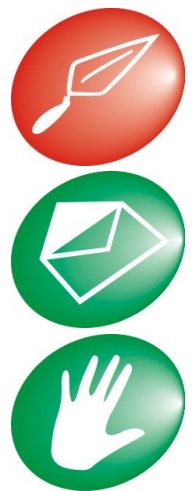


A Team

Business minded ■ Connector ■ Stable

10 February 2017



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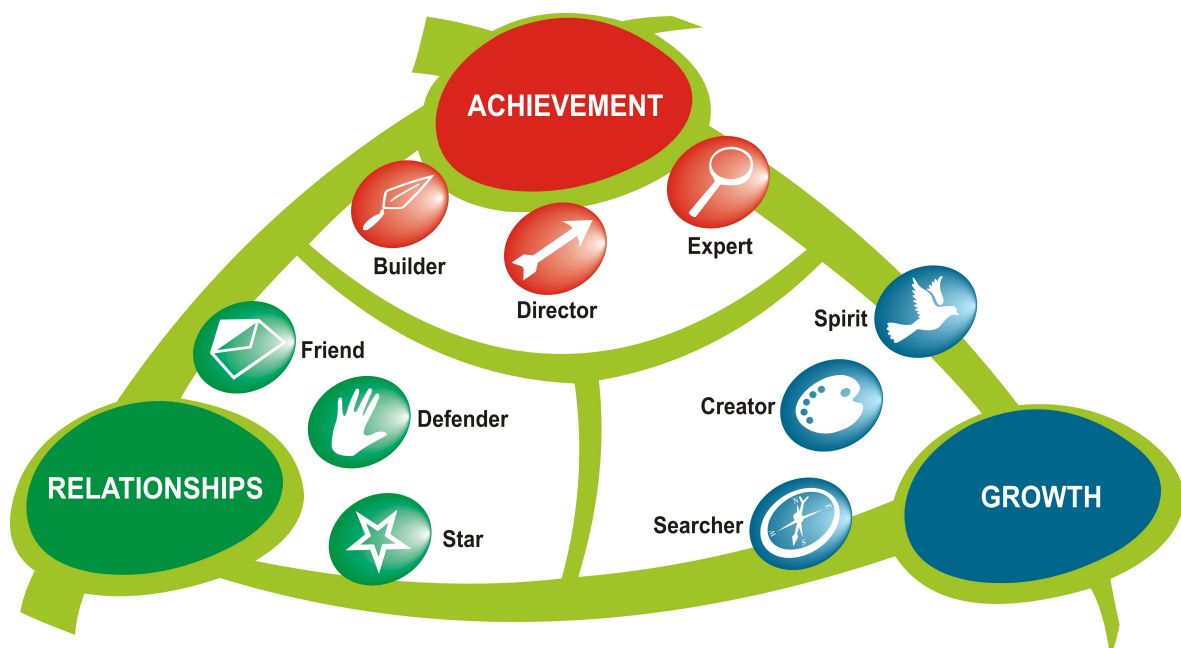
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Introduction

Children are born with a tremendous amount of motivation, which helps them to grow and learn. Motivation is a key factor in a person's success and overall happiness, so having an understanding of what motivates young people, helps those who have regular contact with them, to use language and strategies that will help to foster motivation from within themselves and help to impact on their overall success and happiness.

Motivation is not a conscious decision, but rather emerges from self-concept, beliefs, expectations and personality. Therefore it is individual and personal, but when we find ourselves in a group situation, our ability to function effectively with others 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 group profile. With this in mind, this Group Motivational Map Profile enables you to identify the motivational profile of the whole group as well as identify compatibility and non-compatibility of individual members of the group, therefore enabling you to plan activities, groupings and strategies that compliment the group motivational profile.




The motivators are in 3 groups of three:



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).

Therefore, 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.

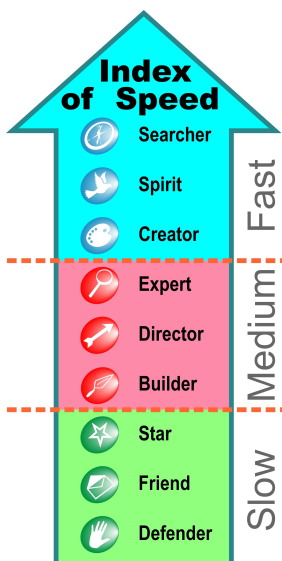
Now if we consider this on the larger stage of a group, it should be clear that if you have a specific motivator as your primary drive, want, desire, and this is somebody else's lowest drive, want, desire – in fact so low it is almost an aversion, then we have within the group an opposition of energies (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 groups to work effectively together 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 group. One metaphor for this would be, how much fuel is in the tank? Clearly, the higher the score the better: the more energy the group has, which if focused, is more likely to be productive.



