



# Mini Guide to Motivating Yourself and Others

Especially during change and uncertainty

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## How motivated are you and your teams?

### Motivation

Derives from the Anglo-Norman term “motif”, which is translated as **drive**

Motivation is energy

#### Why Motivation?

With justifiable **fear about the economic climate and** so much **disruptive change**, motivation levels for many people and organisations are at an all-time low, therefore it becomes an essential role for leaders and people professionals to motivate and energise themselves and their teams.

Motivation is strongly linked to **productivity**, in fact research by Hay Group showed that motivated employees were 50% more likely to **exceed their performance targets**. This finding demonstrates that when the drives come from within your heart, you'll go above and beyond to reach your goals, not just those imposed on you. When you feel motivated, you recognise your potential and feel the urge to fulfil it. If you are unmotivated, you may not have a clear direction, or you may lack the energy to move forward in your life and your work.

Since motivation is an **inner energy**, it cannot be enforced by anyone other than yourself: a car with fuel will go much further than a car with an empty tank, even if it is pushed by the driver. Your role as a leader becomes one of discovery of your own and your **team's buttons for motivation**, rather than an extrinsic motivational force.

#### Do you know exactly what motivates you?

Research shows that **less than 50% of people are accurate about what really motivates them**. Helping people professionals understand what motivators are driving them and their people is often the missing link to activating more potential and enhancing performance and engagement. Motivational mapping, a tool created by James Sale, provides ground breaking insight into how to measure, map and improve anyone's motivation. It derives from the study of **Maslow's Hierarchy of Needs**, Edgar **Schein's Career Anchors** and the **Enneagram**. It also correlates with the work “**Drive**” by **Daniel Pink**.

## Personality and Motivation

Personality profiles like **Insights Discovery®**, help people understand their **preferences** and their default ways of behaving. From an individual and team point of view, you can understand HOW you are likely to behave in many situations which helps with improving personal and team effectiveness.

**Motivational Maps**, however, go a step beyond understanding personality, to discover your **'inner drivers'**. They help individuals and teams understand what fires them up, what gets them out of bed in the morning, what's really important to them as individuals and to people collectively as a team. When you know your own inner motivational drivers, you can use them to centre yourself during change and uncertainty, improve your decision-making, fire up your goals, super-charge your productivity and performance and align more strongly around your purpose and your WHY.



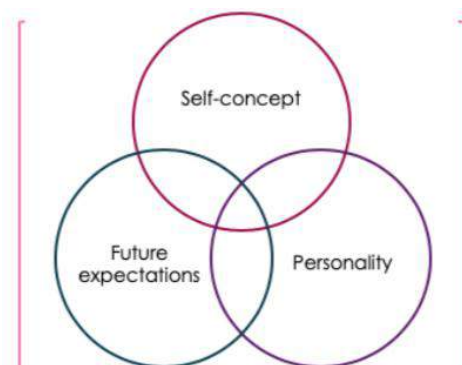
A significant difference is that personality tends to be relatively fixed and evolves very slowly over time. Many people can have the same personality profile that describes them accurately over a long period of time. Your Motivational Drivers are less fixed than your personality, they capture you at a snapshot, a moment in time (usually relevant for about a year), but change more frequently and are more dynamic.

How motivated are you right now?

## Roots of Motivation

Motivation, what drives us, what lights our fire, has 3 fundamental roots. The 3 variables that affect your motivation are:

1. self-concept
2. personality
3. future expectations



This blend is **unique** to each of us, and, since what motivates us depends on these roots, consequently, everyone is motivated in their own way. Unlike personality profiles, Motivational Maps avoid stereotyping people, since their energy changes frequently in type and intensity.

**Self-concept** is about the perception you have of yourself and **future expectations** regard how you feel about the future, both of which depend on circumstances at a moment in time. If you are feeling particularly positive about yourself and your plans, your motivation will be positively influenced. When you're feeling confused, unsure, low or negative about the future, it is likely that your motivation will decrease.

As one of these roots is our **personality**, Insights Discovery and Motivational Maps complement each other. It is useful for individuals and teams to have a personality profile and a Motivational Map.

## Leaders and Managers need to know which motivators are most important to them – and equally be able to recognise what motivates their team members

### What Gets You Out of Bed in the Morning?

You have a blend of 9 motivators which can impact your energy levels more or less dramatically, depending on how much you value the motivator. Motivators are organised into clusters that can give a broad overview of the importance and relationship between what motivates you and what demotivates you. The analysis of the clusters can give a significant insight into the distribution of motivators, as further explained below.



