

THE REPORTS

Introduction

This section provides a sample of each of the reports available from the system, and a summary of what content is provided in each of the reports. The system allows you to switch on and off all pages except the cover page.



Individual Report

The individual report is for the person who has completed the questionnaire. It is a detailed report of their top 3 and lowest motivators, and includes the following information:

- **Cover Sheet** – includes name, their top motivator with the 3 word descriptor, date the questionnaire was completed and the practitioner’s company logo.
- **Contents** – contents list with page numbers
- **Introduction** – basic introduction about the Motivational Map.
- **The Nine Motivations of Work** – Summary of all Nine Motivators with brief explanation
- **Executive Summary** – Absolute Strength Bar chart and detail of their Dominant Cluster
- **Your Personal Profile** – Bar Chart showing all 9 motivators, and summary detail about their range of scores.
- **Primary Motivator** – detail of the individuals primary motivator with three motivator specific motivation strategies
- **Second Motivator** - detail of the individuals second motivator with three motivator specific motivation strategies
- **Third Motivator** - detail of the individuals third motivator with three motivator specific motivation strategies
- **Lowest Motivator** - detail of the individuals lowest motivator with explanation of why the lowest motivator is important
- **A Typical Story** – A typical story for the individuals top motivator
- **Your Current Level Of Motivation** - The Motivation audit score for the individual shown as a percentage and a graph showing on a scale of 1-10 the extent to which the individuals top 3 motivators are being achieved
- **Your Motivational Action Plan** – Action Plan template for the individual to complete
- **A final thought...** – Motivational Quote, additional text specific to practitioner and Motivational Maps disclaimer



Team Report

The Team Report is for a manager/leader/organisation. It provides a summary of a group or team's motivational profile, along with a one page summary for each person in the group. The Team report includes the following information:

- **Cover Sheet** – includes team name, the team's top motivator with the 3 word descriptor, date the team report was compiled and the practitioner's company logo.
- **Contents** – contents list with page numbers
- **Introduction** – basic introduction about the Motivational Map and the relevance of a team motivational profile.
- **Team Members** – Names of the team members included in the group/team report
- **The Nine Motivations of Work** – Summary of all Nine Motivators with brief explanation
- **Executive Summary** – Absolute Strength Bar chart and detail of the teams Dominant Cluster
- **Team Profile** – Two bar charts: one showing cumulative scores for all 9 motivators, and the other showing the number of people with each of the motivators in their top 3 and bottom
- **Primary Motivator** – detail of the teams primary motivator with three motivator specific motivation strategies for the team
- **Second Motivator** - detail of the teams second motivator with three motivator specific motivation strategies for the team
- **Third Motivator** - detail of the teams third motivator with three motivator specific motivation strategies for the team
- **Lowest Motivator** - detail of the teams lowest motivator with explanation of why the lowest motivator is important
- **Change Index Score** – Bar chart showing the teams change index score along with explanation of what this means
- **Team's Current Level Of Motivation** - The Motivation audit score for the teams shown as a percentage
- **Analysing Team Data** – Explanation of how the analyse the data for a team
- **Team Motivational Action Plan** – Action Plan template for the manager to complete
- **A Motivational thought...** – Motivational Quote, additional text specific to practitioner and Motivational Maps disclaimer
- **Appendix 1 – Team Data Table** – Table showing raw data for all individuals included within the team report.
- **Team Personal Profiles** – One page summary with bar chart motivational profile and satisfaction bar chart for each individual included within the team report.



Your motivational map profile

example name

- *Independent*
- *Commercial*
- *Purposeful*

29 December 2017
maps



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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 purpose 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 29 December 2017.

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.

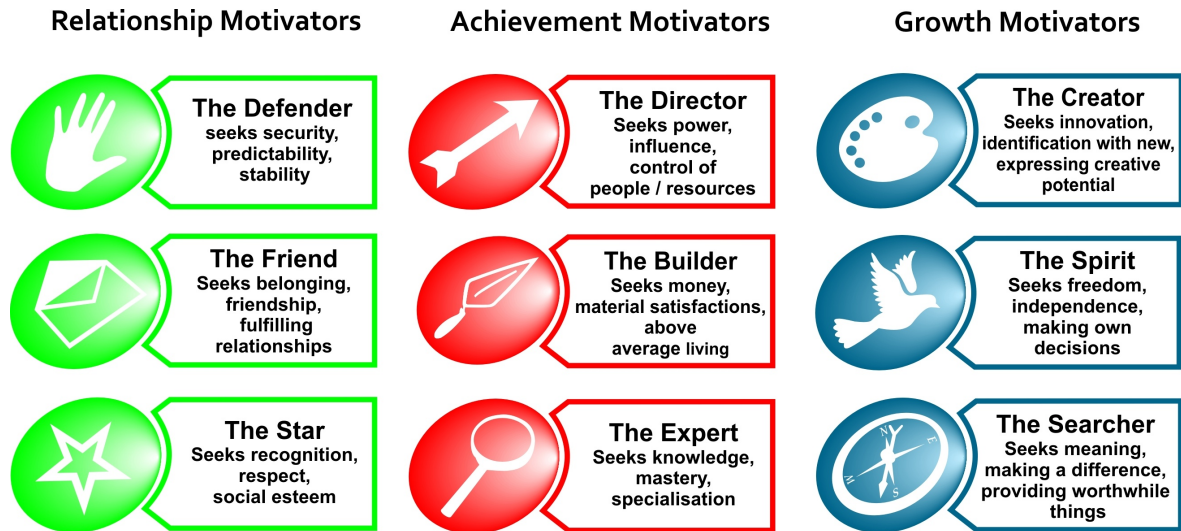
The Motivational Map comprises three cluster areas, with each of these containing three core motivations. This means that in total, there are nine core Motivations.



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.

The Nine Motivations Of Work

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



These are broad groupings and are not water-tight. For example, the Expert does not necessarily have to be 'expert' solely at work - though this is where the general focus is. Clearly, it is 'easier' in some senses to obtain satisfaction from work where the Motivations are all Achievement orientated: after all, work in most places is designed to produce money (the Builder), power (the Director) and expertise (the Expert); obtaining friendship (the Friend), say, or meaning (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.

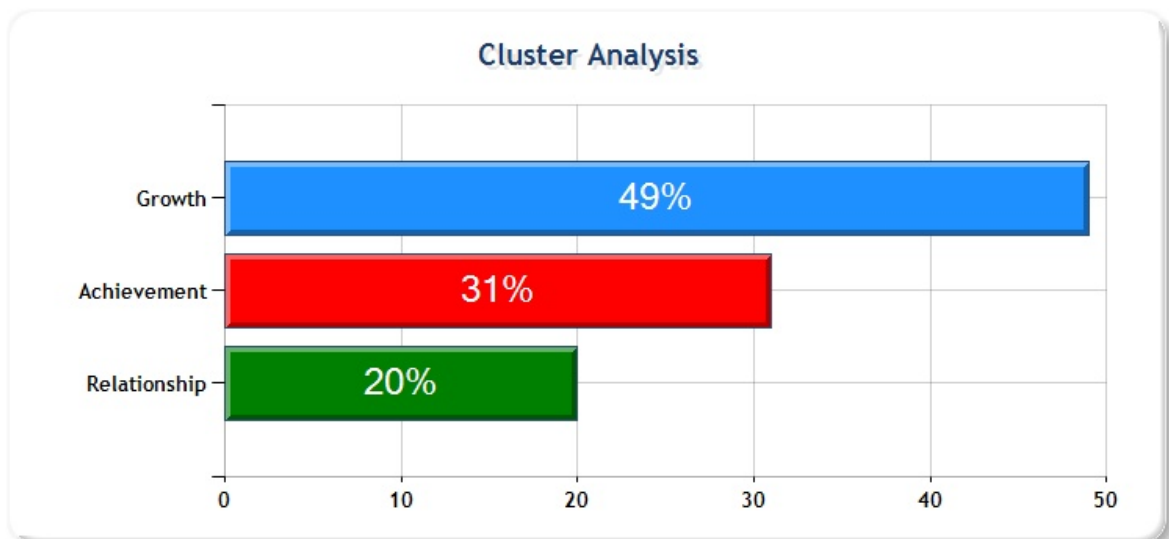
See the next page to find out your own Motivational tendencies.