Finally, it is important to realise that certain groupings of motivators within a group – the dominant pattern in fact can have a massive relevance to fitness for purpose. Where, for example, we need speed do we have a group whose motivators are predominantly slow? Alternatively, where we need thoroughness, accuracy and care – which are slow in nature – do we have groups 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.

Group Members

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

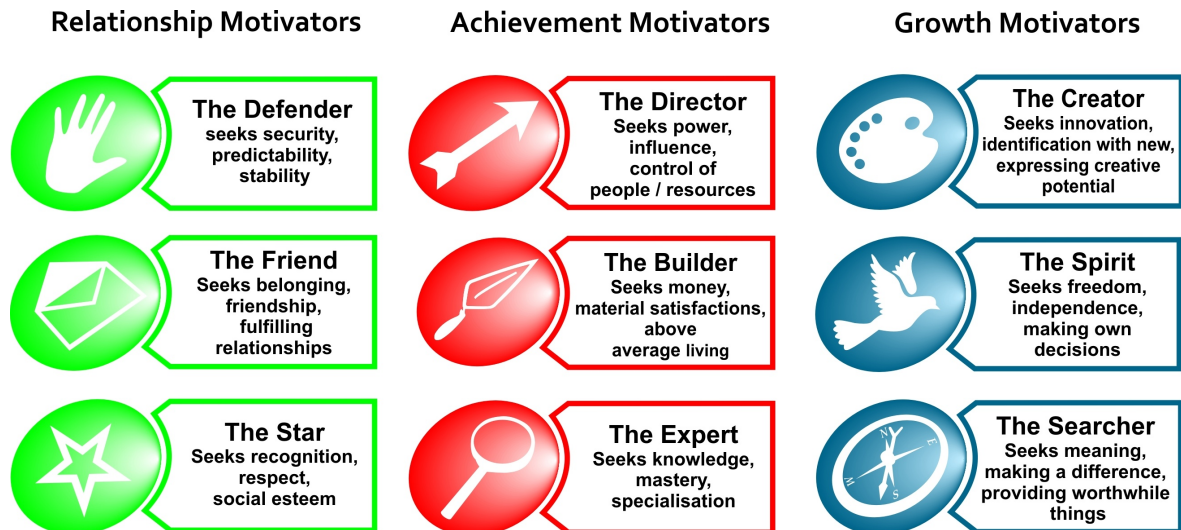
Sophie

Gabriel

Jada

The Nine Motivations

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



As with individuals, who contain within themselves all 9 motivators, but in various proportions and intensities, it is so with groups. Motivators in groups can be highly accentuated, which is to say one or two only can dominate the team 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 team's inner dynamics.

With groups it is important to consider whether the motivators are generally 'mixed', which is that the three basic categories of Relationship, Achievement, and Growth are represented in the top 3 or 4 group motivators, or whether the group exhibits a preference, and one of them is dominant. The importance of this is in understanding the appropriate actions to take when planning how to engage and motivate the group.

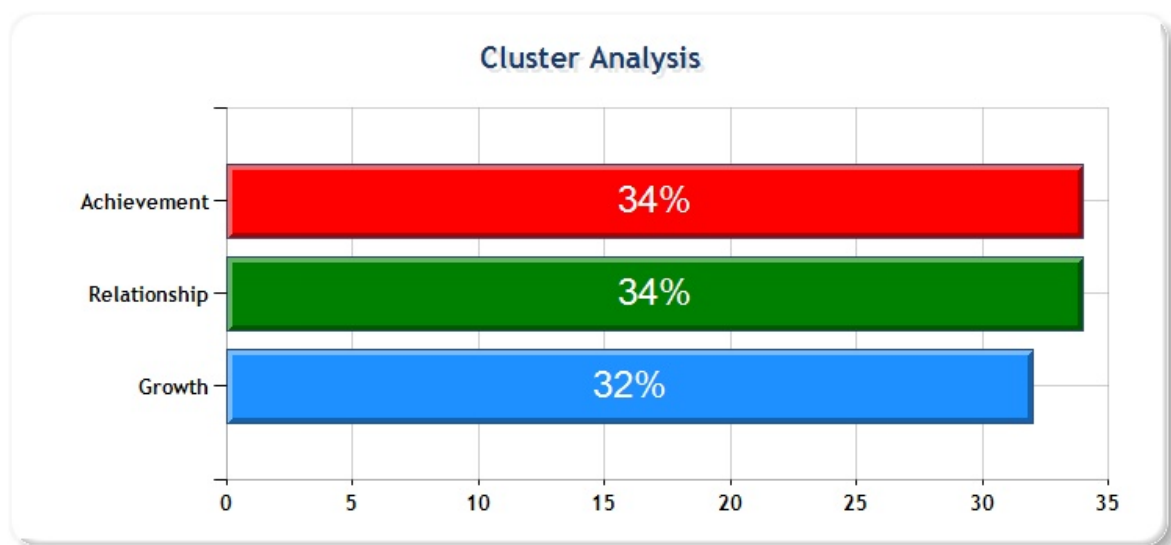
Clearly, the basic principle is to feed the dominant motivators. In the case of a 'mixed' profile this will mean paying more attention to the individual nuances of the group profile. In other words considering the dominant motivators but being very alert to which members of the group do not share them, 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 group will need more time, more certainty and full communications to drive motivation; that Achievement type groups will need more control, more rewards and deeper knowledge; and that Growth type groups will need more speed, more 'big picture' stuff, and a sense of new things being realised.

