



*Performance Blueprinting: A Business Case Study*



# Scene Setting

Starting in April 2017, this manufacturing and supply multi-national organisation, with a head office in the Netherlands and a large footprint in Africa, began a Performance Blueprinting journey. Due to the multi-cultural dynamic of the organisation as well as its aggressive growth strategy, the initial intention was to better understand the cultural make up of the organisation and quickly identify its unique characteristics, strengths and values.

Armed with these insights, the organisation's intention was to improve its talent management and people practices by:

- attracting talent aligned to the culture of the organisation,
- leverage the combined strengths and motivators of its talent to drive organisational performance, and
- better understand individual and team core motivators to promote employee engagement.

What follows is a summary account of their journey over a 15 month period.

# The 2017 Solution: Motivational Mapping

Thanks to the latest research in human motivation and what drives performance, we now know that we have three motivational clusters which consist of nine motivators that are working together to drive our overall motivation levels.



Motivational Maps provides valuable insights into how these nine motivators are prioritised for both individuals and teams, as well as how satisfied each of them are.

# 2017: Motivational Mapping Rollout

## **Phase 1: A talk on motivation**

To prepare the teams for the intervention, the team attending a one hour talk on the concept of motivation, where they explored:

- Myths about motivation
- The theory of motivation
- The truth about motivation in the workplace
- The Motivational Maps model of measuring motivation

## **Phase 2: Individual Assessments**

Each team member completed the online self-inventory assessment. With the assessment only taking a maximum of 10 minutes to complete, minimal interruption to daily operations was ensured. The system immediately generates a report and a table of numbers for analysis and was sent to the Motivational Maps practitioner.

## **Phase 3: Individual Debriefing & Coaching Sessions**

Each team member attended a one-on-one personalised and confidential debriefing and coaching session. During this session, the results of the report were discussed and each individual compiled a list of action items they could implement in response to the results to increase their motivation and therefore their performance. To encourage accountability and taking responsibility for one's own motivation, each team member was challenged to on their own accord, share the insights and engage in conversations with their direct reports about what needed to happen for them to improve their overall motivation and therefore performance levels.

## **Phase 4: Team Reports & Management Debriefing**

Nameless team reports as well as an organisational report was extracted and debriefed with the management team. Anonymity was crucial as this team was battling with trust issues and a strained inter-team dynamics at the time. Using these insights, the management team was coached around team and organisational initiatives to address lower motivational levels.

# 2017: Motivational Mapping Impact

This simple, initiative quickly and effectively delivered the following results:

- The management team, through identifying their own personal motivators were able to review their respective management styles and identify where they were creating stumbling blocks for their teams.
- The organisational head was able to reason and better understand the strained inter-team dynamics (conflicting motivators) and put measures in place to quickly and effectively resolve this.
- Crucial performance conversations that needed to take place were now easily facilitated through this process, as talking about motivation is a lot easier than talking about one's performance. As a result under performance issues were addressed swiftly and with ease.
- Individuals began taking responsibility for their performance blockers and armed with their motivational insights were able to have open and honest conversations with their line managers about their current performance levels and possible strategies to improve them.
- The management team put two key initiatives in place to tap into their primary organisational motivators to improve employee engagement:
  - Elected a social committee responsible for identifying suitable Corporate Social Responsibility initiatives for employees to get engaged in. This doubled as a team building initiative to address the strained team dynamics.
  - Began an internal and regular knowledge sharing initiative where teams shared knowledge and customer insights on a regular basis.
  - Began an international exposure incentive programme, where they awarded performance by encouraging top performers to travel to the Netherlands to their head office to share their knowledge and learn from their best practices.



# The 2018 Solution: Performance Blueprinting

At the start of 2018, the management team were looking to repeat the previous years intervention, firstly to measure if the motivation levels had in fact increased in line with their improved operational and financial performance; but also to assess their new team members to better understand their strengths and motivators so as to tap into their potential faster and harness their commonalities with their new team to onboard them faster and drive performance.

## The 2018 Solution:

Through combining the power of Motivational Maps and StrengthScope, we would be able to provide further insights into the key driving factor behind individual, team and organisational performance as well as create an understanding of how satisfied and utilised the key strengths were at present. This solution was dubbed: Performance Blueprinting.

It's important to remember that performance is not an event, but rather a journey. A journey of understanding one's key driving forces, how satisfied they are and preparing a strategy of how to improve overall satisfaction levels to drive improved, ongoing and sustainable performance. To do this the data must be collected, transparently communicated, and explored to drive personal and team insights and encourage crucial performance conversations.

As the organisation had dramatically improved their inter-team and trust dynamics, we decided that the best way forward was to facilitate a one day Performance Blueprinting workshop instead of the individual private feedback and coaching sessions.



