

Analysing the Motivational Maps



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Introduction.....	3
The Clusters.....	3
Cluster Analysis Chart.....	3
Compatibility of the Clusters.....	6
In Depth Analysis.....	7
Polarity Reinforcement.....	7
Internal Oppositions.....	7
What do the numbers mean?.....	8
Individual Motivator Scores.....	8
Spread of Scores.....	8
Levels of Motivation – the score.....	9
Motivator Compatibility.....	11
The Change Index Score.....	12
Sequence of Analysis.....	13

Introduction

One of the most important elements of Motivational Mapping is the analysis because it is here that two crucial things emerge: one, insight, and two, action. People and teams want to know what motivates them, but more than that they want insight into their condition; and further a practical kind of insight that leads them to action, this action being the solution to the issue of gaining more motivation. Why is this important? Because more motivation improves the quality of life, enhances self-efficacy, and paves the way inexorably to enhanced performance and greater productivity.

What we therefore have in this section are ways to read the map to increase your ability to understand the significance of the data. Understanding the data then goes hand in hand with using the Reward Strategies pack. Combine these with your consultancy, or coaching or managerial skills, then you have potent force to help you effect change and impact motivation positively with your client or your employee.

The Clusters



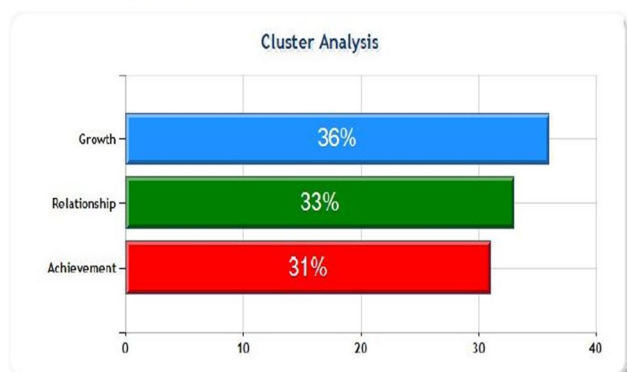
The Motivational Map reports use the Cluster Analysis to provide an Executive Summary to the reader; this gives a high level indication of the motivational tendencies of the individual, based upon how important each of the Cluster areas is set against the other two.

The Cluster areas each comprise 3 motivators which all share a common profile in terms of their attitude or appetite for risk and their pace of decision making.

The Cluster areas each comprise 3

Cluster Analysis Chart

Within the reports, the Cluster analysis is shown as a bar chart. Looking at this bar chart gives you a good idea of what is really important to the individual about being motivated. If the distribution of the three colors is pretty even (a range, say, of only 4% between 32% lowest and 36% highest,) then the individual is pretty balanced, they get motivated through relationships, achievement and personal growth probably in equal measure. Flexibility is then highly likely; and we need to look at the individual scoring more closely, especially for potential internal conflict.



On the other hand, if the range of scores is in excess of 10%, say 30% lowest and 40% highest, then the individual is motivated predominantly by one cluster group. This means the strategies for motivations need to be highly focused towards one particular Cluster group.

Where the **Relationships** cluster is dominant, an individual's motivations primarily come from sustaining relationships at work and from the depth and intensity of these relationships. They are highly likely to value teamwork as a preferred way of working – it provides security, belonging and recognition that are essential. The past is important because relationship building requires longevity – they can more easily rely on people whom they have known a long time. With such a “relationship” focus, however, the danger is being caught in a cosy club where real achievement is not important, and also where groupthink prevails: no-one wants to rock the boat by offering a controversial opinion.

Where the **Achievements** cluster is dominant, an individual's motivations primarily come from achieving complete satisfaction from work and all it offers by way of challenge. The goals, the problems, the challenges of work – of what they do – preoccupy their thinking and bring out the best in them. They like being in the present – exercising control, creating wealth or developing mastery over their environment. With such an “achievement” focus, however, it can be restrictive, so that they may miss the bigger picture of their life, and their own self-development as they stay constantly in the challenges of the present moment. They need to ask: how am I investing in my own personal growth? And how do others view me, since I will almost certainly need them to achieve my dreams?

