Motivational Maps at Ordnance Survey

Who is Ordnance Survey?

Ordnance Survey (OS) is best known as the mapping agency of Great Britain. Our data supports £100 Billion of the British economy and is key to everyday life across the nation. OS data helps emergency services to respond faster, keeps transport flowing, enables utilities companies to locate their assets, helps mortgage lenders and insurers to assess risks, claims, and more. At OS we employ around 12,000 employees and have a proud heritage of investing in our people. As a result we have been able to constantly grow and change in response to our ever changing market demands. Around 1,000 of our employees are based at a head office building in Southampton and a number of field surveying and sales roles are remotely based in order to cover the whole of Britain.

Why motivational maps?

We started to use motivational maps in 2014 in our Commercial business group (around 150 people) and our Marketing and Communications business group (around 40 people). We had just appointed new directors to lead each of these groups. They needed to work closely together and needed their people to have the right levels of skills, knowledge and motivation to achieve the commercial aspirations of the organisation. Andrew Loveless, the Commercial Director, was particularly keen to use the motivational map tool to enhance the motivation and therefore performance of his directorate. He describes the challenge he faced and his reasoning behind motivational maps:

> *"We needed to understand what was driving and motivating our sales force. It was important to get to the very core level of what drove the team. We had a very ambitious growth agenda and needed a common framework to have an open dialogue around the motivators we had in the business. We wanted to do something purposefully different. I'd seen the motivational maps work well in a previous context and was keen to leverage that output again."*

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Andrew Loveless, Commercial Director of OS

The challenge that Katie Powell, Marketing and Communications Director, faced was around forming an entirely new directorate within the organisation and creating a shared focus:

"We were forming a totally new function of Marketing and Communications. Marketing itself had previously had 6 different reporting lines within the business and no focal point. We had to root out and pull together people to understand their common purpose and bring them together as a team. As we were working predominantly with what we had we were asking many people to step up and giving them a stretch so we had to understand the make-up of the team. We had a good idea of skills but not so much of what drove them and that was essential."

Katie Powell, Marketing and Communications Director of OS

What did we do?

OS worked with James Sale to run a 'train the trainer' model across these business groups, effectively training up the two senior management teams in order that they could then train their own managers and people around the meaning and use of the motivational maps. The programme played out as follows:

Month 1	• *James delivered a session to introduce the concept of motivational maps to the Commercial and Marketing & Communications senior management teams (13 people in total)* • *All attending these sessions then received links to complete their own motivational map questionnaires*

Month 2	• *James delivered 'day 1' training to both senior management teams to enable them to understand their own motivational maps and make individual action plans around enhancing their own motivation levels* • *All senior managers introduced the concept of motivational maps to their own teams, shared what they had found useful and highlighted that they would be guiding their teams through their own results when they had completed their own questionnaires* • *All individuals across the two business groups were invited to complete their own questionnaires* • *Upon completion of the questionnaires they were sent to each individual automatically so that they could read about and understand their own levels of motivation*
Month 3	• *James delivered 'day 2' training to both senior management teams to enable them to understand the motivators of their teams and create team action plans to enhance motivators* • *Each senior manager then delivered a team session to their own team to explain motivational maps in more depth, share results and support individuals in their teams to come up with their own motivational map action plans* • *Each senior manager also delivered a separate session to their own management team to enable them to understand their team motivational maps and identify key areas for action*
Month 4 onwards	• *All managers and individuals were encouraged to continue to use motivational maps to enable meaningful conversations in 1:1s* • *All individuals were given an open invite to complete the motivational maps at any point they needed to (e.g. significant changes in personal circumstances)*
Month 7	• *All individuals across the two business groups, were invited to complete the motivational map questionnaires again in order to see how motivational profiles had changed*
Month 8	• *James delivered masterclasses to all managers across the two business groups, looking at a combination of their own and their team motivation results, in order to review what actions had worked in the last round and plan next motivational action steps*

How did people react to the motivational maps?

At an individual level most people found the motivational map questionnaire easy to complete and found the motivational map reports to be quite self-explanatory:

> *"They were quick to complete, quicker than a lot of questionnaires"*

> *"The reports were easy to understand. Good colour coding, easy to read bar charts of results"*

> *"I was able to understand my profile quickly so could then move on to investing my energy in what to do to improve my motivation"*

While some were quite sceptical of its simplicity initially, a lot of people commented that the outputs were personally insightful for them:

> *"I tutted and groaned all through the seemingly 'daft' questions… and then it came up with something uncannily spot on! Very clever"*

What was the impact of the maps?

The biggest impact from the initial round of motivational map questionnaires across the two directorates was the buzz they created. Many people talked about their motivation preferences and shared their results with colleagues and this created a shared language and sense of wider team. In order to support and grow this buzz, the senior management teams had set the tone by publically sharing their own motivational map results and how they had found them useful.

Managers at all levels across these business groups picked out that the key benefit of motivational maps was the conversations that they enabled with their people. Miranda Sharp, Head of Commercial Markets within the Commercial Directorate comments:

> *"They were a useful conversation starter. They enabled meaningful conversations between managers and individuals and gave us a shared language to use across the team"*

The maps also seemed to create a shared agenda between managers and their people due to the visibility of motivation results to both. They allowed conversations at a meaningful and non-threatening level as they could start around the context of motivation and work from there rather than starting around performance.

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Andrew Loveless, Commercial Director, reports on the power of the motivational maps with his own direct reports:

> *"The maps enabled laser precision, actionable insights, nothing is genericised. In working to empower my own leadership team there were intense moments of self-realisation and powerful conversations as a result"*

The motivational map results also appeared to enable more macro insights across the team. Katie Powell, Marketing and Communications Director:

> *"It was interesting to see how individuals mapped. It gave managers a different lens to see their team through and enabled managers to see where conflicts may be occurring across the teams."*

What changes in motivation did we find?