## Do Relationships Light Your Fire?

Where the **Relationships** cluster is dominant, an individual's motivations are focussed around sustaining relationships in the workplace and on how deep and intense they are. If you're driven by relationships, you'll place high value on collaboration, security, belonging and recognition. You'll tend to be relatively resistant to change and more **risk-averse**, as you like to protect the **past** and acknowledge the time necessary for protecting and nurturing the relationships you have established.

Relationship motivators are geared to **feelings**, located in the heart. These are reflected in the need for security, recognition and belonging

– which are fundamentally related to interactions with other people. People motivated by relationships seek security and predictability, hence they appreciate feedback, regular communication, involvement in social events and systematic progress reviews, being listened to and respected for the role they play in a team or group.

### Relationship Motivators



## Are You Achievement Driven?

Where the **Achievement** cluster is dominant, individuals feel motivated when they achieve satisfaction from life, work and challenges. They are motivated by having a strong **sense of direction** towards goals and how to overcome challenges that separate them from achieving their goals.

They are focussed on the **present**: exercising control, creating wealth, or developing mastery in their field. Often, because they are preoccupied with achieving a goal, they can neglect the bigger picture of their life and self-development. It is important that they don't forget to invest time on themselves for personal growth, while also being mindful of others around them.

Achievement motivators are related to control, wealth and expertise; they are predominantly about **thinking**, which is centred in the head. These motivators involve planning and vision, it is clear why they are typical of high achievers.

### Achievement Motivators



## Are You Energised by Growth?

Where the **Growth** cluster is dominant, an individual is motivated by being able to realise their full potential and being their best possible self. They feel energised when they can implement creative **change**, where freedom and purpose are essential. These people need to be mindful of following through and concluding the projects they have initiated, although they may want to look for new opportunities to express their creativity.

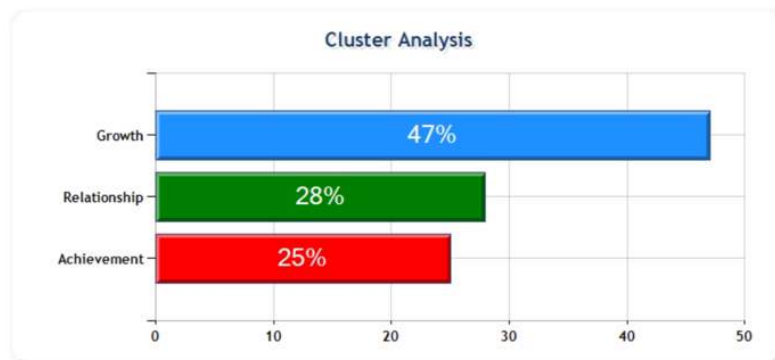
Growth motivators are related to **knowing**, intuitive and direct, located in the gut. These motivators are freedom, creativity and meaning; they are often found at the peak of Maslow's Hierarchy of Needs, where self-actualisation takes place.

### Growth Motivators



## Know the Cluster That's Most Important to You

You have a unique blend of motivators, which will result in a different spread of cluster preference. Analysing the distribution of **cluster dominance**, reveals that people who have a balanced makeup of motivators will be more easily motivated by any driver, whereas people who have a strong dominance prevailing on the others, will be more affected if their dominant motivator is not satisfied.



When you are struggling to find energy, knowing what will make a difference to you in terms of motivation triggers will boost you straight away. The fundamental message is that everyone has their own way of feeling energised by what they do and, as a manager, you can help your team tap into their **motivational triggers** to feel happier and more engaged in their work and in life.

How motivated are your teams?

## Know Which Motivators Are Most Important to You and Others

### *The searcher*

A searcher is someone who wants to **make a difference**. They want meaning and a sense of **purpose** in what they do. They need to feel they are doing worthwhile work that is adding real value with a clear reason why. Leaders should give them important, meaningful work and link their goals to the organisation.

Also, ensure to give them regular and purposeful feedback on how they are making a difference.

Searchers dislike repetitive work so avoid meaningless routines. Ask them for ideas on how to vary the work or the routines and if repetitive routines are unavoidable, find ways that their value can be demonstrated. For example, ask the person benefiting from their work to explain to the searcher how it is helping them in their work.



