



Team Motivational Report

Organisation: Example

Date: 26/06/2008

Team Name: EXAMPLE June 2008

Team Members...

- P - Team Leader
- S
- R
- M
- F
- V
- M



	Date	The Defender (R)	The Builder (W)	The Searcher (S)	The Creator (S)	The Expert (W)	The Spirit (S)	The Director (W)	The Star (R)	The Friend (R)	Personal Audit %	1	2	3
F	11 May 08	25	26 2	24	27 1	20	25 3	16	10	7 L	70	6	7	10
M	11 May 08	21	19	19	23 2	21	21	21 3	23 1	12 L	88	9	8	9
M	11 Jun 08	20	24 1	20	20	16	20	20 3	24 2	16 L	78	8	8	7
P	11 Jun 08	20	21	25 1	22 2	19	19	21 3	16 L	17	78	8	7	8
R	11 May 08	23 1	22 2	17	21 3	20	20	21	21	15 L	64	6	7	7
S	11 May 08	34 1	19	23 2	18	20	18	15	11 L	22 3	56	5	6	7
V	11 Jun 08	27 1	25 3	26 2	13 L	24	16	13	14	22	52	5	4	7
Total		170	156	154	144	140	139	127	119	111				
Rank		1	2	3	4	5	6	7	8	9	69%			

Motivator #1 - The Defender (R)

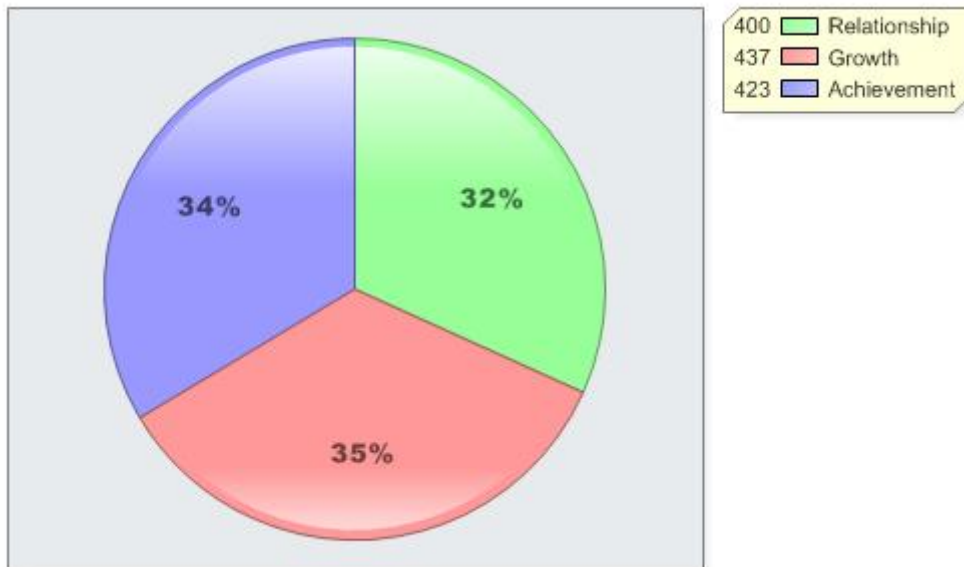
Motivator #2 - The Builder (W)

Motivator #3 - The Searcher (S)

Lowest Motivator - The Friend (R)

Team Audit Score - 69%

EXAMPLE June 2008 - Achievement, Relationship & Growth Balance



CHANGE INDEX SCORE

The Change Index seeks to establish how receptive a team is to change. Another way of putting this is: how Risk-friendly or Risk-averse are they?

The importance of this is in knowing in advance of any change project how much resistance is likely to be met. In this way more or less resources can be brought to bear to effect successful change.

54%	Above 50% - More open to change
	Below 50% - More resistant to change

Team Reward Strategies



Motivator #1 - The Defender (R)

You will know that the best way to be rewarded at work is by being given information that confirms long-term stability and prosperity - high job security, sound pension arrangements, solid conditions of employment and so on. It is helpful to explicitly link profitability/goal achievement with ongoing security.

The Defender Team wants security and predictability: create this environment for them.



Team Reward Strategies – The Defender (R) #1

Define roles and responsibilities clearly - remove ambiguity.
Extending this further – the organisational chart is also a reassuring aide-memoir to have around and keep up to date.

