



Motivational Map Organisation Workbook for

# Organisation Example

- Mission* ■
- Innovation* ■
- Learning* ■



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## Introduction

Your organisation's ability to function effectively in today's competitive market depends on a number of crucial factors. The most crucial of all is undoubtedly leadership and without it the organisation is doomed; and this leadership is not just one person – the 'head honcho' – for the truly effective leader always create leadership all the way down the command chain. Indeed leadership is diffused throughout the whole organisation. This leads to an important observation: namely, that organisational effectiveness is a people issue, and nothing is more important for success, for longevity and ultimately for making a difference than the quality of people we recruit, retain and reward.

Financial, marketing/sales and operational plans and strategies are also key to being effective, but they in turn depend upon people for their generation and their implementation. Are these people engaged, or serving time? Are these people ambassadors for your organisation or are they secret saboteurs? Are these people motivated or are they apathetic?



To date the only generally accepted way of establishing what the staff think and how they view the organisation is via the annual (or otherwise) staff survey. This is good but it has several drawbacks. First, it is relatively expensive for what it is; after all, you would think that since staff have managers who manage them we might know what staff think and feel from the managers? In small organisations they sometimes do – why don't managers in large organisations (they are generally paid more!) know? Put another way, it seems a form of managerial disempowerment. Second, the survey is 'obvious' in what it is seeking to know and establish. This means staff can point score, promote agendas, and more generally disinform management of the real situation and the real needs. Third, the information by its nature can be fragmentary and not easy to implement and respond to. Indeed, one of the frequent criticisms of staff surveys by staff is that it is done and nothing subsequently happens or changes.

Motivational Maps is different. To address the three points above: it is relatively inexpensive to implement; it is subtle and reveals both specifics and trends; and the information can immediately be acted upon and has a direct bearing on the staff and the teams in a way that no staff survey can – for the Map knows what people really want! And this must always be a matter of grave interest to the effective leader. We have found in fact that it is only effective leaders who want to embrace this technology; weak ineffective leaders are frightened of it.

The individual Map tells us what the individual wants; the team Map tells us what the team collectively wants, and it also points towards potential conflicts – conflicts of energy - within the team that might derail it from its remit; and now the organisational Map takes mapping to another level: it tells us what the teams want, and what collectively the whole organisation wants. One needs to grasp at this point that when a large number of people are profiled the collective effect of the motivators is more or less now equivalent to measuring the 'values' within the organisation. Why is this significant? Because we can now begin to see whether the espoused values – and its translation into mission and vision – are really reflected in the aspirations of the staff. If they are not, then a major problem looms ahead, and one which needs immediate attention.

A further factor to consider is the motivational profile of the team versus the overall profile for the organisation. We need to differentiate here between a team (or department) that has a different profile from its parent organisation because of what it does from a radical motivational difference because the team is disconnected and is on its own separate mission. Of the former, a typical example might be a marketing company whose leading motivator is Searcher, or making a difference, very client orientated, with an accounts department with Defender, or security, dominant. That might be a perfectly logical and necessary difference. But to take the latter situation, that same marketing company may be Searcher and have two project teams, one is aligned with the organisation, that is Searcher dominant, but say the other with Spirit, the need for autonomy, dominant. We might ask here: why is that? How are these two teams performing? Is the Spirit team pulling its collective weight, or doing its own thing? Context is everything.

The motivators are in 3 groups of three:



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). The relevance of this to organisations should be clear.

Organisations basically have three levels of people working within them: there is the operational level, people actually do the work; there is middle management, those who manage the people doing the work; and finally there is senior management, the people who decide strategy and direction and manage the people managing the people! Of course, large organisations (and smaller ones for that matter) create more levels – ultimately, it's what we know as a bureaucracy. But the bigger the organisation the more we tend to find that the basic three levels of organisation are matched by the three types of motivators:

Operational staff tend to be driven by **Relationship** motivators

Middle management tend to be driven by **Achievement** motivators

Senior management tend to be driven by **Growth** motivators

There are of course going to be many (and honourable) exceptions, but typically these rules will apply, and this has startling consequences. For if we think about it, it means that there is built into rank and hierarchical position an in-built barrier to effective communication. What each of the levels is really seeking is fundamentally different: operational people want security and want to belong; the middle managers want results and prosperity; the senior people want to make a difference and to grow. Add to this, the attitudes to risk and change, high versus low, and the speed of decision making, fast versus slow, and then most crucially how information is processed in their respective preferred modes: Relationship motivators feel the situation, Achievement motivators think about the logic, and Growth motivators know the truth. Wow! How much more different could they be? And is it any wonder that initiatives fail when there is so much potential for misunderstanding and false assumption?