# Performance Blueprinting Workshop Summary

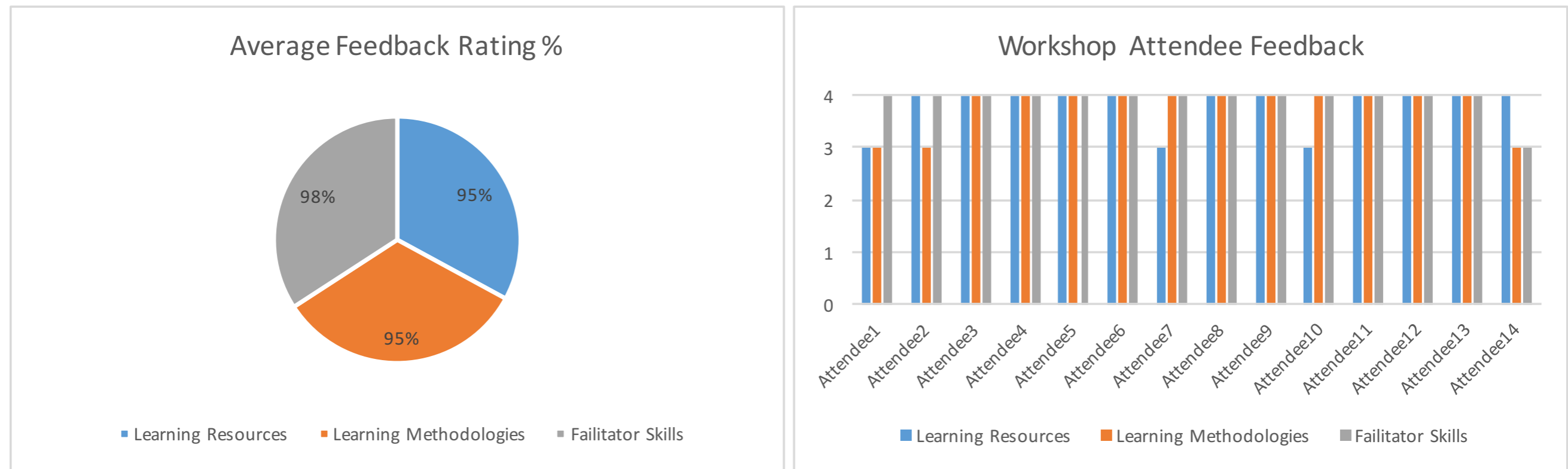
The following is a summary of the key outcomes of this organisations Performance Blueprinting Workshop held on 17 May 2018, reflecting data captured pre and post strategic performance improvement interventions:

- Overall organisational motivation scores have increase by 11% and is noticeable in the staff's engagement.
- The team has come a long way since the last session, seemingly more cohesive. Individual team members are showing significant growth.
- While team members seem to enjoy good dynamics within their actual working teams, there could be more inter-team communication. This would not only encourage better cross divisional dynamics but also encourage sharing of ideas, shared problem solving and improved communication across teams within the organisation.
- Peer to peer recognition and feedback may still be neglected due to the lower propensity for seeking out recognition and building mutually beneficial relationships.
- The team has increased it's preference and desire for more innovation, perhaps in relation to the 5% increase in their risk friendliness.
- Team Two seem to be questioning how and if others perceive their value, specifically by Team Three and may be struggling to find their voice.

# Performance Blueprinting Workshop Evaluations

Irrelevant of what the data depicts in the following pages, we believe the true value is based on the perception of the those who embark on the Performance Blueprinting journey.

The following pages reveals quantitative and qualitative data of the outcomes of the intervention:





# Performance Blueprinting Workshop: What was most valuable?

*"I have learnt that we are all very different and we depend on each other as those differences are what makes us a team. Everyone's opinion does matter, we need to communicate well, seek to understand other points of view."*

*"Learning we are all different, someone's pet hate may be another's passion.  
Communicate effectively."*

*"To realise that no one is a failure"*

*"That all I want to achieve starts with me. I can have all the knowledge I want buy only initiative will help me grow and go beyond my comfort board."*

*"This was so insightful into my personal life as well as in the strengths of our team. Where we need to work and improve. This session was truly enriching and inspiring."*

*"How everyone contributed to the session."*

*"Getting to know my colleagues better as well as their super powers. My superpower's need some work: "Dare to dream"*

*"I am endless."*

*"My strengths. To develop my skills/talents and implement these within our team"*

*"Things going pretty much according to plan. Be critically aware of relational quadrant."*

*"Difference between persona and personalities - distance. Other people also not 'scoring' high on the relational strengths, feel better about myself."*


*"I learnt a lot about myself and team mates. How we can motivate each other and/or demotivate each other."*

# Motivational Tracking 2017/2018




5%

**Team One:** This team made up of *management and administrative staff*, enjoyed an overall increase in team motivation of 5%. Important to note here that statistically, disengaged managers are 5 times more likely to have disengaged staff.



