Motivational® Maps

Organisation profile

- *Mission*
- *Vision*
- *Security*

18 November 2019

Sample Organisational Map

Aspirin business

CREATING HIGH-PERFORMING CULTURES

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Teams Included in Report

Sample Team 2	Sample Team 1	Sample Team 3
Sample Team 4	Sample Team 5	Sample Team 6

The Nine Motivations of Work

There are nine motivators in the work place: individuals each have their own profile; collectively they forms teams and the aggregation of the individual scores gives us a profile for each team; and equally if all the team scores are aggregated we find the definitive motivational profile of the whole organisation at that moment in time. This aggregation is very powerful; the more people and teams there are, the more the motivators approximate to value statements. In any case they are revealing what the people in the organisation want at a deep, subconscious level. Any reward strategies, engagement programmes, motivational activities that ignores this motivational profile is doomed to failure. Motivation changes over time and so for the organisation it cannot be 'business as usual', or let's do what we have always done, especially regarding how we treat people. One of the great beauties of Motivational Maps is that we can monitor on an ongoing basis what our people and our teams really want – and respond to their change agenda and match it to our own. By doing this we will get superior performance from our people, greater levels of productivity, and if our strategy is right, increased profits or value for the organisation.

Relationship Motivators	Achievement Motivators	Growth Motivators
The Defender seeks security, predictability, stability	**The Director** Seeks power, influence, control of people / resources	**The Creator** Seeks innovation, identification with new, expressing creative potential
The Friend Seeks belonging, friendship, fulfilling relationships	**The Builder** Seeks money, material satisfactions, above average living	**The Spirit** Seeks freedom, independence, making own decisions
The Star Seeks recognition, respect, social esteem	**The Expert** Seeks knowledge, mastery, specialisation	**The Searcher** Seeks meaning, making a difference, providing worthwhile things

As with teams, who may contain within themselves all 9 motivators, but in various proportions and intensities, so with whole organisations. Motivators in organisations can be highly accentuated, which is to say one or two only can dominate the organisational profile, or they can be extremely diffuse, which is to say that the aggregation of the scores reveals a more rounded orientation: several motivators may be influential in affecting the organisation's inner dynamics.

With organisations 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 organisation motivators, or whether the organisation 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 organisation using Reward Strategies.

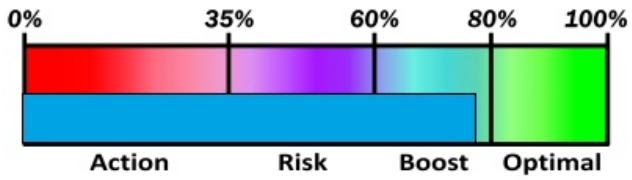
Clearly, the basic principle is to feed the dominant motivators. In the case of a 'mixed' profile this will mean paying more attention to the individual nuances of the organisation profile. In other words considering the dominant motivators but being very alert to which members of the organisation do 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 organisation will need more time, more certainty and full communications to drive motivation; that Achievement type organisations will need more control, more rewards and deeper knowledge; and that Growth type organisations will need more speed, more 'big picture' stuff, and a sense of new things being realised.

Organisation's Current Level of Motivation

The Motivational Audit Score is a snapshot of how your organisation feels their top 3 motivators are currently being satisfied at work. This is an aggregate score made up from each individual's motivation across every team, which you can easily ascertain from the Organisation 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. Even if your organisation were 100% motivated then the challenge is sustaining that – like your health, motivation cannot be taken for granted, or be conjured up with a magic pill.

The diagram below shows the four quadrants relating to the % score for the organisation 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 organisation.

There are 4 ranges for the Organisational Audit Score:



The organisation is currently **77%** motivated in its current work. This means that employees have a high level of motivation and are motivated to enjoy their current situation. The issue for them is in one or two motivational areas where small improvements or boosts, which Motivational Maps can specifically identify, could make a big difference and motivate them further. This would further enhance good to excellent performances across the board, increased productivity, and profitability gains if the strategy and marketing are correct.

