



Your motivational map profile

## Example Results

- *Stable*
- *Independent*
- *Connector*



25 June 2012  
Motivational Maps

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## Introduction

Your happiness and success at work is partly determined by whether or not your core 'motivations' are being met. These Motivations are not a conscious decision, but rather emerge from your self-concept, beliefs, expectations and personality. As with our purpose in life, we do not 'invent' motivations; instead, we detect them. It is vital to go with the grain of our Motivations.

This Motivational Map Profile is based on your responses to the Motivational Map Questionnaire which was completed on 25 June 2012.

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.

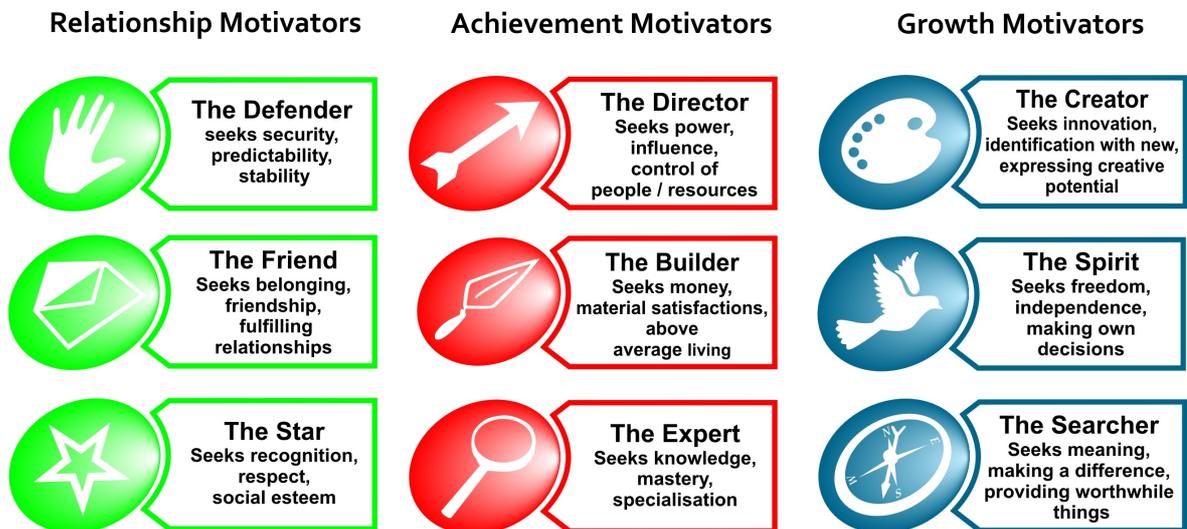
The Motivational Map comprises three cluster areas, with each of these containing three core motivations. This means that in total, there are nine core Motivations.



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.

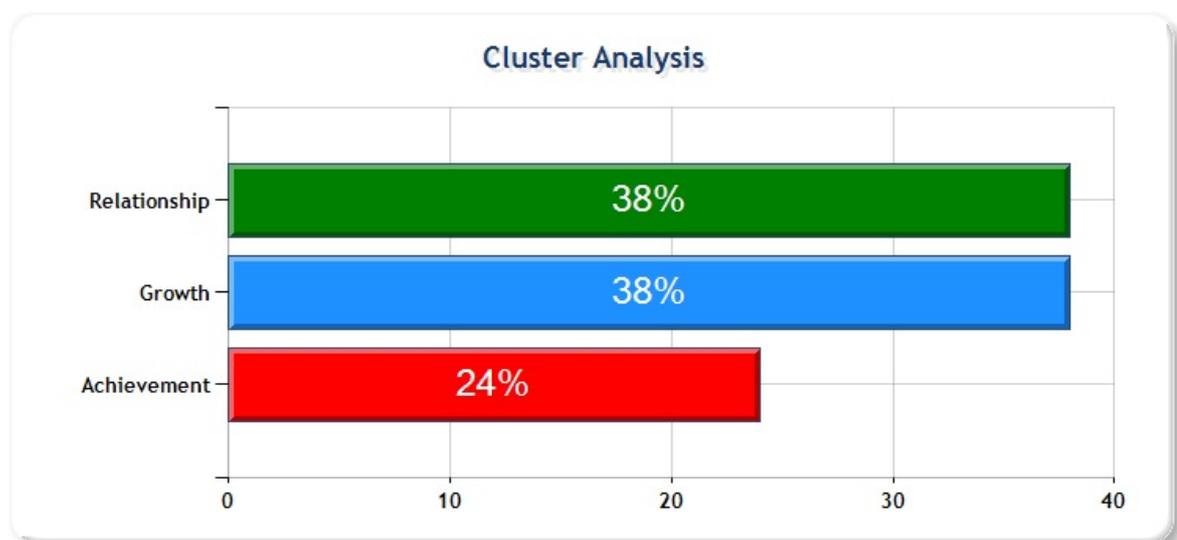
**See the next page to find out your own Motivational tendencies.**

