



Your motivational map profile

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

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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 .

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.

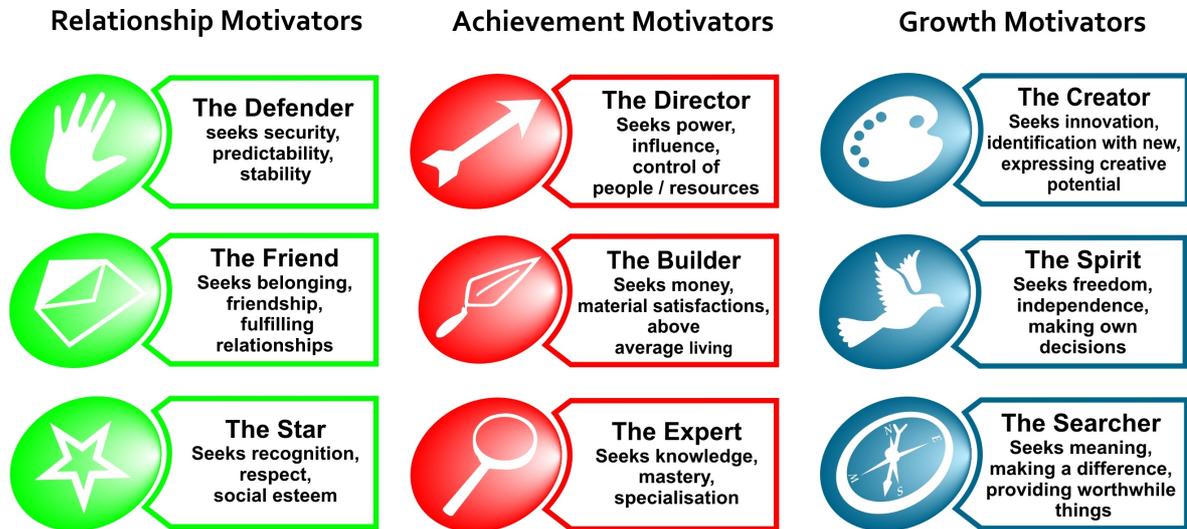
The Motivational Map comprises three cluster areas, with each of these containing three core motivations. This means that in total, there are nine core Motivations.



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.

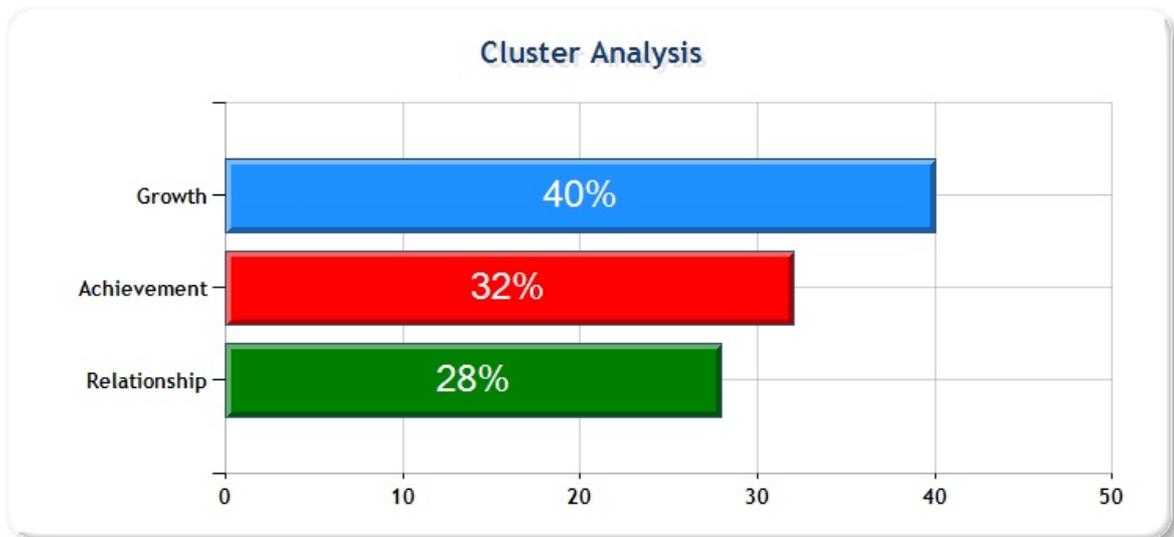
See the next page to find out your own Motivational tendencies.