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

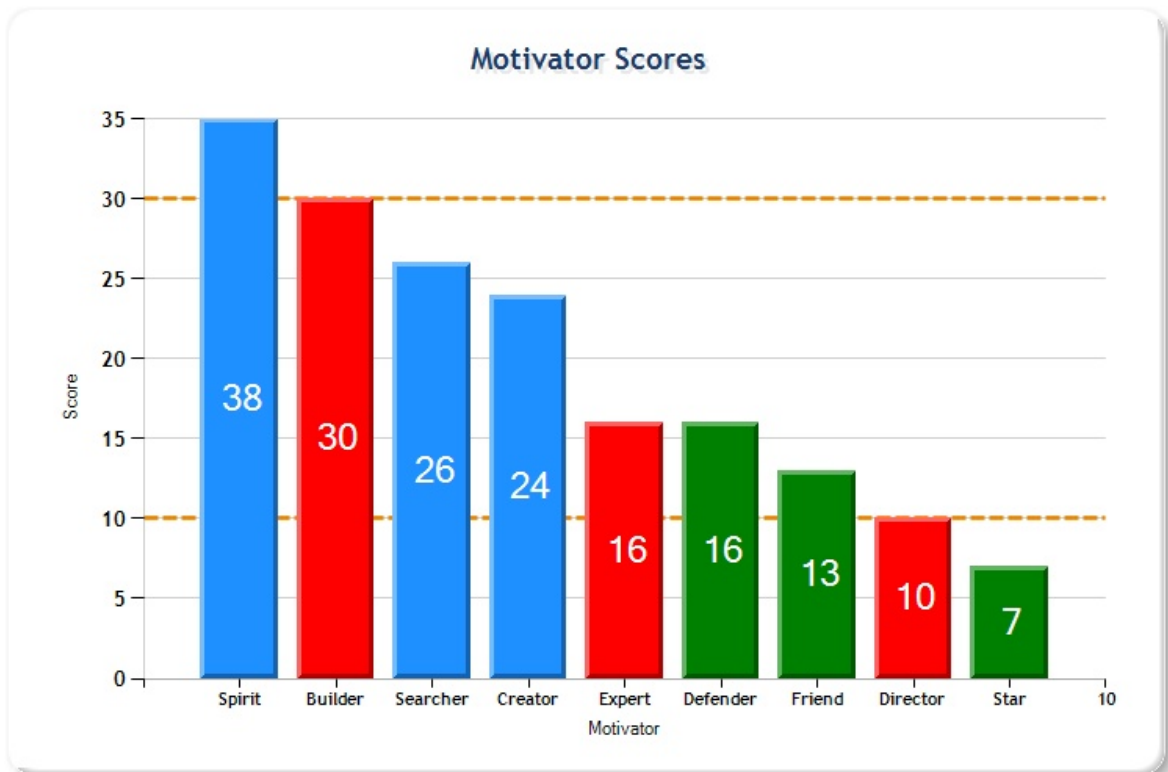
This means that your motivations primarily come from realising your full potential and being all you can be. This realisation means a new 'you' comes into being – and new involves creative change – and you want to create that change in defined areas of your work and life. Further, for this to be possible, 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?

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.



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 31 which indicates that you are so focused on what motivates you that often it is this one motivator only, your top, and this must be satisfied if work is to have any point at all.



Your Primary Motivator:

The Spirit

- Independent
- Choice-orientated
- Decisive

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

Spirit is your highest score, so you are likely to be a difficult subordinate and if you are one, will push to the limit. You are your own master and have the emotional strength to stand alone.

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

Motivation Strategies:

The Spirit

- Review every opportunity, especially for promotion, with the question: does this free me up or does it constrain my time? To function at your best you need options and flexibility.
- 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.
- 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.



Your Second Motivator:

The Builder

- Commercial
- Goal-orientated
- Competitive

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

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

Motivation Strategies:

The Builder

- Motivate yourself by giving yourself small 'perks' whenever you achieve your own targets.
- 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.
- Enter competitions, at work or elsewhere, with good prizes; this brings out the best in you as the Builder is highly competitive.



Your Third 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.

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.
- 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?
- Actively seek out positive, quality feedback. You thrive on feedback, so make sure you get some, and don't overlook social media.



Your Lowest Motivator:

The Star

- Recognition-driven
- Status-orientated
- Hierarchical

Star is your lowest score, so the need to be admired and respected because of one's position is completely alien to you. Hierarchy and pecking order have little meaning or attraction to you. However, you 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 I be a source of recognition to others? 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!



A Typical Story for a Spirit

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

Let's be frank, shall we? The Spirit may not usually be your ideal team player! In today's world being a team player is ever more - and rightly - important. Sometimes it is one of the key criteria being assessed at job interview stage. But before we write The Spirit off, let's be even clearer: The Spirit may not be an unkind or unpleasant person. They can contribute, and contribute well. However, at root The Spirit may be a loner - more accurately, a maverick. Of all the 9 Motivator types, The Spirit may be the most difficult to manage.

Working at their current post is The Spirit's third job in the last year. The other two jobs were 'good' jobs, but The Spirit couldn't get on or put up with the managers. They were too fussy, too preoccupied with being 'in control', and fundamentally undermined The Spirit's sense of being self-directed.

Pretty obviously, The Spirit wants freedom from restrictions! The Spirit wants to do their own thing. There's been a lot of talk in management and leadership circles about empowerment, as if it were some absolute good - empowering all staff equals goodness at work. Alas, life is not that simple. Some staff members really don't want empowerment - they actually do want to be told what to do - they want certainty and security. But The Spirit doesn't. For them empowerment may be the real turn-on.

When you manage The Spirit you might like to explain what the objective or objectives are, then - you stand back - no micro-management - no telling them HOW to do the job. If The Spirit wants help, they'll ask. Until then, let them get on with it.

The great thing about The Spirit may be the relentless pursuit of the objective - so long as they can do it on Their terms, they are motivated, and will achieve. Remember, The Spirit may need to make the choices.

Choosing how they go about a task, how they spend their time, and how they prioritise their activities is all food and drink to The Spirit. They are currently working in just such an environment. Their boss has a laissez-faire attitude to them- they will lightly monitor what's going on from a distance. Sometimes they may ask for help, and the boss is good at coaching, which The Spirit likes. But for most of the time The Spirit will get on with it. And what a get on - their productivity may be amazing - they will give it everything. The Spirit can be in the top three performers in that section of the company.

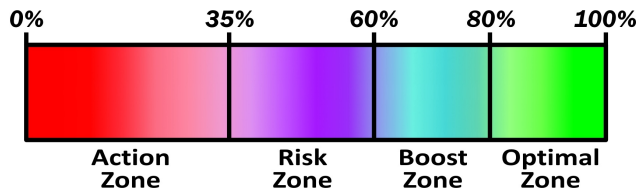
Ultimately, The Spirit will be happy through either becoming self-employed so they are in complete control, or by very carefully screening the kind of boss they are going to work for. The Spirit wants independence and autonomy. Currently, screening the boss is working very well!

See the next page to find out your 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.

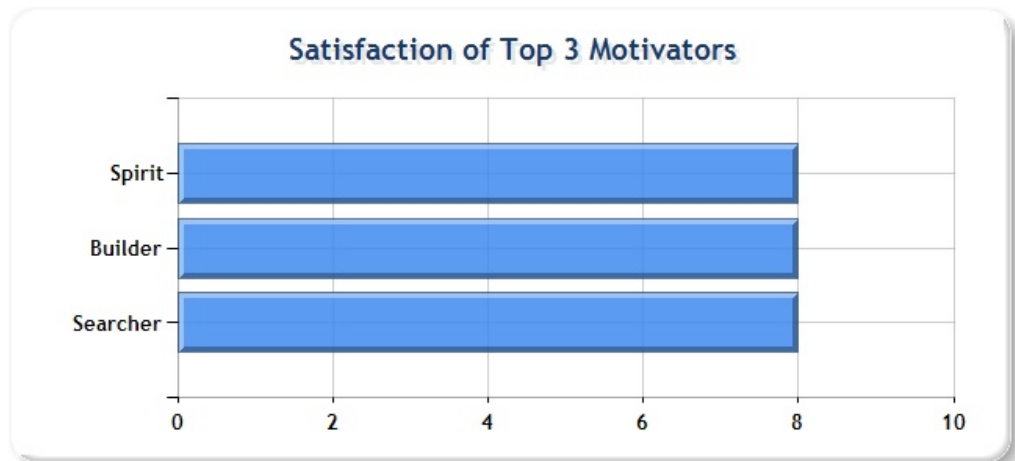
The diagram below shows the four quadrants relating to the % score for the personal motivation audit. These quadrants will help you to identify the type of action that is needed and possibly the speed of that action, to help you improve or maintain your levels of motivation.



You are currently **80%** 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;



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?

A final thought...



*Ability is what you're capable of doing.
Motivation determines what you do.
Attitude determines how well you do it*

Raymond Chandler



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Your motivational map team profile

exampleteam

- *Purposeful*
- *Choice-orientated*
- *Knowledgeable*



20 November 2014
Company Name

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Introduction

Your ability to function effectively with others in a team is down to a number of factors, which include personality traits, attitudes, behaviors and preferred roles; but one of the most important factors, often almost completely overlooked, is the motivational profile of the individual and of the individual compared with the team profile.

Before going on to discuss this point briefly we need, however, to be aware of what we mean by a team. People who just happen to be in the same department, faculty, or function (e.g. finance, HR, sales, etc.) will always be a group – but not always a team. We prefer teams because teams outperform groups. As the old adage goes, Together Each Achieves More.










The four defining characteristics of a team are: first, a reason or a remit for existing in the first place. Teams seek to achieve a common objective(s) and so have purpose or mission. Second, teams are people who are interdependent – they rely on each other and everyone counts. Third, teams possess a strong belief in the efficacy of teams. As Virgil put it: ‘Success nourished them; they seemed to be able, and so they were able’. And finally, teams are accountable – to each other and to the wider organisation; they eschew personal glory for the greater good.




With this in mind, then, your Motivational Map is part of a bigger picture: the Team Map and, beyond that, the Organisational Map. What are we talking about here?



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 (no value-judgement implied in these descriptors – context is critical for determining which are more relevant).