4%

**Team Two:** This team made up of *internal support and sales staff*, enjoyed an overall increase in team motivation of 4%.



14%

**Team Three:** This team made up of *sales and customer relations staff*, enjoyed an overall increase in team motivation of 14%, the biggest of the teams and was inline with the teams improved sales performance.



11%

**Organisation:** The *combined organisation*, enjoyed an overall increase in organisational motivation of 11%, again reflective of the overall improved performance of the organisation and it's financial growth.

# Team Strengths Matrix

A further benefit of the tools, is in their ability to map strengths and quickly highlight performance risk areas and enhanced performance opportunities per individual and team.

## Org Report June 2018

● Significant 7 strengths

Individual team members would appear here giving clear line of site as to which team members possess which strengths and where they have non-strengths.

	Emotional						Relational						Thinking					Execution						
	Courage	Emotional control	Enthusiasm	Optimism	Resilience	Self-confidence	Collaboration	Compassion	Developing others	Empathy	Leading	Persuasiveness	Relationship Building	Common Sense	Creativity	Critical Thinking	Detail Orientation	Strategic Mindedness	Decisiveness	Efficiency	Flexibility	Initiative	Results Focus	Self-improvement
1		●		●	●									●	●	●	●		●	●		●		
2	●																		●				●	
3		●		●	●																	●		●
4				●	●						●												●	
5				●	●																		●	
6		●		●	●		●	●	●			●							●			●		●
7	●		●	●		●				●													●	
8		●		●	●																		●	
9			●	●	●				●														●	●
10	●		●	●										●									●	●
11					●																		●	
12					●																		●	●
13	4	6	4	9	8	6	2	6	2	3	2	1	4	2	3	8	8	7	3	3	5	7	5	4



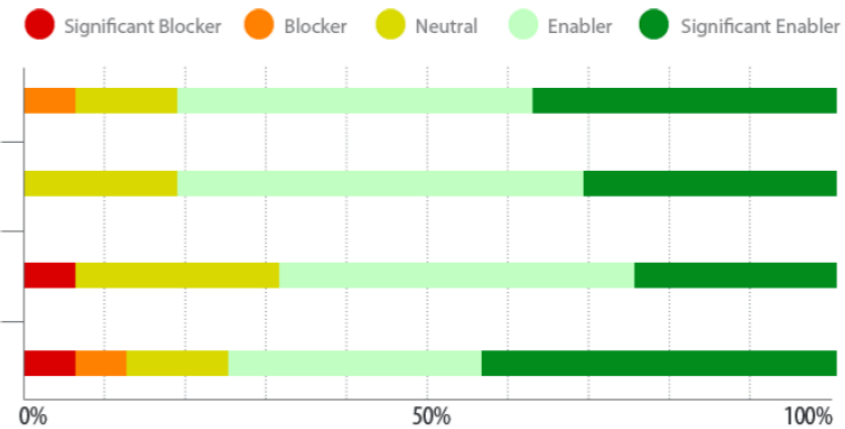
# 5 A's Model of Team Effectiveness: Productive Team Habits

The multi factor advantage of these assessment tools includes the replacement of all traditional employee engagement tools as it captures a real feel of how the organisation and management is perceived in terms of achieving the 5A's of Team Effectiveness. This teams results revealed that there is room for improvement in the team members feeling that their strengths, skills and expertise are valued and effectively used by the team.

## Aspirations



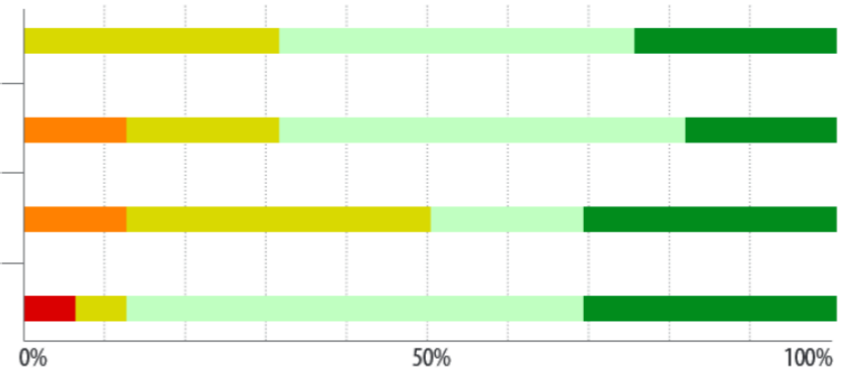
- The team's purpose is clear, meaningful and understood by all team members
- The team has clear, measurable goals which are aligned with its purpose
- There is a strong commitment by all team members to the team's purpose and goals
- The team has agreed performance standards and holds team members accountable to these