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



As trainers, coaches or managers you will know that to teach, train or communicate effectively we must understand how people prefer to learn or be communicated with. This understanding then informs the way and ways we present, communicate and offer information, knowledge, concepts, ideas and even practical skills. We refer to these as “modes of perception”, of which there are three, Think, Feel and Know. Whilst everyone has all three modes of perception, one is usually dominant. The Cluster Analysis provides us with an insight into the individual's preferred or dominant mode of perception.

The **Relationship** motivators are highly geared to **feeling**. Feelings are located in the heart. These reflect the needs for security, belonging and recognition.

Security is something that fundamentally we can only achieve through relationships; belonging is equally about relationships with others; and recognition can only come from others – and from positive relationships with them, usually. Relationships, then, are about the (in NLP terms) ‘auditory’; for it is in listening to others that the strongest relationships are built. Be mindful though, this cluster likes security and predictability. Consider whether they shy away from taking risks and whether they could achieve more by taking more risks?



The **Achievement** motivators relate to control, wealth and expertise, and are predominantly about **thinking**. Thinking is located in the head. And this is obvious (if you think about it!): exercising control, creating wealth and developing expertise all have in common a planning element to them. They are the typical motivators of high achievers; they are also, to use NLP terminology, synonymous with the ‘visual’ – the what-you-see-is-what-you-get, with plans that are logical, coherent and highly visible. With such an achievement focus though, is it all “work” and no play? Are they failing to have fulfilling and meaningful relationships? Do they strive

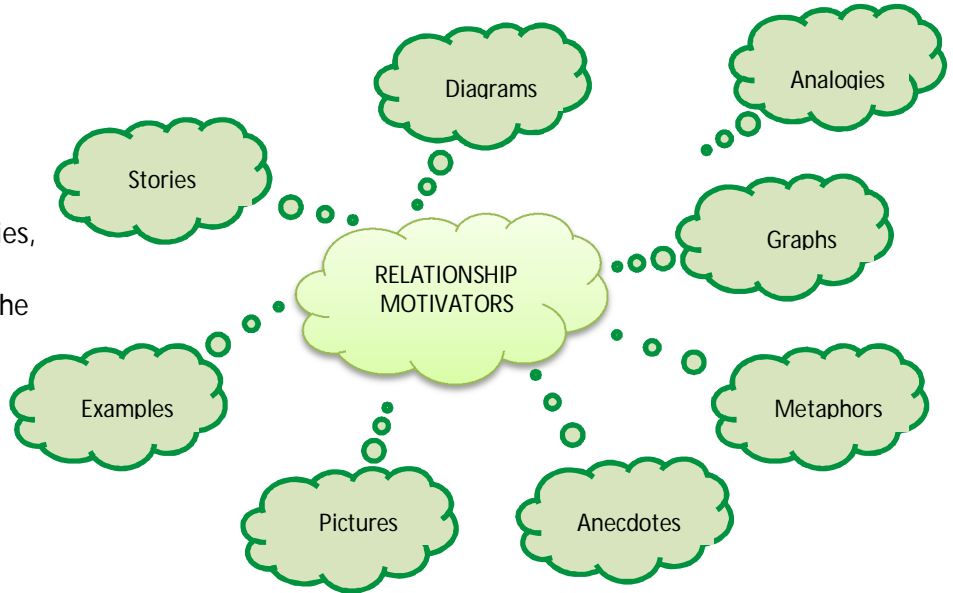
for achievement at any cost? Nobody on their death-bed says, I wish I had spent more time in the office: are they missing out on their life?

The **Growth** motivators are related to **knowing**, which is intuitive and direct, rather than being logical and considered like thinking. Knowing is located in the gut. These motivators are creativity, freedom and meaning and are at the peak of Maslow’s Hierarchy – they are self-actualisation motivators, and are very direct. To take one example, creativity: everyone understands that one doesn’t usually think one’s way to being creative, although much thought may precede the ‘creative’ moment. In NLP terms, then, this knowing corresponds with the ‘kinaesthetic’, because the creative moment goes through the body – it is a ‘gut-instinct’ or solution. Consider though, with such “self” focus, are people with a dominance of the Growth Cluster missing out on sustainable relationships? By focusing on change and being involved with new things, do they fail to finish or follow through?



