



Motivational Map Profile for

Person D

- Insightful* ■
- Recognition-driven* ■
- Independent* ■



6 January 2021
Sample



Contents

Introduction	3
The Nine Motivations Of Work	4
Executive Summary	5
Your Personal Profile	6
Your Personal Profile	6
Summary of Your Motivators	6
Range of Scores	6
Your Primary Motivator	7
Your Second Motivator	8
Your Third Motivator	9
Your Lowest Motivator	10
A Typical Story	11
Personal Motivation	12
Your Current Level of Motivation	12
Satisfaction of Your Top Three Motivators	12
Your Motivational Action Plan	13

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 6 January 2021.

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.

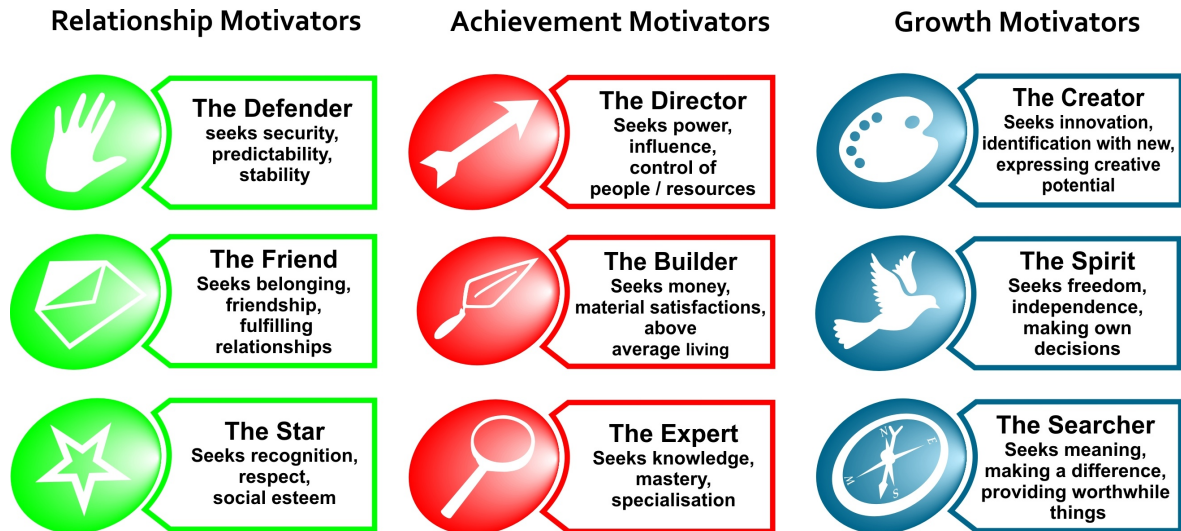
The Motivational Map comprises three cluster areas, with each of these containing three core motivations. This means that in total, there are nine core Motivations.



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.

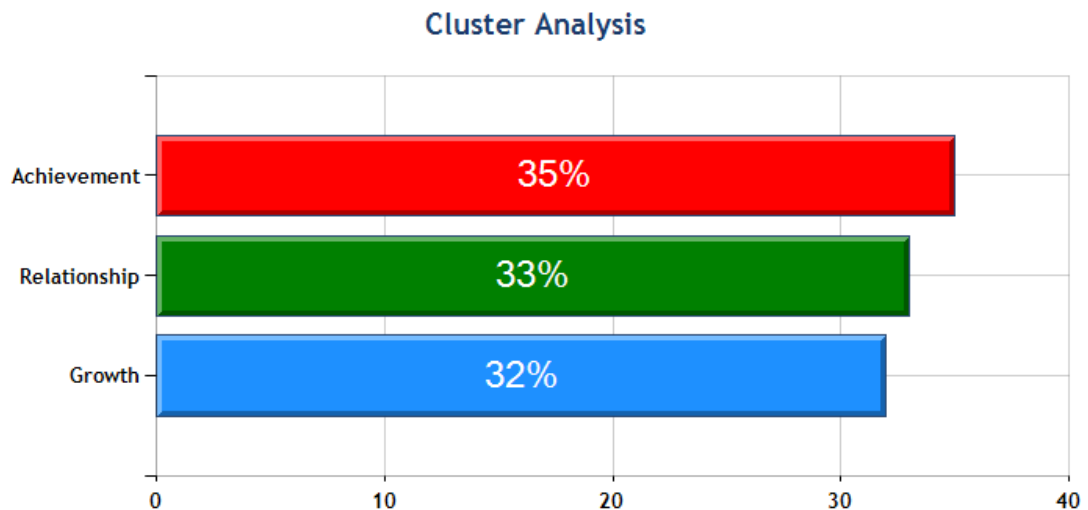
See the next page to find out your own Motivational tendencies.

