



Your motivational map team profile

exampleteam

- *Purposeful*
- *Choice-orientated*
- *Knowledgeable*



20 November 2014  
Company Name

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## Introduction

Your ability to function effectively with others in a team 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 team profile.

Before going on to discuss this point briefly we need, however, to be aware of what we mean by a team. People who just happen to be in the same department, faculty, or function (e.g. finance, HR, sales, etc.) will always be a group – but not always a team. We prefer teams because teams outperform groups. As the old adage goes, Together Each Achieves More.

The four defining characteristics of a team are: first, a reason or a remit for existing in the first place. Teams seek to achieve a common objective(s) and so have purpose or mission. Second, teams are people who are interdependent – they rely on each other and everyone counts. Third, teams possess a strong belief in the efficacy of teams. As Virgil put it: ‘Success nourished them; they seemed to be able, and so they were able’. And finally, teams are accountable – to each other and to the wider organisation; they eschew personal glory for the greater good.

With this in mind, then, your Motivational Map is part of a bigger picture: the Team Map and, beyond that, the Organisational Map. What are we talking about here?



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).

Thus, 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.

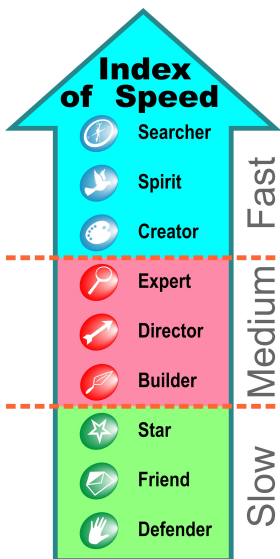
Now if we consider this on the larger stage of a team, it should be clear that if you have a specific motivator as your primary drive, want, desire, and this is somebody else's lowest drive, want, desire – in fact so low it is almost an aversion, then we have within the group – if not a real team – an 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 teams to grow and thrive 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 team. One metaphor for this would be, how much fuel is in the tank? Clearly, the higher the score the better: the more energy the team has, which if focused, then this is more likely to be productive for the greater good of the organisation.



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

## Team Members

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

a name

c name

e name

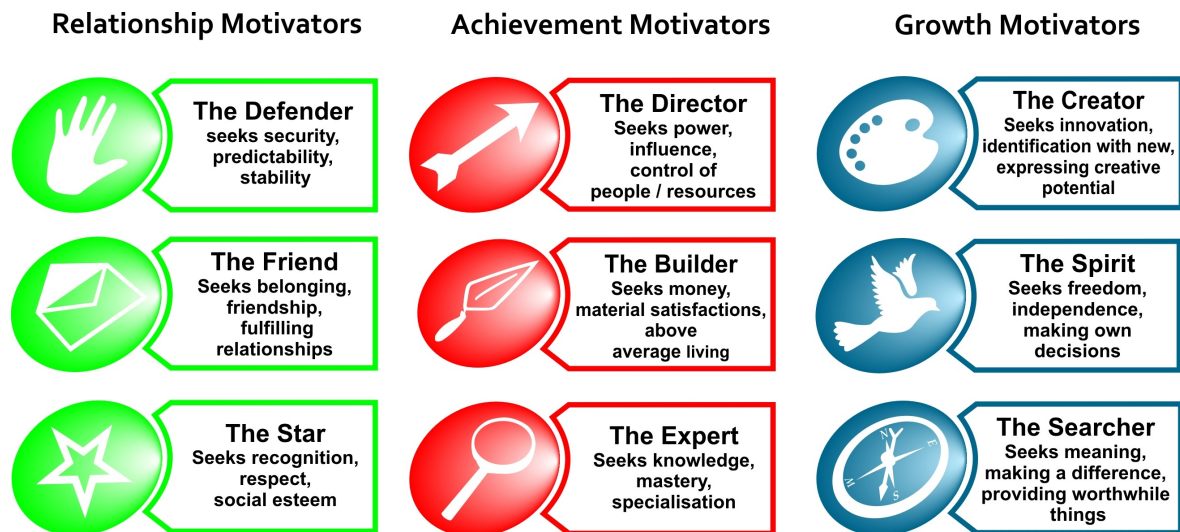
b name

d name

f name

## 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.

With teams 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 team motivators, or whether the team 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 team using Reward Strategies.

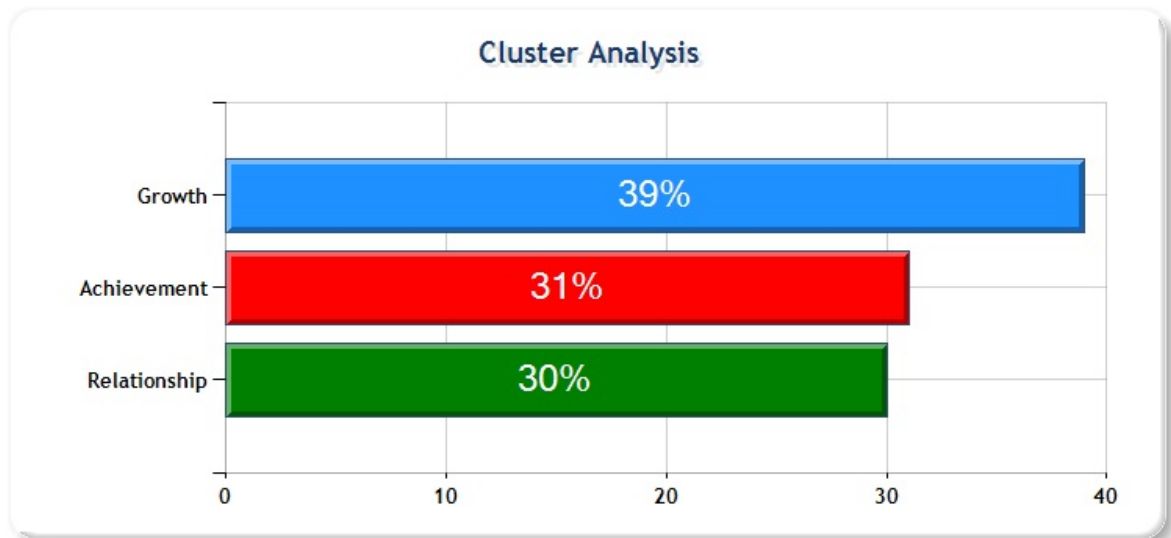
Clearly, the basic principle is to feed the dominant motivators. In the case of a 'mixed' profile this will mean paying more attention to the individual nuances of the team profile. In other words considering the dominant motivators but being very alert to which members of the team do not share them,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

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

## Executive Summary

Part of Cluster Analysis is studying the 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 team are balanced. It provides you with a visual type of Executive Summary of the team’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 team 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 team is pretty balanced: the team 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 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 team’s motivators are dominantly in one key triad. This means the team will have a more unitary and distinctive flavour allied to the characteristics of the triad they are in. To get the best from such teams the Reward Strategies will need to be highly focused; but at the same time it is likely that team-focused rewards are likely to be effective as most will buy in.