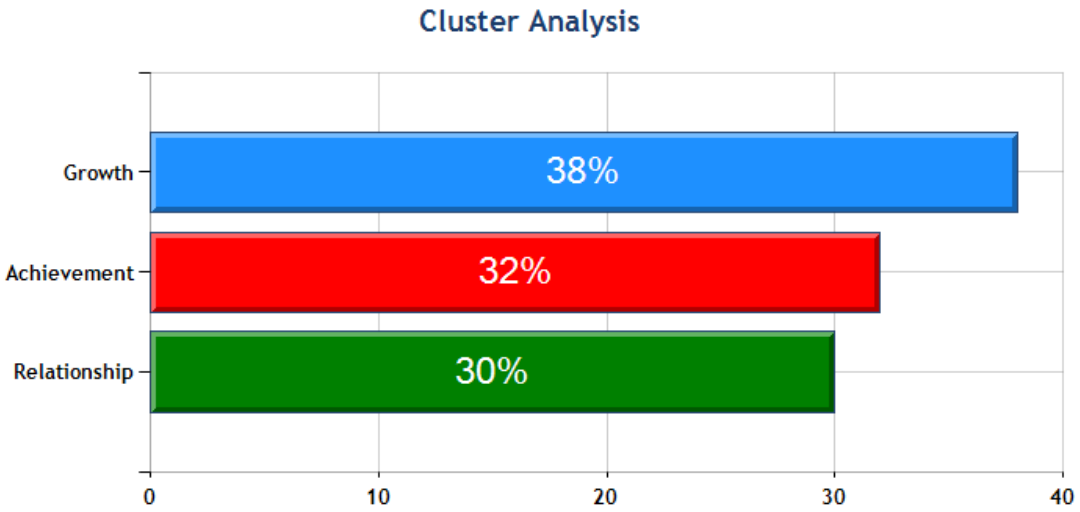
Executive Summary

Part of Cluster Analysis is studying 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 organisation are balanced. It provides you with a visual type of Executive Summary of the organisation'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 organisation 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 organisation is pretty balanced: the organisation 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 organisation scoring more closely, especially for potential internal conflict. As well, one needs to consider from an organisation point of view whether there is enough focus in order to achieve our objectives.

An example of this lack of focus proving detrimental might be: suppose you are a high-tech software organisation requiring cutting-edge innovation (Creator motivator) and customer focus (Searcher motivator) – both Growth motivators, and yet the profile does not reveal them as having dominance, but rather balance. What then is the potential problem? This may be short or long term, but the key point to remember is: people will do what they want (their desire) rather than what they need to do (their role). In this situation, over time, although staff know they 'need' to innovate or 'need' to be customer

focused, but if the motivators are not there, they will default to the motivators and aspects of their role they find more congenial.

On the other hand, if the range of scores is in excess of 10 points, say 30 points lowest and 41 points highest, then the organisation's motivators are dominantly in one key triad. This means the organisation will have a more unitary and distinctive flavour allied to the characteristics of the triad they are in. To get the best from such organisations the Reward Strategies will need to be highly focused; but at the same time it is likely that organisation-focused rewards are likely to be effective as most will buy in.

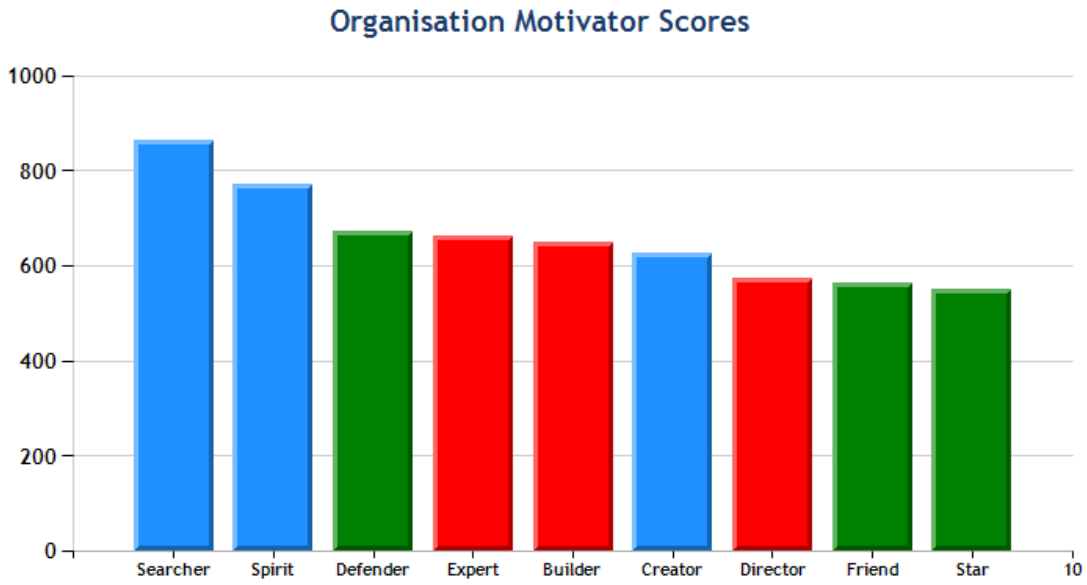
It is also important to say that there will need to be a careful scrutiny of whether the motivational profile is aligned with the mission, vision and values of the organisation. Again, for the same reason as above: namely, all the rhetoric in the world will not deflect employees doing what they want rather than what the paperwork, or their boss, says they should do. This is not about deliberate sabotage; it's a natural human phenomenon – we all want to do what we want, and do so given half the chance!