Thus, we can outline their potential compatibility in the following way:

	Relationships	Achievement	Growth
Relationships			
Achievement			
Growth			

 very compatible
 compatible
 potential tension

This grid is a simplification but it gives an overview of the principles. The full compatibility and non-compatibility chart shows a much more accurate picture.

Now let's take this to another level, your top three motivators drive you to seek certain outcomes. Some of these motivators conflict, and this can happen internally. For example, you may have Defender – the need for security as your top motivator – and it is equally scored with the Creator, as your second motivator, the desire for change. You have in this situation an internal conflict, in which the Defender in YOU wants stability, wants things to stay the same, and at the same time the Creator in YOU, almost as strongly, wants innovation, wants the new, and the result can be a kind of internal paralysis or indecision.

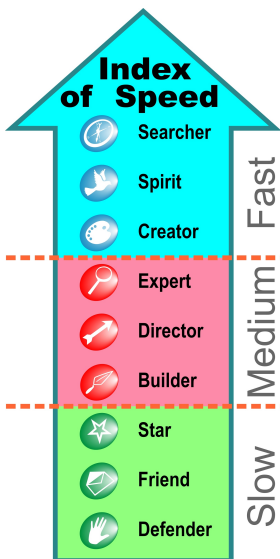
Now if we consider this on the larger stage of a team, it should be clear that if you have a specific motivator as your primary drive, want, desire, and this is somebody else's lowest drive, want, desire – in fact so low it is almost an aversion, then we have within the group – if not a real team – an opposition of energies (for that is what drives, wants, and desires are) which can lead to conflict or indecision or paralysis. Worst of all it can lead to conflicts which are subconscious in nature: we sense the opposition from someone else and we resent it. We think they don't like us, or they are being difficult, and then our opposition to them kicks in. Funnily, if we do rationalise it, this opposition is often perceived to be a 'personality conflict'; more often than not, it is a motivational conflict.

Thus, for teams to grow and thrive they need to be aware of each others' motivational profile and each member needs to be responsible, if only on a one-to-one level, of fuelling the motivators of other team members.

		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

Further, just as the individual has a Personal Motivation Audit score – how motivated he or she is as a percentage – so these numbers aggregated can show what the motivational score is for the team. One metaphor for this would be, how much fuel is in the tank? Clearly, the higher the score the better: the more energy the team has, which if focused, then this is more likely to be productive for the greater good of the organisation.



Finally, it is important to realise that certain groupings of motivators within a team – the dominant pattern in fact can have a massive relevance to fitness for purpose. Where, for example, we need speed in the workplace – operationally – or even in a sector – say, logistics – do we have a team whose motivators are predominantly slow? Alternatively, where we need thoroughness, accuracy and care – which are slow in nature – do we have teams who are driven by the 'fast' motivators? There is not a right or wrong set of motivators here, anymore than there is a right or wrong motivational profile for an individual; but what does drive the issue is context – what does this context require? - and that will determine suitability of profile.

Team Members

This Motivational Map Team Profile is based on the individual responses of each team member to the Motivational Map Questionnaire. The team members included in this profile are:

a name

c name

e name

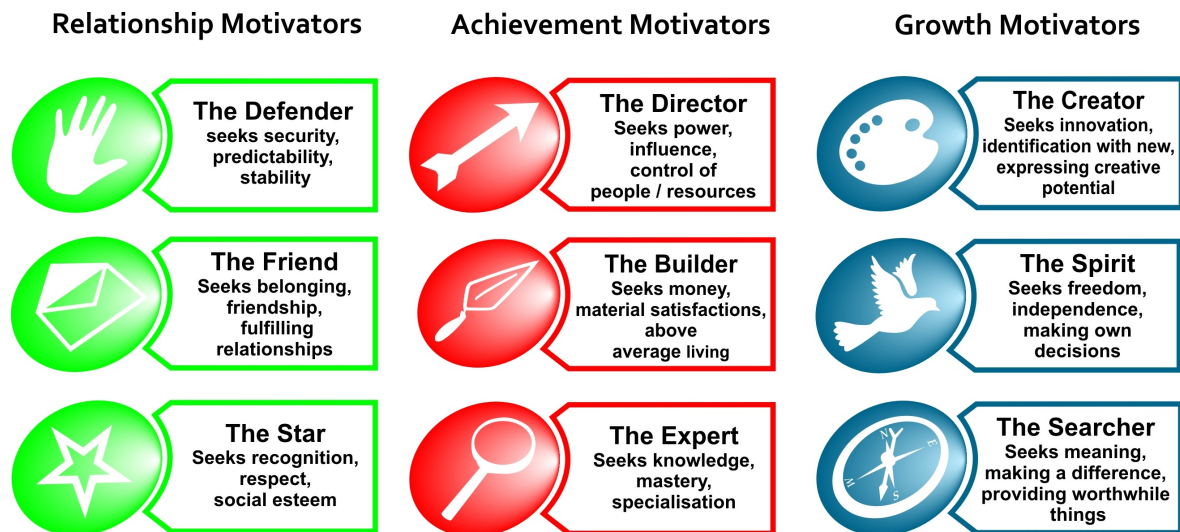
b name

d name

f name

The Nine Motivations Of Work

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



These are broad groupings and are not water-tight. For example, the Expert does not necessarily have to be 'expert' solely at work - though this is where the general focus is. Clearly, it is 'easier' in some senses to obtain satisfaction from work where the Motivations are all Achievement orientated: after all, work in most places is designed to produce money (the Builder), power (the Director) and expertise (the Expert); obtaining friendship (the Friend), say, or meaning (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.

With teams it is important to consider whether the motivators are generally 'mixed', which is that the three basic categories of Relationship (R), Achievement (A) and Growth (G) are represented in the top 3 or 4 team motivators, or whether the team exhibits a preference, and one of (R), (A) or (G) is dominant. The importance of this is in understanding the appropriate actions to take when planning how to motivate the team using Reward Strategies.

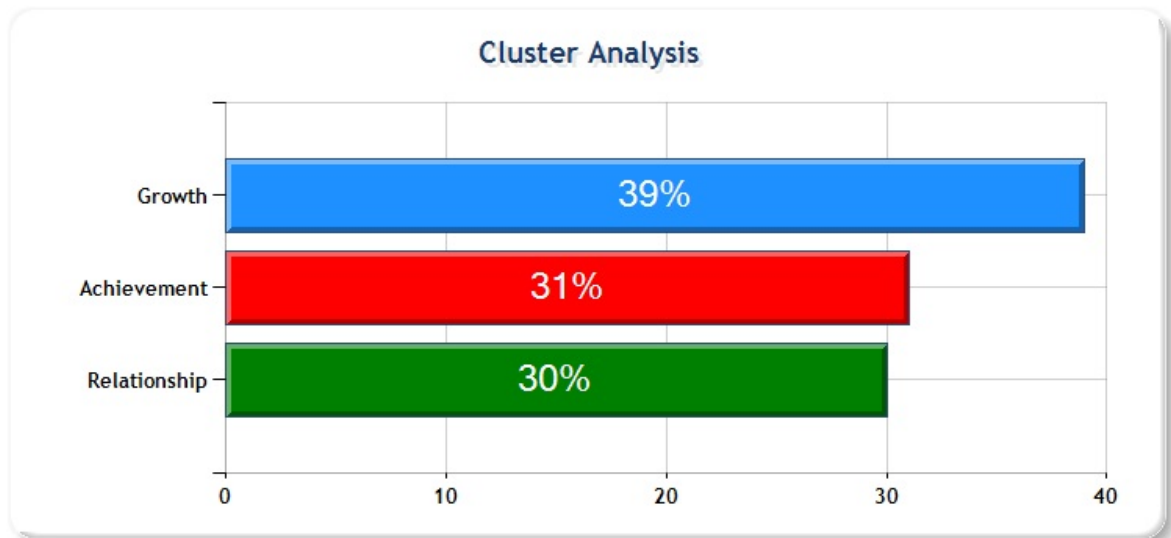
Clearly, the basic principle is to feed the dominant motivators. In the case of a 'mixed' profile this will mean paying more attention to the individual nuances of the team profile. In other words considering the dominant motivators but being very alert to which members of the team do not share them, and whether there are many potential conflict points. Where there is a dominant triad it will be possible to consider the essential characteristics of that particular triad. Therefore, this means understanding that a Relationship type team will need more time, more certainty and full communications to drive motivation; that Achievement type teams will need more control, more rewards and deeper knowledge; and that Growth type teams will need more speed, more 'big picture' stuff, and a sense of new things being realised.

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

Executive Summary

Part of Cluster Analysis is studying the the Absolute Strength bar chart. This measures how important each motivational triad – or cluster - is set against the other two. In other words it shows which motivational tendency is stronger or whether the tendencies of the team are balanced. It provides you with a visual type of Executive Summary of the team’s motivational tendencies. Consider:

- Does one triad dominate? E.g., is Growth much more highly scored?
- Is one triad especially weak? E.g., well below the 30% score?
- Is there balance between all three triads? E.g., all triads near the 33% mark?



Looking at this bar chart should give you a good idea of what is really important to your team about being motivated at work.

If the distribution of the three colours is pretty even (a range, say, of only 4% between 32% lowest and 36% highest), then the team is pretty balanced: the team gets motivated at work through Relationship motivators, through Achievement motivators, and through personal Growth motivators probably in equal measure. Flexibility is then in order, and the need to look at the individual scoring more closely, especially for potential internal conflict.