We can outline their potential (in)compatibility in the following way:

		 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

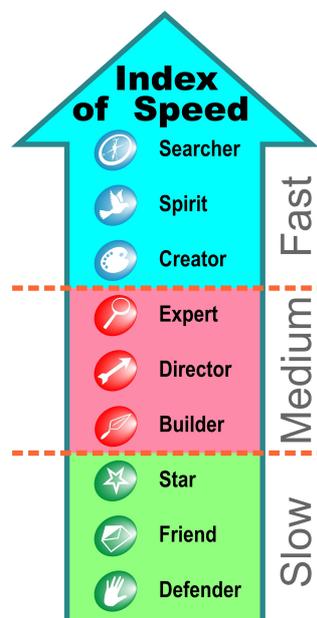
Now let's take this to another level, your top three motivators drive you to seek certain outcomes. Some of these motivators conflict, and this can happen internally. For example, you may have Defender – the need for security as your top motivator – and it is equally scored with the Creator, as your 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 enough, 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.

One of the most critical areas in which this is manifested, and also one of the unique properties of Maps, is in considering risk and change. To change implies risk; to consolidate implies security. Thus the Map index from bottom (Defender) to top (Searcher) not only reveals the motivational profile, but also the attitude to risk and change. The more 'blue' the motivational profile of the team or the whole organisation, the more predisposed to risk and change they are; indeed, the more intuitive and instinctive they are. The more 'green' the motivational profile of the team or the whole organisation, the more predisposed to avoiding change and risk they are; indeed, the more they feel change is threatening. Neither is good or bad in itself, context is everything: you don't want brain surgeons or airline pilots becoming extremely risk friendly, or conversely marketing experts trotting out the same messages year on year.

Given the high need for change in the current world business market, it is good for organisations to see just how up for change their teams, their whole organisation, really is. And from a strategic point of view, it is essential to see how much change is required, how soon, and whether the staff's real inclinations match that?



Finally, it is important to realise that certain groupings of motivators within an organisation – 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.

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

Another way of putting this is: how Risk-friendly or Risk-averse is the organisation? 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?

## Analysing Organisational Data

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

**First**, consider not only your current organisational motivational score, but the need to keep track of it on a regular and ongoing basis. This could be every Quarter, every six months or just once a year. Once a year being perhaps the minimum, once every six months being good practice, and once a Quarter being highly relevant for organisations going through significant change programs and wanting to find out how it affects and is affecting employees.

Below is a simple template using six monthly intervals to enable you to track motivation for the whole organisation.

Tracking Organisation Motivational Audit Scores						
Month / Year	01/15	07/15	01/16	07/16	01/17	07/17
%						

**Second**, and also, you will want to see how the various teams or departments or faculties, or whatever you call the groups in your organisation, are doing motivationally. Remember the organisational score is the average: so which teams are above average, which are average, and which below average? Why? The numbers and their patterns will prove highly suggestive over time.

Tracking Motivational Team Audit Scores						
Month / Year	01/15	07/15	01/16	07/16	01/17	07/17
Board						
Senior Management						
Finance						
Sales						
Marketing						
Operations						

This simple template can easily be transferred onto an Excel Spreadsheet that will enable ongoing tracking. A version (and of other grids) is downloadable from the Maps website.

**Third**, measure your PMV scores.

Measuring Team PMV* Scores				
	Motivation %	Productivity / 10	Manageability / 10	Contribution to Org Values / 10
Board				
Senior Management				
Finance				
Sales				
Marketing				
Operations				

*Score each Team out of 10: 10 = outstanding, 1 = very poor*

The PMV score is asking the team leader or boss to rate the team according to three specific criteria that are useful and insightful alongside the motivational score. This can be done by one individual or alternatively by several who are interested in the team. For example, the team leader, the HR manager, and the managing director. If the latter is course is chosen, the ideally the 'raters' will score the team independently and only then compare notes and scores. An average can be taken if necessary and there is wide divergence. Wide divergences, of course, should be carefully examined – who is right? What is the evidence? Why is there divergence?