Your organisation's Dominant Cluster is Growth

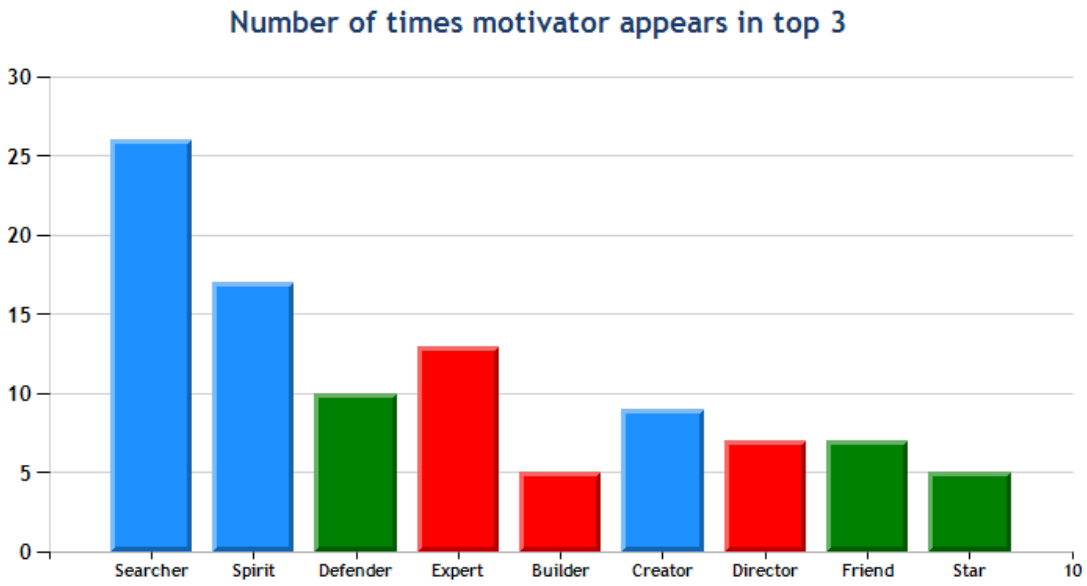
The Growth cluster is dominant for this organisation, so their motivation comes from achieving their full potential and being all they can be. They want to be involved with new and creative things, they want freedom and meaning. Be mindful this cluster likes speed and change and has a positive attitude to risk. Their decision making can be extremely intuitive. What are the benefits of working with Growth driven staff? They like innovation, they tend to be pro-active, they see the bigger picture and want new ideas ('becoming more than they are' is what is important for them, and their proverb). This kind of organisation can become a loose association of consultants who are all ostensibly working towards the vision but whose personal agendas are more critical still, and this can derail progress in achieving objectives. They work in order to develop themselves, and when this isn't happening can become quickly bored or disillusioned. More on the downside might be with such Growth focus: are they missing out on the synergies that come from teamwork? Indeed, how can relationships be improved generally within their teams, given that it is not likely to be that important to them? Also, by focusing on change and being involved with new things, do they fail to finish or follow through? Does the culture lack cohesion? Are they really using their time effectively or efficiently? Are they sufficiently performance or productivity orientated? If your organisation is Achievement driven, these questions would ideal for discussing with your own senior team.