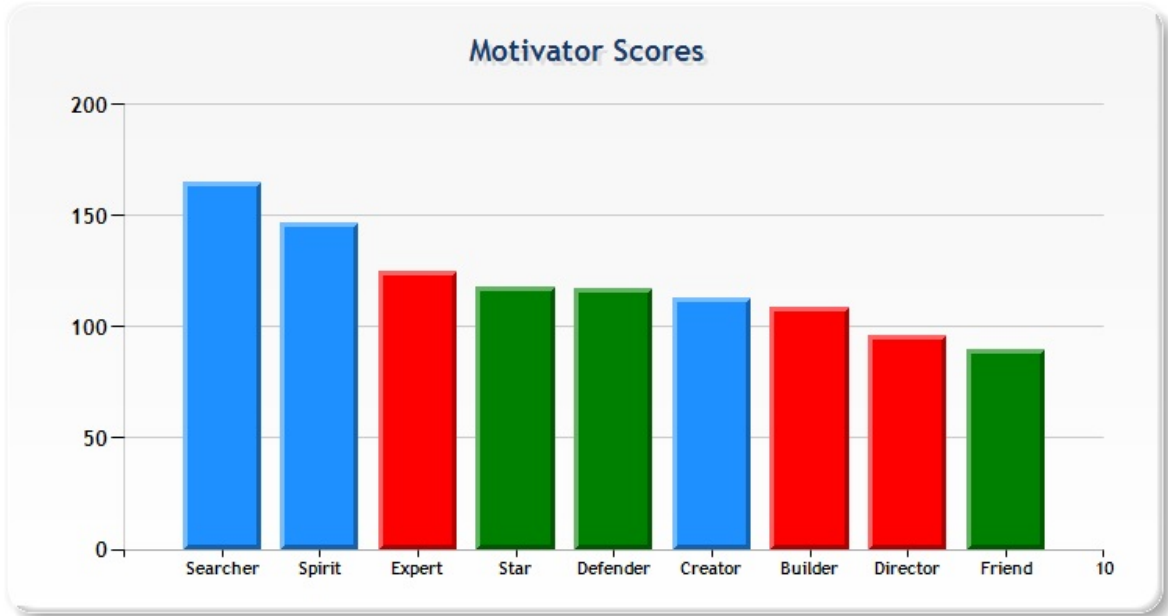


## Your Teams Dominant Cluster is Growth

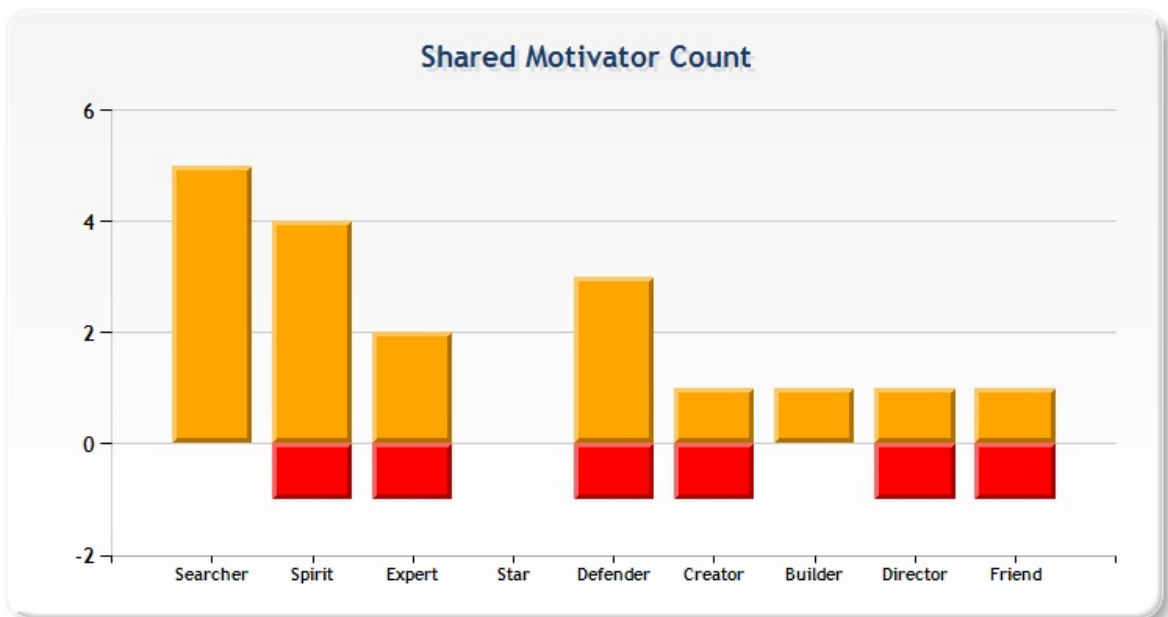
The Growth cluster is dominant for this team, so their motivation comes from achieving their full potential and being all they can be. They want to be involved with new and creative things, they want freedom and meaning. With such “achievement” focus though, are they missing out on sustainable relationships? By focusing on change and being involved with new things, do they fail to finish or follow through?

## Team Profile

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



**Team Primary Motivator:**

## The Searcher

- Purposeful
- Feedback-orientated
- Quality critical

Searchers need meaning. This team 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, teams involved in activities which become increasingly paper driven, will become seriously de-motivated. Fundamentally, the Searcher team 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 team development and efforts to work as a team – they realise that effective teams can make more of a difference than simple solo contributions. And it means they are looking for something ‘better’ – maybe, a ‘cause’ – than what exists now. So, Searcher teams pre-eminently, along with Creators, seek positive change.

Searcher is the team’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 team insatiably curious - they want to see a bigger picture in the world and to go on questing for more information and ideas. Searcher teams tend to be the most customer-focused of all motivational teams because they desire to make that difference for someone.

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

### **Motivation Strategies:**

## **The Searcher**

- Avoid meaningless routines with Searcher teams. Review their current work flow. Ask for ideas on how to vary the work or the routines.
- Make sure that all equipment and materials the team uses are fit for purpose. Inadequate equipment and materials derails their purpose.
- Create a more stimulating environment around the Searcher. Think about: Colour, Rhythm, Nature, Light, Art.
- Obtain positive customer feedback for the Searcher team. They love testimonials and endorsements about the outcomes of their service.
- Improve regular communications at work: Oral, Written, Electronic and use visual, oral and kinaesthetic modes to communicate.



