



Motivational Map Profile for

Louie Johnston

Independent ■

Insightful ■

Commercial ■



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BITS



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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 26 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.

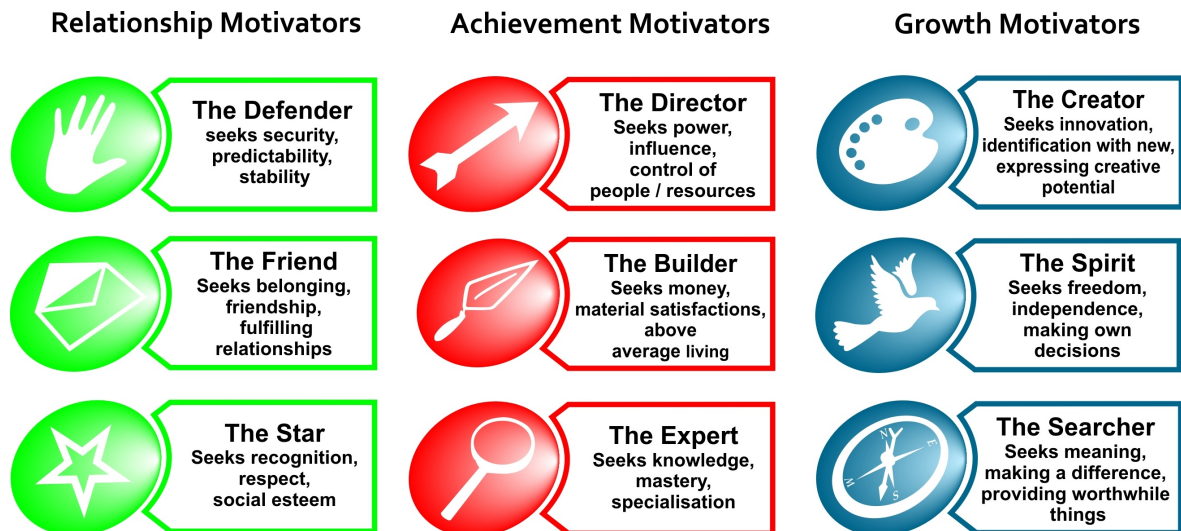
The Motivational Map comprises three cluster areas, with each of these containing three core motivations. This means that in total, there are nine core Motivations.



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.

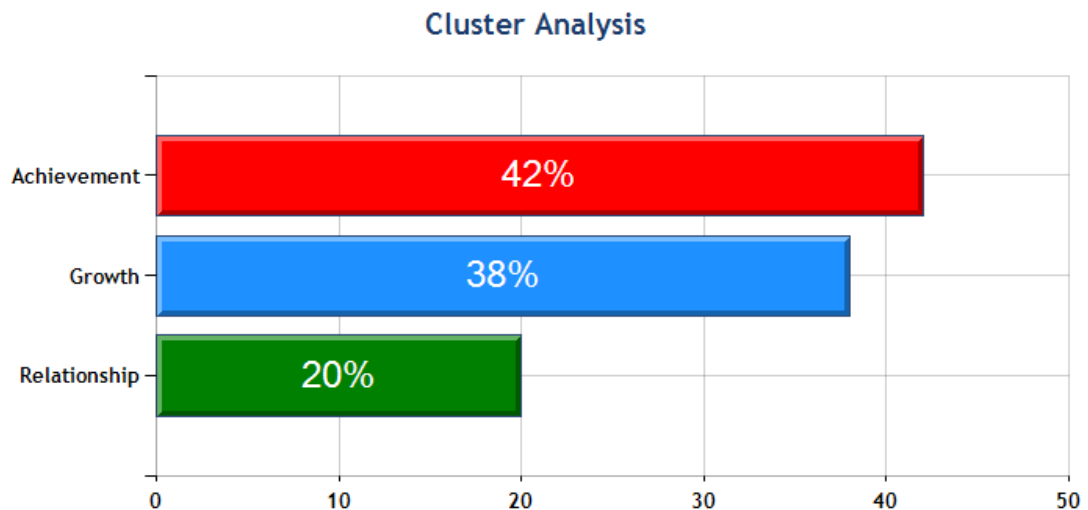
See the next page to find out your own Motivational tendencies.

