



Your motivational map profile

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- *Purposeful*
- *Responsible*
- *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 3 May 2016.

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 Scheins Career Anchors and the personality profiling tool the Enneagram.

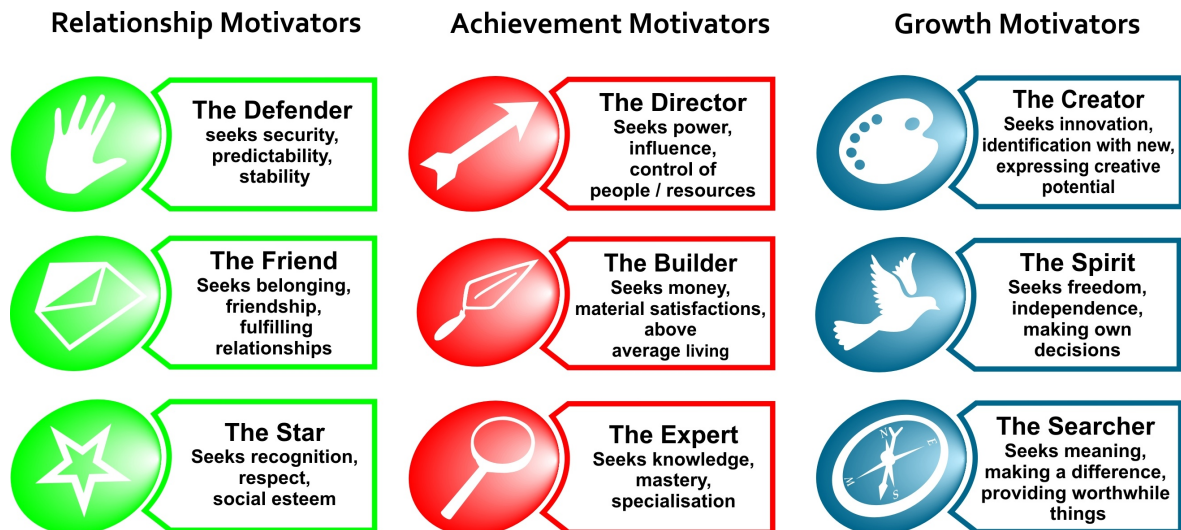
The Motivational Map comprises three cluster areas, with each of these containing three core motivations. This means that in total, there are nine core Motivations.



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.

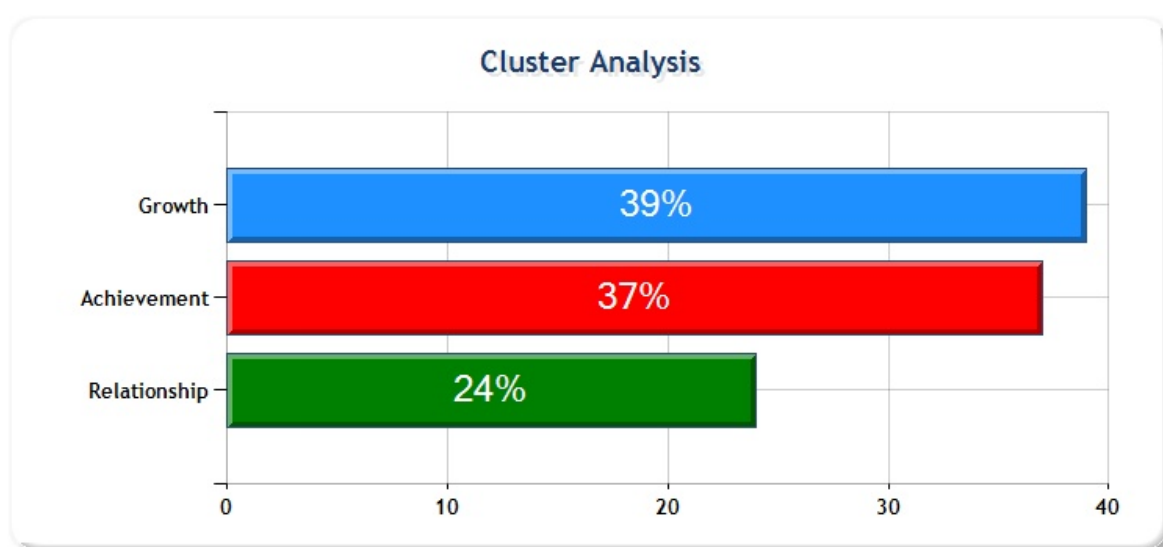
See the next page to find out your own Motivational tendencies.

