

Case Study multi-national organisation

Background

Starting in April 2017, this manufacturing and supply multi-national organisation, with a head office in the Netherlands and a large footprint in Africa, began a Performance Blueprinting journey. Due to the multi-cultural dynamic of the organisation as well as its aggressive growth strategy, the initial intention was to better understand the cultural make up of the organisation and quickly identify its unique characteristics, strengths and values.

Results

- The management team, through identifying their own personal motivators were able to review their respective management styles and identify where they were creating stumbling blocks for their teams.
- The organisational head was able to reason and better understand the strained inter-team dynamics (conflicting motivators) and put measures in place to quickly and effectively resolve this.
- Crucial performance conversations that needed to take place were now easily facilitated through this process, as talking about motivation is a lot easier than talking about one's performance. As a result under performance issues were addressed swiftly and with ease.
- Individuals began taking responsibility for their performance blockers and armed with their motivational insights were able to have open and honest conversations with their line managers about their current performance levels and possible strategies to improve them.
- The management team put two key initiatives in place to tap into their primary organisational motivators to improve employee engagement

This is a brief summary of an extensive case study.
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Business goals

- To attract talent aligned to the culture of the organisation.
- Leverage the combined strengths and motivators of its talent to drive organisational performance.
- Achieve a better understanding of individual and team core motivators to promote employee engagement.

Approach

Phase 1: A talk on motivation To prepare the teams for the intervention, the team attending a one hour talk on the concept of motivation

Phase 2: Individual Assessments Each team member completed the online self-inventory assessment. With the assessment only taking a maximum of 10 minutes to complete, minimal interruption to daily operations was ensured. The system immediately generates a report and a table of numbers for analysis and was sent to the Motivational Maps practitioner.

Phase 3: Individual Debriefing & Coaching Sessions Each team member attended a one-on-one personalised and confidential debriefing and coaching session. During this session, the results of the report were discussed and each individual compiled a list of action items they could implement in response to the results to increase their motivation and therefore their performance. To encourage accountability and taking responsibility for one's own motivation, each team member was challenged to on their own accord, share the insights and engage in conversations with their direct reports about what needed to happen for them to improve their overall motivation and therefore performance levels.

Phase 4: Team Reports & Management Debriefing Nameless team reports as well as an organisational report was extracted and debriefed with the management team. Anonymity was crucial as this team was battling with trust issues and a strained inter-team dynamics at the time. Using these insights, the management team was coached around team and organisational initiatives to address lower motivational levels.

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