So to summarise each of us has all three modes of perception, but we tend to be dominant in one, and have a secondary backup:

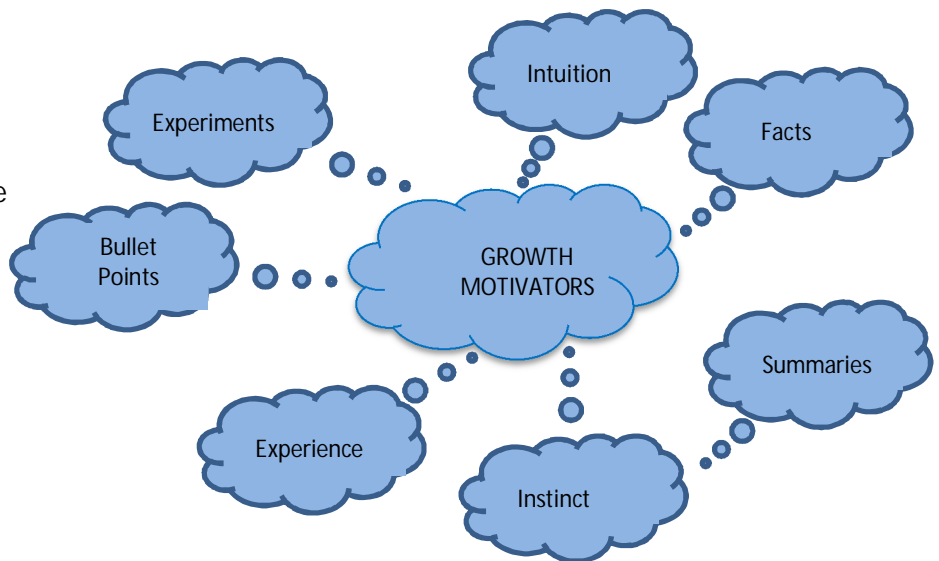
The **Relationship Cluster**, the feel-orientated people like stories, examples, pictures, anecdotes, metaphors, analogies, graphs, diagrams and more generally and literally getting the picture!



The **Achievement Cluster**, the Think-orientated people, prefer detail, data, statistics, evidence, proof, references and generally lots of information.



The **Growth Cluster**, the know-orientated people like plain, simple facts – get to the executive summary as quickly as possible.





Compatibility of the Clusters

Even at this high level of Cluster Analysis, we can identify points of potential conflict or compatibility in groups or teams of people. In general Relationship type motivators conflict most with Growth type motivators, and this is because at root: Relationship motivators are slower, risk-averse, and change-resistant whereas Growth motivators are faster, risk-friendly and change-orientated. Thus, we can outline their potential compatibility in the table shown below:

	Relationships	Achievement	Growth
Relationships	●	○	●
Achievement	○	●	○
Growth	●	○	●

● Very compatible | ○ compatible | ● potential tension

Achievement motivators can (but not always) create potential conflict with each other when resources are limited – for example, money or power within a team.

In Depth Analysis



The Reports provide us with a lot of detailed information about the top 3 and lowest motivators, as well as a graph showing the order of all 9 motivators. In itself the report is a valuable tool; and people will be able to gain a personal insight, and implement strategies to help improve their levels of motivation merely from reviewing it. However there is an added advantage to having a group or personal feedback session as there is a great deal of extra insight that can be derived from looking at the full motivational profile of a person, and the order of all nine motivators. This analysis enables motivational map practitioners, to provide additional information to the individual either in a coaching or feedback session that is not provided in the reports.

