

A message from James Sale

The Creator of Motivational Maps



"I was a teacher of English for 15 years and finally became a Deputy Head teacher. Along the way I had managed students and increasingly had managed staff and teams. In 1990 a breakthrough event occurred: I was sent on an Appraisal training course whose purpose was to enable me to train other managers within the Dorset county on how to set up and run appraisals. The change had begun – I increasingly began to prefer training to teaching, and in 1995 I gave up the day job and became a full time self-employed trainer and consultant.

The key thing was: it was all about people, results were all about people. How many times had I seen managers and bosses imagining that a clever strategy plan THEY had thought of was going to transform the organisation? And without staff buy-in, nothing happened, except more misery and frustration.

One aspect of my work has always been innovation and creativity – I had had some 20 books on teaching published, including one best seller, and as I went into training I began learning the ropes, and widening my field – to include businesses, not just schools and colleges. But by 2000 I realised that I had begun to create new and interesting takes on old ideas; that I had begun to develop new tools and materials from conventional sources. My teaching background here proved invaluable, because I began to see that what I had a gift for was making complex ideas easy to grasp and understand.

This is exactly what I had done in teaching – for example, back in the early '80s I had taken a mixed ability class of 14 and 15 year olds and got them to put on a staggering 2 hour production of Milton's Paradise Lost, using only the original language of the poem. This was considered by others degree level work – it could not be done – but we did it. The performance was a triumph and an article on the production featured in The Times Educational Supplement – an average 15 year old could understand Milton if it were presented in a way that interested them.

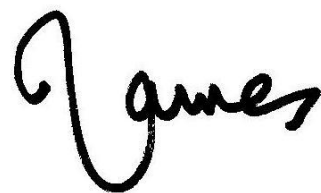
Increasingly, this ability to make the complex simple and the obscure understandable became focused in developing tools in the area that meant most to me: motivation. Everybody did strategy, skills and knowledge; but where was there real understanding of motivation? Motivation was so important – the fuel, the driver of performance. No motivation, no achievement.

Thus it was that as I studied Maslows's Hierarchy of Needs, as I looked at Edgar Schein's Career Anchors, and critically, as I kept dipping into the Enneagram, I made some massive connections. I joined the dots, and a model and a questionnaire – the Diagnostic, Motivational Maps® emerged. Tentatively at first, on paper, but then the big decision to make motivation the heart and soul of our business meant that we abandoned The James Sale Partnership company and became Motivational Maps Ltd. And with this on-line diagnostic we could now share our expertise with others; we could license people around the world to make a motivational difference.

And this was just the start. I was put under pressure to develop a version for education, which finally led to the Youth Map – a staggering product that informs not only young people and students, but their teachers and parents as well, as to what motivates that young person. This enabled us to spin-off the product for another company to develop and market in the UK, which had tremendous synergistic value.

In a separate development a pilot was run at a University Business School trialing the use of a Higher Education Map for undergraduate students. A request too has been made to develop a Motivational Map for recruitment purposes. Everywhere we go in fact we find motivation is needed and necessary, and that most people and organisations do not understand it at all – and cannot describe or measure it. This the Map does.

We are now at the point where the Motivational Maps company has expanded to 12 countries and incorporated key allies in the development of its product and services. Motivational Maps version 2.1 is now available and this represents the face of our future hopes: to become the number one motivational organisation in the world, to be pre-eminent in performance and what drives it, to be so insight-rich, and have so many practical tools and techniques to enable us to deliver for our clients and licensees, that we become the de facto organisation of choice throughout the world for all things motivational.”

A handwritten signature in black ink that reads "James". The signature is written in a cursive, flowing style with a large initial 'J'.

INTRODUCTION TO THIS MANUAL

Purpose

This manual provides you with practical information on the technical aspects of the Motivational Map. It will guide you through the each of the nine motivators that are the foundations of the Motivational Map. It provides a step by step guide to the administration system, sample reports and a whole load of other useful information to help you get the most out of your license to be a Motivational Map® Practitioner.

The manual is designed to be a working document, where you can add your own notes and documentation so that it becomes a personal aide memoire for future reference.

We may provide updates to this manual from time to time, and if you have a great idea about some additional content that could be included in this manual, let us know and we will consider its inclusion in the next revision run.

Support after training

There are many ways you can receive support after your initial licensing workshop. Your Business Practitioner will be your first port of call for any questions or support that you require.

Your **Business Practitioner** contact details are:

Name:

Tel:

Mobile:

Email:

You can also contact the team at Motivational Map Ltd



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Support@motivationalmaps.com

www.Motivationalmaps.com

The Motivational Maps Website is also a source of information about the Motivational Maps and its practitioners.

NOTES:

THE MOTIVATIONAL MAP

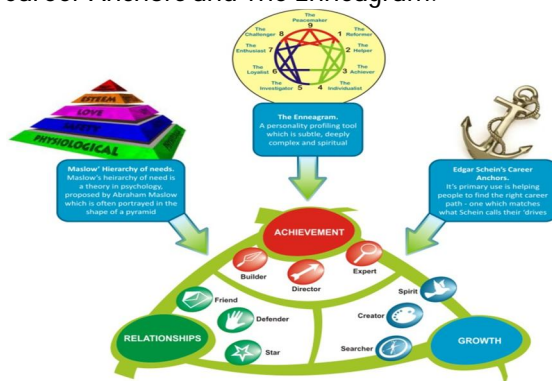
Origins of the Motivational Map

Before outlining the sources of the Motivational Map, it needs to be said that the Motivational Map is not a personality test or psychometric profiling tool. It is a self-perception inventory, which gives an insight into the core motivation of a person and "what makes them tick". Probably the most well know self perception inventory is the Belbin Team Inventory, developed by Meredith Belbin.

