



Your motivational map profile

Eastern Rabbit

- *Recognition-driven*
- *Purposeful*
- *Independent*

19 April 2019
Rabbit farm



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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 19 April 2019.

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.

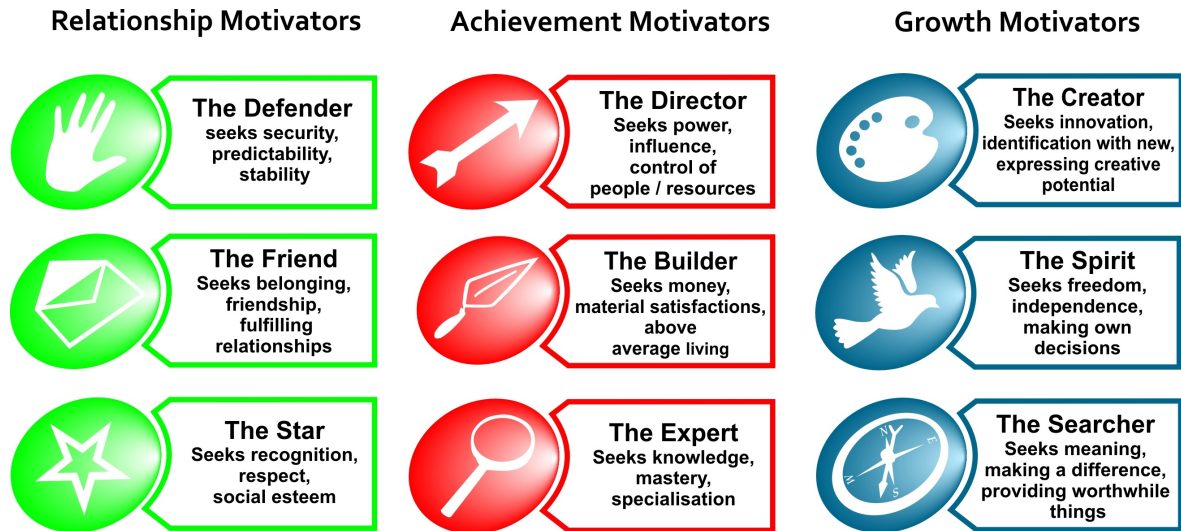
The Motivational Map comprises three cluster areas, with each of these containing three core motivations. This means that in total, there are nine core Motivations.



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.

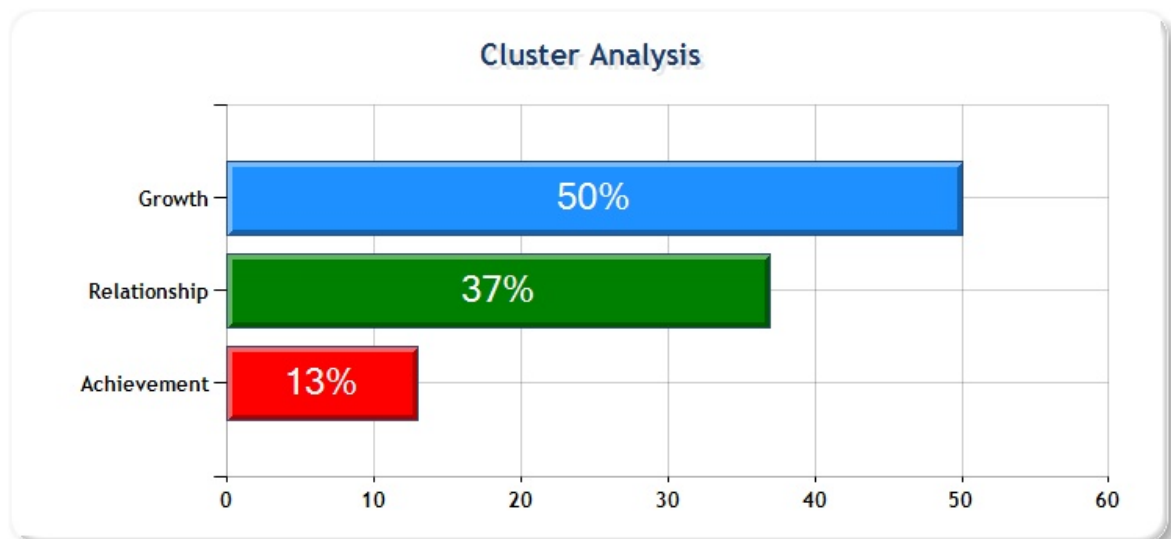
See the next page to find out your own Motivational tendencies.