Polarity Reinforcement

In some cases, the lowest motivator may reinforce all or one of their 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 an individual's top motivator is Creator and the bottom is Defender then they will be even more change friendly, than if they simply had Creator as number one. And by the same logic, if the individual has Defender as their top motivator and Creator as their lowest, then they will be even more change-averse than if Defender alone were simply top. This also works with the specific focus for each motivator; for example an individual has Friend as a top motivator so they are motivated by being part of a team: with Spirit as the bottom motivator, this reinforces the top Friend, as a Spirit likes to work independently and teamwork is less important. It is like the top motivator is doubled in strength because of the bottom motivator.

Internal Oppositions

Internal oppositions occur when an individual has motivators in their Top 3 that seem to be in conflict with each other. For example, an individual may have Defender – the need for security as their top motivator – and it is equally or very closely scored with the Creator, as their second motivator, the desire for change. We have in this situation an internal conflict, in which the Defender in them wants stability, wants things to stay the same, and at the same time the Creator in them, almost as strongly, wants innovation, wants the new, and the result can be a kind of internal paralysis or indecision.

Where an opposition occurs it can often stop the person from moving forward as they may find it hard to make decisions. To resolve this conflict, you will need to help the individual think about the reasons why they are being drawn to or away from a cause of action, the possible consequences of each, and help them to resolve the conflict by making a decision as to the next course of action.

NOTES:

What do the numbers mean?

Individual Motivator Scores

The individual scores for each motivator give us an indication of how strong or intense that motivator is for the individual. The maximum an individual motivator can score is 40 points, and the minimum is 10 points. Higher scores mean that the individual is very clear about their desire/motivation in that area, lower scores mean that it is less of a motivation to them.

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

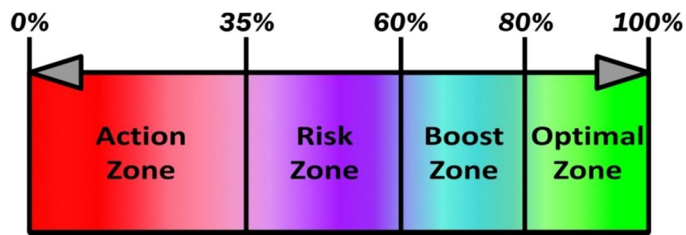
A score of over 30 – **a spike** – will indicate an extremely strong preference to that motivator, and should not be ignored. Just as important though, a score of less than 9 – **an inverse spike** – indicates an extreme aversion to that form of motivation, in some cases this could be so strong it would act as a de-motivator for that individual.

Spread of Scores

The spread of scores also provides more insight into the individual or team. The spread is the difference between the highest and lowest motivational score. An average spread for an individual would be between 8 and 20 points. Some people may have a larger point spread, indicating more focus. Where individuals have a lower spread, this indicates they are less focused, or expressed more positively, are more balanced.

Spread	Consideration
Less than 8	<ul style="list-style-type: none">• Likely to be flexible on motivators• Less demanding & more easily pleased• May require support on focusing and identifying clear goals
Greater than 20	<ul style="list-style-type: none">• Likely to be highly focused on their wants• More demanding and less flexible if needs not met• Consider spikes in relation to skill set & goals

Levels of Motivation – the score



The Motivation Audit score is calculated by looking at the individual's responses to the final 9 questions, where they consider how well this motivator is being achieved at present.

It represents the extent to which the individual feels their top 3 motivators are currently being met. Whilst this score can be dependent upon specific factors affecting the individual during the time they completed the questionnaire, it gives you a good indication of their current levels of motivation and therefore helps you to identify the areas you will need to focus on to improve levels of motivation. The team score is calculated by an algorithm which 'weights' the top 3 answers. Clearly, the top motivator – the number 1 motivator – is more important than the second and third, and so is weighted accordingly.


























































































The diagram below shows the 4 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.