Organisation Profile

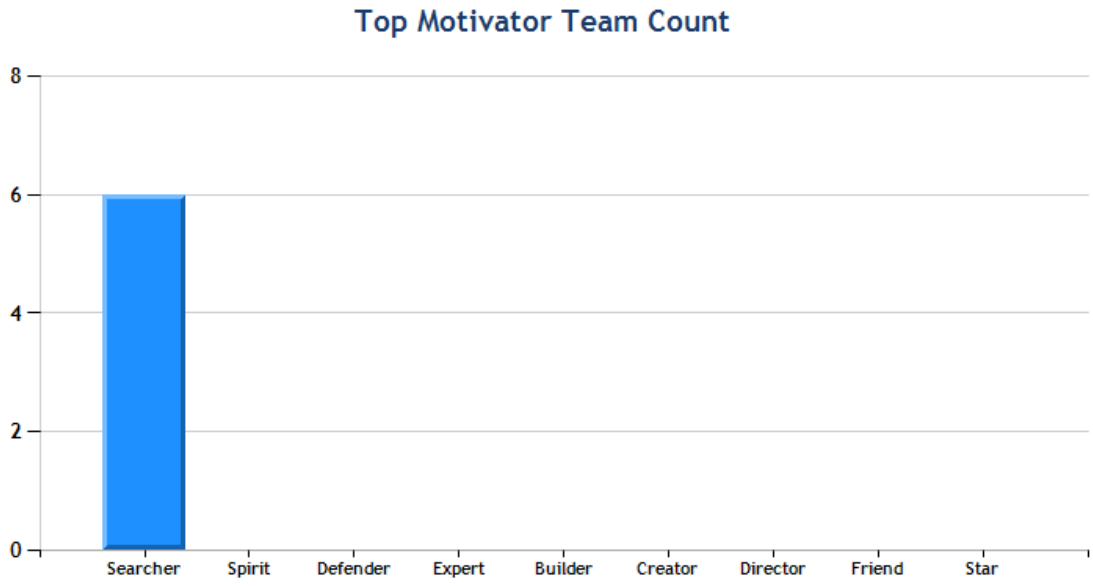
The bar chart below simply puts the organisation's motivators in rank order and visually displays how proportionally they compare with each other according to the absolute criterion of each individuals' scoring.



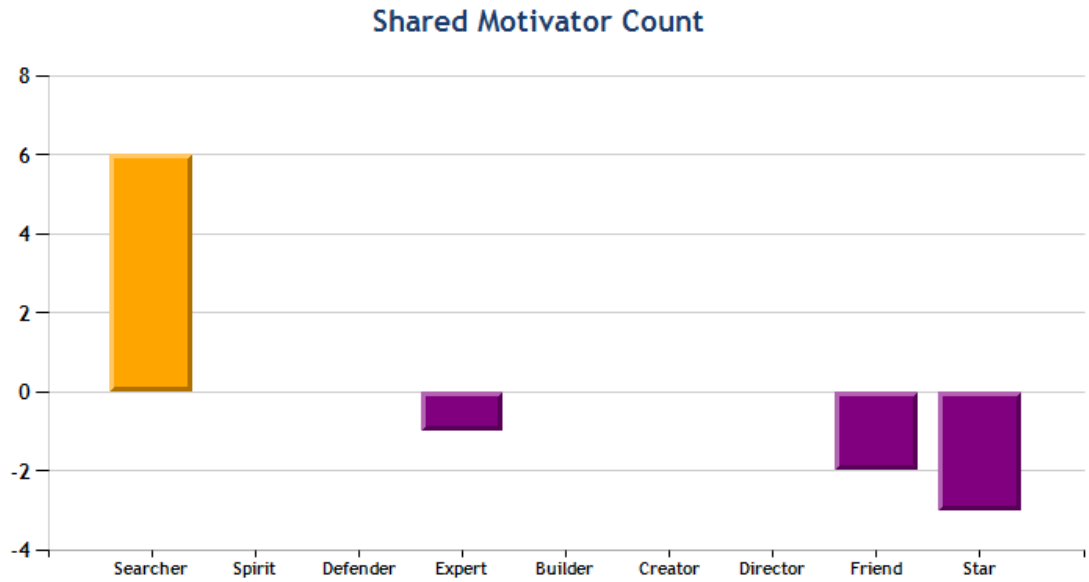
This bar chart can be usefully compared with the bar chart, Individual Motivator Scores above. The latter simply aggregates the scoring to form a rank order; the former presents not the scoring, but the top 3 choices made. Often this leads to an identical rank order, but where it differs it can lead to insights into more effective solutions.