What, then, is the PMV\*? What we want to know is:

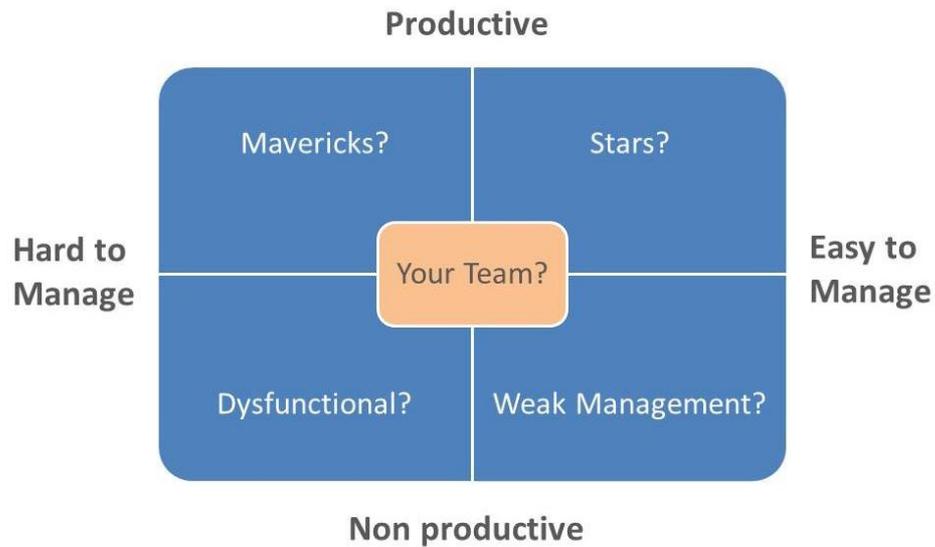
- How Productive (P) is this Team?
- How easy to Manage (M) is this Team?
- How much does this Team contribute to Organisational values (V)?

## Productivity

In the normal course of events, productivity and motivation should go hand in hand. That is, highly motivated staff should be highly productive. Thus, if that is what you find, good. Alternatively, if your staff are poorly motivated and productivity is not high, then that should come as no surprise. Reward Strategy tools and ideas are contained within this report and via your licensed Motivational Map practitioner. But what if motivation is high but productivity is low, or productivity is high and motivation is low? These would be counterintuitive results but not that unusual. It is entirely possible for staff to be productive but not motivated – for a while. In these situations one needs to investigate the causes carefully. Some possible reasons for high motivation and low productivity are: lack of skills or knowledge, implementation problems not anticipated, absence of appropriate leadership, flawed strategies, system failures, poor communications and inadequate planning. Some possible reasons for low motivation and high productivity are: insufficient involvement of those affected, fear, economic or cultural climate, focus on things and not people, overcompetitiveness. Whilst the latter problem seems less problematic than the former, high productivity in the long run is not sustainable with a demotivated workforce; for one thing, staff leave as soon as that option becomes tenable.

## Manageability

How easy a team is to manage is also an important issue to consider when dealing with them and considering their value to the organisation. Ever had a customer who spends money with you, but is hellishly difficult to service? Well, staff can be like that and sometimes we have to ask whether the value of the team outweighs the problems they may cause. To take two examples at different ends of the motivational spectrum: the Spirit team may be difficult to manage at all; whereas the Friend may be too dependent on direction and coaxing. The key thing is the fit of the team leader and their style of leadership with the team profile. Thus a team's motivation needs to be considered alongside their manageability: if highly motivated but not easily manageable, then why is that? Do the motivators themselves tell us anything? Conversely, if motivation is low but they are easily manageable what is that saying? Probably, that they are marking time and not optimising performance (so time to compare the productivity too). And again, if they are poorly motivated and not easily manageable, that makes sense – but what to do about it? The motivational profile should help you here.



## Values

The contribution to organisational values of a team is a core contribution, although not so obvious as productivity or manageability. This requires all staff to be aware of what the organisational values are, and to live and work by them, and for senior executives to make this important and to reward it. Typically values need to be turned into behaviours; so to give a familiar example of an organisational value that is core: Honesty, which means being open and honest in all our dealings and maintaining the highest integrity at all times. As a behaviour this may become: all concerns are aired constructively with solutions offered, and each person is as skilled in some way as another and is entitled to express their views without interruption. Of course, from the organisation values, team values arise, and these too must be treasured, repeated, re-enforced and rewarded. The longevity and ultimate success of the organisation depends probably as much on this key area as it does on the more obvious 'productivity'. Further, values are motivational: at one end Defenders love them because they provide stability, and at the other the Searcher wants them because they create deep meaning in the work.