So what is the difference between personality and motivation? The table below shows the difference between a personality test and the Motivational Maps.

Personality tests	Motivational Maps
Personality tests deal with traits , which are fixed and stable	Motivational Maps deal with states which are changing and dynamic
Personality tests gives a snapshot of who you are	Motivational Maps gives a video of where your energy is flowing
Personality tests need only be completed once , because you are you and this is invariant	Motivational Maps need to be completed frequently because your energy, like your health, needs monitoring and boosting

There are 3 primary sources to the Motivational Map: Maslow's Hierarchy of needs Edgar Schein's Career Anchors and The Enneagram.



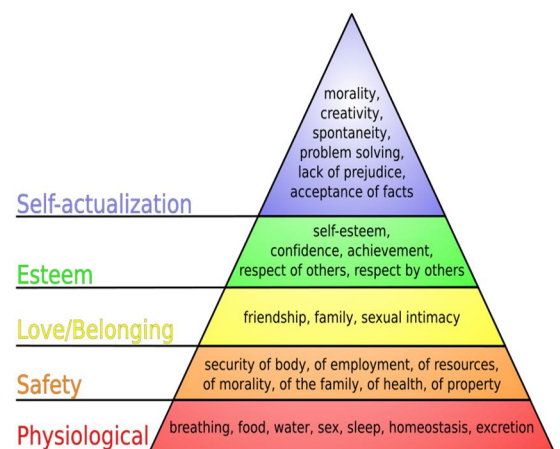
You just have Google these on the internet and you will find numerous sources of more information about them, just to give an insight for

the maps, here is a brief summary about each them.

Abraham Maslow's Hierarchy of Needs

Abraham Maslow developed the Hierarchy of Needs model in 1940-50s in the USA, and the Hierarchy of Needs theory remains valid today for understanding human motivation, management training, and personal development. Abraham Maslow's book **Motivation and Personality**, published in 1954 (second edition 1970) introduced the Hierarchy of Needs, and his work has been extended over the years by many experts in the field of motivation.

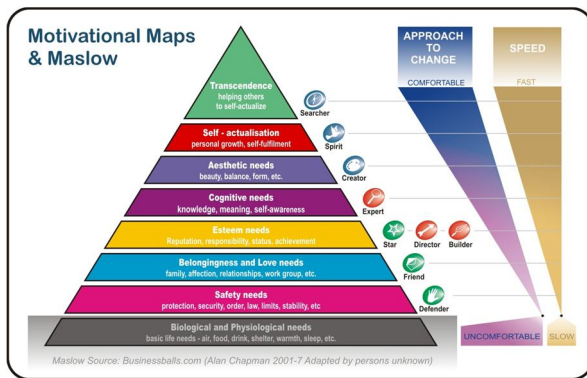
Maslow's hierarchy of needs works on the understanding that each of us is motivated by needs. Our most basic needs are inborn, having evolved over tens of thousands of years. Abraham Maslow's Hierarchy of Needs helps to explain how these needs motivate us all.



Maslow states that we must satisfy each need in turn, starting with the first, which deals with the most obvious needs for survival itself. Only when the lower order needs of physical and emotional well-being are satisfied are we concerned with the higher order needs of influence and personal development. Conversely, if the things that satisfy our lower order needs are swept away, we are no longer concerned about the maintenance of our higher order needs.

Maslows link to the Motivational Map

The 9 motivators of the Motivational Map are directly correlated with the hierarchy in an interesting, original and organic way; the motivators are not considered “discrete” objects, but viewed as organically linked to Maslow. There is, then, a progression of motivators as there is of needs. This correlation produces a number of important benefits: first, certain motivators are linked; second, the motivators have interesting properties other than their “motivational” quality, the two most important of these being speed and resistance to change. The diagram below shows the correlation of the 9 Motivators to the most recent variation of the Maslow concept. A larger version of this image can be found in the reference section of this manual.



The Enneagram

Finally, and very significantly, the Map is based on the Enneagram. The Enneagram is a subtle, deeply complex and spiritual psychometric profiling tool which is based on a 3 by 9 orientation linked to a number of personality traits. The word Enneagram means “nine points”, and whilst it is an astonishing tool to assist with personal development, in our view, it is limited in its use due to its complex nature, (it works on the completion of 180 questions), and its American marketing focus. If you are familiar with the Enneagram’s 3 by 9 orientation you will recognise core components of its structure in the Motivational Map.

Edgar Schein’s Career Anchors

Edgar Schein’s Career Anchors tool of the 1960’s is a very accurate tool which is still used by recruitment agencies today. Its’ primary use is helping people to find the right career path, one which matches what Schein calls their “drives”. Schein identified eight themes, (although later research in Israel found that there were in fact nine drivers), and has shown that people will have prioritised preferences for these in relation to the type of career they choose. Again, the Motivational Map, since it is modelled on career Anchors can also help people find direction, and further assist them in personal development.

NOTES:

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Colour	RGB Code		
	R	G	B
Red	218	37	29
Green	0	146	63
Blue	0	147	221
Orange	255	153	16

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