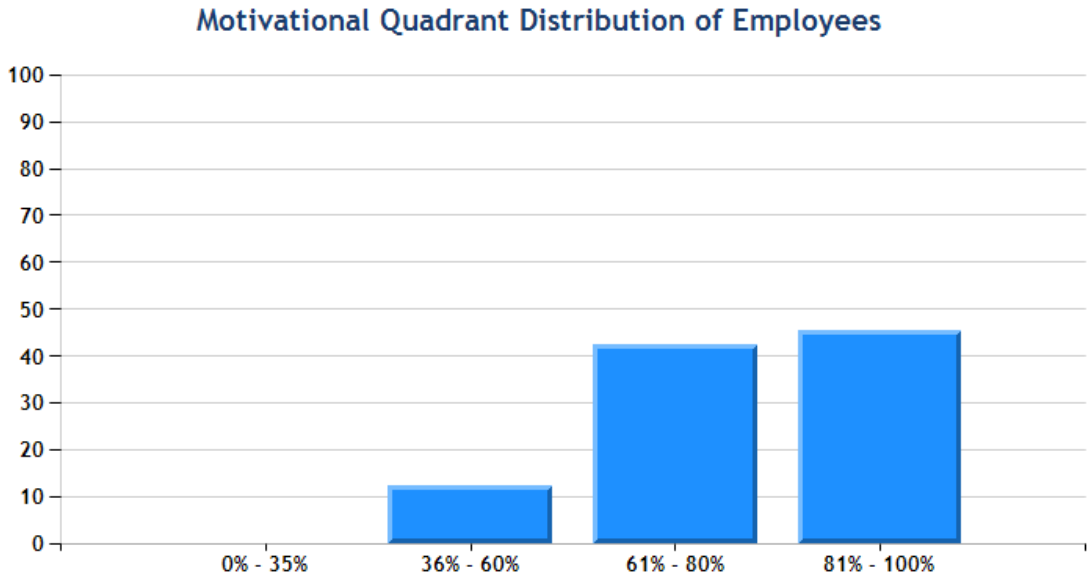
This next chart puts the organisation's motivators in rank order according to how frequently each team within the organisation has a specific motivator as their top motivator.



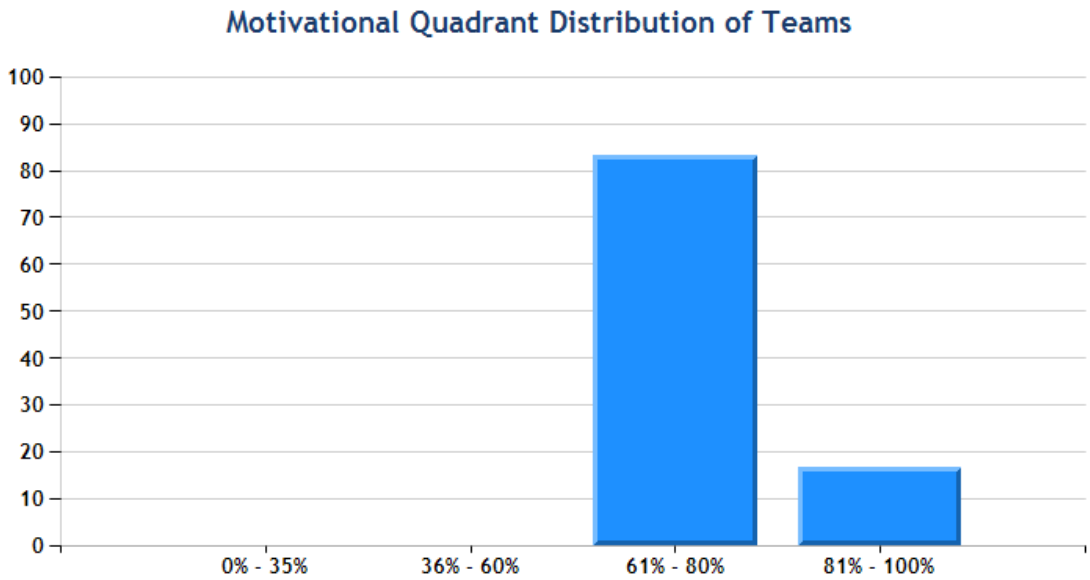
Organisational Shared and Lowest Motivator Count. This visually displays where each team's top motivator is aligned– above the line – whereas below the line the lowest motivators for each team within the organisation is indicated in purple. The importance of this is in identifying, first, where there is alignment, and second, where potential conflict may be lurking.