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

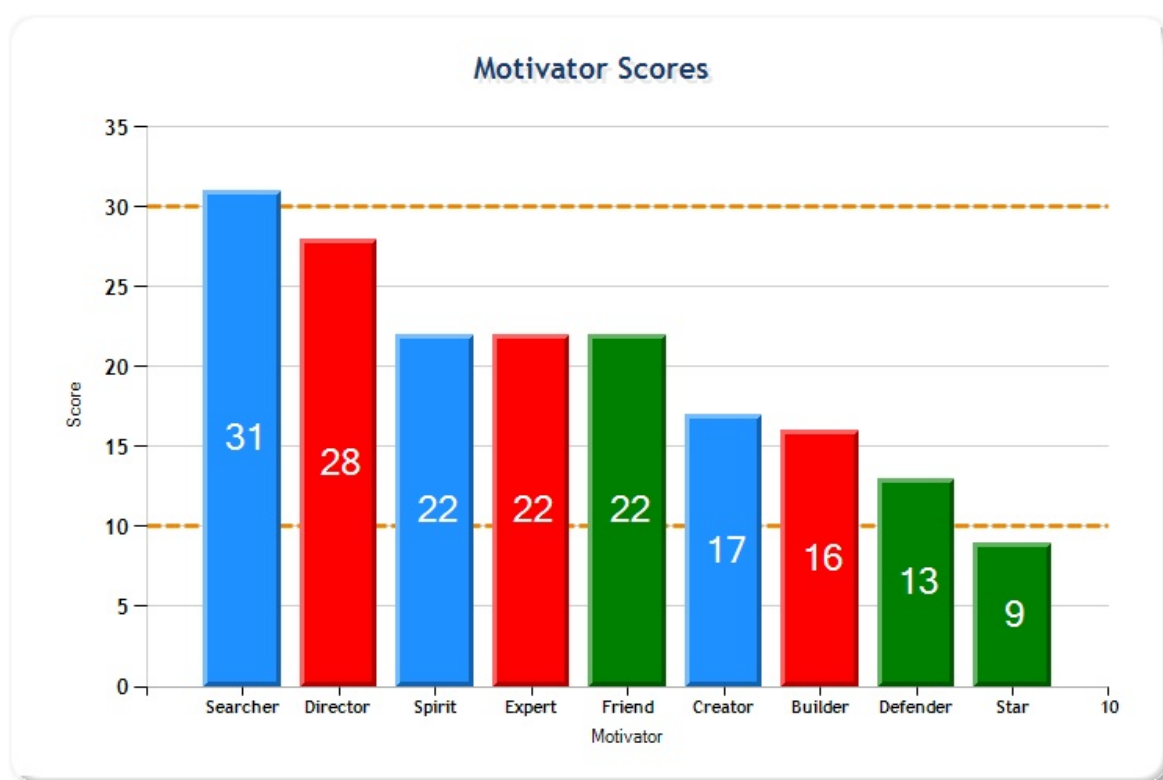
This means that your motivations primarily come from realising your full potential and being all you can be. This realisation means a new 'you' comes into being – and new involves creative change – and you want to create that change in defined areas of your work and life. Further, for this to be possible,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

Searcher is your highest score, so you are good at identifying your own values – and looking for work that will enable you to embody them. You really want to contribute – and improve life’s quality. The quest for meaning tends to make you insatiably curious - you want to see a bigger picture in the world and to go on questing for more information and ideas.

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

Motivation Strategies:

The Searcher

- Identify your core values and reward yourself when you consciously realise one of them.
- Actively seek out positive, quality feedback. You thrive on feedback, so make sure you get some, and don’t overlook social media.
- 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 Second Motivator:

The Director

- Responsible
- Power-orientated
- Influential

As a Director, your need is for power and influence - you want to be able to influence the way things happen - the people and the resources. Being just an anonymous number would leave you wholly dissatisfied. How one has power/influence is various – but the reality is, you need to be dominant. One aspect of this is your need to make the critical decisions about how things are done in the organization. Naturally, with this motivation you will tend to move towards management and career structures. You will also tend to have high self-confidence and great clarity about what needs to be done. Being given responsibility is highly motivating. You seek power formally and informally.

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

Motivation Strategies:

The Director

- Learn about your strengths and weaknesses, so that you can more effectively prepare for higher office.
- Ask if you can shadow more senior people for a day so that you can learn how things operate.
- Use an external career consultant to help you map out your ideal career over the next few years.



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

- 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.
- 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.