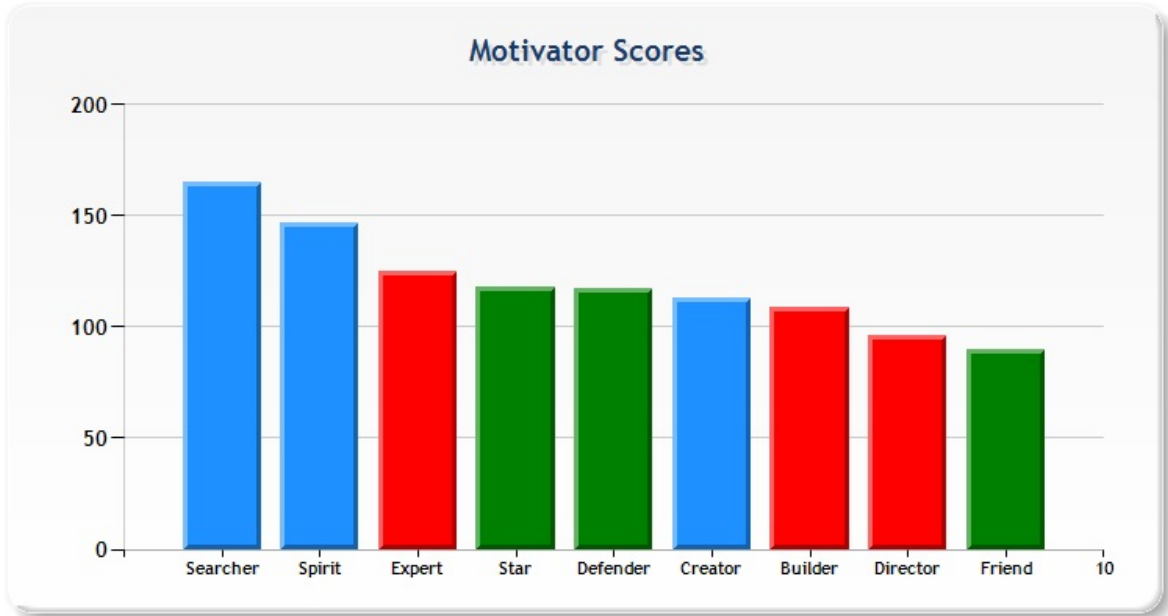
On the other hand, if the range of scores is in excess of 10%, say 30% lowest and 40% highest, then the team’s motivators are dominantly in one key triad. This means the team will have a more unitary and distinctive flavour allied to the characteristics of the triad they are in. To get the best from such teams the Reward Strategies will need to be highly focused; but at the same time it is likely that team-focused rewards are likely to be effective as most will buy in.

Your Teams Dominant Cluster is Growth

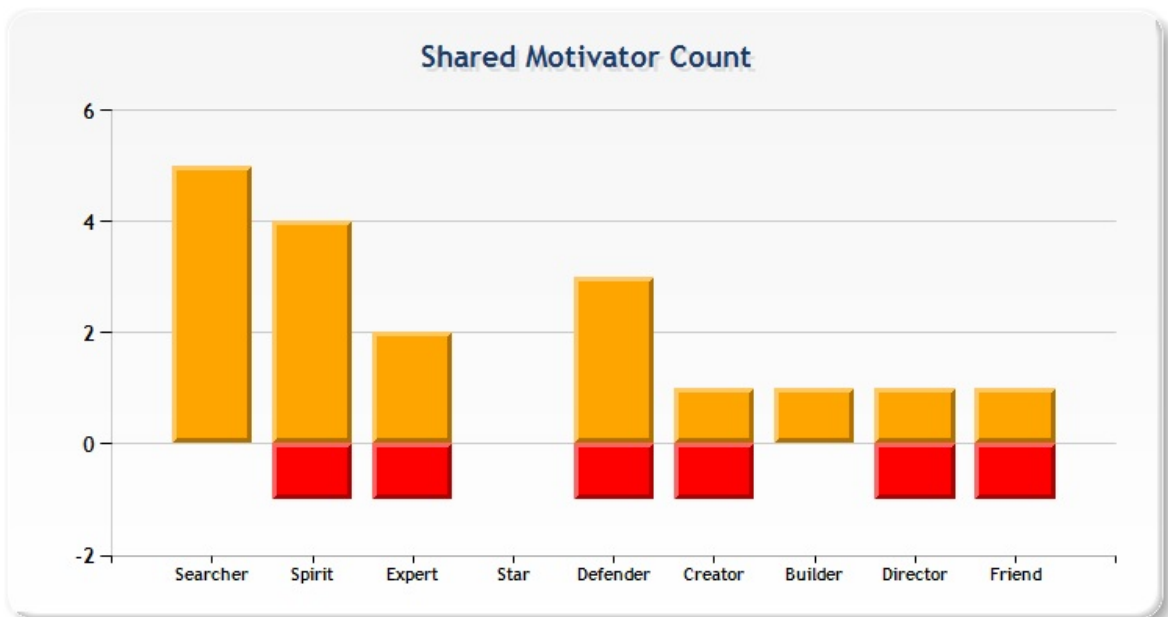
The Growth cluster is dominant for this team, so their motivation comes from achieving their full potential and being all they can be. They want to be involved with new and creative things, they want freedom and meaning. With such “achievement” focus though, are they missing out on sustainable relationships? By focusing on change and being involved with new things, do they fail to finish or follow through?

Team Profile

The bar chart below shows in rank order all of the nine motivators for the team, and the strength of the motivators as measured against each other. The importance of this is in firstly, seeing the strength of the dominant motivators, and secondly, seeing which cluster tends to dominate.



This next chart shows the number of team members who share the top 3 motivators and set below that number, the number of members of the team who have that motivator as their lowest score. The importance of this is in spotting potential motivational conflicts.



**Team Primary Motivator:**

The Searcher

- Purposeful
- Feedback-orientated
- Quality critical

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.

Searcher is the team’s highest score, so 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.

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

Motivation Strategies:

The Searcher

- Avoid meaningless routines with Searcher teams. Review their current work flow. Ask for ideas on how to vary the work or the routines.
- 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.
- Obtain positive customer feedback for the Searcher team. They love testimonials and endorsements about the outcomes of their service.
- Improve regular communications at work: Oral, Written, Electronic and use visual, oral and kinaesthetic modes to communicate.



Team Second Motivator:

The Spirit

- Independent
- Choice-orientated
- Decisive

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.

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

Motivation Strategies:

The Spirit

- 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.
- Provide a relaxed environment - provide an office environment where the Spirit team feels relaxed and at home, rather than formally constrained.
- Institute "dress down" Fridays (or whatever day) in which the Spirit team can wear casual clothes (except perhaps when meeting customers or clients).

**Team Third Motivator:**

The Expert

- Insightful
- Learning-orientated
- Knowledgeable

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 specialised 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.

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

Motivation Strategies:

The Expert

- Invest in e-learning packages – technical, interpersonal and managerial – to enable staff to carry on learning 24/7.
- Use Mentoring Opportunities. Experts will especially like mentoring from a more knowledgeable or skilled colleague and this can work within the team.
- Give members of the team the opportunity to attend courses during the day, particularly if working for a degree level type of qualification.



Your Lowest Motivator:

The Friend

- Connector
- Involvement-orientated
- Supportive

Friend is the team's lowest motivator, so 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.

The 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 work.

First, ask the question: is our lowest motivator causing us 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 that nobody including the team leader has Director in their personal profile, and Director is also the team's lowest motivator – might that be a problem – the team needs managing but actually nobody in the team wants to manage?

Secondly, the lowest motivator may also re-enforce 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 the top motivator is Creator and the bottom is Defender then the team will be even more change friendly, than if they simply had Creator as number one. And by the same logic, if the team has Defender as their top motivator and Creator as their lowest, then the team will be even more change-averse than if Defender alone were simply top.

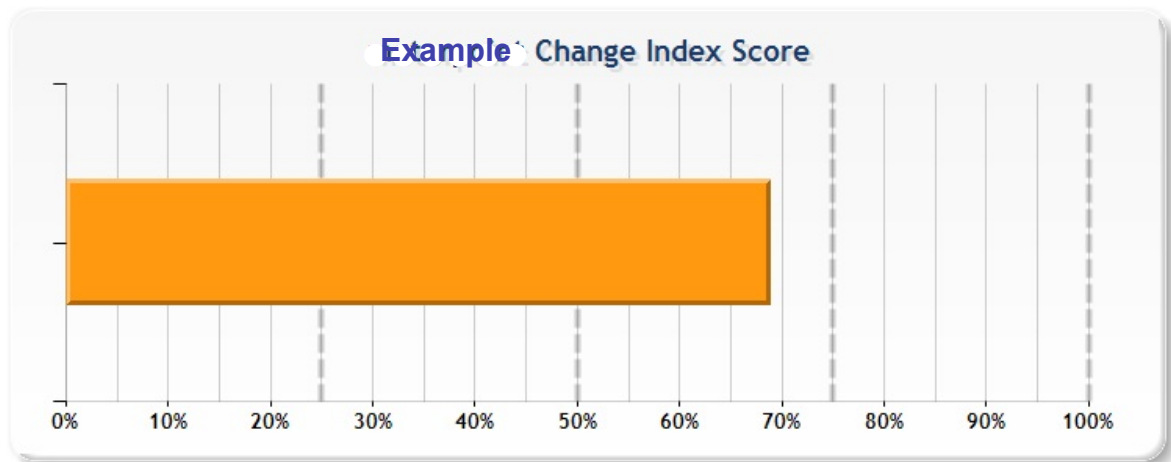
Thirdly, the lowest motivator can affect how individuals feel about others. For example, if their lowest motivator is Star, but there is someone within the team for whom Star is the top motivator, then it is highly likely, especially in the absence of one or two shared motivators, that there will be 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. For, 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!