## 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: Relationships

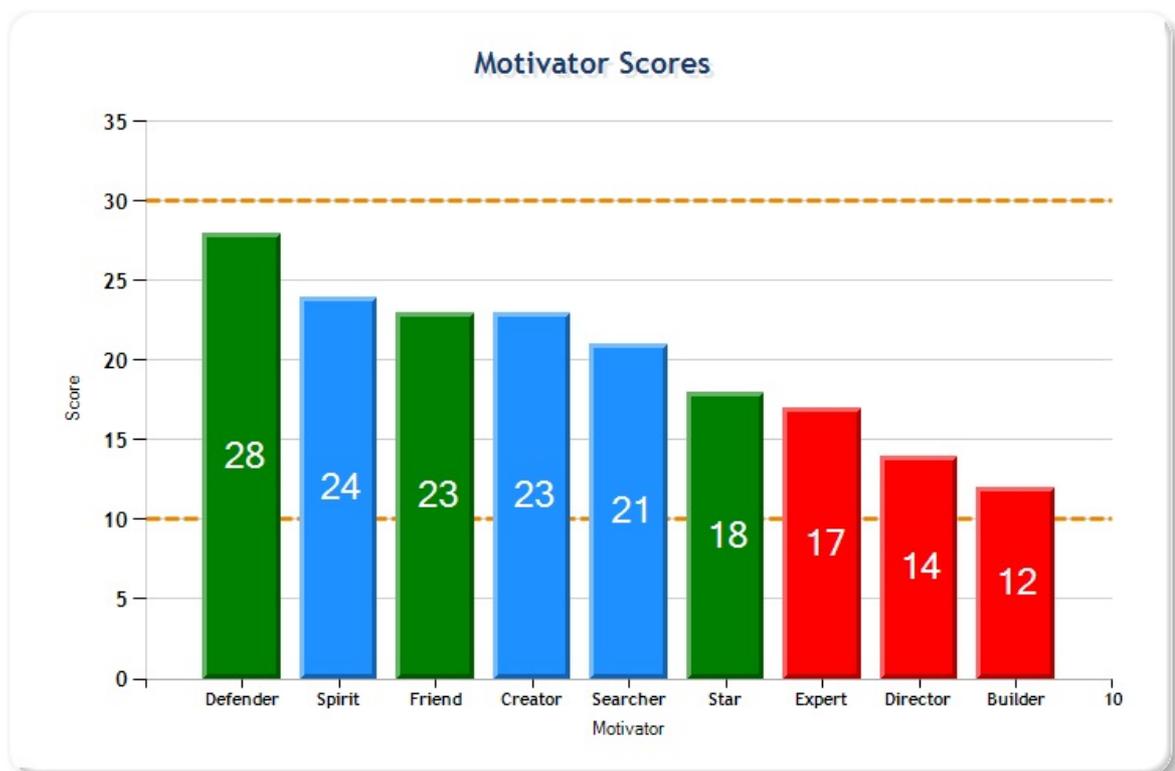
This means that your motivations primarily come from sustaining relationships at work and from the depth and intensity of these relationships. You are highly likely to value teamwork as a preferred way of working – it provides security, belonging and recognition that are essential. The past is important because relationship building requires longevity – you can more easily rely on people whom you have known a long time. With such a “relationship” focus, however, the danger for you is being caught in a cosy club where real achievement is not important, and also where groupthink prevails: no-one wants to rock the boat by offering a controversial opinion. Do your relationships provide too big a comfort zone? And what are you doing to develop yourself?

## 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 16 which indicates that you are very focused in what motivates you, and satisfying your top three motivators is important if you are to be productive at work.

**Your Primary Motivator:**

## The Defender

- Stable
- Security-orientated
- Accurate

As a Defender, your need is security. You need to believe that what you are doing is contributing to a solid and predictable future. Therefore, final retirement options will enter into your calculations as to what is important. So will, in going for a job, the security of the company – its size, longevity, and track record. 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, you 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.