### Team Second Motivator:

## The Spirit

- Independent
- Choice-orientated
- Decisive

Spirit teams 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. 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. Micro-management seriously de-motivates them; and, by contrast, giving them 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. Being considered important within the larger organisation is far less important to a Spirit team than being able to self-direct and self-determine. Such Spirit teams often have a highly 'entrepreneurial', 'break out', and 'can-do' attitude about them. This is great but there is one downside: getting the Spirit team to work as a team, and not just a random group, can be difficult, as they individually may have maverick tendencies.

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

### Motivation Strategies:

## The Spirit

- Allocate 10% of time – one afternoon a week – to allow Spirit teams to work on their own projects and research which may benefit the organisation.
- Provide a relaxed environment - provide an office environment where the Spirit team feels relaxed and at home, rather than formally constrained.
- Institute "dress down" Fridays (or whatever day) in which the Spirit team can wear casual clothes (except perhaps when meeting customers or clients).

**Team Third Motivator:**

## The Expert

- Insightful
- Learning-orientated
- Knowledgeable

Expert teams need expertise and mastery of a subject. They seek to be an expert at what they do, and to achieve technical mastery. For the team to feel that they have not performed well due to some inadequacy of collective knowledge or skill would be seriously distressing and de-motivating for them. Also, if they cannot exhibit expertise then this too is a cause of stress. Furthermore, Expert teams actively seek opportunities to demonstrate expertise in the specialised fields in which they operate. Giving them the opportunity, then, to teach and demonstrate to others is highly rewarding for them; they like to be known for their expertise, both individually and in terms of the reputation of the team. To be, for example, a top team in a top accountancy practice would not be about making the most money or having the largest number of clients – but top here would mean providing the most expert service. Because they place so high a value on expertise, training opportunities are highly motivating for them. A key action they can take to help their team development is to actively seek learning, training and development – not wait for it to be ‘allocated’ by others.

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

**Motivation Strategies:**

## The Expert

- Invest in e-learning packages – technical, interpersonal and managerial – to enable staff to carry on learning 24/7.
- Use Mentoring Opportunities. Experts will especially like mentoring from a more knowledgeable or skilled colleague and this can work within the team.
- Give members of the team the opportunity to attend courses during the day, particularly if working for a degree level type of qualification.



### Your Lowest Motivator:

## The Friend

- Connector
- Involvement-orientated
- Supportive

Friend is the team's lowest motivator, so they do not seek nourishing relationships with other people at work - and don't go into work for social reasons. If they are a team player (they have the social skill set), it's not because they want to be part of the team. Individuals who are strong Friend they probably regard as weak or as dependent – curb this response! Bear in mind that all the non-Friend team wants to achieve, ultimately, requires the co-operation of others and they will at some point need support. This is especially true if Director is in the top three motivators. Who do we need to help us? How can we optimise the contributions of the Friends in our team? If we have no Friends in our team, what do we need to do to ensure the cohesion of our team long term? 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 team leader has Director in their personal profile, and Director is also the team's lowest motivator – might that be a problem – the team needs managing but actually nobody in the team wants to manage?

Secondly, the lowest motivator may also re-enforce all or one of their 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 team 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 team 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 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 team self-awareness as they scan their team Map!

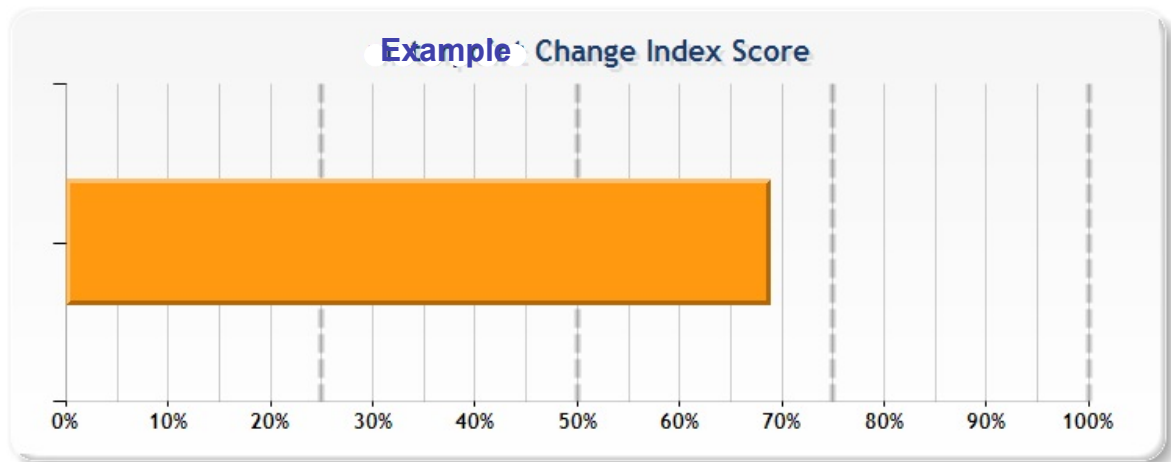


## Change Index Score

The Change Index seeks to establish how receptive a team 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 a team is emotionally 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 team emotionally are not ready to accept them. And let us also be aware: teams that resist changes may have good reasons to do so, and may subsequently be proved right in their opposition – it was a bad idea!

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

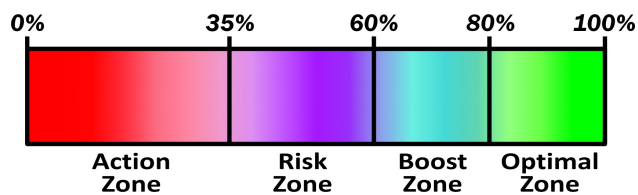


Your team has a change index score of 69% meaning that this team has a positive attitude to change and is risk friendly. They will tend to want to move at a fast pace with a focus on effectiveness and outcomes. Systems and things need to 'work' – results are important.

## Team's Current Level of Motivation

The Motivational Audit Score is a snapshot of how your team feel their top 3 motivators are currently being satisfied at work. This is an aggregate score made up from each individual's motivation, which you can easily ascertain from the Team 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 your team 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 team 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 team.



The team is currently **81%** motivated in their current role. This means that they have an optimum level of motivation and basically they are happy and well motivated in their current situation. The challenge for them is staying at and maintaining this level and continuing to be so motivated.

**Be mindful: This score does not imply any judgement of their ability to do their job – be clear that motivation is independent of one's personal skill set.**

## Analysing Team Data

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

Firstly, look for team 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 management’s peril.

If the motivator scoring above 30 cannot be met through the Rewards strategies programme, then it is unlikely that the individual will stay in the organisation: or if they do they will tend to become counter-productive over time. An “inverse spike” indicates the opposite result. This individual places very little value on this Motivator, and is more likely to “differ” with someone who regards the Motivator as important.

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.

## Team Motivational Action Plan

When you have had the opportunity to consider this report think about some actions you could take to help improve your teams current levels of motivation. 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 your team.

