



Motivational Maps®
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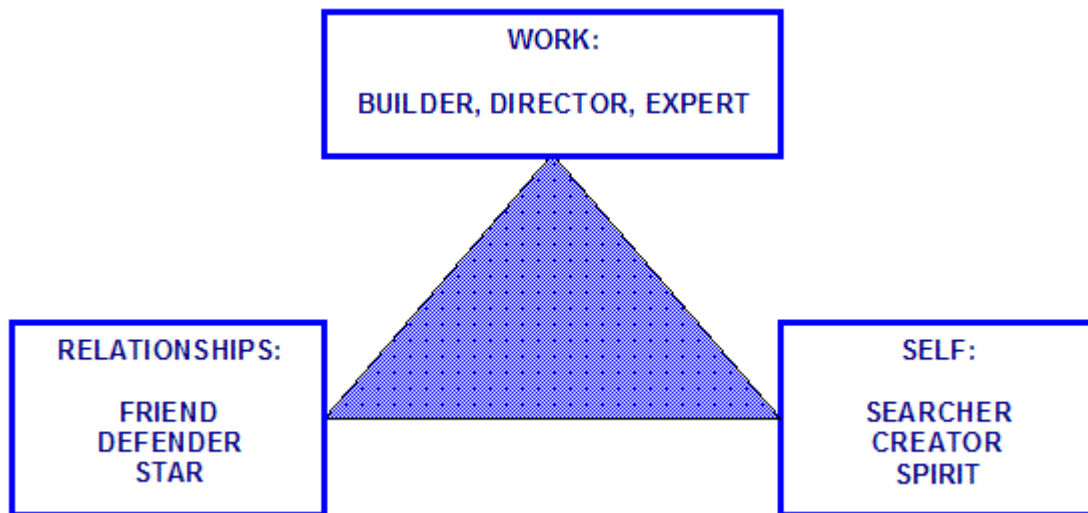
Introduction to MOTIVATIONAL MAPS®

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.

There are nine Motivations and usually three of these predominate, although sometimes this can vary - two may stand out, or a cluster of 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 that examining your Motivations is of fundamental importance.

The nine Motivations form three clusters of three. These clusters are 'tendencies' within the Motivational Mentoring® Life Triangle. Motivational Mentoring® places great emphasis on the 3 Elements of the Life Triangle.



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 Work 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 our Motivational Reward Strategies for more ideas (and see the next page for info).

What are the Nine Motivations of Work?

You might want to begin by asking yourself, which of these you most identify with:

RELATIONSHIP TENDENCIES

- The Defender - wants security, predictability, stability
- The Friend - wants belonging, friendship, fulfilling relationships
- The Star - wants recognition, respect, social esteem

WORK TENDENCIES

- The Builder - wants money, material satisfactions, above average living
- The Director - wants power, influence, control of people/resources
- The Expert - wants expertise, mastery, specialisation

SELF TENDENCIES

- The Creator - wants innovation, identification with new, expressing creative potential
- The Spirit - wants freedom, independence, making own decisions
- The Searcher - wants meaning, making a difference, providing worthwhile things

Once you've done this, remember your Authorised Practitioner (if you have purchased this product directly on-line, then contact Motivational Maps - info@motivationalmaps.com - for more information about Authorised Practitioners) can give you further insight into the Maps, your results, your team results, and your organisational results. Plus - your Authorised Practitioner can also provide you with information about Motivational Appraisal Systems (MAS), and Motivational Reward Strategies (MRS). MRS pinpoints tools and techniques to help anyone motivate any combination of Motivators.

**Now see the next page to discover what your Motivations really are.
Your primary motivator is The Spirit (S)**



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'.

Where Spirit is your highest score, then 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.

Your second motivator is The Director (W)



As a Director, your need is for power and influence - you want to be able to influence the way things happen - the people and the resources. Being just an anonymous number would leave you wholly dissatisfied. How one has power/influence is various – but the reality is, you need to be dominant. One aspect of this is your need to make the critical decisions about how things are done in the organization. Naturally, with this motivation you will tend to move towards management and career structures. You will also tend to have high self-confidence and great clarity about what needs to be done. Being given responsibility is highly motivating. You seek power formally and informally.