**Fourthly**, assess your top 3 Motivational results against:

- Your Organisational Values
- Your Operational Drivers
- Your current Reward Strategies



## Your Operational Drivers

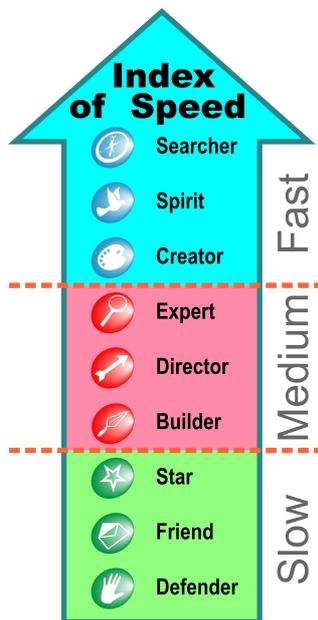
There are three core drivers of any business: cost, speed and quality, and one cannot satisfy all three simultaneously. A well known sign reads:



For 'service' we also understand 'product'. Organisations, and businesses specifically, are usually driven by one of these dominant drivers with a secondary one that is less dominant but still important. But the most dominant driver really defines the market they are in.

If we take supermarkets: Waitrose provides quality (good) foods at checkouts that are usually well attended (so speed is OK) but the cost is high (not cheap). Conversely, Aldi provides cheap (cost) food which is opportunistically sourced (so quality OK) but the checkouts are undermanned, so speed is slow. The driver for Waitrose, then, is Quality; the driver for Aldi is Cost. And there are many food outlets whose driver is Speed – think 'fast food'!! Which supermarket you use depends on which driver you are looking for: want cheap food? Use Aldi. Want quality food? Use Waitrose. Want fast food? Then maybe the supermarket is not best: McDonalds or Pret a Manger? Both fast foods but quite different drivers.

If we re-visit the Speed Index of Motivational Maps we recall that the nine motivators are in three groups of three relating to the speed:



**Faster Decisions**

- Searcher
- Spirit
- Creator

**Medium Speed Decisions**

- Expert
- Builder
- Director

**Slower Decisions**

- Star
- Friend
- Defender

Thus, consider your operational driver(s) and whether your top three motivators specifically augment or hinder it. For example, your number 1 Operational Driver may be speed of delivery or production; whereas your staff’s number 1 Motivator is Defender – security – what issues possibly arise? Clearly, the Defender likes things to be correct, likes double-checking, and so on – will that profile deliver from your customers?

Organisational Drivers		
Order of Operational Drivers: cost, speed, quality	Top 3 Motivators	Speed of Motivators
1		
2		
3		



**Fifthly** and finally, look for organisational teams whose number one motivator is another team’s lowest motivator. We often find conflict, overt or covert, between teams where there is this polarity. The maps provide a common language in which this conflict can usually be successfully resolved, once the teams understand why they “differ” and perhaps as importantly, why their ‘difference’ may be highly significant for the success of the whole organisation.

Organisational Potential Team Conflicts		
Motivators	No 1 in Team	Lowest in Team
Searcher		
Spirit		
Creator		
Expert		
Builder		
Director		
Star		
Friend		
Defender		

## Organisational Motivation Action Plan

Actions you could take to help improve your organisation’s current levels of motivation. Use these pages to write down the organisational goals, and some actions you are going to start taking, and cascading, to help improve or maintain current levels of motivation within your organisation.

Values	Mission	Vision	Goals

Top 3 org Motivators:	1	2	3
Organisational Motivational Score (%):			
Change Index (%):			

Teams	What will they do?	How will they do it?	When will it be done?

### Resourcing the Plan for each team

**Team:**

**Date:**

<p><b>Money</b> Tangible</p>	<p>How much?</p> <p>From where?</p>
<p><b>Time</b> Intangible</p>	<p>When?</p> <p>How much?</p>
<p><b>Equipment</b> Tangible</p>	<p>What?</p> <p>Where from?</p>
<p><b>People Skills</b> People development</p>	<p>Which?</p> <p>Level?</p>
<p><b>Knowledge</b> Intangible</p>	<p>What?</p> <p>Level?</p>
<p><b>Right attitude / motivation</b> People development</p>	<p>Approach?</p> <p>Motivation?</p>
<p><b>Information</b> Intangible</p>	<p>What?</p> <p>Format?</p>
<p><b>Space / Environment</b> Tangible</p>	<p>Where?</p> <p>Quality?</p>
<p><b>Agree co-operation</b> People development</p>	<p>Who?</p> <p>When?</p>

Note: there are three types of resources. The physical or tangible: money, space, and equipment; the non-physical or intangible: time, knowledge and information; and finally the people resources that derive from people development: people skills, right attitude/motivation and agreed cooperation. This last resource very much depends on good interpersonal and relationship building skills. Overlooking the 'people' resources necessary to achieve any goal is a common mistake of many organisations.