Defender is your highest score, so you take specific and positive steps to assure your future. You will be prudent and seek low risk career paths with guaranteed pay-offs. Stability is good for you.

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

**Motivation Strategies:**

## The Defender

- Allocate one hour a week to tidy your space. This can have a big effect on your productivity and anyway creates a greater sense of order, and so of security.
- Plan your future: both in the short, medium and long term. Where will you be in one years', five years' and ten years' time. How will you get there? What objectives have you set? Be sure to monitor your progress.
- Be clear about your organisation's mission and vision and how you contribute to its success. Always ask yourself: how can I be more useful and more productive in order for my organisation to flourish – and so I benefit as well.



### Your Second 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 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.
- 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.



### Your Third Motivator:

## The Friend

- Connector
- Involvement-orientated
- Supportive

As a Friend, your need is for belonging. You want nourishing relationships with other people at work - and you want to belong, to be part of a community. Work for you, then, does not need to be competitive but more collaborative. You need to work for an organization with a strong identity and culture where people are valued. You will tend to view all proposed changes through the filter question: 'How does that affect the people here?' Loyalty and continuity are key values and you especially like being close to people. You may not like a job, but will stick if you like the people. A good social life is highly motivating for you.

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

### Motivation Strategies:

## The Friend

- Organise good social events for other people. Make sure it's one they want – ask! Try to organise them so that although they are 'organised', there is a sense of spontaneity about the activities. People like it when you appear 'natural'.
- Support a colleague having a hard time - be sensitive to confidentiality issues and personal information. Become known as somebody who is sensitive, supportive, trustworthy and genuine.
- Practise your listening skills. Listening shows you care (which you do) – and builds trust whilst showing respect. You want to be a friend, and this is the best way you can demonstrate you are a friend.



### 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 Defender

**The Story below is NOT your story, but a typical story depicting the Defender 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 Defender can be a good asset to have in your team - when you want to be sure. The Defender now is The Defender 20 years ago in her modus operandi. The Defender left college then and considered her options very carefully. The most important consideration for her was security - she wanted to move into an area where there was a long-term future, and where she could make a quality contribution. For her the long-term was important because she wanted to be able to plan her life and not just react to it. And, quality contribution was inseparably linked in her mind with prolonged application. You simply couldn't make a quality contribution in flash-in-the-pan situations.

The Defender spent a lot of time with the College Career's Officer finding out as much information as she could about the various options open to her. It soon became apparent that, whereas in today's job market, there was no longer any 'job-for-life' type of security, nevertheless, certain types of organisation and certain fields of occupation were far more likely to produce continuity than others.

For example, she realised that she really mustn't throw herself at some smaller company just because of some attractive start-up package, or because of the prospects of big riches later on - IF the business got lucky and moved to the fast track. No, this was an insidious mistake.

Better to go for a larger corporate or public sector organisations where there were sufficient resources to sustain a longer campaign. And, she realised too, that she'd have to make a tough decision on the type of occupation she'd go for. Certainly the newer technologies and media were all very exciting, but they had a huge churn rate. If she was to decide and go down that route, then at the very least success and security would depend on plenty of extra training to ensure she had access to all the latest and accurate information at all times.

On the other hand, there were occupations, no less taxing, but which by their very nature, had a certain longevity or predictability about them. For example, the Civil Service, Local Government, Health, Education, even large Voluntary Sector organisations. Then there were industries like Banking or Pharmaceuticals where in a large company one could really fly and get to grips with a project - depending of course on positioning.

This analysis proved invaluable - for 20 years on The Defender is still with Pharma-Inc, one of the biggest pharmaceutical companies in the world. She has risen to Senior Vice-President, and still has further to go. She knows the business inside out and backwards! And within her profession, she is recognised as a sure pair of hands.

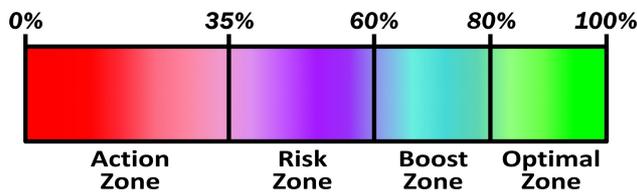
Her success at Pharma-Inc has given her all the success she wants in life.

**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 **82%** 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...



*It often happens that I wake up at night and begin to think about a series of problems and decide I must tell the Pope about it; then I wake up completely and remember, I am the Pope.*

**Pope John XXIII**



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