My Goals

What will I do?

How will I do it?

When will I do it?

## A motivational thought...

“

*I'd like to be a bigger and more knowledgeable person ten years from now than I am today. I think, as we grow older, we must discipline ourselves to continue expanding, broadening, learning, keeping our minds active and open.*

**Clint Eastwood**

”

For more information about Motivational Maps and James Sale please visit [www.jamessale.com](http://www.jamessale.com)

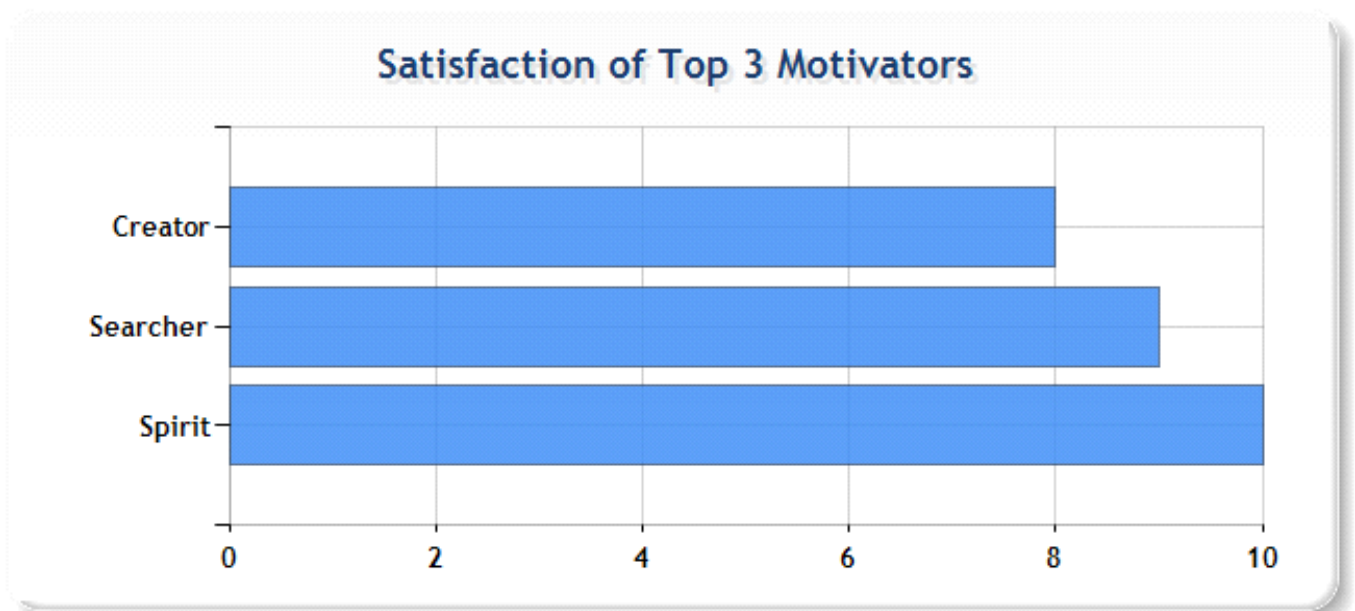
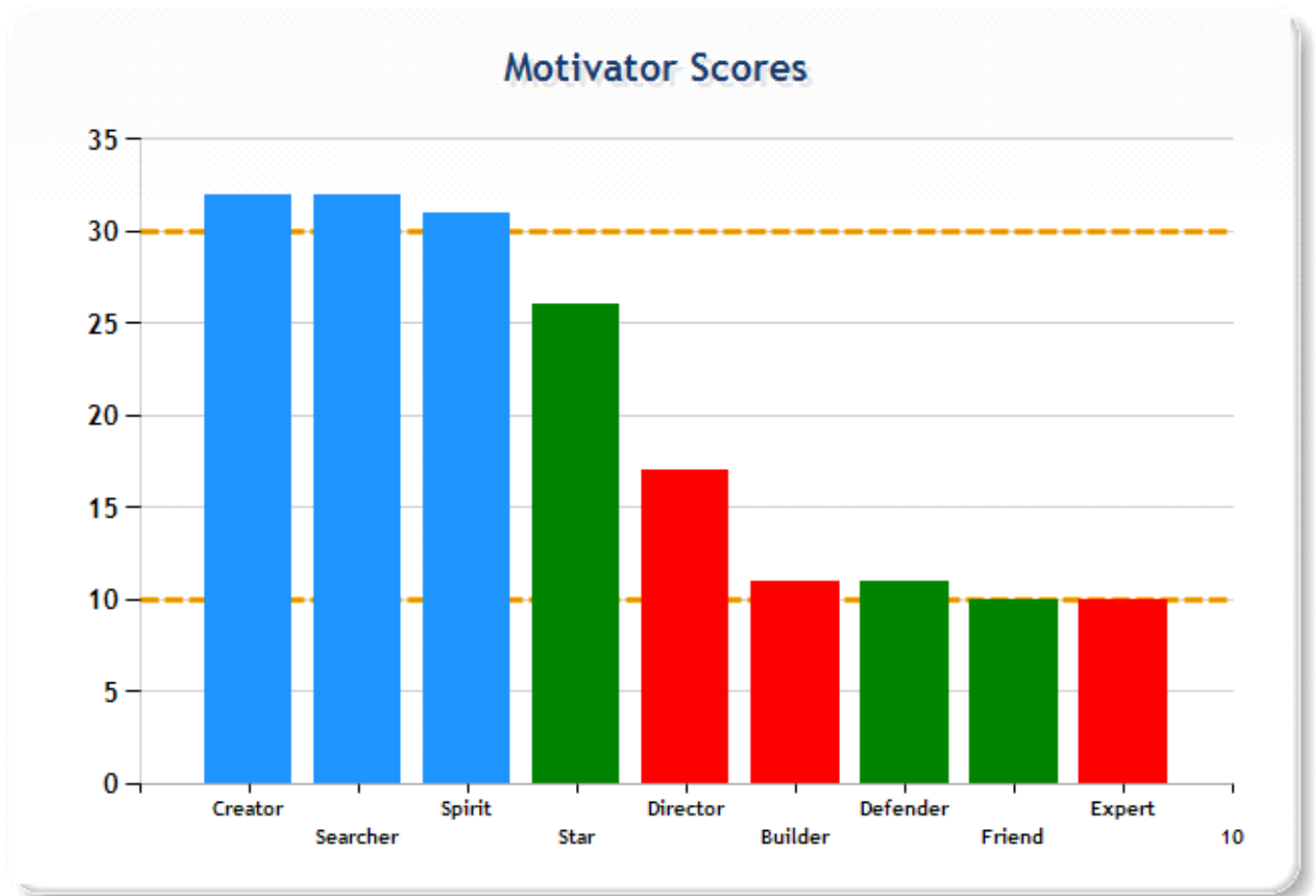
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## Team Data Table