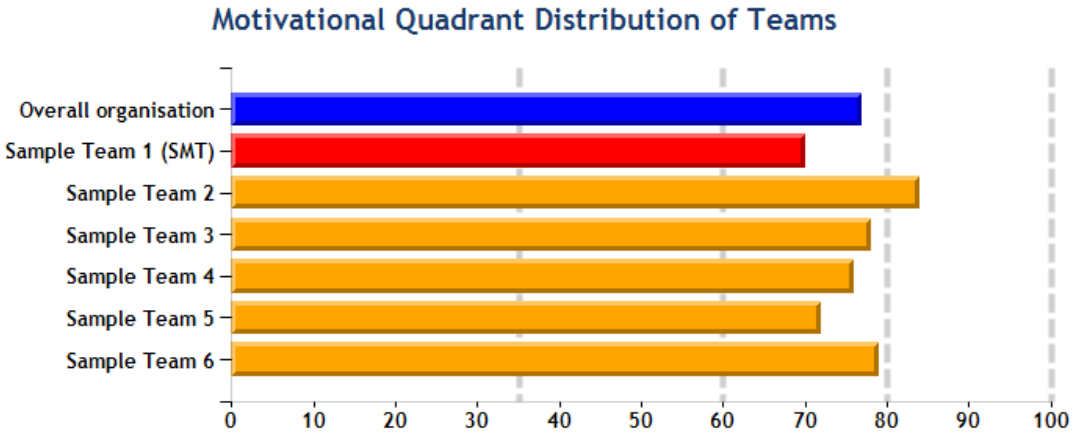
The Motivational Quadrant Distribution of Employees graph shows which motivational quadrant all employees considered as individuals fall into. This gives a clear picture and assessment as to what the potential issues may be, either in generating more motivation or directing it more effectively.



The Motivational Quadrant Distribution of Teams shows which motivational quadrant all teams considered as teams, not individuals, fall into; this may produce a replica image of The Motivational Quadrant Distribution of Employees graph, suggesting the distribution is disseminated evenly across people and teams, or it may suggest another interpretation of the data.



The Motivational Quadrant Distribution of Teams is a handy overview of which team is in which motivational quadrant throughout the whole organisation. This makes identifying issues and asking relevant questions relatively straightforward.



There can be a conflict between senior leadership and the organisation that has a motivational origin. To understand this, the following data shows what the Top 3 and Lowest motivators are for the whole organisation and then the Senior Leadership Team itself. Comparing and contrasting this data will enable an understanding of possible conflicts and alignments running through the whole organisation. Large differences in motivational profile between the Senior Leadership Team and the Organisation are highly significant.

Overall Organisation

1st	2nd	3rd	Lowest
Searcher	Spirit	Defender	Star

Senior Management Team

1st	2nd	3rd	Lowest
Searcher	Spirit	Defender	Friend

Organisation Primary Motivator:

The Searcher

- Mission
- Values
- Quality Feedback

Searchers need meaning. This organisation 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, organisations involved in activities which become increasingly paper driven, bureaucratic and procedural will seriously de-motivate their Searcher employees. Fundamentally, the Searcher organisation 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 strong organisational mission and efforts to work as a whole to make a difference – they realise that powerful purpose can make more of a difference than just solo or team contributions. And it means they are looking for something 'better' – maybe, a 'cause' – than what exists now. So, Searcher organisations pre-eminently, along with Creators, seek positive change.

Searcher is the Organisation'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 organisation at all levels insatiably curious - they want to see a bigger picture in the world and to go on questing for more information and ideas. Searcher organisations tend to be the most customer-focused of all motivational organisations because they desire to make that difference for someone or some groups.

