

Motivational Maps at the John Lewis Partnership

John Lewis is the UK's largest department store retailer and part of the John Lewis Partnership (JLP). As an organisation, JLP is well-respected for its combination of commercial acumen and corporate conscience. It is known for its policy of "Never Knowingly Undersold" which has been in use since 1925 and for being owned by its employees.

All 93,800 permanent staff are Partners. Together they own 43 John Lewis shops 337 Waitrose supermarkets, an online and catalogue business, a production unit and a farm. The business has annual gross sales of over £10bn. The Partners share in the benefits and profits of a business that is based on its founder's vision of a successful business powered by its people and its principles.



Why Motivational Maps?

We started to use Motivational Maps in 2010 in the John Lewis Maintenance department (around 400 Partners). At that time, John Lewis were embarking on a significant expansion of its estate, starting with the first of a new format of stores – John Lewis at Home. These would be stand-alone buildings on retail estates, with a selected product offering which require less floor area

and do not need a full complement of staff (Partners). As such they represented a significant change in the Partnership's strategy.

In addition, waste and energy initiatives were being introduced, further which increased the scope of the Maintenance Department's service provision.

Like most organisations, JLP wanted to grow whilst maintaining their profit margins. This would require maintaining the headcount, by minimising recruitment and redeploying existing Partners to new roles, and not replacing all retiring Partners etc.

However, the Maintenance Department were experiencing a number of challenges, including:

- The Partner Opinion Survey scores for the Department were disappointing, particularly around job security. (We subsequently found Defender to be a key motivator of this Department, i.e. the need for security, certainty and predictability.)
- The Department was struggling to delegate the waste and energy initiatives at least partially because the Partners were concerned about providing a reduced service to customers. The lack of capacity for delegation generated real concern about the Department's ability to successfully manage the expanding estates without increasing headcount.

Rodney Hoper, Manager of Maintenance in John Lewis (at that time), engaged Aspirin Business Solutions to help the Department. His remit:

The remit for Aspirin Business Solutions:

"We are entering a period of change and growth, which brings uncertainty.

It's important the team are equipped so that, whatever shape that change takes, they are in the best place to be successful and handle the change.

In the meantime, the team need to be focussed on current activities and performance."

PropertyServices

Rodney Hoper believed Motivational Maps would help engage the team in embracing the changes through the new strategy, and would provide an essential people centric element to its annual Maintenance Conference. The conference provided a good opportunity to consulting the Department about the proposed new vision, strategy and how performance would be measured.

Rodney particularly liked the Motivational Maps capability to generate metrics around each individual and each team's level and source of motivation, and the personalised individual reports with motivation strategies.



*John Lewis Operations Managers for Maintenance
with Susannah Brade-Waring, MD of Aspirin Business Solutions (centre)
at the Maintenance Annual Conference, in Odney.*

What did we do with the Motivational Maps?

Susannah Brade-Waring worked with the Operations Managers (OMMs) to map the motivators of the Management Team. The programme started with high-level insights and developed over a number of years into Leadership Coaching for each Operation Manager and their successors.

Phase 1

- *Each OMM completed a Motivational Map and received personalised feedback. This gave them confidence in recommending the tool to their teams.*
- *All 40 Branch Maintenance Mangers (BMMs) completed a Motivational Map prior to attending the Conference.*
- *At the Conference we explored the role of motivation in*

	<p><i>influencing behaviour, performance and relationships. We provided an overview of Motivational Maps and then revealed the Top 3 Motivators of the Team and the lowest motivator.</i></p> <ul style="list-style-type: none"> <i>All attendees were involved in discussions and exercises around these 4 Motivators. This empowered them with knowledge of how their motivation influences their behaviours and choices, and how to manage and feed their motivation.</i>
Phase 2	<ul style="list-style-type: none"> <i>The OMMs wanted to understand their teams better and we used the Team Maps to understand the motivators of each regional team.</i> <i>We provided the OMMs with insights specific to their overall team of BMMs and for the individuals.</i> <i>We considered developmental needs and team dynamics.</i> <i>We identified top and ‘worst’ performers and looked for trends in motivators to explain and predict this.</i> <i>We considered the implications of potential successors and movements of BMMs between the four regions and changes in OMM dynamics (following personnel changes).</i>
Phase 3	<ul style="list-style-type: none"> <i>Susannah was asked to provide Leadership Coaching to one of the OMMs. The Motivational Map was key to self-awareness, and particularly to identifying and removing blocks or barriers to the individual’s progress which were frustrating both the individual and succession planning. As a result, the individual became far more effective at challenging his team’s performance and keen to take on more responsibility.</i>
Phase 4	<ul style="list-style-type: none"> <i>Susannah was asked over the following 4 years (2011 to date) to provide further Leadership Coaching with Motivational Maps to the other Operations Managers and their successors.</i>
Phase 5	<ul style="list-style-type: none"> <i>The Leadership and Development Department of John Lewis adopted Motivational Maps as a core tool, and 16 Partners were trained and accredited to use them by a team of Motivational Mappers. The Maintenance Department’s experience and positive feedback about the Maps were fundamental in making this choice.</i>

The 2014/15 vision developed by the John Lewis Maintenance Department:



How did people react to the Motivational Maps?

At an individual level the BMMs and OMMs found the Motivational Map questionnaire quick and easy to complete. The speed and on-line access meant time away from their jobs was kept to a minimum.

The BMMs were given their Motivational Map reports at the end of Day 1 of the Conference – after getting insights into their motivation. Many reported staying up late or getting up early to read their Motivational Map report, and found it very interesting and easy to understand.

"I found the Motivational Map a really interesting and useful exercise, and I think the Maintenance Team will both enjoy and benefit from it."