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

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 group are balanced. It provides you with a visual type of Executive Summary of the groups motivational tendencies. Consider:

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



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

If the distribution of the three colours is pretty even (a range, say, of only 4% between 32% lowest and 36% highest), then the group is pretty balanced: they get motivated 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.

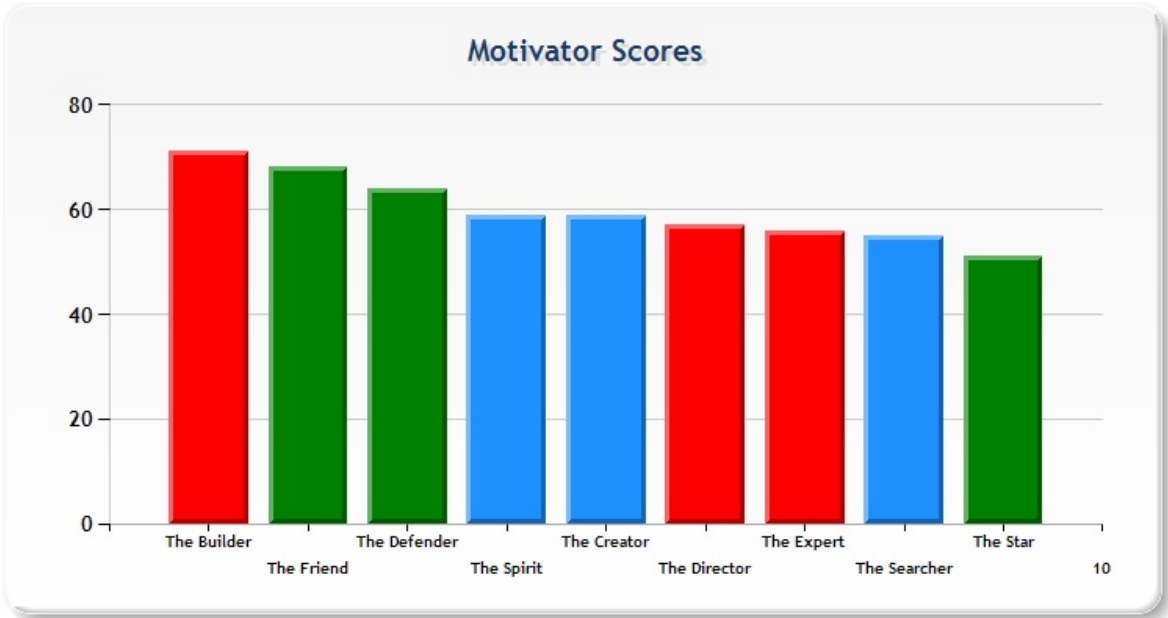
On the other hand, if the range of scores is in excess of 10%, say 30% lowest and 40% highest, then the groups' motivators are dominantly in one key cluster. This means the group will have a more unitary and distinctive flavour allied to the characteristics of the triad they are in. To get the best from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