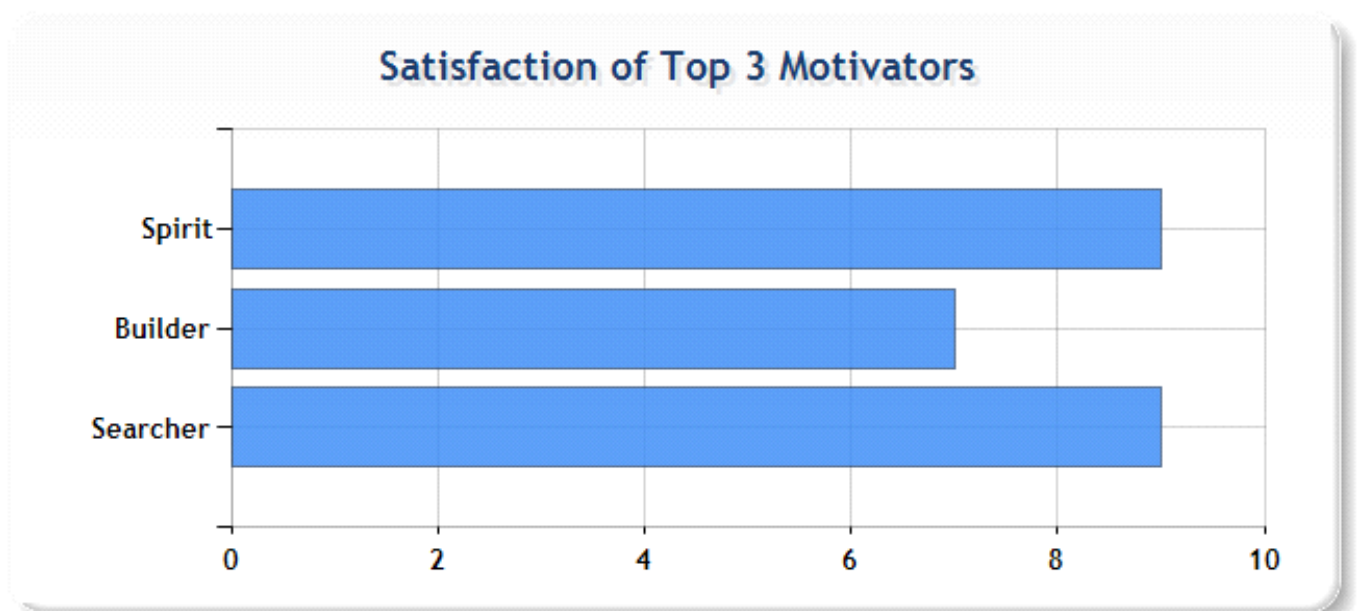
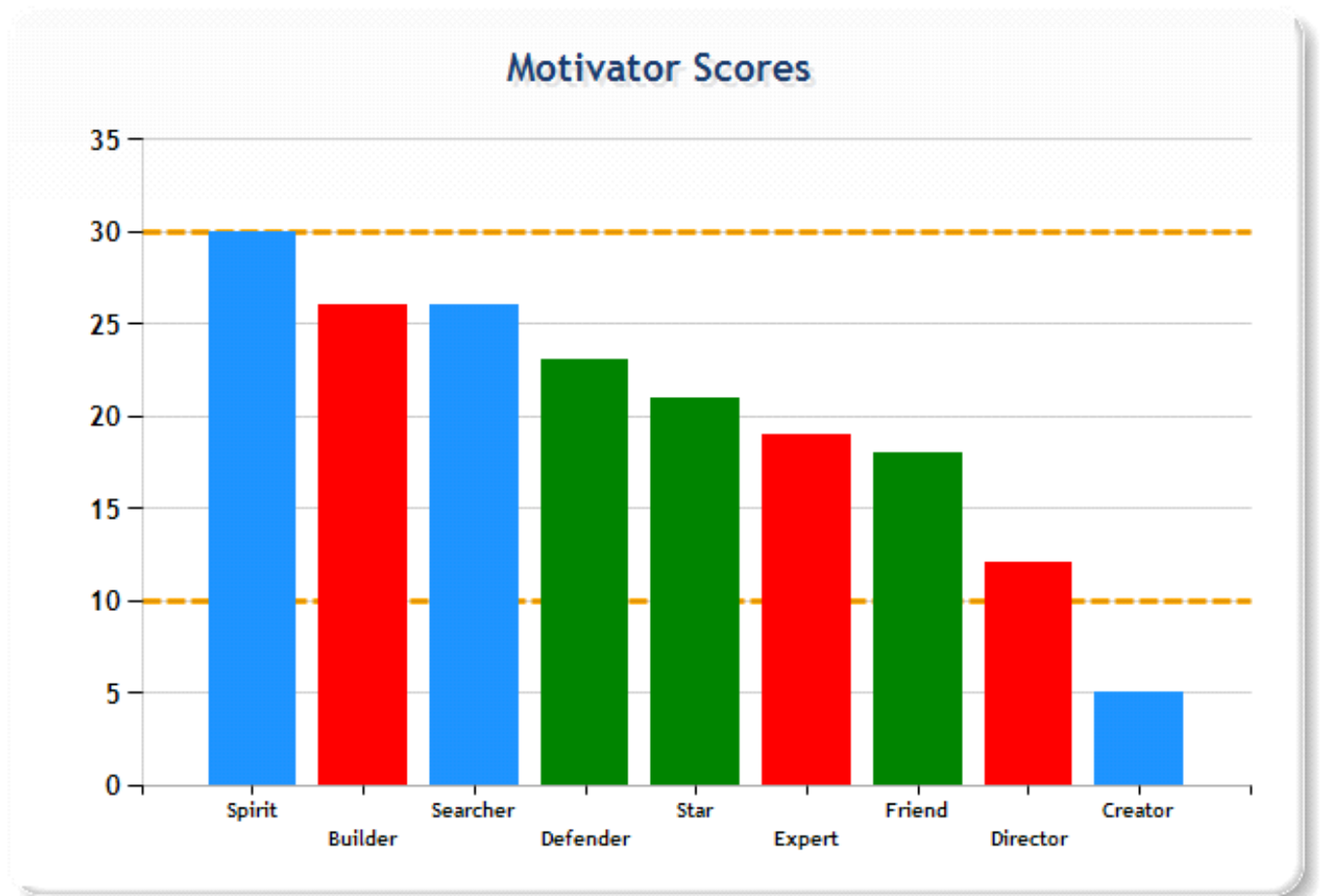
Top Motivator
Second Motivator
Third Motivator
Lowest Motivator

