



Motivational Map Profile for

JamesY Hanks

Connector ■

Independent ■

Recognition-driven ■



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Apple



Peritus IT Consulting

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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 19 September 2022.

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.

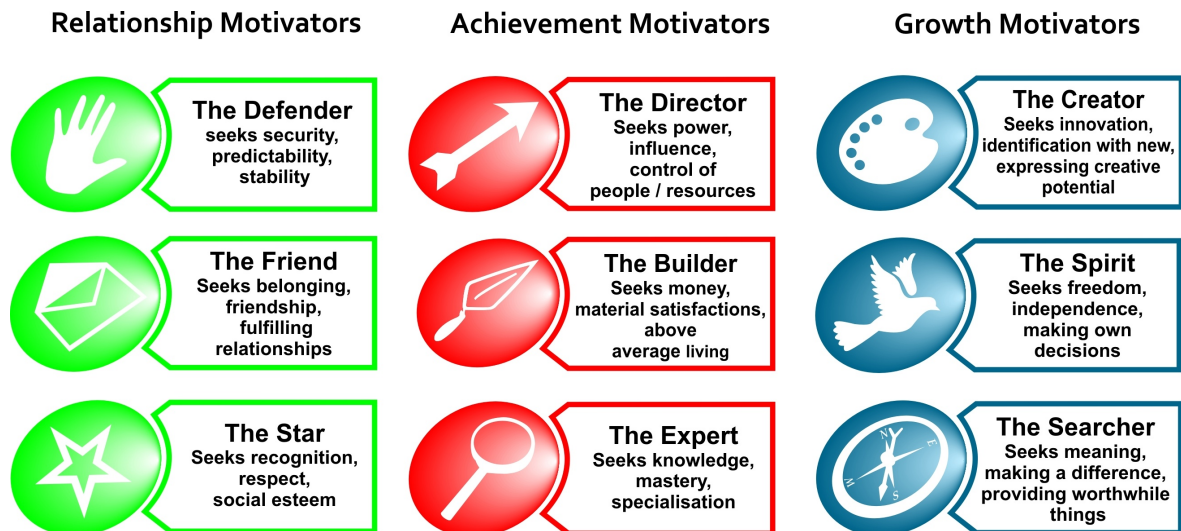
The Motivational Map comprises three cluster areas, with each of these containing three core motivations. This means that in total, there are nine core Motivations.



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.

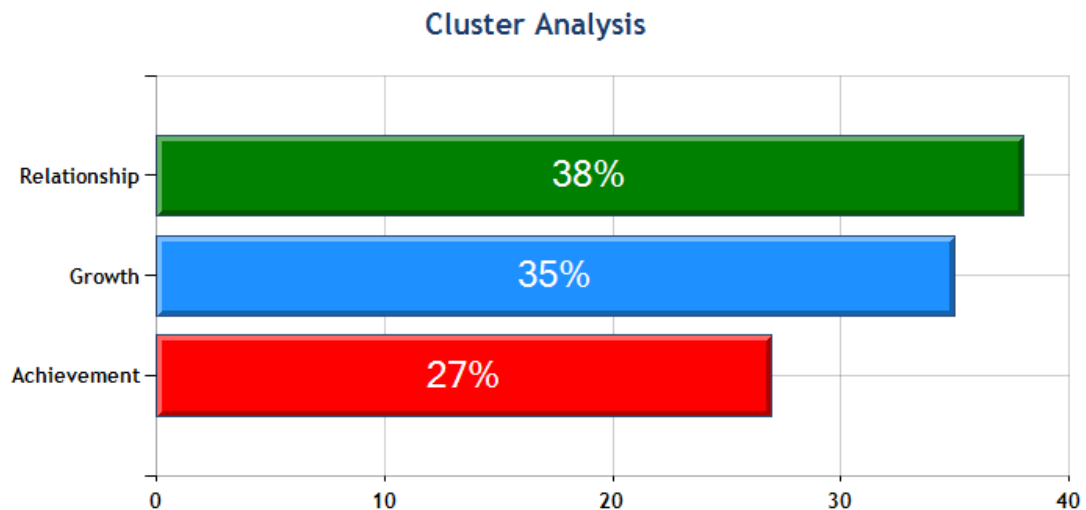
See the next page to find out your own Motivational tendencies.