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: No Dominance

No cluster is dominant, the motivators are mixed in this person. This suggests a balance as opposed to a strong focus. This is not better or worse: context determines whether a particular combination of clusters or motivators is useful or effective. Here, this may well be a strength in which flexibility in the work place is essential – perhaps alongside variety in activities. Thus the individual can easily shift without too much stress from one task to a very different one and retain their motivation at the same time. Alternatively, particular attention may need to be paid to the individual's motivators – to see whether there are internal conflicts between the motivators. A second warning signal would be the top motivational score being less than 24 out of 40, suggesting a general lack of motivation overall. A warning sign that the motivators are conflicting and this needs to be addressed would be that the individual is indecisive or uncommitted.

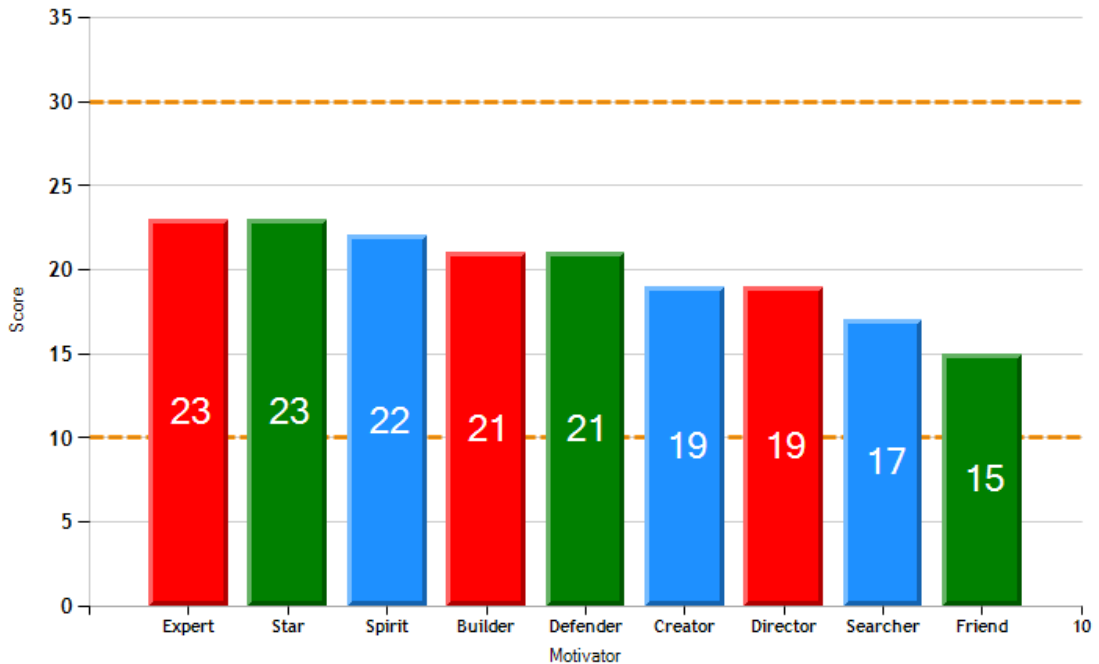
Your Personal Profile

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.

Motivator Scores



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 8 which indicates that you are very balanced in what motivates you, and can sometimes be satisfied by alternative motivational inputs other than through your top three motivators.

Your Primary Motivator



The Expert

- Insightful
- Learning-orientated
- Knowledgeable

As an Expert, your need is for expertise and mastery of a subject. You seek to be an expert at what you do, and to achieve technical mastery. For you to feel that you have not performed well due to some inadequacy in yourself would be a most severe sort of self-punishment. Clearly, if you cannot exhibit expertise then this is a cause of stress. Furthermore, you actively seek opportunities to demonstrate expertise in the specialised fields in which you operate. Training opportunities are highly motivating for you. A key action you can take to help yourself, therefore, is to actively seek learning, training and development – not wait for it to be ‘allocated’ to you by others.

Expert is your highest score, so realizing your potential as an expert in a given field is of paramount importance: consider the words, ‘expert’, ‘specialist’, ‘craftsman’, ‘artist’, or even ‘technical consultant’.