Name		Searcher	Spirit	Expert	Star	Defender	Creator	Builder	Director	Friend	Motivation Audit			
											%	1	2	3
a	name	32	31	10	26	11	32	11	17	10	86%	8	9	10
b	name	26	30	19	21	23	5	26	12	18	86%	9	7	9
c	name	27	27	26	13	11	24	23	15	14	66%	7	5	7
d	name	33	26	24	21	26	13	13	11	13	74%	7	8	8
e	name	28	13	19	19	25	20	17	19	20	88%	8	10	10
f	name	19	20	27	18	21	19	19	22	15	88%	9	9	8
<b>Total</b>		<b>165</b>	<b>147</b>	<b>125</b>	<b>118</b>	<b>117</b>	<b>113</b>	<b>109</b>	<b>96</b>	<b>90</b>	<b>81%</b>			

# A Name

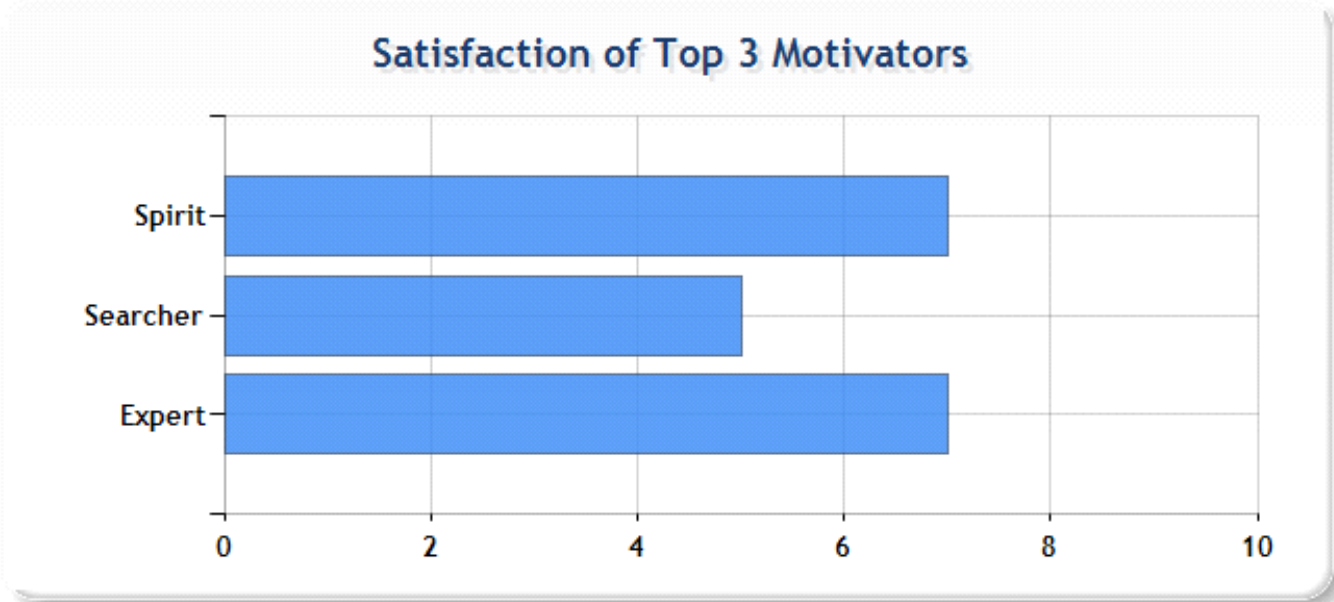
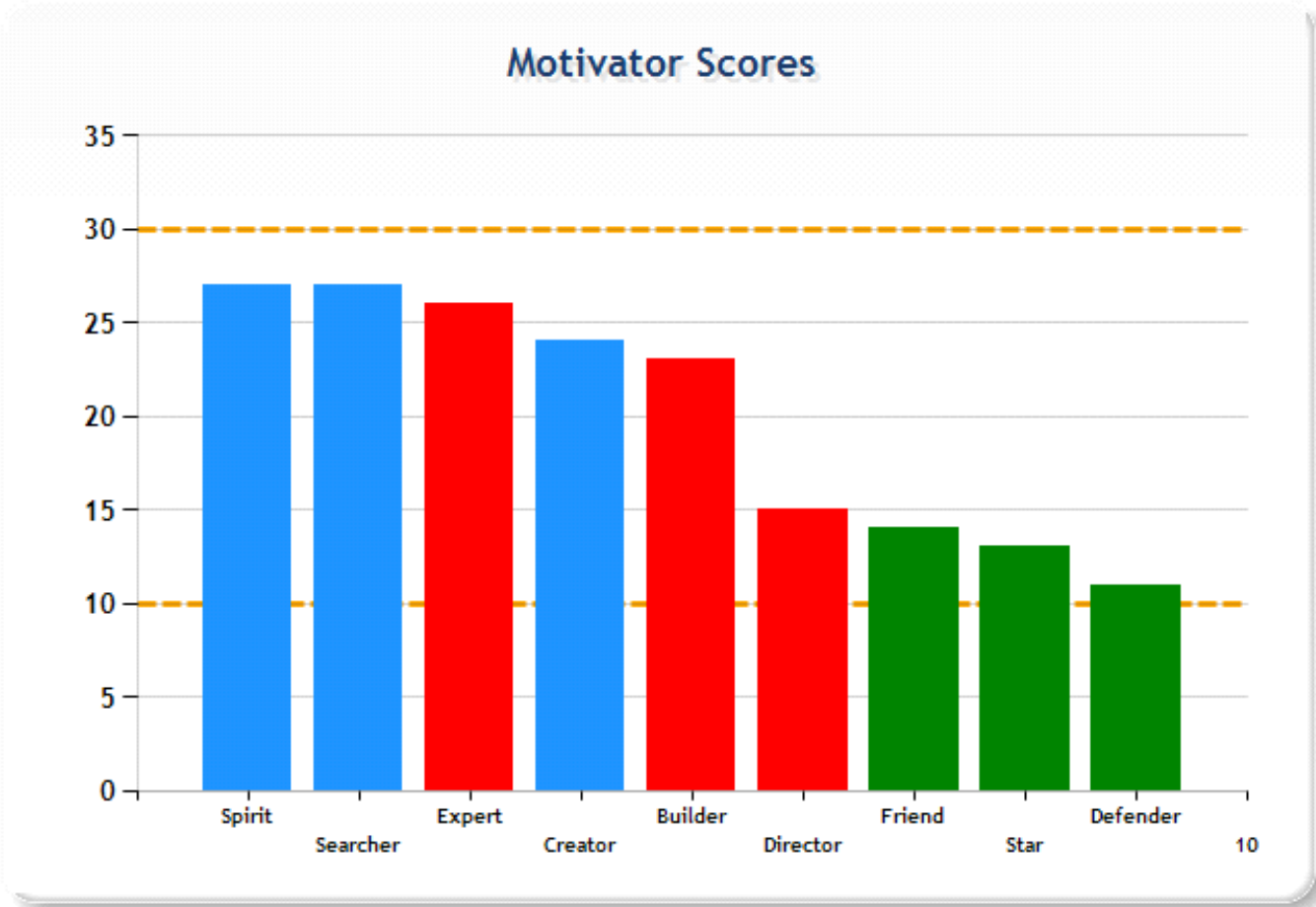