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 the 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 be proved 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?

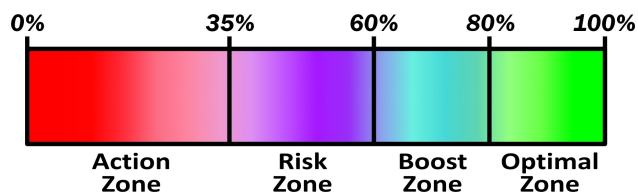


Your team has a change index score of 69% meaning that this team has a positive attitude to change and is risk friendly. They will tend to want to move at a fast pace with a focus on effectiveness and outcomes. Systems and things need to 'work' – results are important.

Team's Current Level of Motivation

The Motivational Audit Score is a snapshot of how your team feel their top 3 motivators are currently being satisfied at work. This is an aggregate score made up from each individual's motivation, which you can easily ascertain from the Team Data Table. It is important to remember that motivation changes – sometimes quickly, sometimes slowly – over time, and whatever the current level, then improvements can be made. If your team is 100% motivated then the challenge is sustaining that – like your health, motivation cannot be taken for granted.

The diagram below shows the four quadrants relating to the % score for the team 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 the levels of motivation – and so of future performance of your team.



The team is currently **81%** motivated in their current role. 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.

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.

Analysing Team Data

The team data table in the appendices shows the “raw data” for each of the team members included within this team report. In reviewing this data, some general points and potential issues should be kept in mind:

Firstly, look for team members whose number one motivator is another members lowest Motivator. In about 50% of cases we often discover conflict between the individuals. The maps provide a common language in which this conflict can usually be successfully resolved, once the individuals understand why they “differ”.

Next, scan for individual scores above 30 – “spikes” and scores below 10 – “inverse spikes”. Scores above 30 usually indicate an intense Motivator or need. To ignore this is at management’s peril.

If the motivator scoring above 30 cannot be met through the Rewards strategies programme, then it is unlikely that the individual will stay in the organisation: or if they do they will tend to become counter-productive over time. An “inverse spike” indicates the opposite result. This individual places very little value on this Motivator, and is more likely to “differ” with someone who regards the Motivator as important.

Very extreme scores at either end of the range need to be carefully monitored because they can sometimes indicate someone who is deliberately trying to forge a “false image” – in other words, the audit does not really represent them. However, this only occurs in less than 1% of cases.

Finally, consider the spread of the Motivation scores because they reveal how flexible or how focused the individual is likely to be.

- If the difference between an individual’s top and bottom score is no greater than 8 points (e.g. Lowest Score = 16 and Highest Score = 24), then that is very different from an individual who has a spread of 20 points. (e.g. Lowest Score = 10 and Highest Score = 30).
- Someone with a range of 8 points is likely to be more flexible and accommodating – (perhaps more of a team player) – than someone with a 20 point spread. Alternatively, an individual with a 20 point range is likely to be highly focused or targeted.

Team Motivational Action Plan

When you have had the opportunity to consider this report think about some actions you could take to help improve your teams current levels of motivation. Use this page to write down the goals, and some actions you are going to start taking to help improve or maintain current levels of motivation within your team.

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

A motivational thought...

“

I'd like to be a bigger and more knowledgeable person ten years from now than I am today. I think, as we grow older, we must discipline ourselves to continue expanding, broadening, learning, keeping our minds active and open.

Clint Eastwood

”

For more information about Motivational Maps and James Sale please visit www.jamessale.com

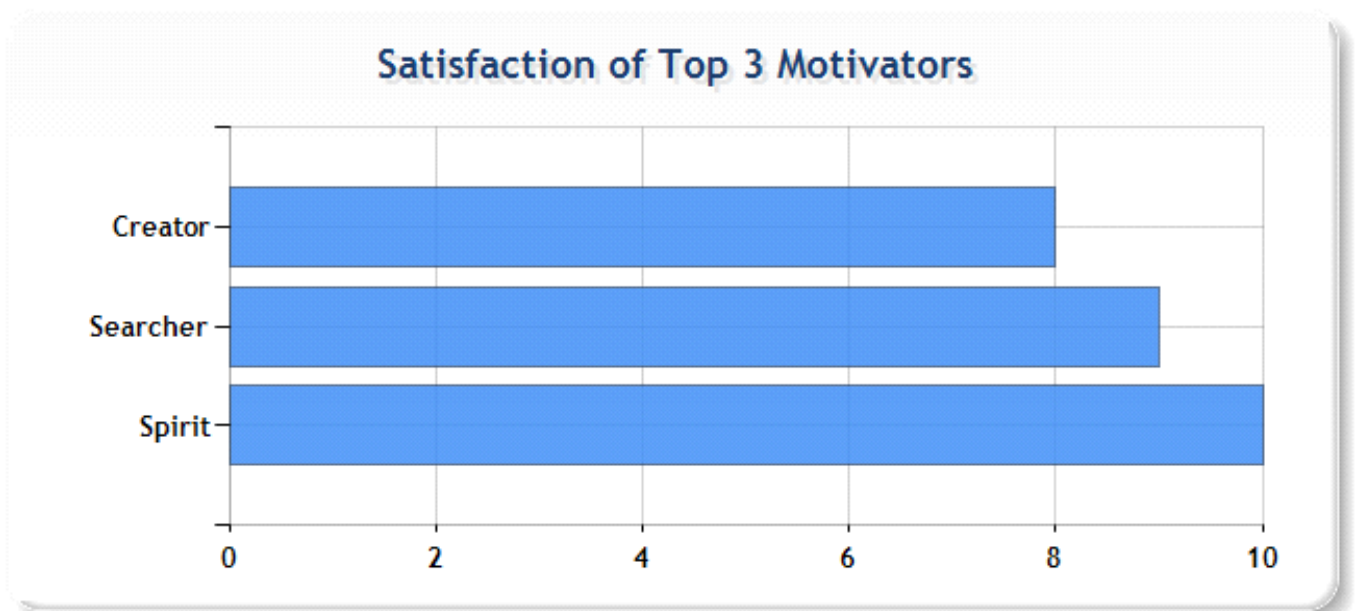
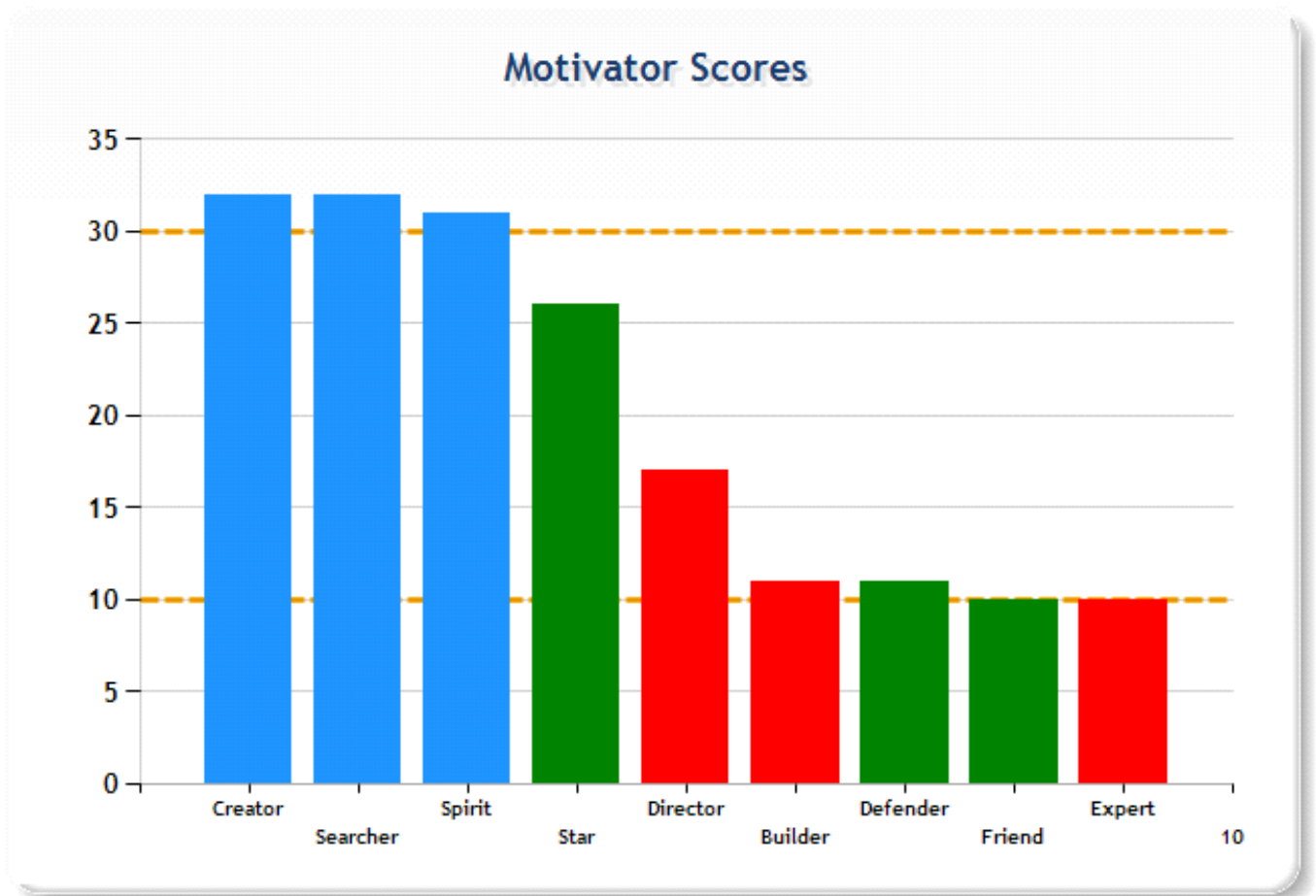
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Team Data Table