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

Motivation Strategies

The Expert

- Before bed each evening, ask yourself: “Was I better today [at ...: e.g. managing, selling, some technical role ...] than I was yesterday?” Act on the insight gained.
- Volunteer both to be mentored by someone who is a greater expert than yourself, and also to mentor others to enable their development.
- Being an expert also involves being able to teach others – ensure that you get trained on having coaching skills – increasingly necessary in today’s work place.

Your Second 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.

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

Motivation Strategies

The Star

- Volunteer to do charity work, especially where it leads to scrutiny and publicity. This will raise your profile.
- 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.
- Reset your targets. Make them more ambitious and clearly linked to high visibility rewards.

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

- 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.
- 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.
- Develop the mind-set that you are really the Managing Director or Chief Executive of your own business. Your current employer is simply your biggest client or customer.

Your Lowest Motivator



The Friend

- Connector
- Involvement-orientated
- Supportive

Friend is your lowest score, so you do not seek nourishing relationships with other people at work - and don't go into work for social reasons. If you are a team player, it's not because you want to be part of the team. People who are strong Friend you probably regard as weak or as dependent – curb this response! Bear in mind that all you want to achieve, ultimately, requires the co-operation of others and you will at some point need their support. This is especially true if Director is in your top three motivators. Who do I need to help me? 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 Expert

The Story below is NOT your story, but a typical story depicting the Expert 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 Expert may be a godsend to the company. They are a large consultancy and they prosper through having access to superior knowledge and skills. Frankly, not many staff members know their stuff like The Expert. They have made their name by repeatedly demonstrating just how much more they know!

This of course has been invaluable with clients, but also with staff. Whenever somebody is stuck on a particularly challenging aspect of the work, The Expert is always there offering advice and help. Truth is, The Expert usually loves to support and guide others. Part of the joy of being an expert is in showing mastery to others. As well as full-scale seminars, The Expert is often involved in running mini training sessions for the staff. It is impossible to attend one of their 'events' without learning something new, or at the very least without gaining some new insight into the topic.

What can be galling is that The Expert can make it seem so easy. Perhaps for them it is - it's certainly easy to 'reward' The Expert. Learning is at the root of it and they can't get enough. There seems to be a permanent carousel of training events that The Expert is not only delivering, but also attending.

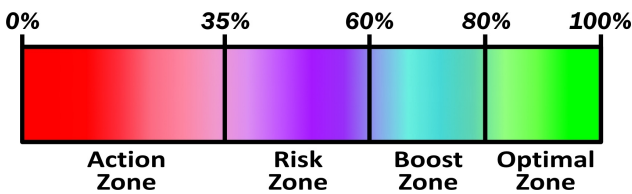
The Expert's desk is littered with professional journals and manuals, and there is always an excitement in their voice as they attempt to communicate the latest developments in their field.

What drives this need for expertise, this hunger for learning? Intense curiosity and perhaps the insatiable desire for discovery - and perhaps the sense of control that one possesses when this is attained. One other thing is the respect that is given - usually voluntarily, but even involuntarily - to those people like The Expert who can solve the problems that others can't.

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.

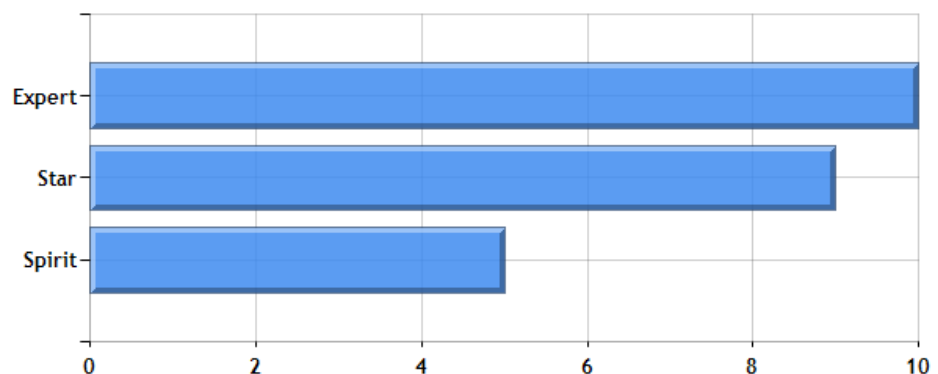


You are currently **92%** motivated in your current role. This means that you have an optimum level of motivation and basically you are happy and well motivated in your current role. The challenge for you is staying at and maintaining this level and continuing to be so motivated.

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;

Satisfaction of Top 3 Motivators



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?