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

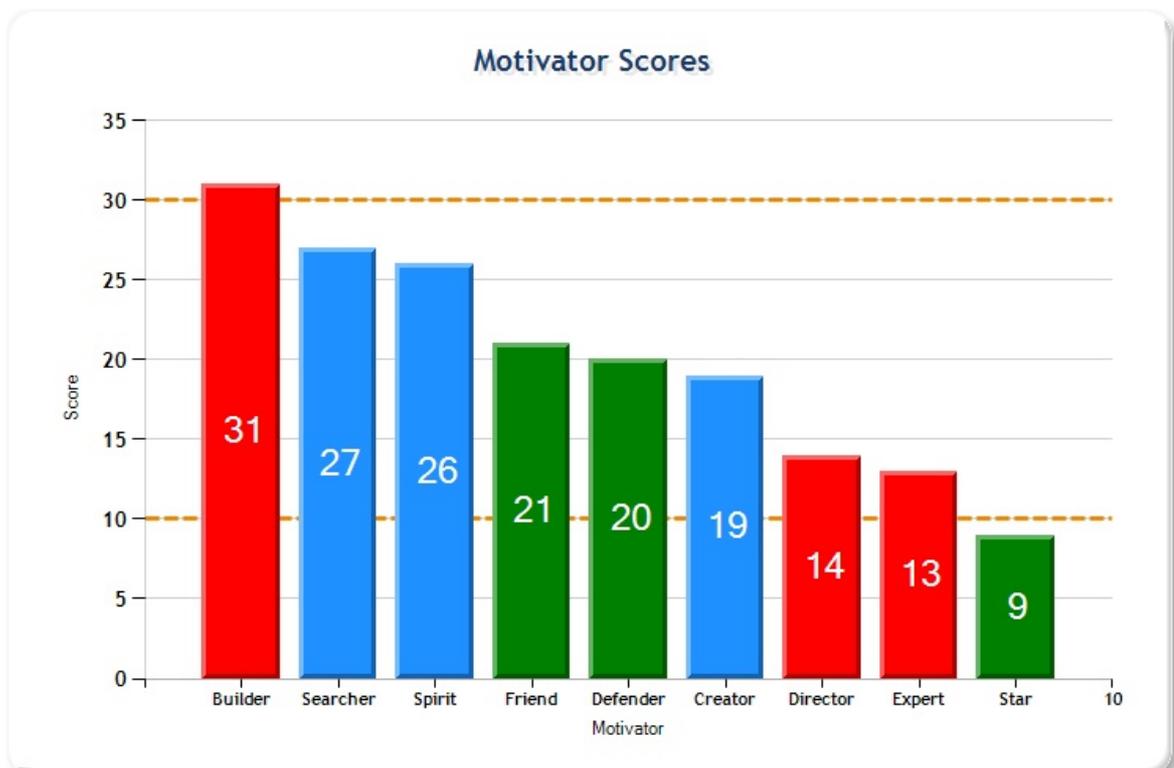
This means that your motivations primarily come from realising your full potential and being all you can be. This realisation means a new 'you' comes into being – and new involves creative change – and you want to create that change in defined areas of your work and life. Further, for this to be possible, 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 22 which indicates that you are totally focused in what motivates you, and satisfying your motivators above 30 points is essential if you are to be productive at work.

**Your Primary 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.

Builder is your highest score, so materialism can become something you value above everything else, and judge and measure everything else by. You will tend to be good at exploiting situations for gain.

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

Motivation Strategies:

The Builder

- 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.
- Remember: to earn more, learn more! Enrol on relevant training even if you have to fund it yourself.
- Motivate yourself by giving yourself small ‘perks’ whenever you achieve your own targets.



Your Second 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.
- Focus on how you improve communications at work: oral, written and electronic. Know that your communications are as good as they can be.
- 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?

**Your Third 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'.

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

Motivation Strategies:

The Spirit

- Review your vision for your life: what are your values? What kind of people do you want to work with or be with? Where will you be in five or ten years' time? Put this in writing.
- 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.



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 Builder

The Story below is NOT your story, but a typical story depicting the Builder 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?

The Builder can be very focused. It can sometimes appear as if there are lots of people at work like them. When the question is asked, why do you work, everyone chirps up, 'for the money'! But the truth is, most people are saying that simply to conceal the real reason why they work - or to appear like everybody else. Most people are NOT working for money. Sure, they want it, but this is not their big motivator. But for The Builder it really is! They love money - plenty of it. Currently, The Builder is in sales - often a good place for The Builder to be because their salary is commission based. This is highly motivating for The Builder. Add to that the fact that the team is on Quarterly bonuses if they collectively perform, then - wow! - The Builder is in their element.

The company is very profit orientated, which means that its direction is clear-cut and results driven. They treat their staff well if they perform. So, one major perk for The Builder is the company car, a rather impressive Audi.

Perks are important to The Builder. Material Success is important to The Builder. Their motivation here is often driven by what others call a 'competitive streak'. Even earning money for them is not enough - it has to be MORE money than their colleagues are earning. They want the team to perform well, but ultimately they want to perform better themselves.

The same can be said for where they live and what they drive. They can be acutely aware of what others have, and can compare themselves to them. In this way they are driven to work harder and perform better when they can see the clear outcome of greater rewards ahead of them.

Another way of putting this is to say that for The Builder visibility may be critical - people know they are successful - they simply have to look: their accoutrements, their car, their house and its location say it all. And there is more, for this may be for them the start of the next assault on the rungs upward!

Of course, there can be a big danger with this relentless focus and competitiveness - overwork, burn-out, and even an obsessiveness that can lead to having money but failing to enjoy the pleasures that money can bring. In short, feeling a sense of restlessness that prevents adequate enjoyment of the here and now. But The Builder is well aware of these traps. One of the most important stabilising strategies they utilise is simple but effective: clear goals that are regularly updated and revised. In this way the pursuit of more can be controlled and moderated.

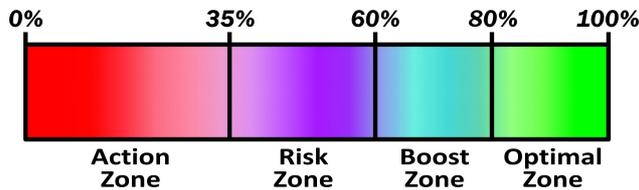
The Builder has a highly successful life - their earnings have substantially increased; their company considers them effective and successful; and the fruits of their efforts have bought them the rewards and status in life they seek. They look forward to the next few years.

[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 **94%** motivated in your current role. This means that you have an optimum level of motivation and basically you are happy and well motivated in your current role. The challenge for you is staying at and maintaining this level and continuing to be so motivated.

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...



Great works are performed not by strength but by perseverance.

Samuel Johnson



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.

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