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

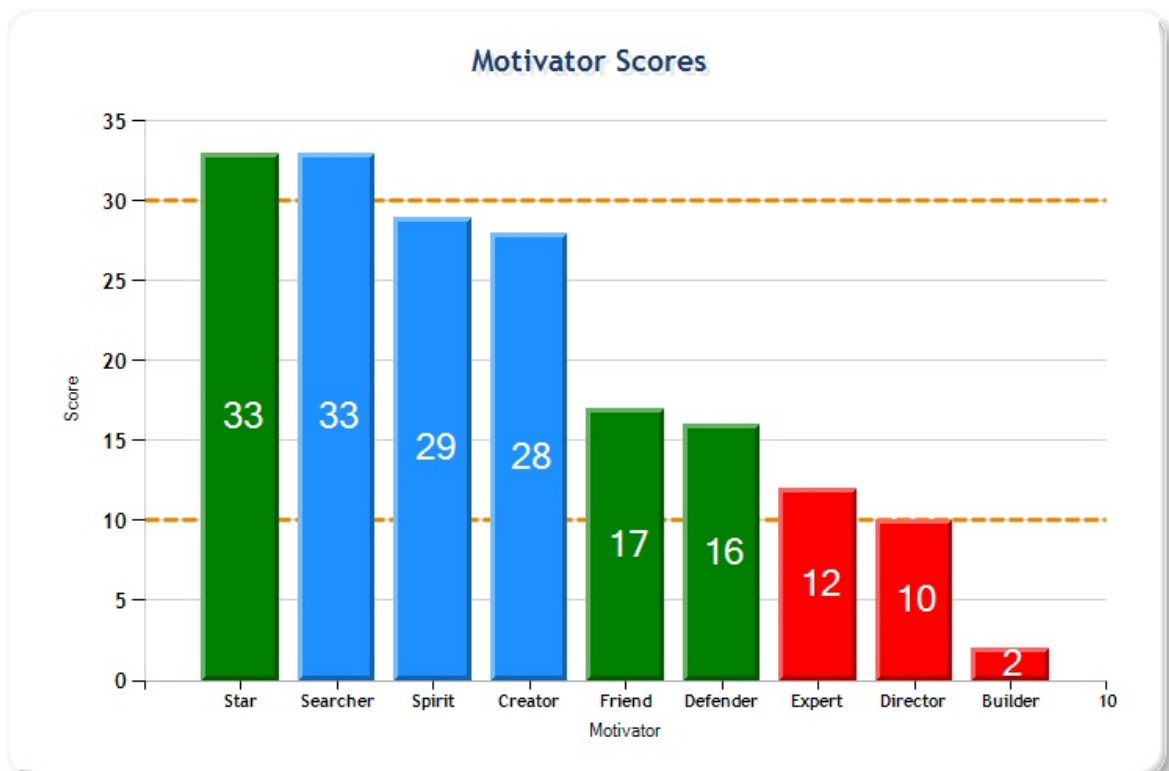
This means that your motivations primarily come from realising your full potential and being all you can be. This realisation means a new 'you' comes into being – and new involves creative change – and you want to create that change in defined areas of your work and life. Further, for this to be possible,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

- Recognition-driven
- Status-orientated
- Hierarchical

As a Star, your need is to be recognized, admired and respected by the community at large. This means obviously at work, but suggests you want recognition on a wider canvas - say, within the profession you are in - or by people in associations you respect (for example, other directors, professional associations, peers, sporting groups, etc). A good way for you to map out what you want from life is to write your own obituary as a whole page in The Times – what will be said about you, who will be at your funeral? This is what is called ‘starting with the end in mind’. If you’re clear about your end result, then the means and goals along the way also become a lot clearer. Promotion is clearly motivating for you because of the recognition it brings.

Star is your highest score, so receiving recognition and respect is crucial to your sense of well being. Consider rank, position, awards, medals, perks, and good publicity as all being part of what you wish to have.

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

Motivation Strategies:

The Star

- Review your career plans and make certain that they are exciting and realistic; and also that your current work and organisation is able to deliver what you are expecting from them in the long term.
- Develop your credibility by developing your self-image, by developing your sense of dominance, by clarifying your qualifications.
- Whether your organisation does or does not supply you with a business card, make sure you have one that really presents you in a positive light.



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

- Focus on how you improve communications at work: oral, written and electronic. Know that your communications are as good as they can be.
- 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.
- Identify your core values and reward yourself when you consciously realise one of them.



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.
- Conduct a Stop-Start Review of your life or your work. What do you need to stop doing? What do you need to start doing? Act on this audit.