## B Name

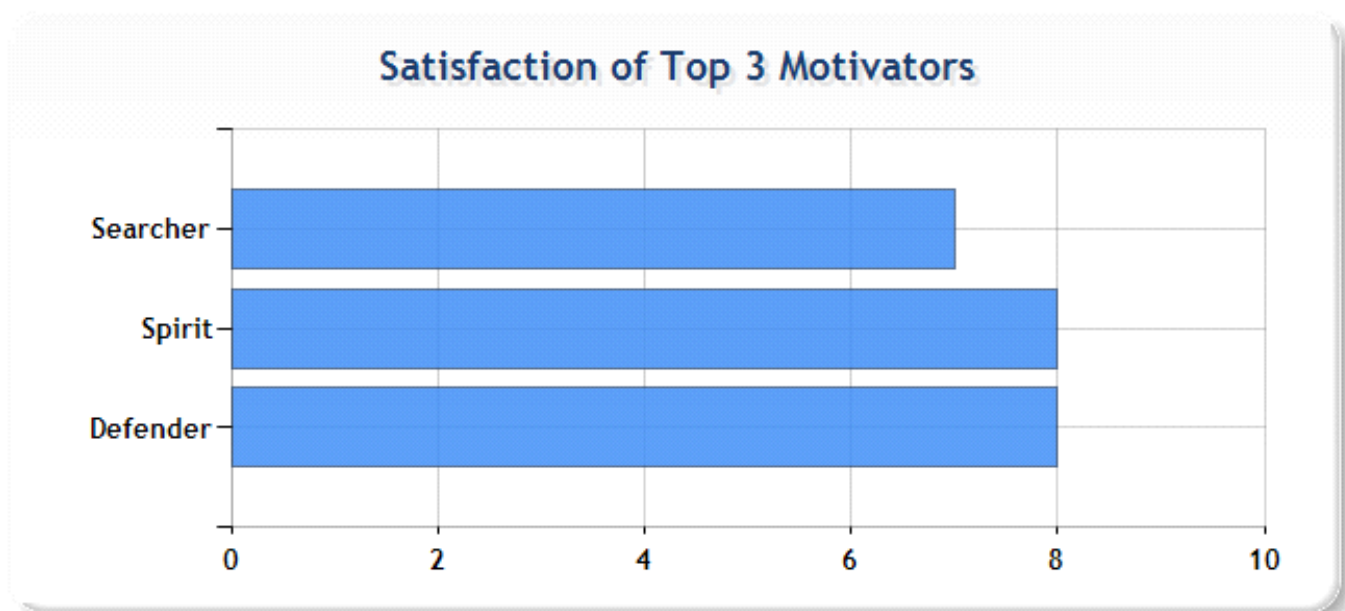
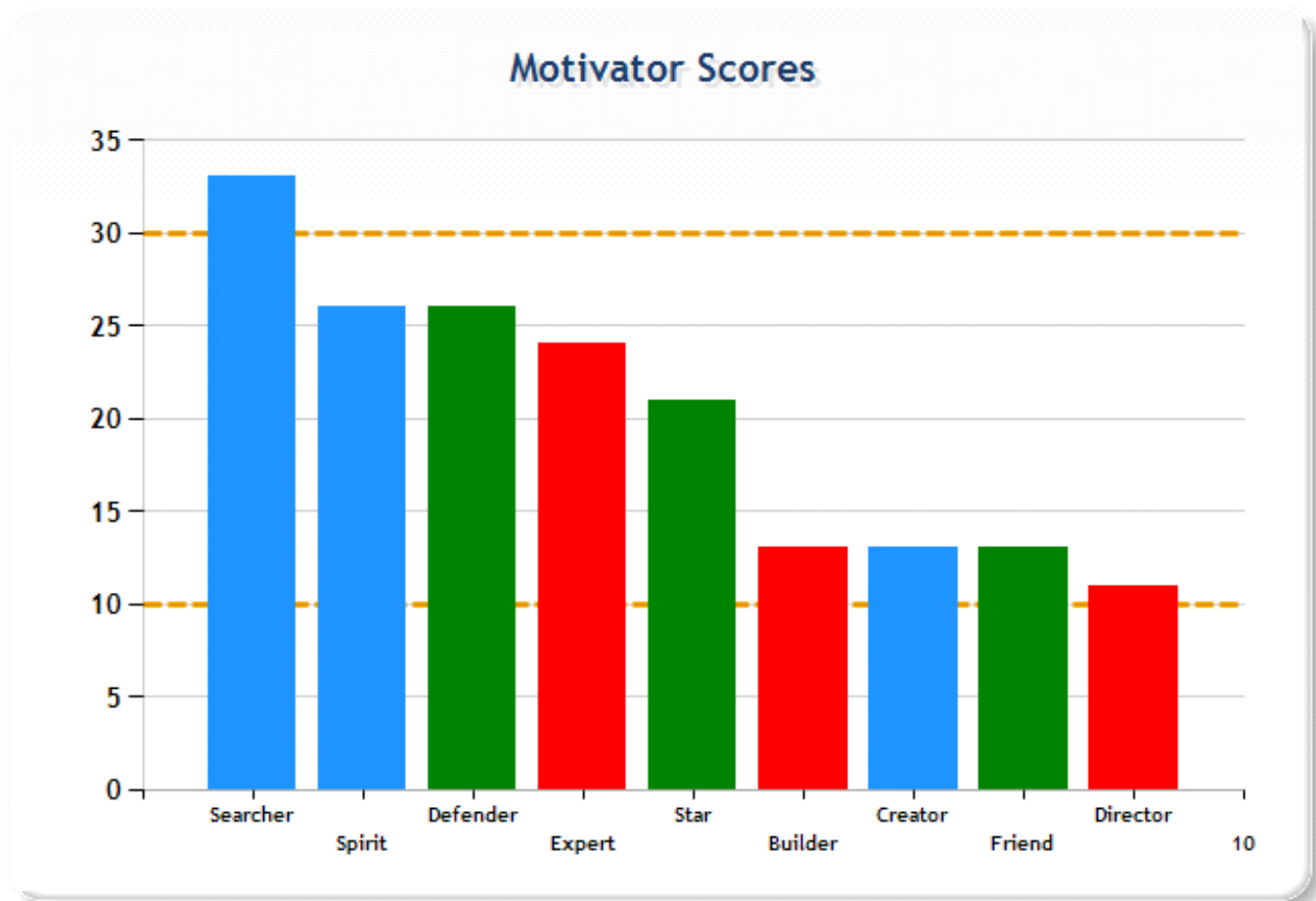