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 Searcher

The Story below is NOT your story, but a typical story depicting the Searcher 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 Searcher can sometimes seem a strange paradox. There is almost a religious dimension to her quest - at root a quest for meaning. Meaning may be what The Searcher wants. Say that to any employer and they run a mile: we don't want a whacko or a philosopher on our staff, thank you very much! But that's the paradox: the seemingly 'nebulous' motivation for meaning has a curiously practical outcome. Namely, The Searcher will be passionate about making a difference. The Searcher knows that there's meaning there when she can clearly see that something has changed - some input that she has provided may have led to a superior output.

So, again paradoxically, The Searcher may often be considered by her manager as one of the most productive and important workers in the organisation. The Searcher may really make that difference.

However it was in The Searcher's last job that the power of making a difference was so clearly demonstrated on the shop floor. The Searcher had a responsible but somewhat repetitive job. Her manager regularly praised her and this was good. She appreciated praise and this was necessary on a daily basis. But after a while even praise could not disguise the fact that she was bored and de-motivated.

Her manager found the perfect solution. He booked a morning out to take The Searcher to visit a nearby organisation where the company product was in use. She spoke to several end-users; then received feedback from various members of staff about how the product performed and added value. What had become a disconnected and irrelevant activity - repetitive and boring - where making mistakes was not viewed as important, suddenly became a matter of huge urgency in The Searcher's thinking. She could see the end result of her efforts - and these were making a tremendous difference to a large number of other people. Motivation? It went through the roof.

Making a difference in her current role just extends the general theme of the last success: it's all about quality of life. When you make a difference, you improve the quality of life for others, or yourself, or both. In her current post The Searcher is ensuring that various objects arrive at their correct destination. And absolutely, you're right - ENSURING they go out is what The Searcher is all about. Nothing gives The Searcher more pleasure than the odd email or even postcard from some manager, confirming arrival, and offering extra information as to the impact the object has made on the recipients. Fantastic!

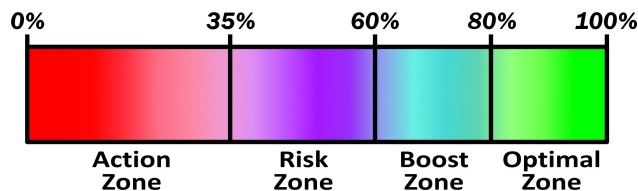
Making a difference is its own reward, as The Searcher knows. You could be President, Prime Minister, CEO or even a Voluntary worker. As long as you're making a difference, improving the quality of life, and are sure you're doing it - good feedback - you'll likely be very satisfied. The Searcher usually is.

[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.

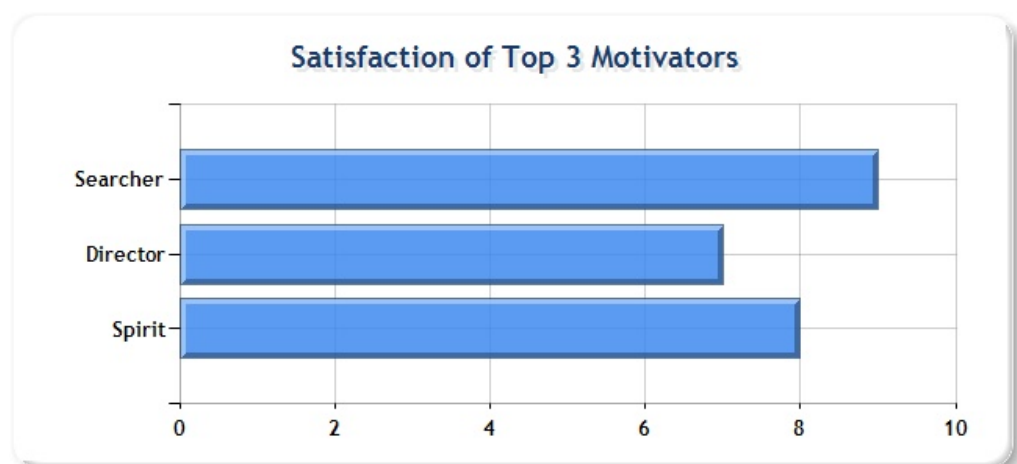
The diagram below shows the four quadrants relating to the % score for the personal motivation audit. These quadrants will help you to identify the type of action that is needed and possibly the speed of that action, to help you improve or maintain your levels of motivation.



You are currently **83%** 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...

“

Generosity gives rise to a creative mind.

Dalai Lama

”

A note from your Motivational Map Practitioner, Susannah Brade-Waring

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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