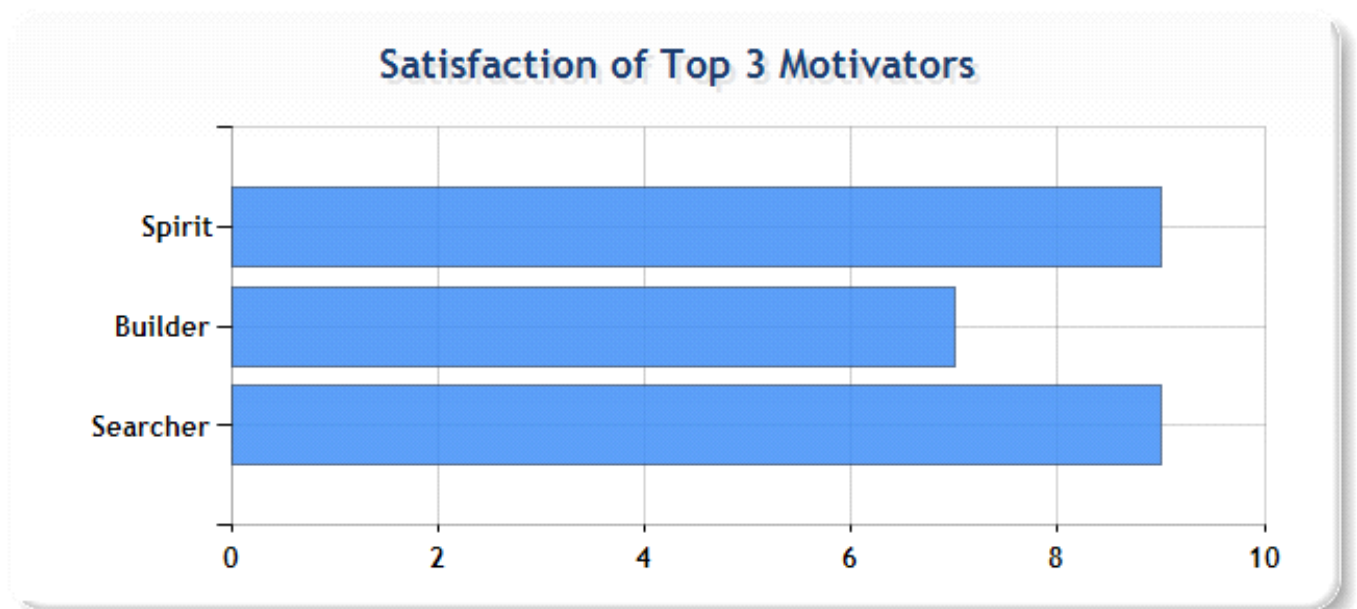
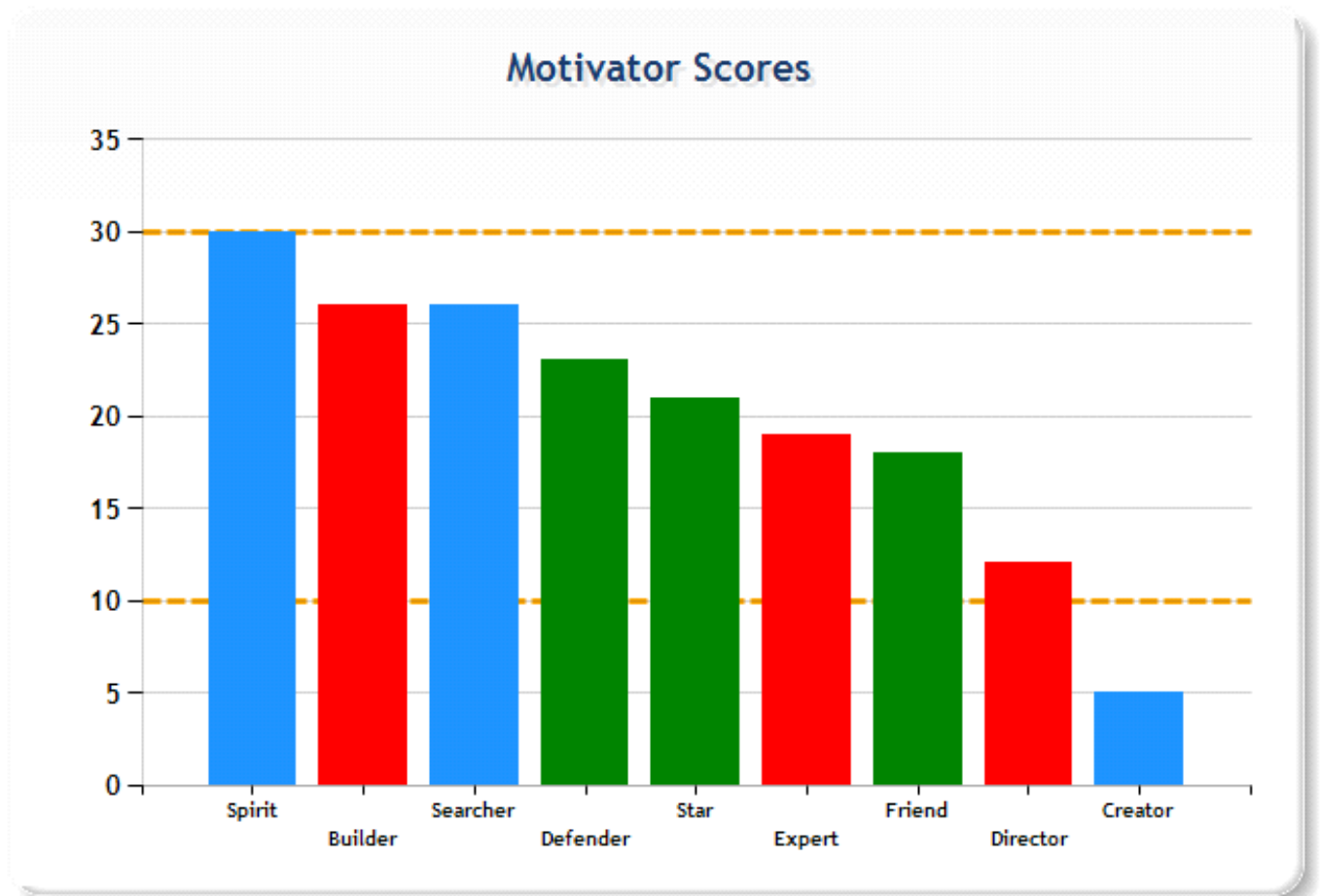
Top Motivator
Second Motivator
Third Motivator
Lowest Motivator

Name		Searcher	Spirit	Expert	Star	Defender	Creator	Builder	Director	Friend	Motivation Audit			
											%	1	2	3
a	name	32	31	10	26	11	32	11	17	10	86%	8	9	10
b	name	26	30	19	21	23	5	26	12	18	86%	9	7	9
c	name	27	27	26	13	11	24	23	15	14	66%	7	5	7
d	name	33	26	24	21	26	13	13	11	13	74%	7	8	8
e	name	28	13	19	19	25	20	17	19	20	88%	8	10	10
f	name	19	20	27	18	21	19	19	22	15	88%	9	9	8
Total		165	147	125	118	117	113	109	96	90	81%			