Your Groups Dominant Cluster is No Dominance

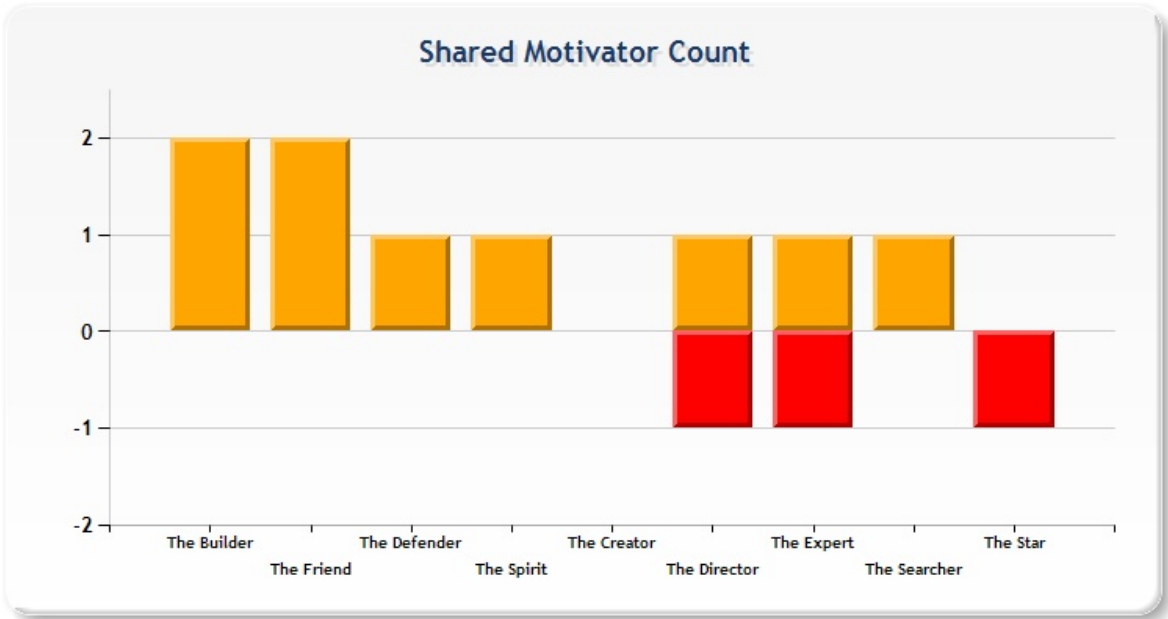
No cluster is dominant, the motivators are mixed in this group. This may well be a strength in which the variety of motivators are effectively present with the group. Alternatively, particular attention may need to be paid to the individual's motivators – to see, first, whether there are internal conflicts; and secondly, whether there are any potential conflicts between individuals within the group. A warning sign that the motivators need to be addressed would be that the group is indecisive or uncommitted.

Group Profile

The bar chart below shows in rank order all of the nine motivators for the group, 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 group 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.





Group Primary Motivator:

The Builder

- Business minded
- Goal orientated
- Competitive

Builder groups need material rewards to keep them motivated. This means that they will always be keeping a watchful eye on the incentives and rewards of other groups; if they are consistently receiving less than others, then they would become de-motivated – they need to see themselves as materially successful.

Painting a clear picture to the group of the benefits of this learning to them is important. The lesson aims and objectives are a particularly effective way of doing this, as Builder groups are very goal-focused where goal achievement is clearly linked to material rewards; in fact Builder groups are the most goal orientated of all the motivational teams. Setting goals and linking them to rewards, then, is a powerful way to motivate them. Bear in mind, therefore, that awards, prizes, responsibility for the group is highly motivating.

Builder is the groups highest score, so materialism can become something they value above everything else, and judge and measure everything else by, including how other groups perform. Therefore the Builder group will be highly competitive – they want to win in all situations and whereas this is commendable when directed against external threats and “healthy” competition, a problem can arise when groups within the same school/group start becoming over-competitive with each other.

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

Motivation Strategies:

The Builder

- Paint a clear picture of the benefits to them of this learning and link the learning to the ability to increase their value, build on the key American expression – “To earn more- learn more”
- Introduce a competitive element to the learning – add valuable rewards
- Set target or goals (**S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime-Trackable). This makes it more attractive and compelling for the Builder group
- Create “one-off” rewards for extra-ordinary effort and achievement
- Enable the group to set clear goals and objectives for themselves

**Group Second Motivator:**

The Friend

- Connector
- Involvement-orientated
- Supportive

Friend groups need to belong. They want nourishing relationships with other people and they want to belong, to be part of a community. Learning activities for them, then, do not need to be competitive but more collaborative. So, Friend groups will tend to befriend and seek to collaborate with other groups both internally and externally.

Loyalty and continuity are key values for the Friend group they especially like being close to people. Social Networking is probably high on this groups agenda, a majority of them are doubtlessly on Facebook, Twitter etc. Consider how you can generate intranet forms of connection within this group to aid learning and goal achievement – access to these will be highly motivating for this group.

Atmosphere is important to the Friend group; they do not like unfriendliness, moodiness or inconsistency. Consider the mood of the group each time you meet with them, and create a user-friendly, bright atmosphere within the environment. Ask their views, input and opinions to decisions that will have an impact on them.