"By understanding my motivators and setting clear expectations, I am far more effective in delivering both personal and business objectives. The Team Map helped us understand each other much better."



BMMs – Your Team Map

1	SEARCHER		<i>Customer focussed, mission-critical tasks, good causes, seeks meaning, simple, sincere specific feedback</i>
2	DEFENDER		<i>Prudent, consistent, dependable, will stay on track seeks security, predictability, stability</i>
3	SPIRIT		<i>Self driven, focussed, self-sufficient, self-manager seeks freedom, independence, making own decisions</i>
L	STAR		<i>The need to be admired & respected because of one's position is an alien concept, hierarchy has little attraction</i>

How motivated are you as a Team? 73 %

This indicates you are in the 'Boost' zone and are generally well motivated. As a Team, it's likely you perform very well.

You are 54% open to change, as a team.

What was the impact of the Motivational Maps?

The first tangible impact was the buzz at the Maintenance Conference. These events tend to be detailed and technical and the participants showed a much higher level of engagement at a personal level than usual. Feedback following the Conference was also positive.

The changes and new strategy were adopted and implemented easily within the team. The team have remained committed to the new strategy and its evolution over the following years. Communication strategies, identified during the Conference as part of the Motivational Map exercise, were adopted and supported these changes.

Reflecting back in 2015, at the work we have done with the Maintenance Department of John Lewis we can provide the following update:

In 2010, when we started working with them, the department contained around 400 Partners. This included:

- 5 OMMS
- 24 Branch Maintenance Managers

looking after 24 branches and ancillary buildings.

In 2015, the department has:

- 4 OMMs
- 23 Branch Maintenance Managers

looking after 43 branches and ancillary buildings (80 buildings in total).

2015 scope of John Lewis Maintenance responsibilities:



The project has been a commercial success. To date, the increase in productivity has saved the Department in the region of £500,000 via saved salary and associated employment costs.

Critically, and in line with the Partnership's Principles, the Project has also been a success for both Customers and Partners, with performance across all areas of the Department (Customer, Finance, Operations and Partner) improving.

“Susannah’s work has been fundamental to our success in improving a number of areas:

- particularly our Partner and Customer survey scores, and
- in creating the highest level of Partner ownership I have seen in the department. “

Rodney Hoper, Manager Maintenance

Somewhat surprising, the project also increased Partner ownership, particularly as the Partnership is employee owned. We attribute this to the approach applied to this project – that of engaging the Department in defining the vision and strategy, ensuring they are motivating, and breaking down the strategy into the measurable factors. This ensured the Partners were able to measure their own progress and address short-falls. As the reporting was implemented for every Branch Maintenance Manager, the Department is able to benchmark performance across its estate – which has created healthy competition and a way to identify and share areas of best practice.

This sustainable growth and success has been achieved despite fundamental changes in key personnel:

- Rodney Hoper, Manager of Maintenance, retired in 2012 and was succeeded by an experienced Partner, who was new to the department.
- 3 of the 4 OMMs have been on their long-leave (7 months of paid leave each), and
- Their successors (BMMs) have stepped up and not only covered their Regions, but continued to drive improvements in both operational and personal development.

We believe there are three factors which have led to this continued success, despite changes in key personnel:

1. The change management process which ensured the Department were engaged in developing the strategy,

2. The Key Performance Indicators, reporting systems and continuous improvement, and
3. The Motivational Maps used to create lasting change in people

The Department is currently under review and further expansion of a dozen more branches is planned. Yet I'm advised the mood is positive and the team feel strong. They are indeed *'well equipped so that, whatever shape that change takes, they are in the best place to be successful and handle the change.'*

In summary, the Motivational Maps have been fundamental in creating long-lasting and significant changes in attitude and behaviour. The OMMs and BMMs have created more control over their attitude, behaviour, strategy and how they approach their roles. As a result they feel strong, optimistic and empowered.

What next?



We are currently using Motivational Maps for Leadership Coaching in the Central Team – which provides specialist technical guidance to the Maintenance Departments of both John Lewis and Waitrose. Long-lasting and remarkable results have been achieved, especially in long-serving Partners who've been with John Lewis for over 20 years.

One of our coaching clients:
Julie Merry, Operations Manager Maintenance
(Energy)

Waitrose

We have also been engaged to provide Strategic and Leadership Coaching to the Maintenance Department of Waitrose. Starting in April 2015, we will be mapping the motivators of the Management Team – including the Manager of Maintenance, 4 OMMs and 16 BMMs).

Aspirin Business Solutions



Susannah Brade-Waring is the Managing Director of Aspirin Business Solutions, Motivational Maps Ltd, an organisation which encourages its clients to use their business headaches as a catalyst for change for themselves and their teams to create win:win solutions for the individual and their organisations. We call this 'Transforming business headaches into sustainable growth'.

Aspirin Business Solutions clients include John Lewis, Waitrose and SMEs engaged in:

access control, accountancy, construction consultants, dentistry, distribution, engineering, facilities management, funeral services, garden and landscape design, hospitality, manufacturing and veterinary services.



Heath Waring, Client Relations Manager, is great at looking after people, so his key role is to ensure our clients and team feel cared for. With nearly 30 years' experience in sales, proposals and key account management, predominantly in the water industry, Heath loves building strong relationships.

Heath will be your first point of contact within Aspirin Business Solutions for all general matters, including Motivational Map administration.

Aspirin Business Solutions are Senior Practitioners within Motivational Maps® and work closely with its creator, James Sale.



James Sale FRSA is the Creative Director of Motivational Maps Ltd, an organisation with over 100 Management Consultants and Business Coaches licensed to use its unique product in the UK and twelve other countries.

The Maps are now in six languages. He is also the World's No. 1 Expert on Motivational Mapping and its application-rich set of tools – Reward Strategies, Appraisal and Team Building.