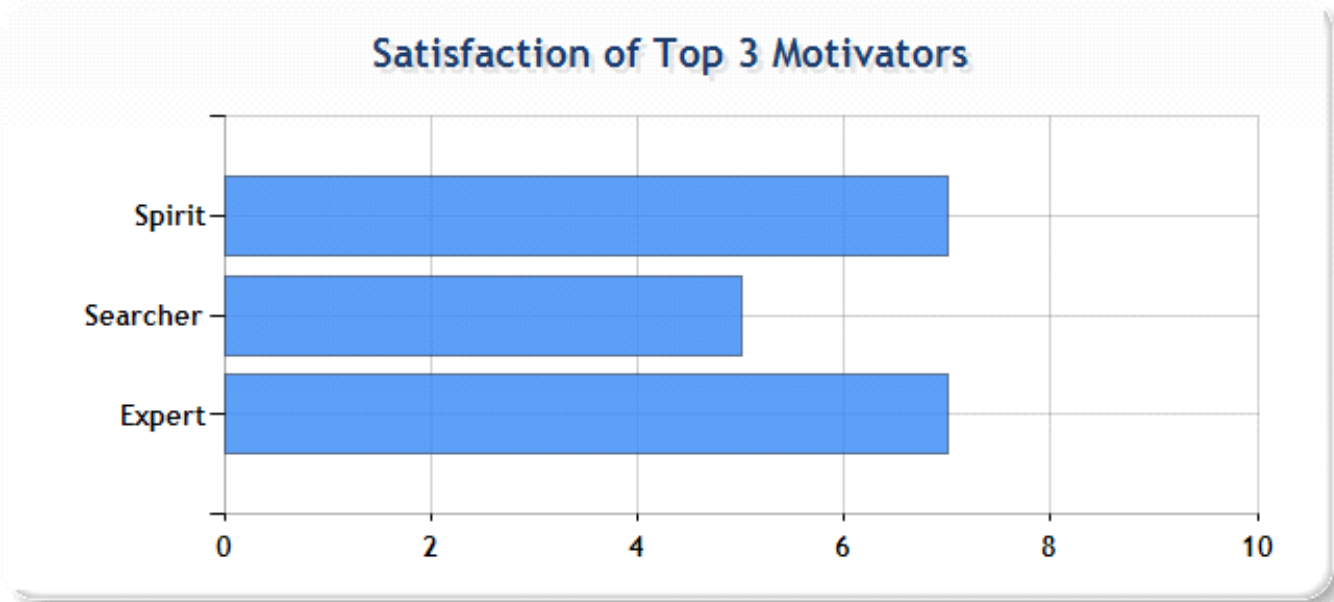
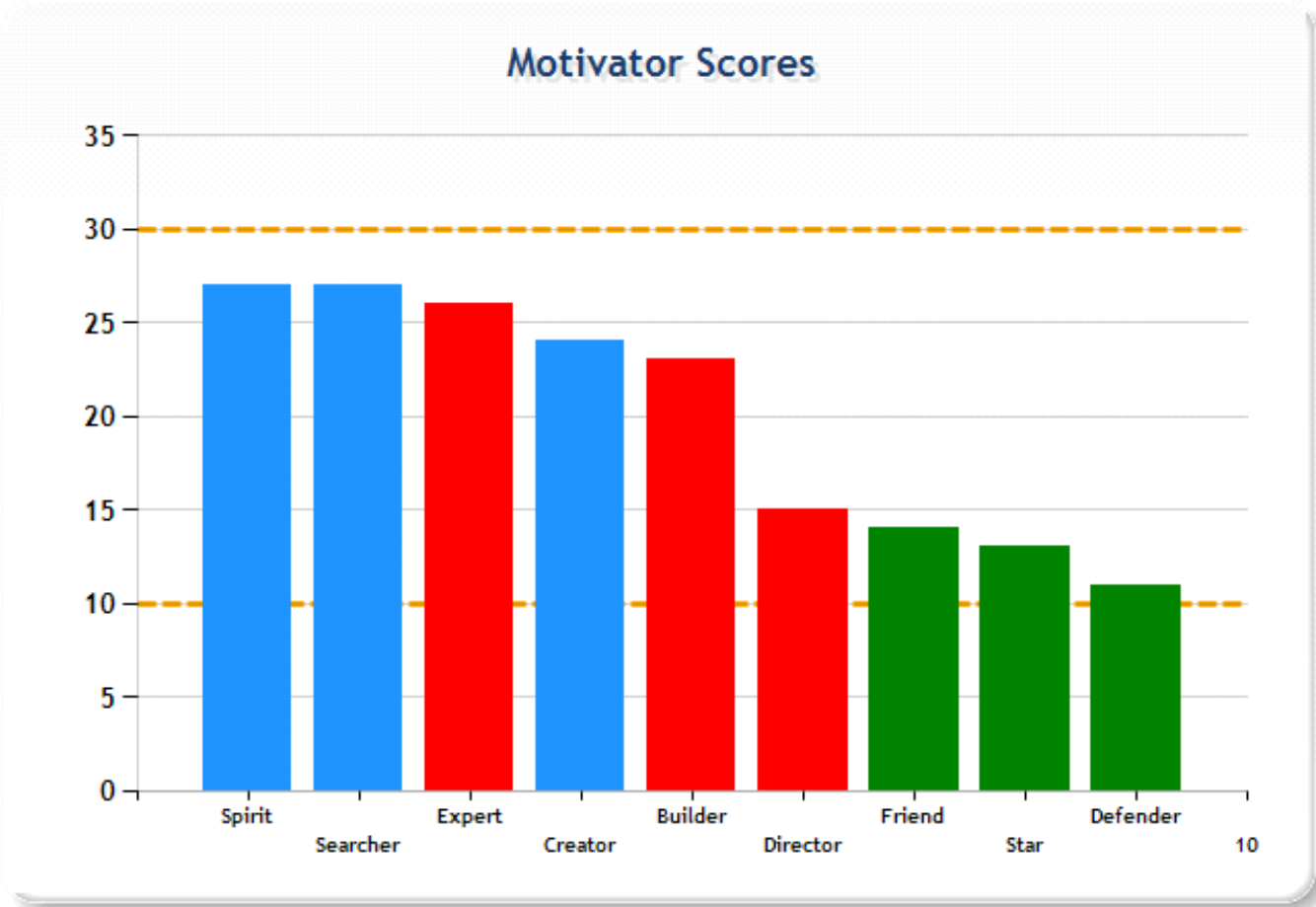
A Name



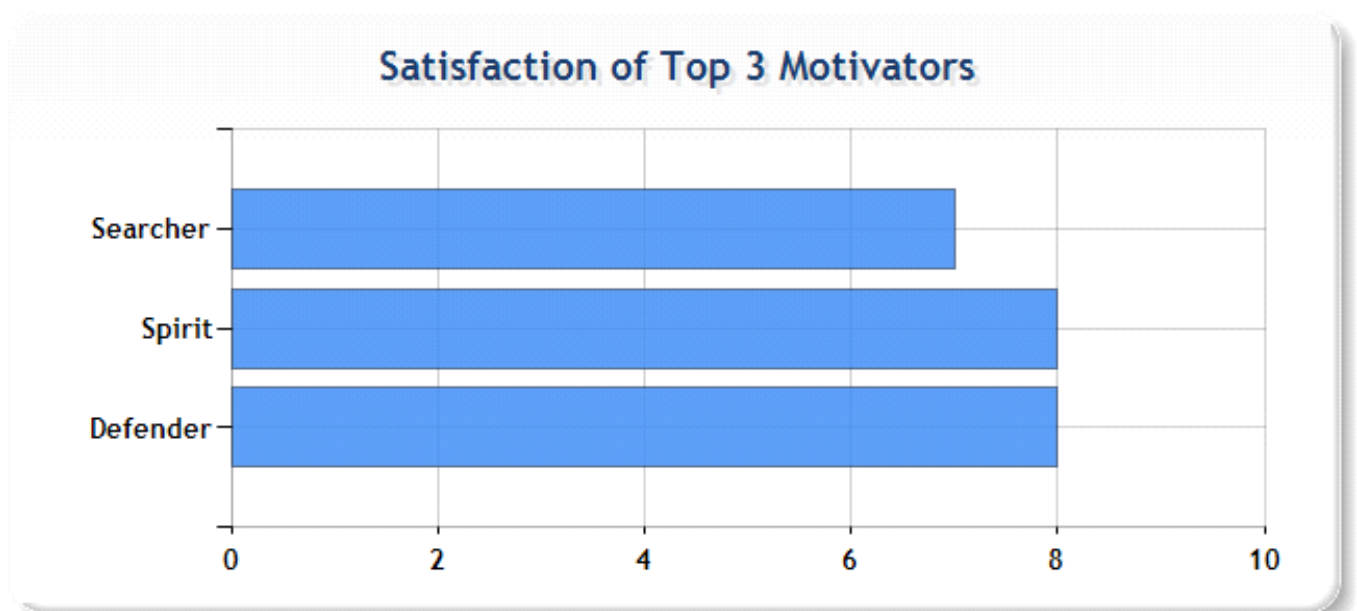
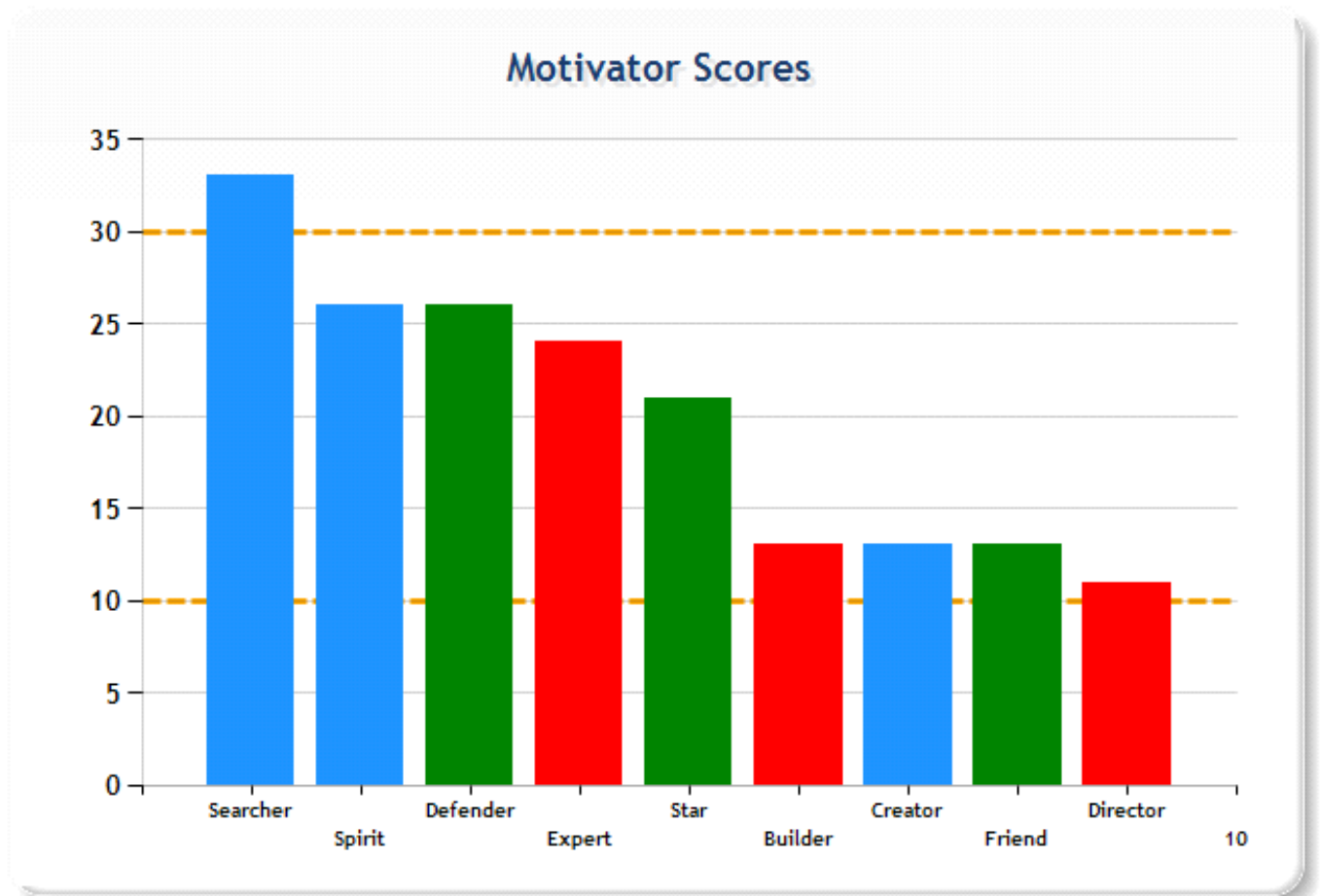
B Name