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

Motivation Strategies:

The Friend

- Create a user friendly, bright atmosphere and learning environment
- Organise more collaborative learning, group and extracurricular activities
- Listen to them, take on board their views and treat them with respect



Group Third Motivator:

The Defender

- Stable
- Security-orientated
- Accurate

Defender groups need security and predictability. They want to know where they are and exactly what they need to do. So, communication is vital for this group, more so than any of the other motivator groups. The Defender group likes to be regularly informed of what is going on. Telling them once about some change is usually not sufficient to get them to “buy” the idea or reassure them. Ensure you issue written notes to accompany any verbal instructions, and wherever possible stick to routines.

The Defender group tends to be loyal and identifies with group values, find ways to emphasise values within the group, and developing projects that require group work is good, as is praising them for their contribution and commitment.

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

Motivation Strategies:

The Defender

- Identify clear roles and responsibilities for those within the group
- Issue written notes to accompany verbal instructions and wherever possible, stick to routines
- Emphasise group values and reward those displaying them



Group Lowest Motivator:

The Star

- Driven
- Status-orientated
- Hierarchical

Star is the group's lowest motivator then be aware that structured recognition systems – points, certificates, badges, stars etc. - are not likely to motivate them. Equally, ensure that whatever recognition systems exist are simple and effective.

The lowest motivational score can be very revealing. The top three scores are more exciting, but noting the lowest motivator can also give useful clues about improving motivation and engagement.

First, ask the question: is the lowest motivator causing 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 has Director in their personal profile, and Director is also the groups lowest motivator – might that be a problem – are there circumstances where leadership is required from within the group, but actually nobody in the groups wants to take on this role?

Secondly, the lowest motivator may also re-enforce all or one of the groups 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 group 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 group will be even more change-averse than if Defender alone were simply top.

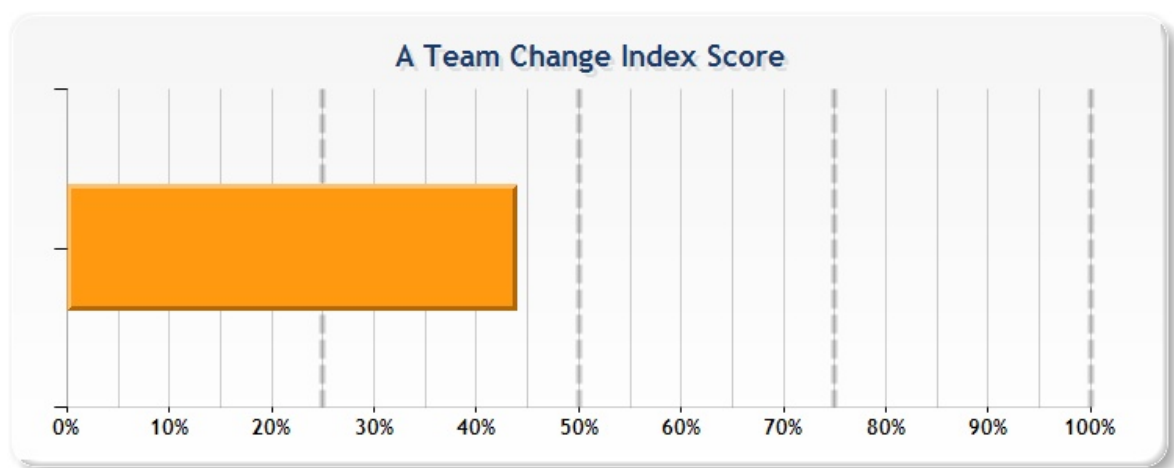
Thirdly, the lowest motivator can affect how individuals feel about others. For example, if their lowest motivator is Star, but there is someone within the group for whom Star is the top motivator, then it is highly likely, especially in the absence of one or two shared motivators, that there will be conflict within the group. 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 group can be a useful way of explaining and resolving certain conflicts within the group.

Change Index Score

The Change Index seeks to establish how receptive a group is to change. Change is not good or bad in itself, but if big changes are necessary then whether or not a group is emotionally ready or resistant to that change is an important factor to consider before implementation.

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

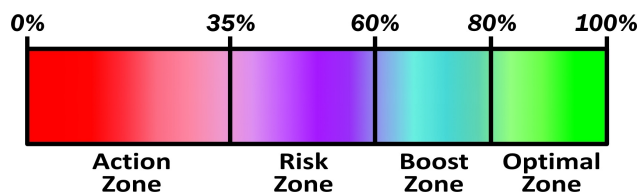


Your group has a change index score of 44% meaning that this group has a conservative attitude to change and is risk averse. They will tend to want to move at a quite slow pace with a focus on efficiency and care. Systems and things need to be 'right' – accuracy is important.

Groups Current Level of Motivation

The Motivational Audit Score is a snapshot of how the group feel their top 3 motivators are currently being satisfied. This is an aggregate score made up from each individual's motivation, which you can easily ascertain from the Group 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 the group 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 group 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 engagement and motivation – and so of future performance of the group.