Your third motivator is The Creator (S)



As a Creator, your need is for creativity. This motivation is for innovation and to be identified with original output. In other words, you want your name on ... the book, the CD, the product or even the service. You are somebody who breaks barriers – brings into existence what wasn't there before. So problems, challenges and the 'new' bring out the best in you and are highly motivating – solutions mean innovations. You tend to be optimistic and can persevere in adversity. Because you solve problems, you like and feel the need for play - there is a special 'play' buzz that people get who are creative. You want that buzz in your work - if it's not there, you're not happy.

Your lowest motivator is The Friend (R)

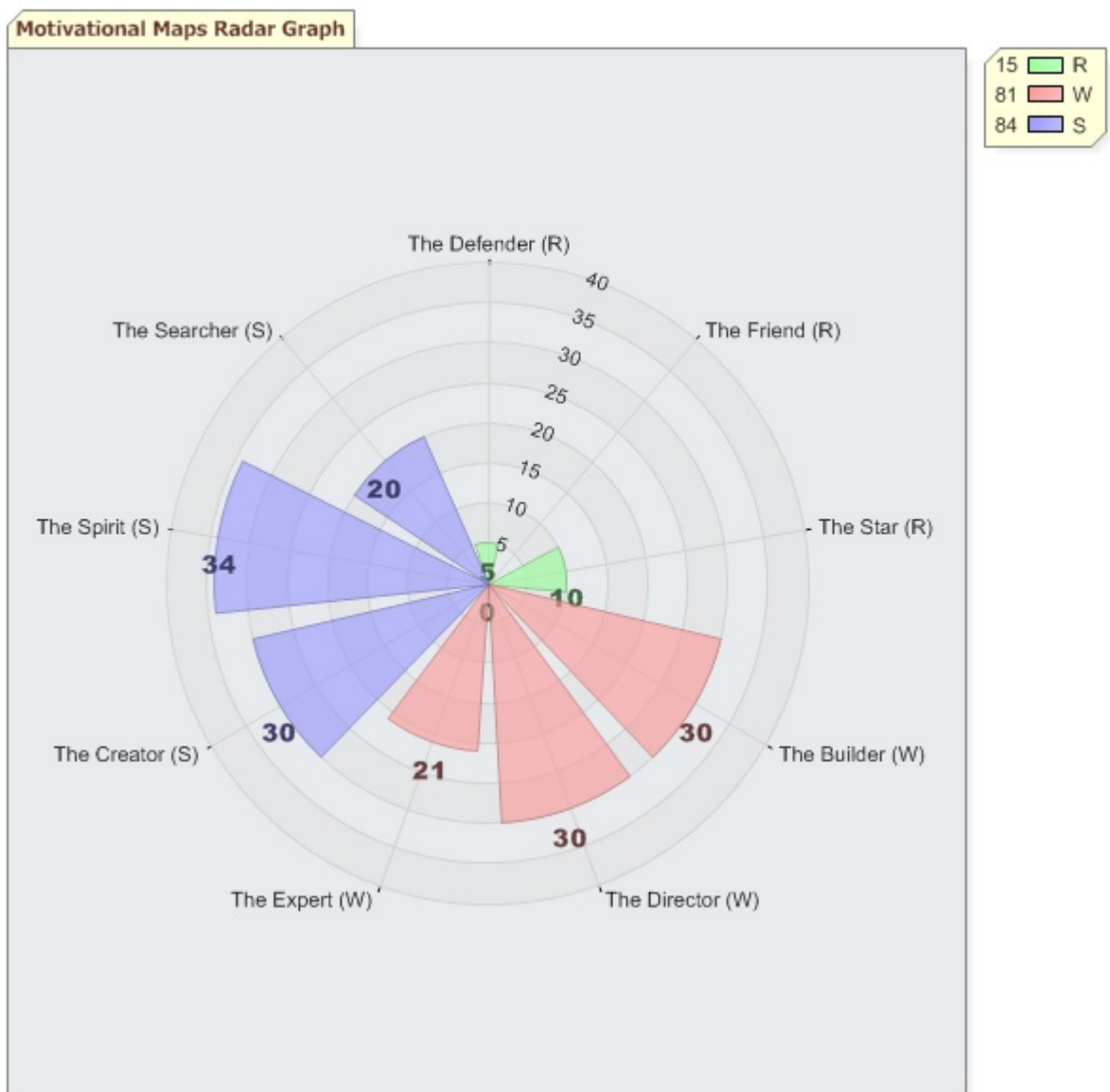


If Friend is your lowest score, then you do not seek nourishing relationships with other people at work - and don't go into work for social reasons. If you are a team player, it's not because you want to be part of the team. People who are strong Friend you probably regard as weak or as dependent – curb this response!