Your Lowest Motivator:

The Builder

- Commercial
- Goal-orientated
- Competitive

Builder is your lowest score, so the preoccupation with seeking possessions and a high standard of living is irrelevant to you. A pay increase will not motivate you (unless you are chronically underpaid). You will tend to regard people who have this motivation with some disdain – it may appear to you as a ‘base’ value. It is important to remember that all the motivations are equally important. The Builder may be motivated by money but try to see their contribution in a more rounded way. Ask yourself, what value does this Builder bring to the organisation (apart from the financials)? 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 Star

The Story below is NOT your story, but a typical story depicting the Star 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 Star may be a very energetic individual - you will see things getting done with The Star around. And quite rightly, quite fairly, the question they want the answer to is: what's in it for me? This is not about money, but about recognition and approval. As William James, the famous Harvard psychologist once observed, 'the deepest principle of human nature is the craving to be appreciated'. Well, we all have this need for appreciation - The Star wants appreciation that's been made tangible and obvious: they can see it and we can see it.

So, it is highly motivating at work for The Star when the boss starts talking about promotion. The Stars current position - or rank - within the organisation is middle management. In fact, they started at the bottom - at the chalk face as it were. They joined a large family-owned business after completing their examinations at school (incidentally, they achieved 5 'A' Stars). The Star liked the idea of working in an exciting, substantial department - the visibility and variety. Very soon their obvious energy and abilities led them to the first of two promotions. They now manage a whole section.

As they go up the ladder they think - what was that quotation - some of us are born in the gutter but we are looking at the stars? That's what it feels like - every step up gets nearer to the stars. That's light, that's warmth, that's life.

At their recent appraisal interview the prospect of a further promotion was hinted at in no uncertain terms - depending of course on performance and certain objectives being met over the coming six months or so. But what the heck - this is what it's all about. The Star was so excited leaving the office with the prospect of more recognition beckoning.

It's like when The Star was a little kid and was encouraged to enter various competitions - their bedroom and the family lounge were just full up with awards, trophies, medals and certificates. In fact, they'd kept them all and were still inordinately proud of their achievements. If they set their mind to win a prize, they were pretty formidable.

The thing about the latest promotion prospect was that it would take them out of local management and into the 'inner chamber' of the HQ itself. They'd be rubbing shoulders with the family directors on an hourly basis instead of, as now, two or three times a week. Further, the job that had become vacant was directly under the marketing director. This was bound to involve lots of external contacts, special events, publicity drives, and - they'd be at the heart of it.

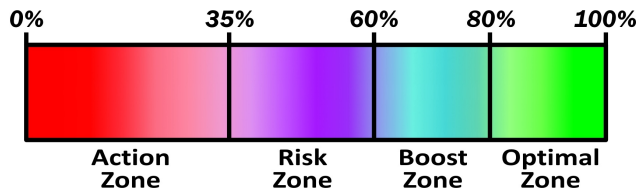
As The Star drove home in a state of wild excitement, they reflected, as they gripped the wheel, this was the life for them.

[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.

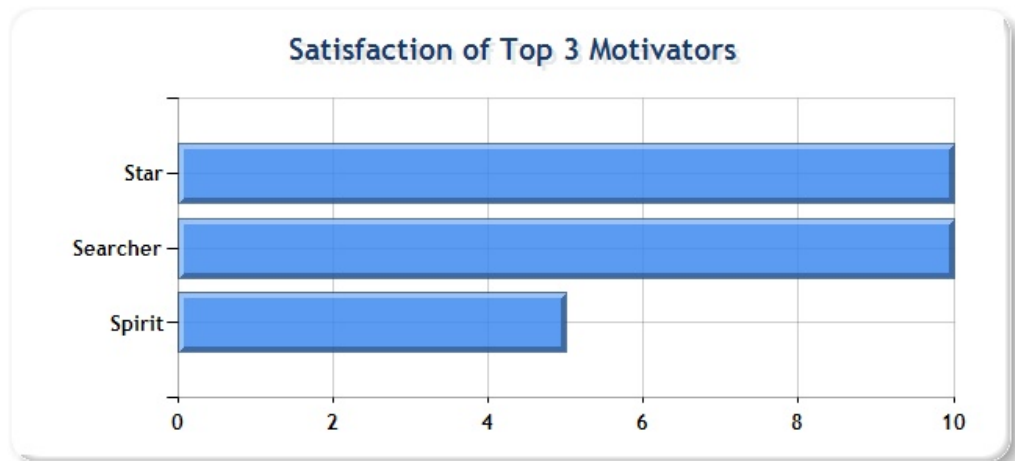
The diagram below shows the four quadrants relating to the % score for the personal motivation audit. These quadrants will help you to identify the type of action that is needed and possibly the speed of that action, to help you improve or maintain your levels of motivation.



You are currently **95%** 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...

“

*If you really want something, you can
figure out how to make it happen*

Cher

”

Motivation made visible.

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 staff. It takes the guess work out of what motivates someone and its a wonderful tool for creating conversations between managers and staff to really understand what makes them tick.

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