

THE LOWEST MOTIVATOR AND HYGIENE FACTORS



One of the least understood aspects of Motivational Maps is the concept of the Lowest Motivator and its Hygiene Factor. Everyone gets what we need to do with the top 3 motivators and how they need feeding and fuelling and increasing; but what to do with the Lowest? That's not important is it?

And what is this stuff about hygiene factors? Sounds slightly unsavoury!

Hygiene factors in motivation were an idea introduced by Herzberg in the 1960s and to put it in a nutshell he talk about things that did not motivate us, but their absence might de-motivate us. So, for example, nobody went to work because there were clean wash facilities, but having filthy wash facilities on a daily basis would be demotivating. Thus, by analogy, we realise in Maps that whereas a particular motivator may have no or little resonance with an individual, its absence or weakness in their psyche may lead to unintended and unfortunate consequences. Indeed, it is a kind of blind spot, an Achilles heel, especially when the lowest motivator is an inverse spike: that is, it scores less than 10 in our scoring system.

If we are managing or coaching people we need some good questions to interrogate the importance or relevance of the lowest motivator, and the first thing to realise that unlike the top three motivators, which ideally require open questions, here the best type of questions are closed, at least to start with. We need to find out not, How do you feel about your lowest motivator, but more, Is it causing you a problem? Then, the Why, What and How can kick in.

So here are three great closed questions for each of the nine motivators for when they are the lowest, or near the bottom of the Maps' hierarchy. Bear in mind what we are considering here is the question: does NOT having this motivator 'driving' you create a problem in your work or life?



For the Searcher we might ask:

Does your work feel pointless sometimes?

Are you clear about those you are trying to help or serve?

Can you use feedback constructively to help you progress?



For the Spirit we might ask:

Do you feel that you are over-managed at work?

Would being able to make more of your own decisions help you progress?

Could you achieve more if you could control more of your own time?



For the Creator we might ask:
Would innovating a little foreground you more?
Does your routine sometimes bore you?
Is your organisation one that looks for innovation?



For the Expert we might ask:
Do people expect you to know all the answers and often you don't?
Could developing more expertise help you progress?
Are you working in an area that is skills-dependent and information-rich?



For the Builder we might ask:
Are you financially secure?
Can you afford the 'extras' in life that you want?
Would having more money enable you to achieve other, more important goals?



For the Director we might ask:
Do you find that important tasks get overlooked or not done?
Are others looking to you for leadership?
Would increasing your management skills make a difference?



For the Star we might ask:
Do you get sufficient recognition for what you do?
Would spending more time on promoting yourself help your career?
Are you feeling undervalued?



For the Friend we might ask:
Do people like you at work?
Are you able to influence others easily?
Can you fit into the team well?



For the Defender we might ask:
Do you sometimes make reckless decisions?
Would checking what you do improve its quality?
Are your messages clear and unambiguous?

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