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: Achievement

This means that your motivations primarily come from achieving your complete satisfaction from work and all it offers by way of challenge. The goals, the problems, the challenges of work – of what you do – preoccupy your thinking and bring out the best in you. You like being in the present – exercising control, creating wealth or developing mastery over your environment. With such an “achievement” focus, however, it can be restrictive, so that you may miss the bigger picture of your life, and your own self-development as you stay constantly in the challenges of the present moment. You need to ask: how am I investing in my own personal growth? And how do others view me, since I will almost certainly need them to achieve my dreams?

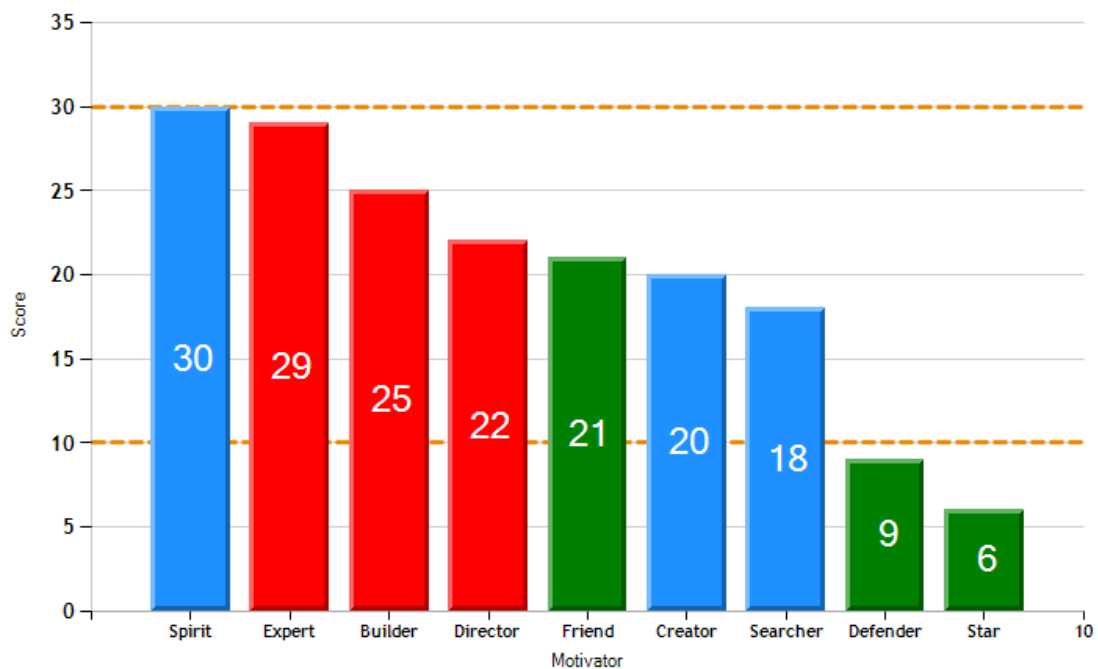
Your Personal Profile

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 24 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 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'.

Spirit is your highest score, so you are likely to be a difficult subordinate and if you are one, will push to the limit. You are your own master and have the emotional strength to stand alone.

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.
- Conduct a Stop-Start Review of your life or your work. What do you need to stop doing? What do you need to start doing? Act on this audit.

Your Second 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.

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

Motivation Strategies

The Expert

- 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.
- Make sure – insist – your appraisal discussions not only include goal setting, but also training opportunities to help you achieve organisational and personal goals.
- Volunteer both to be mentored by someone who is a greater expert than yourself, and also to mentor others to enable their development.

Your Third Motivator



The Builder

- Commercial
- Goal-orientated
- Competitive

As a Builder, your need is for material satisfactions, money and a high standard of living. High here means above the average – you tend to compare yourself with what others have got and want more. Decisions you make will be geared towards achieving more material success. For you money is a driver, and in its extreme form becomes the pursuit of wealth. This will mean you are fascinated by possessions and clothes and will spend much time reviewing your investments and worth, and all financial areas of your life. For you, therefore, a pay rise, bonus or performance-related pay is highly motivating – and so is promotion but only if it leads to more pay.

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

Motivation Strategies

The Builder

- Make promotion a key strategy for increasing your wealth – what do you need to do to be promoted? But keep in mind, too, promotion is not good if you end up doing a job that seriously stresses you.
- Remember: to earn more, learn more! Enrol on relevant training even if you have to fund it yourself.
- Motivate yourself by giving yourself small 'perks' whenever you achieve your own targets.