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

Motivation Strategies:

The Searcher

- Conduct an annual (or more if necessary) staff survey
- Identify the organisation's core values
- Improve regular communications at work
- Obtain positive customer feedback
- Engage in team building exercises - develop a team culture

Organisation Second Motivator:

The Spirit

- Vision
- Empowerment
- Choice

Spirit organisations 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; Governments, Unions and other bodies, even Professional Associations, that seek to circumscribe their freedom to act will also be anathema. 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, rules of governance, and management structures. External compliance as well as internal micro-management seriously de-motivates them; and, by contrast, giving the organisation itself and the teams within it 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. Thus Spirit type organisations will tend to be results driven. Being considered important by the wider community is far less important to a Spirit organisation than being able to self-direct and self-determine. Such Spirit Organisations often have a highly 'entrepreneurial', 'break out', and 'can-do' attitude about them. This is great but there is one downside: getting the Spirit organisations to work as a coherent organisation, and not just a random collection of maverick groups, can be difficult, as they individually or as teams may have maverick tendencies.

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

Motivation Strategies:

The Spirit

- Create a strong vision for the organisation and share it
- Provide a relaxed environment
- Review and reduce red tape

Organisation Third Motivator:

The Defender

- Security
- Continuity
- Accurate Information

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

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

Motivation Strategies:

The Defender

- Review all communication systems to ensure they are effective
- Define roles and responsibilities clearly - remove ambiguity
- Create an environment where dependability is par for the course

Organisation Lowest Motivator:

The Star

- Hierarchy
- Awards
- Publicity

Star is the Organisation's lowest motivator, so the need to be admired and respected because of one's position is completely alien to staff. Hierarchy and pecking order can have little meaning or attraction. However, they must remember – this motivation is highly important to many other people, especially in large organisations – so avoid alienating them by slighting its importance to them. Be generous in giving praise and acknowledgement – remember, it usually costs nothing but can have a big effect. How can we be a source of recognition to others? How can we optimise the contributions of Stars within the team? What can we do to obtain more recognition for the efforts and achievements of our team? How would becoming more recognised, even, help our organisation in the market place? Would more Star types help that process? 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 organisations's leader has Director in their personal profile, and Director is also the organisation's lowest motivator – might that be a problem – the organisation needs managing but actually nobody in the organisation wants to manage?

Secondly, the lowest motivator may also re-enforce all or one of the 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 organisation will be even more change friendly, than if it simply had Creator as number one. And by the same logic, if the organisation has Defender as its top motivator and Creator as its lowest, then the organisation 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 organisation or 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 organisational self-awareness as they scan their organisational and team Map!

Change Index Score

The Change Index seeks to establish how receptive an organisation 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 an organisation is emotionally and energetically 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 organisation energetically is not ready to accept them. And let us also be aware: organisations that resist changes may have good reasons to do so, and may subsequently proved right in their opposition – it was a bad idea! As Lord Salisbury put it: "Change? Change? Why do we need change? Things are quite bad enough as they are"!

Another way of putting this is: how Risk-friendly or Risk-averse is the organisation? 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 organisations which are change-friendly/risk-friendly tend to move faster than organisation which change-resistant/risk-averse, which tend to move at a slower pace. The reason is clear: change-friendly organisation tend to seek effectiveness whereas change-resistant organisation tend to seek efficiency. Again, neither is better or worse, but the context is decisive in deciding what kind of organisation do we need in this situation?

Finally, in discussing organisational change we need to be aware of what are the main blocks to change when we need change to happen. There are four main change stoppers. Alongside them one indicates [in BLOCK CAPITALS] the typical motivators (although not necessarily the only) that may – taken to extremes – either produce the problem or be its antidote.

Change Stopper No. 1 - Dependency Culture

- associated with hierarchical management [STAR, DEFENDER]
- people dependency when lacking information, skills, confidence, or power [EXPERT, DIRECTOR]
- one key skill to develop: delegation [DIRECTOR, SPIRIT]