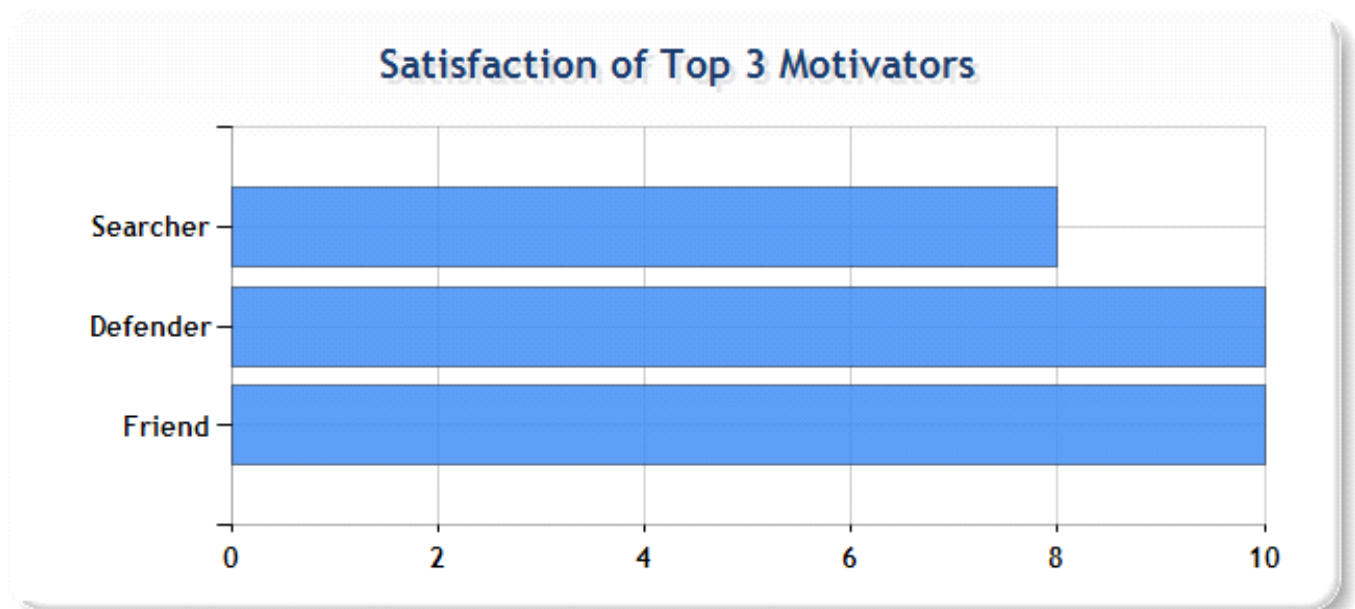
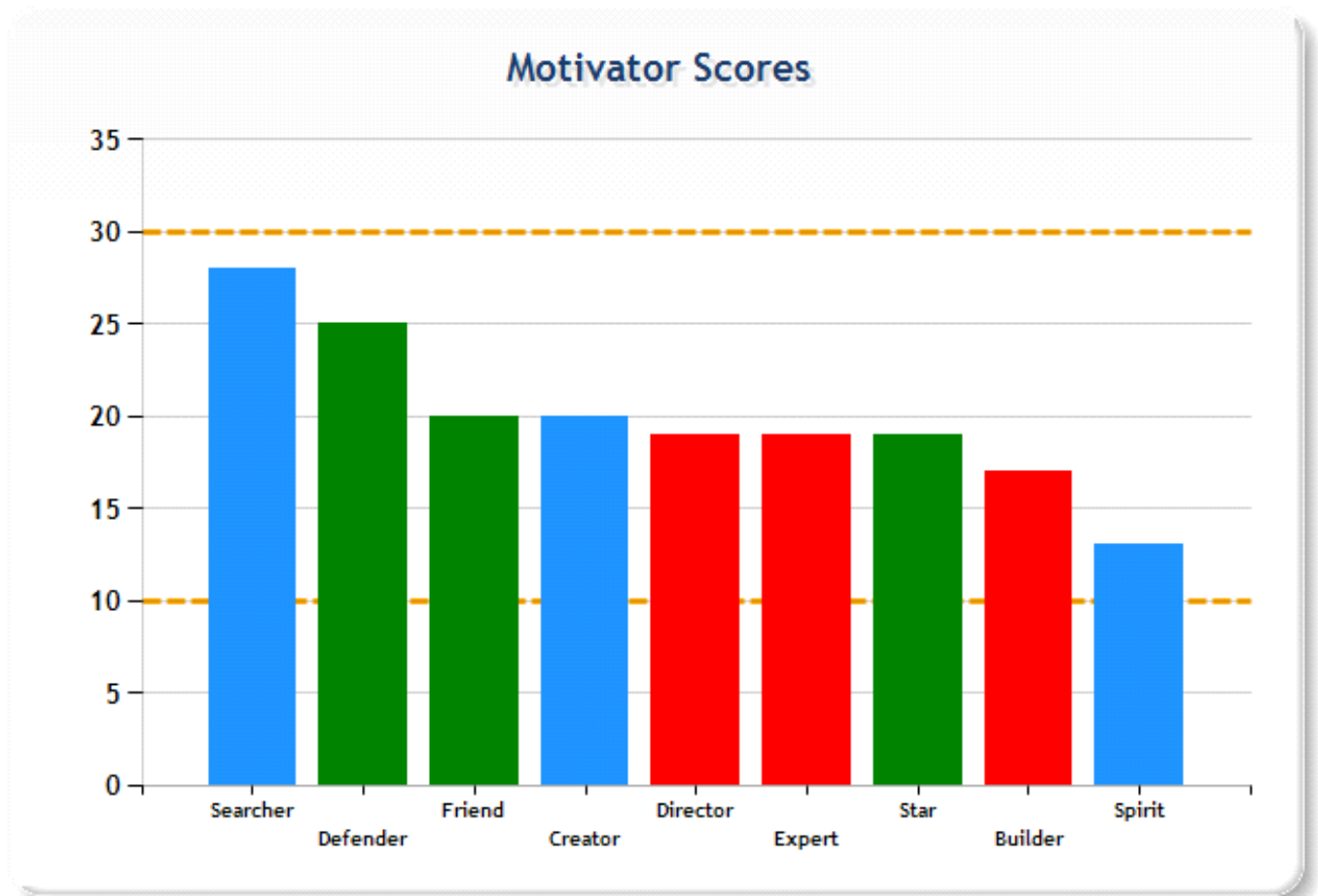
# C Name



## D Name



## E Name



# F Name