0 – 35% The Action Zone	36-60% The Risk Zone	61-80% The Boost Zone	81-100% The Optimal Zone
<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>

If individuals or teams are falling in the Action or Risk zone, action is required to help them improve their levels of motivation fairly quickly, because if this low level of motivation continues for any significant length of time, it will have knock on effects on health, performance, relationships etc. Individuals with audit scores over 60% will need help in identifying the action and strategies that will help them to improve or maintain these levels of motivation over time. Be mindful though that you consider the strategies for the motivator that is least satisfied, rather than just looking at the top motivator. For example, if an individual is 80% motivated, and they scored 8 and 8 and 8 for their

Motivator Compatibility

As well as understanding where Cluster dominance can affect how individuals feel about others, we can also take this down to specific motivator level. For example, if an individual's lowest motivator is Star, but there is someone within the team for whom Star is the top motivator, then it is highly likely, especially in the absence of one or two shared motivators, that there will be conflict within the team. Those sharing the Star as lowest, or near lowest motivator, may well find the – as they perceive it - 'attention' seeking behaviour of the individual with Star as their primary motivator as extremely irritating. In short, spotting the lowest motivator within a team can be a useful way of explaining and resolving certain conflicts within the team. Fortunately, the shared language of Motivational Maps can provide an escape route from conflict, as can the development of team self-awareness as they scan their team Map! Potential compatibility can be identified for each motivator by reviewing the table below:

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

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

NOTES:

The Change Index Score

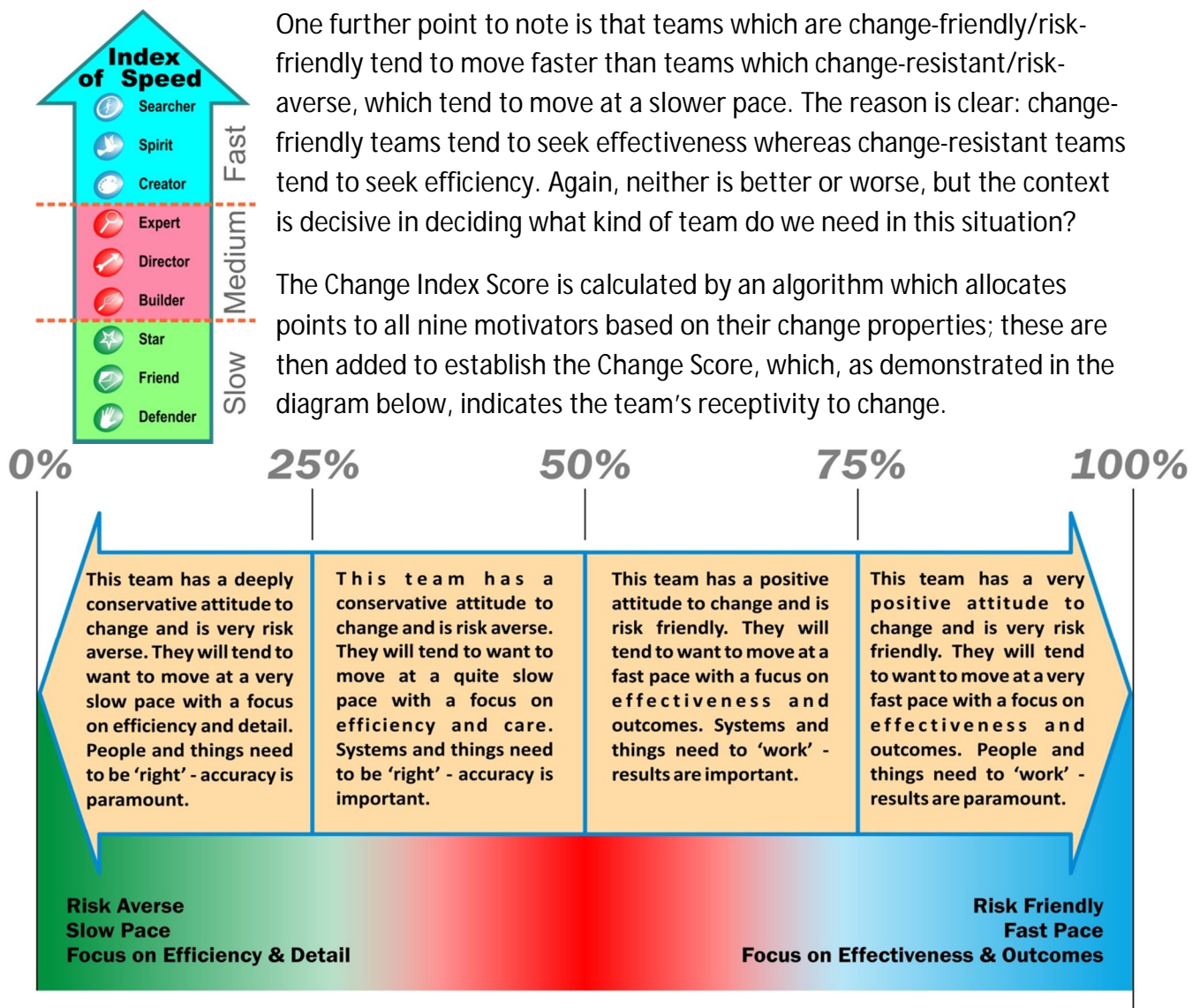
The Change Index seeks to establish how receptive a team is to change. Change is not good or bad in itself, but if big changes are necessary – and increasingly they seem to be – then whether or not a team is emotionally ready or resistant to that change is an important factor to consider before implementation; it needs to be taken into account because even the best ideas will fail if a team emotionally are not ready to accept them. And let us also be aware: teams that resist changes may have good reasons to do so, and may subsequently prove right in their opposition – it was a bad idea!