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: Relationships

This means that your motivations primarily come from sustaining relationships at work and from the depth and intensity of these relationships. You are highly likely to value teamwork as a preferred way of working – it provides security, belonging and recognition that are essential. The past is important because relationship building requires longevity – you can more easily rely on people whom you have known a long time. With such a “relationship” focus, however, the danger for you is being caught in a cosy club where real achievement is not important, and also where groupthink prevails: no-one wants to rock the boat by offering a controversial opinion. Do your relationships provide too big a comfort zone? And what are you doing to develop yourself?

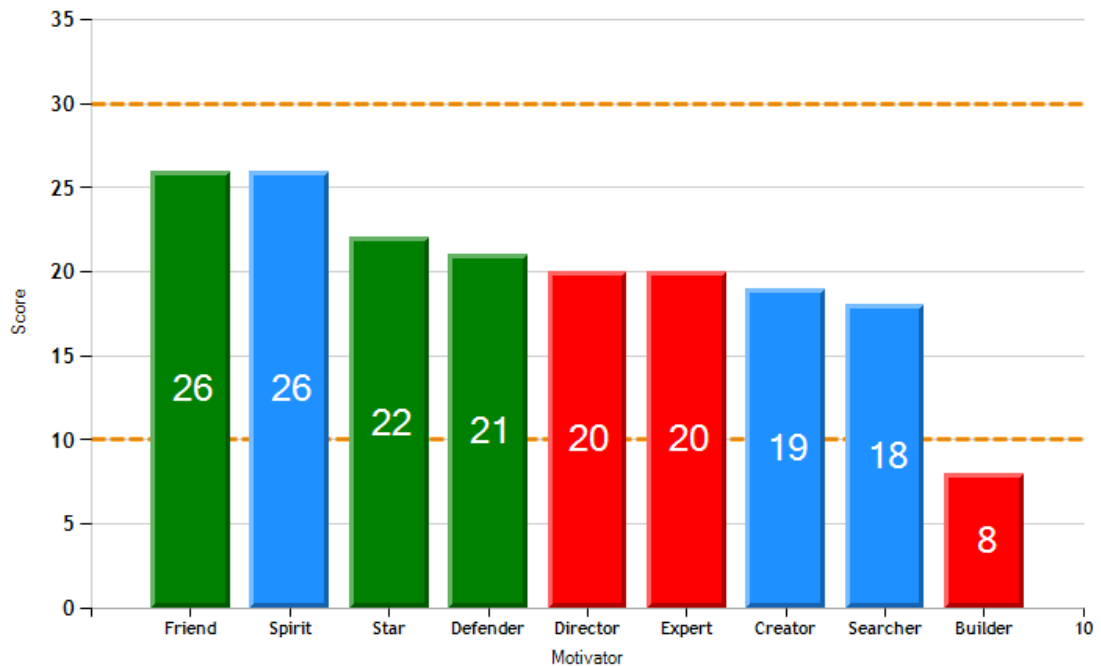
Your Personal Profile

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 18 which indicates that you are extremely focused in what motivates you, and satisfying your motivators above 30 points is crucial if you are to be productive at work.

Your Primary Motivator



The Friend

- Connector
- Involvement-orientated
- Supportive

As a Friend, your need is for belonging. You want nourishing relationships with other people at work - and you want to belong, to be part of a community. Work for you, then, does not need to be competitive but more collaborative. You need to work for an organization with a strong identity and culture where people are valued. You will tend to view all proposed changes through the filter question: 'How does that affect the people here?' Loyalty and continuity are key values and you especially like being close to people. You may not like a job, but will stick if you like the people. A good social life is highly motivating for you.

Friend is your highest score, so you are probably skilled socially and have very positive and supportive relationships at work – and within your own personal circle. You will want to be a team player.

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

Motivation Strategies

The Friend

- Greet people on a daily basis – you like this, and usually they like it too. When you meet someone, smile and make strong eye contact.
- Volunteer to join a staff committee which aims to review and improve working conditions. Be a source of encouragement to others you work with.
- Practise your listening skills. Listening shows you care (which you do) – and builds trust whilst showing respect. You want to be a friend, and this is the best way you can demonstrate you are a friend.

Your Second 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 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.
- 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.

Your Third 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.
- Whether your organisation does or does not supply you with a business card, make sure you have one that really presents you in a positive light.
- Develop your credibility by developing your self-image, by developing your sense of dominance, by clarifying your qualifications.