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 Spirit

The Story below is NOT your story, but a typical story depicting the Spirit 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?

Let's be frank, shall we? The Spirit may not usually be your ideal team player! In today's world being a team player is ever more - and rightly - important. Sometimes it is one of the key criteria being assessed at job interview stage. But before we write The Spirit off, let's be even clearer: The Spirit may not be an unkind or unpleasant person. They can contribute, and contribute well. However, at root The Spirit may be a loner - more accurately, a maverick. Of all the 9 Motivator types, The Spirit may be the most difficult to manage.

Working at their current post is The Spirit's third job in the last year. The other two jobs were 'good' jobs, but The Spirit couldn't get on or put up with the managers. They were too fussy, too preoccupied with being 'in control', and fundamentally undermined The Spirit's sense of being self-directed.

Pretty obviously, The Spirit wants freedom from restrictions! The Spirit wants to do their own thing. There's been a lot of talk in management and leadership circles about empowerment, as if it were some absolute good - empowering all staff equals goodness at work. Alas, life is not that simple. Some staff members really don't want empowerment - they actually do want to be told what to do - they want certainty and security. But The Spirit doesn't. For them empowerment may be the real turn-on.

When you manage The Spirit you might like to explain what the objective or objectives are, then - you stand back - no micro-management - no telling them HOW to do the job. If The Spirit wants help, they'll ask. Until then, let them get on with it.

The great thing about The Spirit may be the relentless pursuit of the objective - so long as they can do it on Their terms, they are motivated, and will achieve. Remember, The Spirit may need to make the choices.

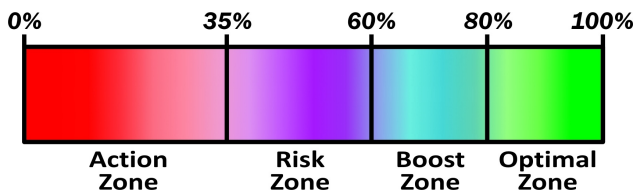
Choosing how they go about a task, how they spend their time, and how they prioritise their activities is all food and drink to The Spirit. They are currently working in just such an environment. Their boss has a laissez-faire attitude to them- they will lightly monitor what's going on from a distance. Sometimes they may ask for help, and the boss is good at coaching, which The Spirit likes. But for most of the time The Spirit will get on with it. And what a get on - their productivity may be amazing - they will give it everything. The Spirit can be in the top three performers in that section of the company.

Ultimately, The Spirit will be happy through either becoming self-employed so they are in complete control, or by very carefully screening the kind of boss they are going to work for. The Spirit wants independence and autonomy. Currently, screening the boss is working very well!

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.

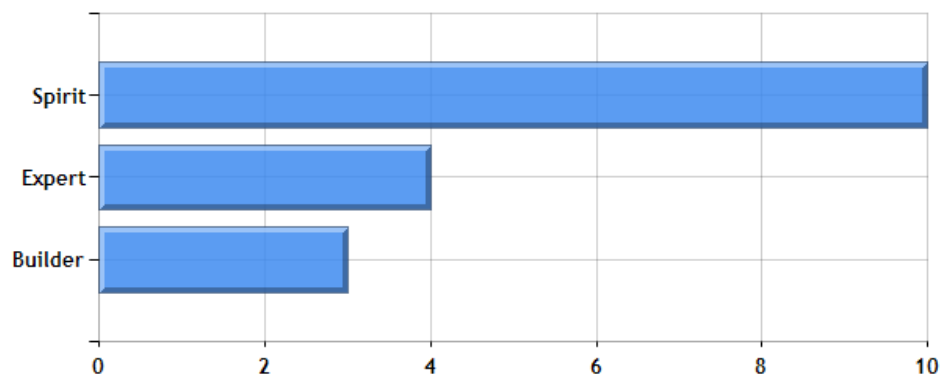


You are currently **75%** motivated in your current role. This means that you have a high level of motivation and are motivated to enjoy your current role. The issue for you is one or two motivational areas where small improvements or boosts could make a big difference and motivate you more.

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...

“

All around you, people will be tiptoeing through life, just to arrive at death safely. But dear children, do not tiptoe. Run, hop, skip or dance, just don't tiptoe.

Shane Claiborne

”

Sam Swinstead

vivoHR & Training (UK) Ltd

www.vivoHR.co.uk

sam@vivoHR.co.uk

07816 316598

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