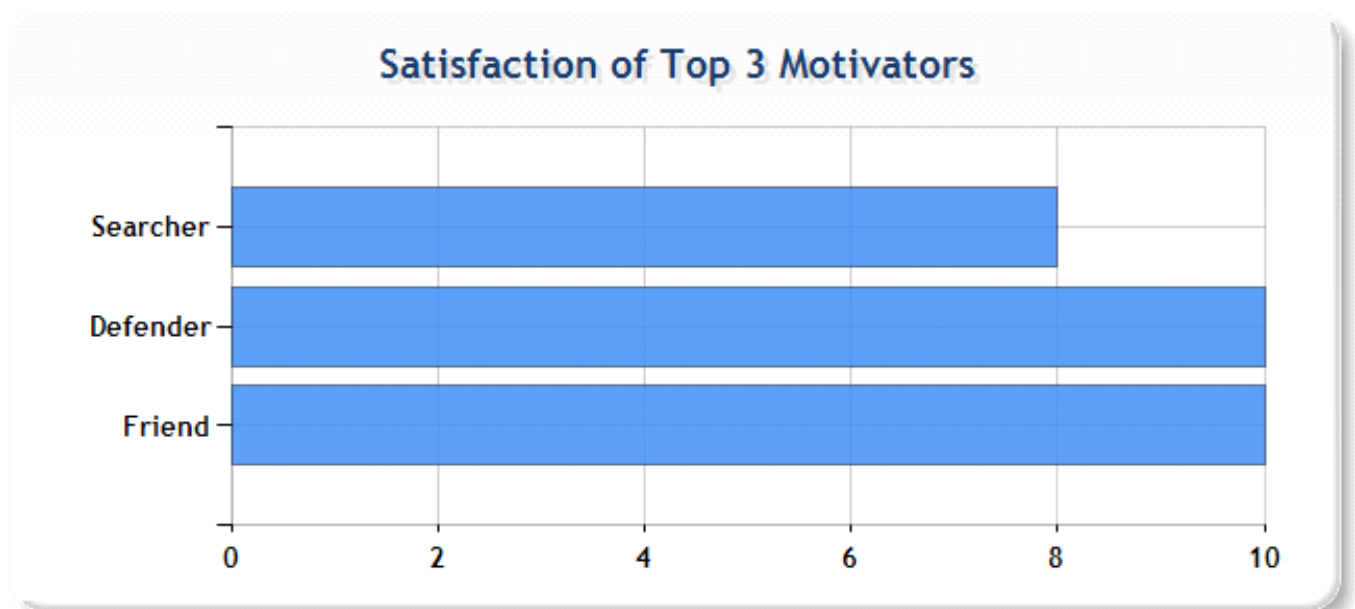
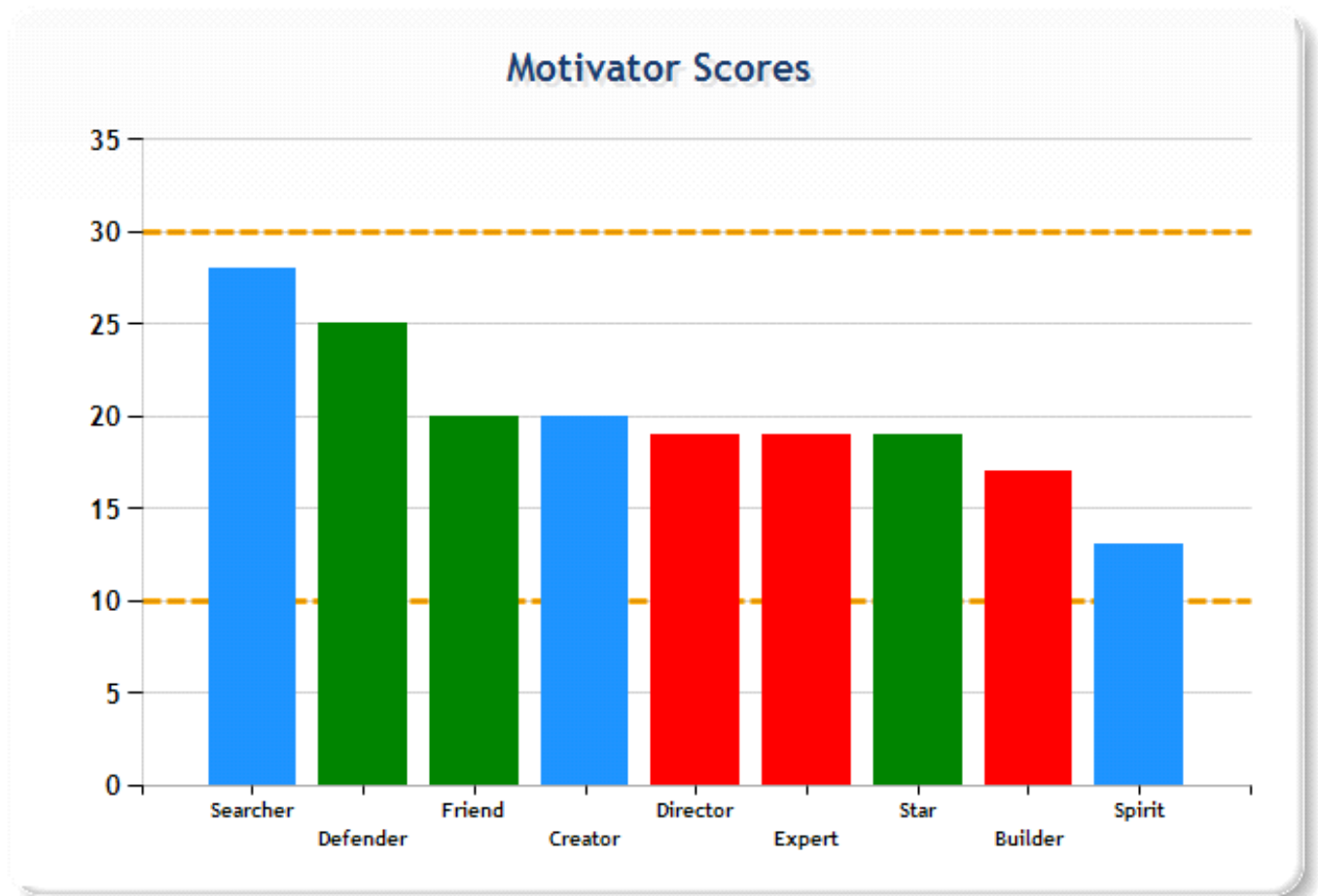
C Name



D Name



E Name



F Name