Your Lowest Motivator



The Builder

- Commercial
- Goal-orientated
- Competitive

Builder is your lowest score, so the preoccupation with seeking possessions and a high standard of living is irrelevant to you. A pay increase will not motivate you (unless you are chronically underpaid). You will tend to regard people who have this motivation with some disdain – it may appear to you as a ‘base’ value. It is important to remember that all the motivations are equally important. The Builder may be motivated by money but try to see their contribution in a more rounded way. Ask yourself, what value does this Builder bring to the organisation (apart from the financials)? 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 Friend

The Story below is NOT your story, but a typical story depicting the Friend 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 Friend may be the ultimate team player. They like teams; they like people; and they want to be liked. More than that, they want to belong and they want involvement. This is a wonderful asset for a team and for an organisation. Often teams are put together on a specialist basis - the expert on this, the authority on that, and there is very little cohesion. If you like, the team - or rather group, since team is too strong a word for these assemblies of people - is like a brick wall: the bricks are these specialists. But what holds the bricks together? What supports the wall? The cement of course - the 'glue' of really effective teams tends to be The Friend's of this world.

The Friend is always aware of the process as much as the content. The content is the objectives that the team is trying to achieve. The process is how the team interacts with each other along the way.

A good example of this occurred quite recently with The Friend. Just last Monday they were in the weekly Finance Department meeting. As the Finance Director finished his opening remarks, The Friend asked, 'Is it my imagination, or is it hot in here?' Everyone had been so focused on the discussion that they had lost sight of the fact that the air conditioning wasn't working; it was over 30 degrees outside, and everyone was baking! So, a mere 30 second detour, to get windows open, fans in, air circulating, and everyone more comfortable so the meeting could progress.

If that seems trivial, then it's not. When you add the number of times someone like The Friend acts to ensure people are OK and happy, it can make a significant difference to the working environment and everyone's productivity. You see The Friend is also good at noticing how people feel - boosting them and drawing them in when they feel down. And they are particularly appreciative when others do this for them.

The Friend sees work as an opportunity to support others and to be supported. Ultimately, this kind of support - when it works - creates a strong sense of cultural identity and loyalty. This is so motivating for The Friend - The Friend won't let the team down. After all, they are mates in a very real sense.

Every Friday The Friend's team make a point of going out at lunchtime for a pizza down the local pub. It really helps to get to know people. They've done this now for several years. It leads to real friendships - you know all about their partners, their kids, their aspirations and even their health. In this situation everyone pulls together.

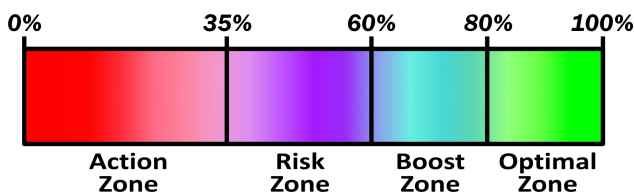
Of course, it can be tricky for outsiders to join this 'circle', but The Friend is very open and always makes a point of minding newcomers.

For The Friend work is often an extension of the relationships of their life.

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.

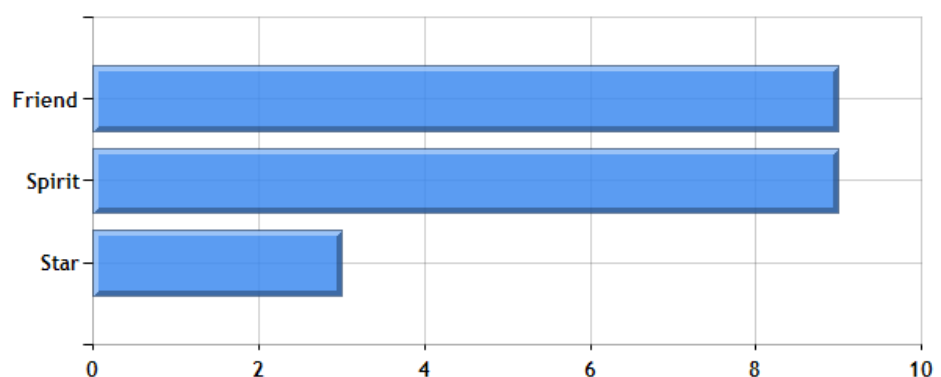


You are currently **84%** motivated in your current role. This means that you have an optimum level of motivation and basically you are happy and well motivated in your current role. The challenge for you is staying at and maintaining this level and continuing to be so motivated.

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?

A final thought...

“

What the superior man seeks is in himself; what the mean man seeks is in others.

Confucious

”

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