Motivational Maps® Radar Graph

The Radar Graph shows the strength of your Motivators measured against each other. A score of 30+ is a 'spike' - and extremely strong motivator. A score of 10 or less indicates a weak motivator, and below 5 can indicate some antagonism to the Motivator as a 'value' in others.

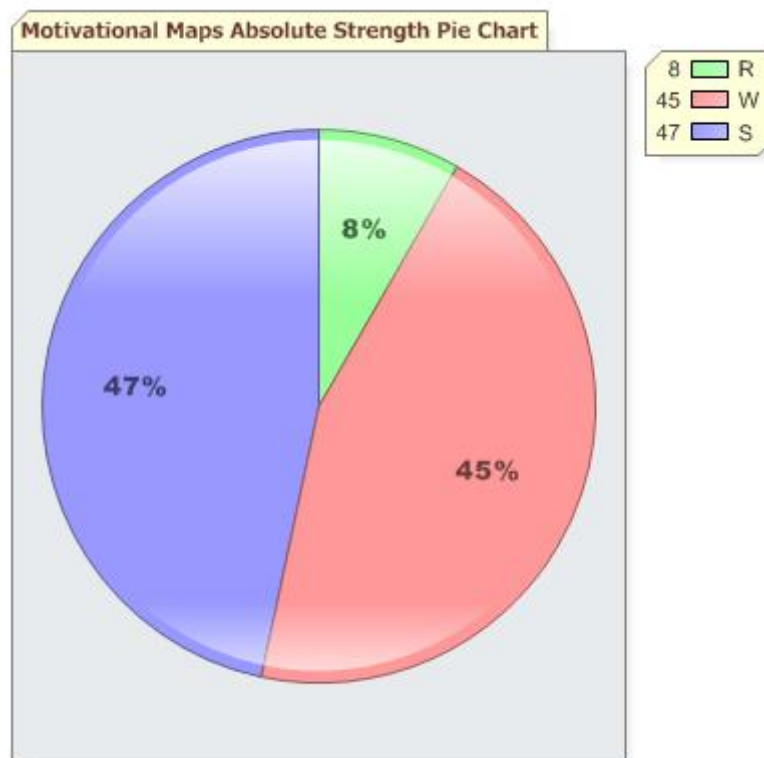
Bear in mind at all times: there is no 'better' or 'worse' Motivator or motivational score - only differences and fitness for purpose. Lower scores that are more closely clustered together suggest balance; spikes suggest extremes! Fitness for purpose determines what might be better in a given situation. Consult your Authorised Practitioner for more information about this.