Change Stopper No. 2 - Busy-Busy Management Style

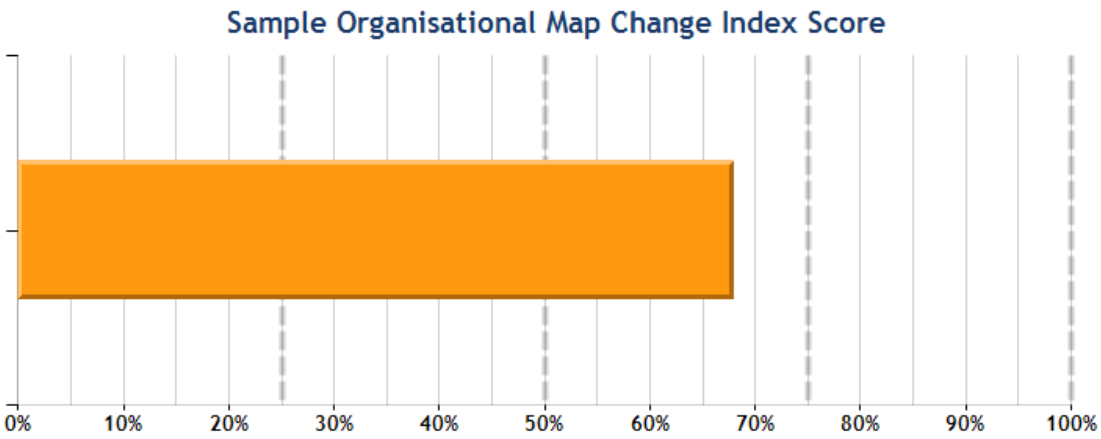
- symptomatic of authoritarian types [DIRECTOR, BUILDER]
- perennially busy leader/manager - never stops to ask - why? [SEARCHER, DIRECTOR]
- needs 'cred' - receptive to latest fads/ideas - may enhance them [CREATOR, STAR]
- two key skills to develop: listening as a skill [FRIEND, SEARCHER]; planning as an activity [DEFENDER, BUILDER]

Change Stopper No. 3 - Isolation

- through cultural climate or communication systems [DEFENDER, STAR]
- without access to others' ideas, individuals resistant to change [EXPERT, STAR]
- easy for leaders to ignore implications of simple geographical layout in terms of effective communications [DEFENDER, FRIEND]
- one key skill to develop: communications [DEFENDER, SEARCHER]

Change Stopper No. 4 - Blaming

- too familiar - something the effective leader never does [ALL MOTIVATORS]
- blame destroys creative, risk-taking culture [DEFENDER, FRIEND, STAR]
- blame reduces effectiveness of individual
- subordinates harbour grudges even when blame is justified
- focus on what needs to be done - how it might still be done despite some temporary setback [DIRECTOR, BUILDER, EXPERT]
- making a mistake is the most effective form of learning [EXPERT, CREATOR, SPIRIT]
- the key antidote to blame generally is developing a systems approach within your organisation [DEFENDER, SEARCHER]



Your organisation has a change index score of 68% meaning that this organisation 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.

A motivational thought...

A breakdown in motivation not only becomes self-fulfilling, but can also lead to severe psychological problems, if it leads to hopelessness and the feeling that things are not going to get better in the future

Dr Raj Persaud

Motivational Maps are a powerful tool for increasing self-awareness and identifying ways to boost motivation. The Maps help our clients understand themselves and their team. It takes the guess work out of what motivates someone and it's a wonderful tool for creating conversations between managers and their team to really understand what makes them tick.

Aspirin Business - Creating High-Performing Teams

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Organisation Data Table

Top Motivator	
Second Motivator	
Third Motivator	
Lowest Motivator	

Organisation Motivation Score:	77%
Range of Scores:	12.03
Change Index Score:	68%
RAG:	30-32-38

Team Name	Searc	Spiri	Defen	Exper	Build	Creat	Direc	Frien	Star	Motivation Audit
										%
Sample Team 2	**139**	**127**	93	**62**	**114**	97	82	106	80	84%
Sample Team 1	**94**	**90**	**86**	75	78	82	82	**55**	78	70%
Sample Team 3	**159**	117	**143**	**139**	100	123	108	98	**93**	78%
Sample Team 4	**165**	**156**	104	123	**134**	113	90	115	**80**	76%
Sample Team 5	**127**	**104**	**115**	92	89	101	91	96	**85**	72%
Sample Team 6	**181**	**179**	131	**173**	134	111	122	**93**	136	79%
Scoring Totals	**865**	**773**	**672**	**664**	**649**	**627**	**575**	**563**	**552**	
PMA Total	259	229	243	256	221	232	239	269	237	
PMA %	78%	69%	74%	78%	67%	70%	72%	82%	72%	
PMA Rank	2	8	4	3	9	7	5	1	6	