### *The spirit*



Spirits thrive on **freedom, autonomy** and **independence**, so give them a sense of **empowerment** and ownership over something, whilst being clear on your expectations. Avoid micromanagement, allow people to make their own decisions within boundaries. Freedom is the greatest when the boundaries are clearly defined. Spirits want to see their role as one they are doing, not for the organisation, but for themselves.

Avoid too many rules or procedures by considering ways to be flexible and steer clear of perpetually summoning colleagues to your office. Instead, set aside time each week where individuals can come in and talk to you about any issues.

### *The creator*

These people are about being **creative** and **innovative** so give them an original project. Get them focusing on something new or some aspect of continuous improvement that will make a difference to the team or business. Bear in mind that routine invariably means boring to the creator, and boring leads to mistakes.



### The expert



Being the go-to person, really excelling in a particular area of **expertise**, is what the expert is all about. Motivate them by helping them build their **knowledge and mastery**. Give them more experience and encourage them to share their insight. They can be great coaches and mentors, as well as people who are either learning more expertise, or sharing their expertise with others.

Never allow an 'expert' to get stagnated by failing to develop them. Organisations without a learning culture or with inadequate training programmes are likely to be a turn-off.

### The builder

Someone with strong builder characteristics, likes an above-average standard of living. They are **target-driven, commercially minded** and like to feel like they are achieving things.

To them, money and **material satisfaction** are very important. They are the one person in the team where it is critical to look at their remuneration/bonus. Performance related pay is a motivator. Give them stretch goals and targets because they like exceeding KPIs.

Since they appreciate the value of money, they dislike organisations that appear to waste it. They like employers that show sound economic decisions, so inform them of how financially responsible the organisation is, and how the systems and processes add to the bottom line.



### The director



Directors like to be in **control**. Give them more **responsibility**, ensure they are effectively mentored and allow them to shadow a more senior member of staff for a time. Ask them to think about areas where they can be more influential and, where appropriate, for them to take more control.

They will soon switch off if there is no clear career development path mapped out for them or if there's a lack of opportunity to lead or to feel empowered.



### The star

Stars love **social esteem**. Their motivational hot buttons are very much about **public recognition**, being trusted and respected for what they do. Give them opportunities to shine, where they are going to be recognised by others. To tell a Star merely that 'you have been successful in exceeding all your targets' will not get the motivational juices going, so recognition is key in performance reviews. What language is used? How can it be refined with specific recognitions and rewards?



### The friend



Friends like to feel connected with the business and team. **Teamwork** and **collaboration** are very important. They need to feel supported and involved and tend to enjoy organising team social events and supporting colleagues. Sincerity is also crucial. The slightest suggestion that someone is practising a 'management technique' on them, or simply doing 'this' because they must, negates the importance of the relationship. So, internalising management and coaching skills are essential.

### The defender

Defenders like to feel **safe**, maintain the status quo, minimise risk and thrives on **continuity**. They are motivated by regular communication and feel safer when things are predictable, so they know what is going on.

Honest communication fosters a sense of **security**, as does a consistent style of leadership. If they do not

know where they are with their manager, then their focus will not be on their work. Finally, avoid surprises. Defenders can deal with change, so long as the rationale is explained to them - before it is implemented. Communicate, communicate, communicate.



## Use Motivation to Improve Communication and Performance

Motivational Maps provide strategies to better interact with people, holding in mind what their dominant motivators are, and why they may react in particular ways.



In the relationship cluster, “The star” seeks recognition and respect, therefore they benefit from **being involved in projects**, being asked for their opinion. A leader could suggest they become mentors, or that they voluntarily work on highly visible projects and put in place opportunities for giving and **receiving awards**. “The friend” wants to be involved and appreciates **social support**. Leaders need a personalised approach in communicating with them, focussing on people and on the social side of things. “The defender” seeks security and stability, which require **clear and regular communication** about progress and plans. Leaders can support defenders by linking goal achievement to security and asking them to reflect on the risk of no change.