Analysis Of Your Motivational Map® Tendencies - W,R & S

Map Type	Score	Absolute %	Relative %
R	15	8	14
S	84	47	80
W	81	45	77

Motivational Maps® Absolute Strength Pie Chart

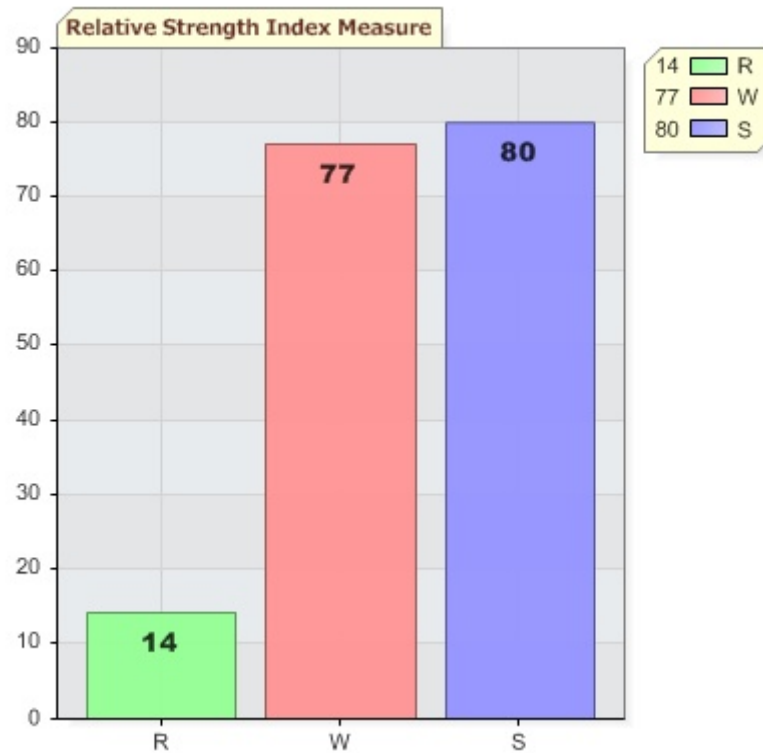


The Absolute Strength Index measures how important each Motivator cluster is set against the other two. Does one dominate? Is one especially weak? Is there a balance?

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 3 colours is pretty even, then you are pretty balanced: you get motivated at work through relationships (R), through achievements (W), and through personal development (S), probably in equal measure. Does your work environment enable you to gain all these satisfying Motivators - or is it just one area in which it is focused?

On the other hand, if one colour dominates the picture, then looking at the Relative Strength numbers for your Motivators can be insightful.

Motivational Maps® Relative Strength Bar Chart



The Relative Strength Index measures how important each of the three areas is measured against its own maximum intensity - which is 100%.

Scores of 70%+ tend to indicate a spike in one of the three areas.

If R is 70%+ your Motivation primarily comes from strong relationships at work (R)

If W is 70%+ your Motivation primarily comes from achieving your work-related goals (W)

If S is 70%+ your Motivation primarily comes from realizing your full potential at work (S).

Motivational Maps® Executive Summary

Your primary motivator at work is: The Spirit (S)

The key aspect of motivation for you is to seek - Freedom from Restrictions, Empowerment and Choices

Your second motivator at work is: The Director (W)

The next aspect of motivation for you is to seek - Power, Responsibility and Control

Your third motivator at work is: The Creator (S)

The final aspect of motivation for you is to seek - Originality, Challenge and Recognition

Extreme Map Motivators

These Motivating activities are not for everybody! But, they represent an extreme form of the Motivators in your top 3 profile.

Ask yourself - do these activities appeal to me? Can I do any of them? Can I - or is it appropriate to - get others (eg. my boss, my company) to support my doing them?

1. The Spirit (S): quit your job and become an independent consultant – in anything.
2. The Director (W): look out for chaos and ineffectiveness happening all around you in schools, hospitals, voluntary bodies, clubs and etc – and join (the club, the Board, the Governors, the ...) and volunteer to sort out the mess. Take control and make it happen!
3. The Creator (S): decide to use your creative drive in a completely different field – write, paint, compose, create something entirely new – then market it with your name on the 'label'.

A Typical Story for The Spirit (S) *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. He 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 his 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 his 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 him 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 him HOW to do the job. If The Spirit wants help, he'll ask. Until then, let him get on with it.

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

Choosing how he goes about a task, how he spends his time, and how he prioritises his activities is all food and drink to The Spirit. He is currently working in just such an environment. His boss has a laissez-faire attitude to him - she will lightly monitor what's going on from a distance. Sometimes he 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 - his productivity may be amazing - he 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 he is in complete control, or by very carefully screening the kind of boss he is going to work for. The Spirit wants independence and autonomy. Currently, screening the boss is working very well!

Personal Motivation Audit

You are currently 100% motivated in your current role.

THIS SCORE DOES NOT IMPLY ANY JUDGEMENT OF YOU - BE CLEAR THAT MOTIVATION IS INDEPENDENT OF YOUR PARTICULAR SKILL SET

The Motivational Audit Score is a snap-shot of how you feel your top 3 Motivators are currently being satisfied at work.

The aim of the Motivational Audit Score is to support you and your organisation in enhancing your motivational score.

Authorised Practitioners of Motivational Maps® can assist you to develop and increase your motivation at work through Motivational Maps® Reward Strategies, Motivational Maps® Appraisal, and Motivational Maps® Team Building.

Please email us at enquiries@motivationalmaps.com for further advice or visit our web pages for more information on our programmes: www.motivationalmaps.com.

Motivational Maps® are best used in conjunction with an Authorised Practitioner. If you would like to contact an Authorised Practitioner, please let us know and we will put you in touch. Motivational Maps® cannot accept liability for the consequences of the use of its reports and this includes liability of every kind for its contents.