At the time of writing the data was from an initial set of motivational map questionnaires and from the follow-up set around 6 months later. Looking at the changes in motivation across this time frame at a purely numerical level, the picture was very varied across individuals. The biggest increase in motivation was 38% and the biggest decrease was -44%. For about half of each group motivation went up over the 6 months and for the other half motivation went down. As a result of this variation in both directions the average motivation level across the whole of the two directorates remained roughly stable over the 6 months, at just under 70% motivated for both business groups at both time points.

The individual with the biggest increase in motivation over the 6 months (an increase of 38%) worked within the Public Sector team in the Commercial business group. This whole team maintained a high level of motivation at a team level (from 69% to 70%). The Director of this team, John Kimmance, comments on the usefulness of the maps both personally and as the lead of a team of managers with their own teams to manage:

> *"Knowing my motivators helped me to think about the role and how to do more of what motivates me in it. For example, the recognition of having spirit in my profile made me look at where I could take more autonomy in my role. It also helped in conversations on the drive to manage my own ship without any micro-management from above…having applied the learning to yourself you could then apply it to your team…one of my managers has a high defender in his profile and we were in an environment where we have to grow and change constantly. The awareness of the maps has enabled a light hearted level of conversation around this and also means that I take a bit more time to bring him up to speed on our constant changes to help him become comfortable with them."*

In the case of the individual within this team whose motivation had improved by 38%, he and his manager worked through the motivational map results together in an open and structured way, looking at his top motivators, how well they were being met and whether they were a good fit for the role he had moved into. They used these to plan the individual's goals and developments and actions to build on current motivators. They also used the lowest motivators as a check to see if anything in the individual's development plan was conflicting. This individual describes his story in depth below and explains how a combination of factors, many purposely driven by the motivational maps, enabled his motivation to improve so significantly:

> *"I used to work in a different part of the business but had grown a little stale and was meeting a brick wall in trying to progress. I took the decision to move out of this environment into the commercial role. At the time of completing my first questionnaire I had just accepted the role but hadn't started it. My top 3 motivators at that time were Builder, Spirit and Creator and my motivation level was 54%. With Builder as my highest motivator the move to the Commercial part of the business seemed to fit me really well and completing the map drove home that awareness. My manager and I worked together with the motivational maps and were able to use them to build on the good relationship we had. My manager was better able to understand me and to fit his management style to my needs. For example, in order to meet the Spirit motivator, my manager now gives me the whole problem in a project to develop and manage. He keeps in touch and is there if I need him but he allows me to own the whole piece so I feel it is mine and I have that independence. We were able to fit my work goals better to my needs as well. It has also given me insights into how to motivate myself more. For the Builder motivator I started to work well to challenge myself and reward myself for achieving my goals. I was also better able to tell my line manager how I needed to be managed to get the best out of me. My motivation is now at 92% and interestingly my top 3 are now the Blues [Growth motivators], middle three are the Reds [Achievement motivators] and bottom three are the Greens [Relationship motivators]…for me the motivational maps really tick the box. With other personality tools I've used in the past it has taken a lot of time to understand what they actually mean. With motivational maps you get it straight away and so can move straight onto doing something about it."*

At a team level, one of the most positively motivated within the commercial directorate was the Consultancy and Technical Services Team (team motivation was at 69% initially and at 73% at the time of follow-up). Carl St John Wilson, manager of this team reports how the maps confirmed and furthered insights about the team to enable actions to meet their motivators further:

"He was already good at managing his team and we rebalanced things a little to give him even more people management responsibility (for a manager with a high Director motivator whose motivation had improved by 18%)

"We carried on more flexible and home working, gave him some better technology to support this and gave him responsibility for problem solving on some of our really high priority customers" (for a team member high in Searcher and Spirit whose motivation had improved by 36%"

"We gave him a group of people to mentor with the challenge of making them as good as he is. At this time he also made it to a more senior position" (for a team member with a high Expert and high Builder whose motivation had improved by 10%"

From a marketing perspective one of the most positive teams was the Press team, led by Rob Andrews. Here motivation increased from 59% to 73%.

Of course, not all motivation levels improved but in many cases where motivations decreased the motivational maps seemed to provide an accurate reflection or helped to give a handle into the drop in motivation for the individual.

"I think my motivation plummeted due to my Defender. I heard a big announcement that impacted my future and my Defender needs just shot through the roof. I need to feel secure and have stability and that just threw everything in to question." (A manager with a high Defender in his profile whose motivation dropped by 12%)

"Well this was a year in transition for me. I have done the year and it was a great challenge for me at the time but now I'm bored and want to be running the show…my Director motivator wasn't so important before but now I've got my confidence back it is and it's not being met" (A senior manager with a high Director in her profile whose motivation dropped by 18%)

In summary, the motivational maps have created a welcome buzz and a sense of shared learning across the whole of two business groups. They have given people and their managers some tools to start to work on their motivation levels and have enabled some really empowering conversations for us at OS that are starting to show results.

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What next?

We have established a language and shared understanding of motivational maps across the two business groups and have enabled some great conversations. The management teams have engaged really well with the motivational maps approach and we have seen some great case studies where maps have made a real difference for individuals. We need to continue to work with our managers and the data we have to enable the best levels of coaching, guidance and other actions around the maps to really drive motivation across both groups and ultimately try to tap into that motivation to also drive great performance.

Thanks to Jayne Beresford, Organisational Development Consultant at OS, for her support of the Maps in OS and for keeping tabs on it all! Currently the plan is to roll out Maps to more staff at OS for 2015/16.

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