Here is a simple exercise for Team Leaders/Managers to share with their teams:

Jot down your answers to the following questions and share, discuss with the team

- Who helps you?
- Who relies on you?
- What would others miss if you weren't there?
- What do others look for you to contribute?
- What do you need to deliver as outcomes?
- What outcomes are expected from team?

Consider 3 outcomes & 1 of them 'process' – i.e. about how the team interacts with itself.

#2

Create and publish plans.

Do things in incremental and deliberate steps – safe and sure.

Long term planning prevents – or should prevent – fire-fighting and crisis management.

Crisis management is inherently stressful for the Defender.

#3

Routine work can be satisfying for the Defender as it is predictable.

Observe them in action and calculate just how much routine they like and are comfortable with.

Team Reward Strategies



Motivator #2 - The Builder (W)

You will know that the best way to be rewarded at work is by earning more money - overtime, promotion, performance related pay, productivity bonuses, profit sharing, pay rises - and through relevant perks such as a good company car.

Builders like money – really like money. Many people claim to – but these really do – or should we say, like the perception of money: appearing to have more than others.

How can you help them feel 'rich' ?.



Team Reward Strategies - The Builder (W) #1

If money is tight, what other perks are possible?...

Remember: the key thing is to present them with a financial or standard-of-living angle.

Clearly, a bigger company car is self-evidently desirable.

However, even training can be seen to be desirable if it is linked to increased earning capability: the training is not valued for its own sake (as with the Expert), but it is valued if the Builder feels that if I know this, or can do that, then my earning potential increases.

The same is true with increased responsibility: there may be no immediate increase in salary, but if this is presented along the lines of, this prepares you for future promotion, then it can be highly effective.

#2

Promotion is desirable where income increases - and significantly increases.

Does your organisation have a clear career pathway for its staff?

As team leader position yourself as the person who is the advocate of the Builder – seeking to reward him/her with promotion based on their results.

Team Reward Strategies

Motivator #3 - The Searcher (S)



You will know that the best way to be rewarded at work is by constantly being shown the effect your work has on the consumer of your product/service. Also, by consistently flagging up what a difference your work - personally - is making in this area.

The Searcher wants to make a difference – help the Searcher to be counted!.



Team Reward Strategies - The Searcher (S) #1

The Searcher loves positive feedback – so give it to them.
Here are some guidelines on effective and positive feedback:

POSITIVE FEEDBACK

- Say what THEY said or did
- Say positive consequences
- Say - praise
- Say repeat this
- Say you have confidence in them & continued positive consequences

MAINTAIN MOTIVATION

Be SPECIFIC & SIMPLE & SINCERE



Tips for Reviewing the Team Motivational Scores

In reviewing the Motivational Scores on page 2, some general points and potential issues should be kept in mind:

- Look for team members whose Motivator #1 is another Member's lowest Motivator. In about 50% of cases we often discover 'conflict' between the individuals.

The Maps provide a common language in which this conflict can usually be successfully resolved - once the individuals understand why they 'differ'.

- Scan for individual scores above 30 - 'spikes' - and scores below 10 - 'inverse spikes'. Scores above 30 usually indicate an intense Motivator or need. To ignore this is at management's peril.
- If the Motivator scoring above 30 cannot be met through the Rewards Strategies programme, then it is unlikely that the individual will stay in the organisation; or if they do will tend to become counter-productive over time.
- An 'inverse spike' indicates the opposite result. This individual places very little value on this Motivator, and is more likely to 'differ' with someone who regards the Motivator as important.
- Very extreme scores at either end of the range need to be carefully monitored because they can sometimes indicate someone who is deliberately trying to forge a 'false image' - in other words, the audit does not really represent them. However, this only occurs in less than 1% of cases.

Consider the spread of the Motivation scores because they reveal how flexible or how focussed the individual is likely to be.

- If the difference between an individual's top and bottom score is no greater than 8 points (e.g. Lowest Score = 16 and Highest Score = 24), then that is very different from an individual who has a spread of 20 points (e.g. Lowest Score = 10 and Highest Score = 30).
- Someone with a range of 8 points is likely to be more flexible and accommodating - (perhaps more of a team player) - than someone with a 20 point spread. Alternatively, an individual with a 20 point range is likely to be highly focused or targeted.