Another way of putting this is: how Risk-friendly or Risk-averse are the team?

The importance of this is in knowing in advance of any change project how much resistance is likely to be met. In this way more or less resources can be brought to bear to effect successful change.

One further point to note is that teams which are change-friendly/risk-friendly tend to move faster than teams which change-resistant/risk-averse, which tend to move at a slower pace. The reason is clear: change-friendly teams tend to seek effectiveness whereas change-resistant teams tend to seek efficiency. Again, neither is better or worse, but the context is decisive in deciding what kind of team do we need in this situation?

The Change Index Score is calculated by an algorithm which allocates points to all nine motivators based on their change properties; these are then added to establish the Change Score, which, as demonstrated in the diagram below, indicates the team's receptivity to change.



Sequence of Analysis

Here are **nine steps** in the analysis of a team map, and these nine steps can be applied to an individual map too.

- 1** Review the **Motivational score**: which zone is it in? This tells you the nature of the problem/action you need to apply.
- 2** Review the **sequence order** of the motivators. Are there hygiene factors – low motivators that may cause a problem given the role of the individual or team? For example, a manager who has Director as their lowest motivator. And for teams, is the sequence valid? Does the scoring order reflect the number of people who have that motivator in their top three? In other words, through an anomaly of scoring, Searcher is the third motivator, but in fact more people in the team have it in their top three than the other two more highly scored motivators.
- 3** Consider if the **top 3 motivators fit** with the person's role, for the team, do the top 3 motivators fit the team's functions? For example, a commercial, customer-facing team has Builder and Searcher as lowest motivators.
- 4** Review the **balance** of Relationships, Achievement and Growth – is there balance or focus?
- 5** Consider the **spread** of the points. In the case of individual maps this has been outlined on page 6, but in the case of teams check to see if the scores indicate a gradual falling away of motivators, or whether there are extreme variations.
- 6** Look for the **opposition**, for an individual is there an internal opposition? For the team is there someone with a top motivator, say, Expert, but working with someone for whom Expert is their lowest.
- 7** Review individual **motivation scores** – how many are above or below the team average score? How does the team leader's score stack up against the teams? Remember, no leader can be effective long term if they are not more motivated than their team – the team takes its cue from the leader.
- 8** Study the **1-2-3 lows**. For each individual which of their top three motivators is giving them the least satisfaction?
- 9** See if there is a **pattern** in the 1-2-3 lows. A team of seven people, for example, might have 4 or 5 of them all suffering from an unsatisfied 'spirit' motivator. If one person has that particular ailment, then that may well be an individual issue; but if 4 or 5 do, then the problem is structural and part of the system. This is a valuable clue to the appropriate solution.