The group is currently **79%** motivated. This means that they have a high level of motivation and a majority of the group probably have high levels of engagement. This issue for them is one or two motivational areas where small improvements or boosts could make a big difference and motivate them further.

This score does not imply any judgement of their ability to complete work or achieve required results – be clear that motivation is independent of one's personal skill set.

Analysing Team Data

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

Firstly, look for group 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 your peril.

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.

Group Motivational Action Plan

When you have had the opportunity to consider this report think about some actions you could take to help improve the group's current levels of motivation and engagement. 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 the group.

A motivational thought...

“

*Imagination is more important than
knowledge*

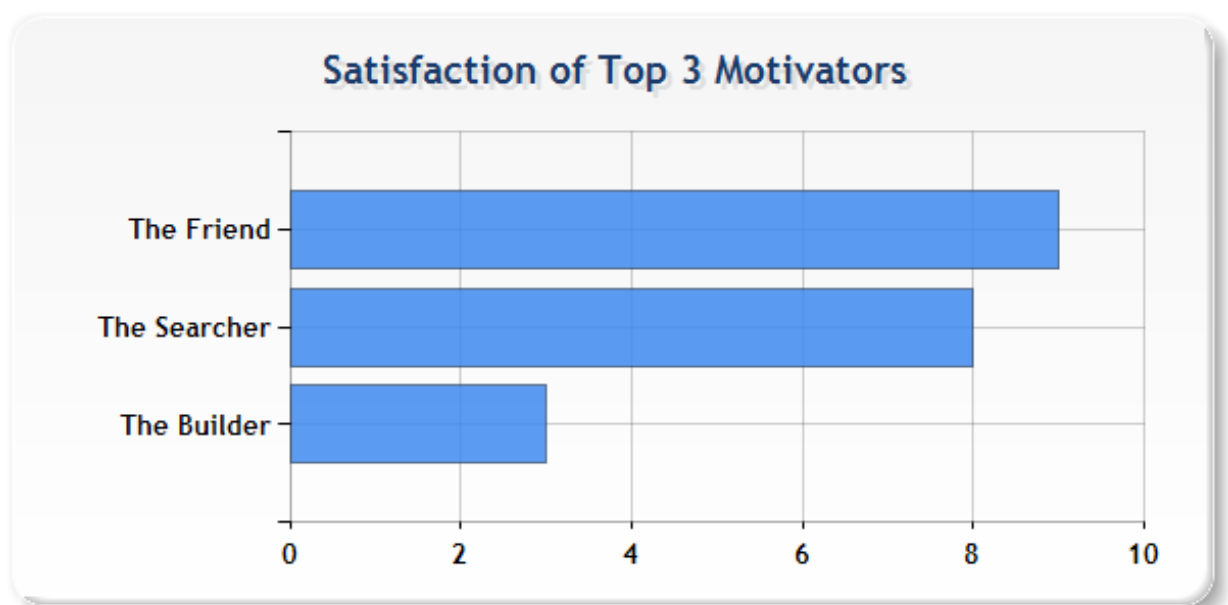
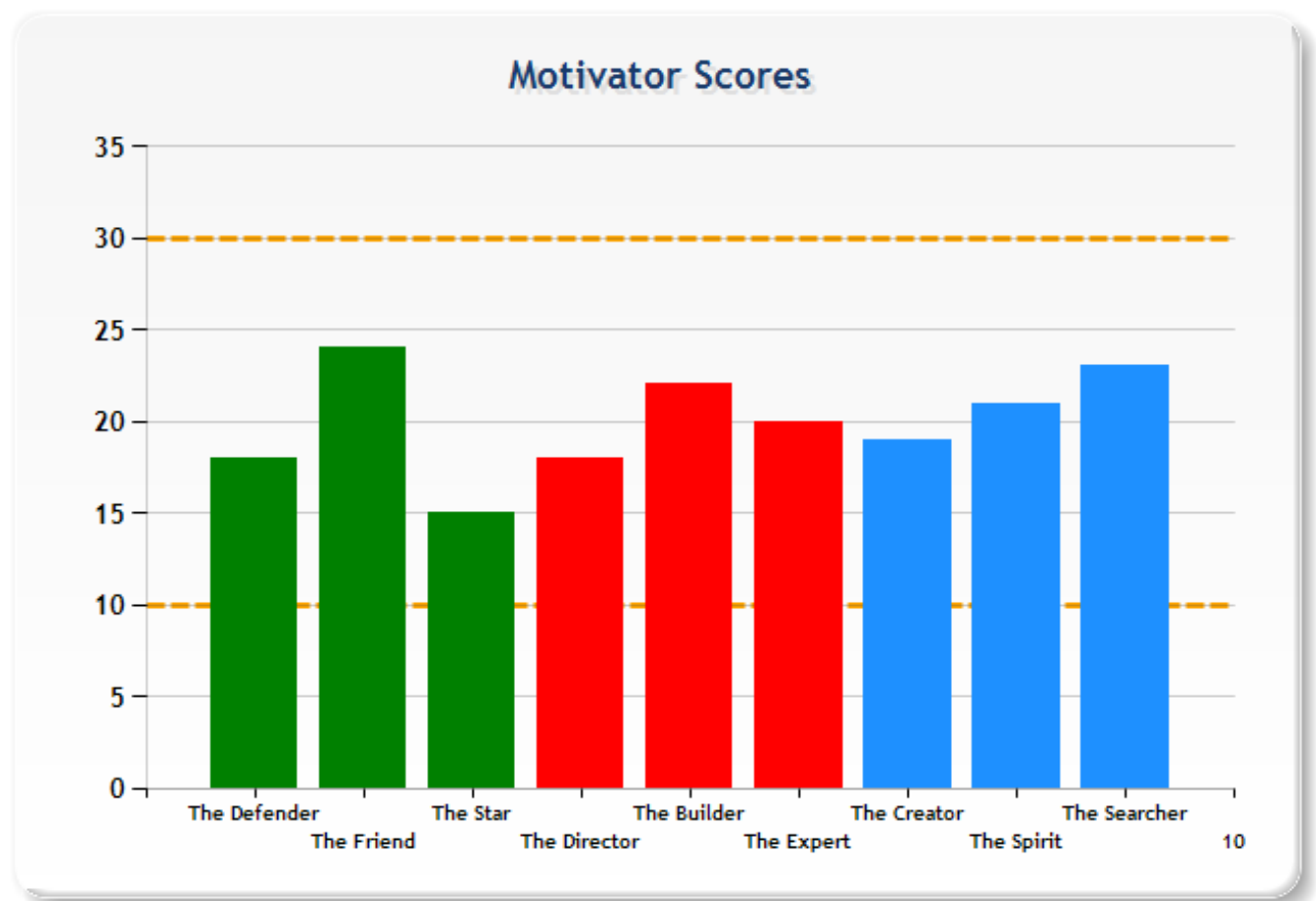
Albert Einstein