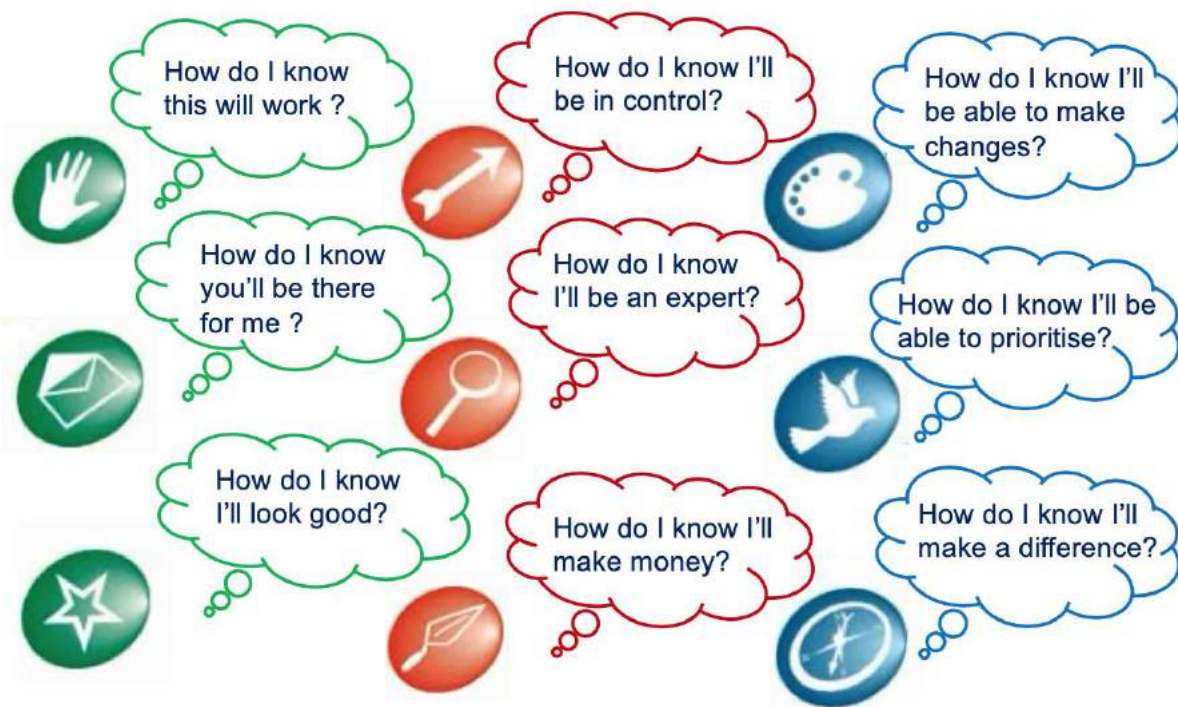
For people motivated by the achievement cluster, **having a coach or a mentor** is extremely valuable. “The expert” feels motivated by being very knowledgeable in their field. Lead through **setting targets** and providing them with learning opportunities. “The builder” is energised by material rewards and money, therefore leaders consider setting a **clear career progression** in relation to earning a higher salary. “The director” seeks power and responsibility, therefore having influence on **managing people or projects** can be empowering for them. For them, it will be beneficial to review their progress and their achievement.



People motivated by growth tend to thrive on change and a fast-paced environment. "The searcher" is someone who works for a meaning and to make a difference. Leading searchers means helping them **finding their purpose**, getting involved in significant projects or highlighting the usefulness of their work in the greater scheme of things. "The spirit" seeks freedom and independence, therefore empowering them to **manage themselves** really energises them. Leaders should focus on setting boundaries and goals in order to allow them to be autonomous. "The creator" wants to be original and enjoys being involved in **generating new ideas**. Leaders need to pose them problems for them to solve with imagination.



Adapting your communication styles to the motivators that drive people, will enable you to tap into significant conversations and align tasks to motivational drivers, respecting what they value most.



## Take Action to Activate More of Your Potential

Finding your motivators can significantly improve your engagement and performance. Using your knowledge of motivators to communicate, understand and set goals, will make a significant impact on you and your team by changing very little, yet adding huge value.

Fulfilling more of your potential means working smartly and more efficiently to use your energy in a catalytic way, whatever the changes ahead. Implement small changes where they will make the biggest difference. Enjoy your journey!



You can complete your own **Motivational Map Report** which provide you with invaluable insights to support you through change, measure and track your performance, wellbeing and happiness.

You can also create a **Team Report** which summarises the collective motivators of a team, aligning with team purpose and highlighting potential conflicts between team members with opposing motivators.

We offer courses to become a **Licensed Practitioner of Motivational Maps** to help both adults and children activate more of their potential, profiling on an individual basis; in groups or teams and across an entire organisation.

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