETAIL - **SPIRIT**

Ideal Types of Employment

BUILDER		<i>Performance and reward clearly linked Commission, bonuses; Above average rates of pay</i>
DIRECTOR		<i>Responsibility built into role; Clear promotion and/or career Prospects; Control of resources</i>
EXPERT		<i>Technical positions; Professional environments; High skill and/or knowledge jobs</i>
FRIEND		<i>Strong team ethos; Excellent social & “extra-curricular” activities</i>
DEFENDER		<i>Stable and secure organisation; Predictable advancement within Organisation; Routine/repetitive work</i>
STAR		<i>Clear job titles, visible recognition; Hierarchical structure; Perks linked to level within organisation</i>
SEARCHER		<i>Voluntary Sector/Charity Customer-facing role Mission-critical tasks/projects</i>
CREATOR		<i>Problem-solving/developmental work; High change/challenge Environments; Stream of new initiatives</i>
SPIRIT		<i>Lack of close supervision; Ability to make own decisions/discretion; Can prioritise own time</i>

Motivational Maps help businesses and individuals in the following ways:

1. **PERSONAL DEVELOPMENT** – *self image, self awareness*
2. **MANAGEMENT DEVELOPMENT**- *appraisal, rewards*
3. **TEAM BUILDING** – *motivating, handling conflict, communication*
4. **RECRUITMENT** – *selection, retention*
5. **SALES** – *managing, increasing*
6. **CAREER DEVELOPMENT** – *mapping, choice*

Validity & Origins

The origins of the Motivational Map are based on extensive research into human motivation using three primary source:

- **Abraham Maslow's hierarchy of Needs**
- **Edgar Scheins Career Anchors and**
- **the personality profiling tool Enneagram.**

Motivational maps are an ISO accredited self-perception inventory that not only provides you with a detailed description of what motivates each person mapped but also a measure of how the individual feels that each of their core motivational drivers are being met through their work. This provides valuable insights for the individual and also the manager and leader of a mapped team. The maps come in individual, team and organisational formats and I'd like to offer you you the opportunity to:

“Flowers flourish when they are watered, and shrivel when they’re not. People are no different. The best leaders are the ones who look for the best in people.”

RICHARD BRANSON
Billionaire Entrepreneur