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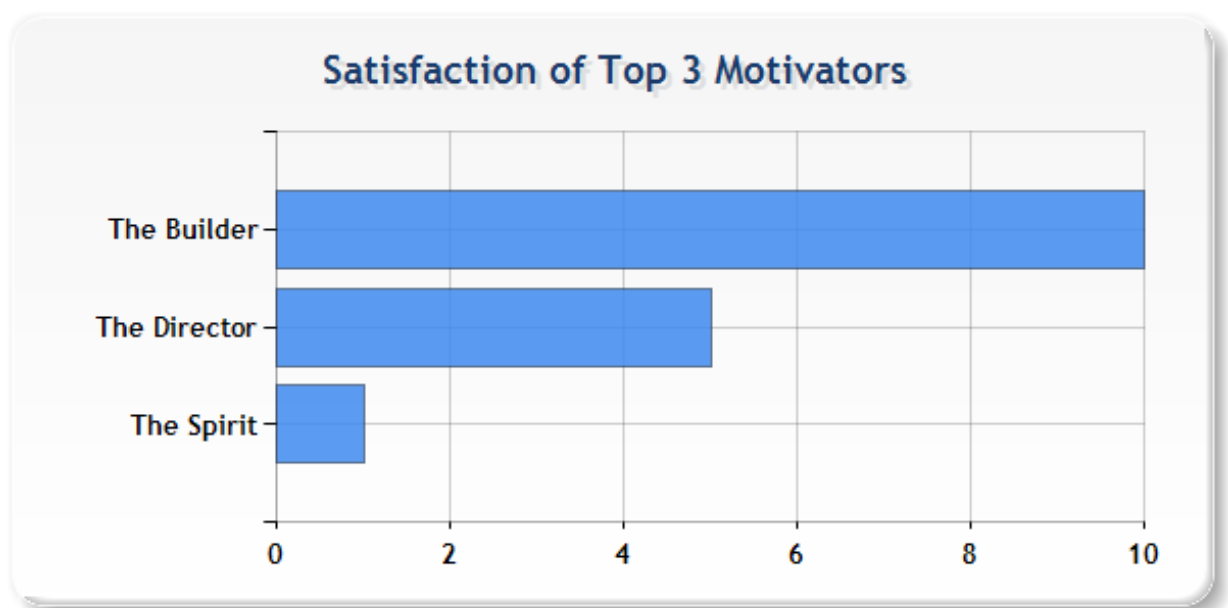
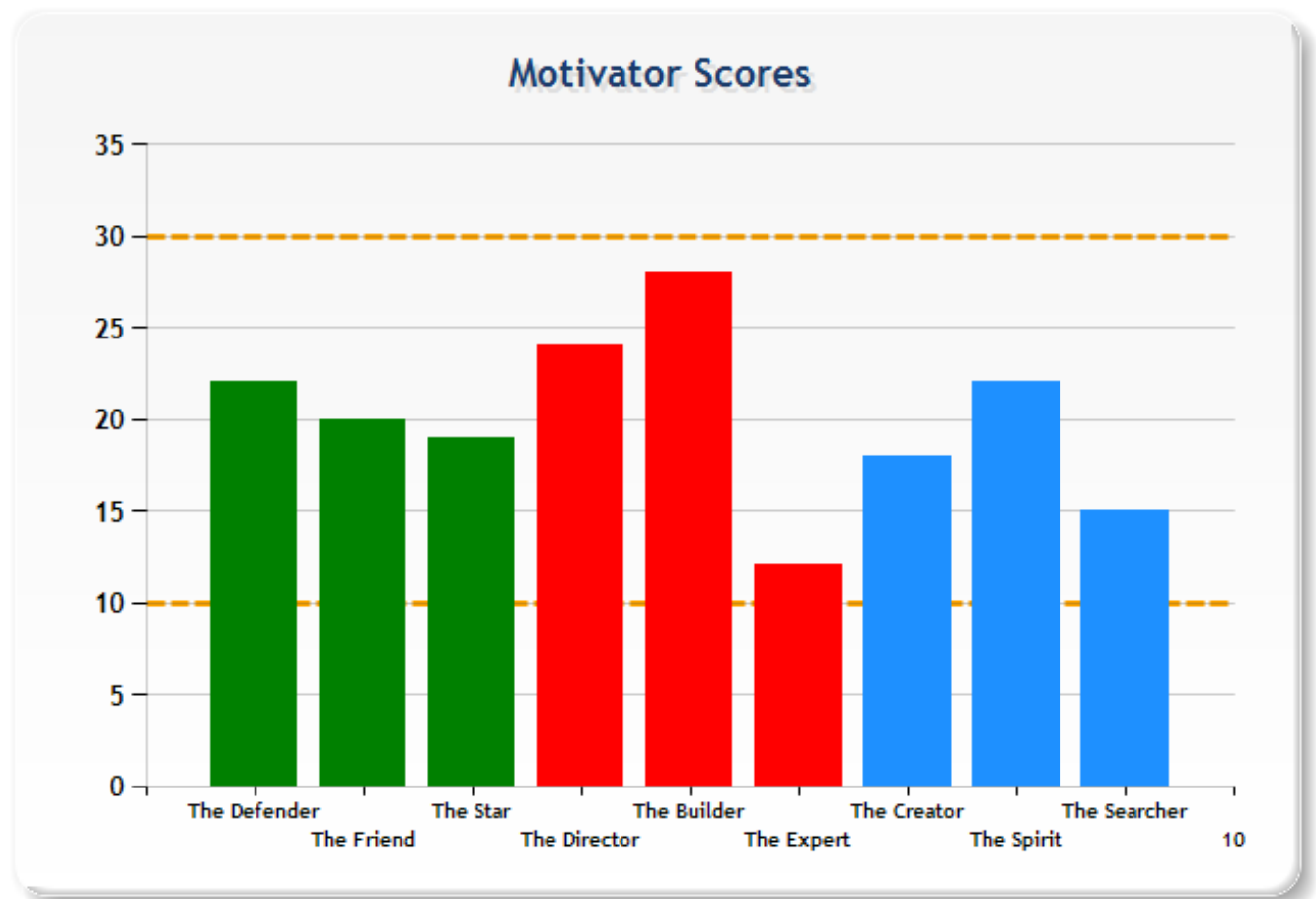
Group Data Table

Top Motivator
Second Motivator
Third Motivator
Lowest Motivator

Name		The Builder	The Friend	The Defender	The Spirit	The Creator	The Director	The Expert	The Searcher	The Star	Motivation Audit			
											%	1	2	3
Sophie		22	24	18	21	19	18	20	23	15	76%	9	8	3
Gabriel		28	20	22	22	18	24	12	15	19	72%	10	5	1
Jada		21	24	24	16	22	15	24	17	17	90%	9	10	8
Total		71	68	64	59	59	57	56	55	51	79%			



Gabriel Starr



Jada Puliga