## Awareness



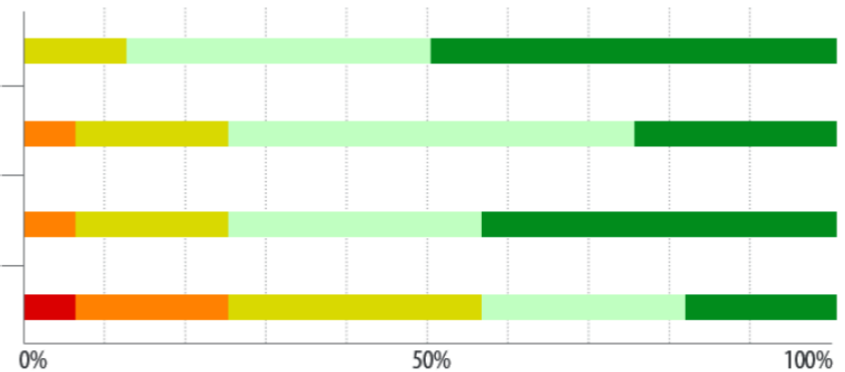
- Team members know how they can best use their personal and technical strengths to contribute to the team's goals
- Team members understand and respect each others' strengths, weaker areas and preferred ways of working
- The team is clear on each member's role and expected contribution to the team's purpose and goals
- Team members understand the expectations and needs of the team's main customers/stakeholders



## Action



- Team members are given a fair opportunity to share their ideas and views openly and without interruption at team meetings
- There is a strong commitment to follow-through on decisions and actions agreed by the team
- Team members are highly supportive of each other and are quick to call on each other for help on tasks to get the job done as well as possible
- Team members feel that their strengths, skills and expertise are valued and effectively used by the team



# 5 A's Model of Team Effectiveness: Productive Team Habits

The results also revealed that the team does not regularly seek feedback on its performance from each other or from customers/stakeholders, creating a blocker for continuous improvement. This echo's the results of the motivational mapping, giving unique detailed insights into what may be standing in this teams way of further utilising their key strengths and primary motivators to further improve their performance.

● Significant Blocker
 ● Blocker
 ● Neutral
 ● Enabler
 ● Significant Enabler

## Agility

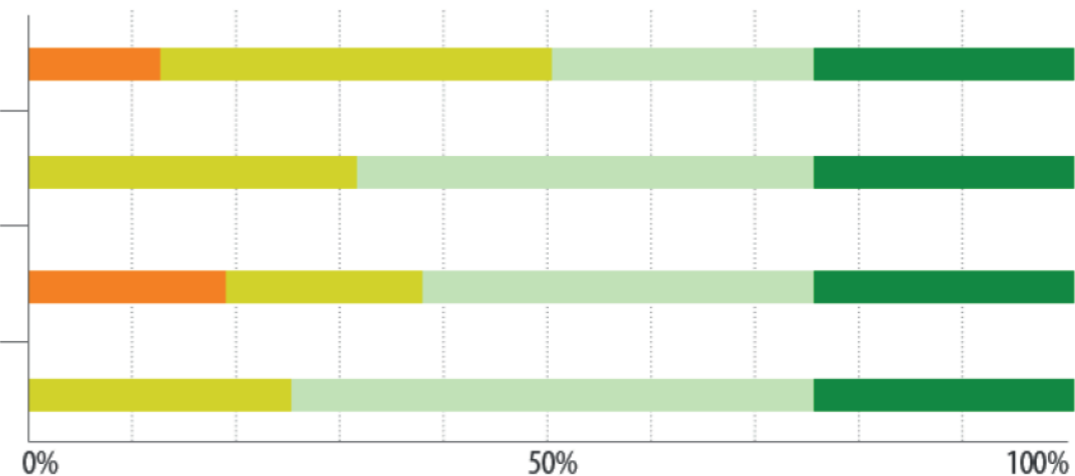


Team members provide each other with constructive and helpful feedback to ensure actions and approaches are continuously improved

Team members bring new ideas and approaches to the team to improve its effectiveness

Team members focus more on solutions than on problems when faced with change, uncertainty or stressful circumstances

The team is quick to spot and take advantage of new opportunities and trends arising from changes in its operating environment



## Achievement

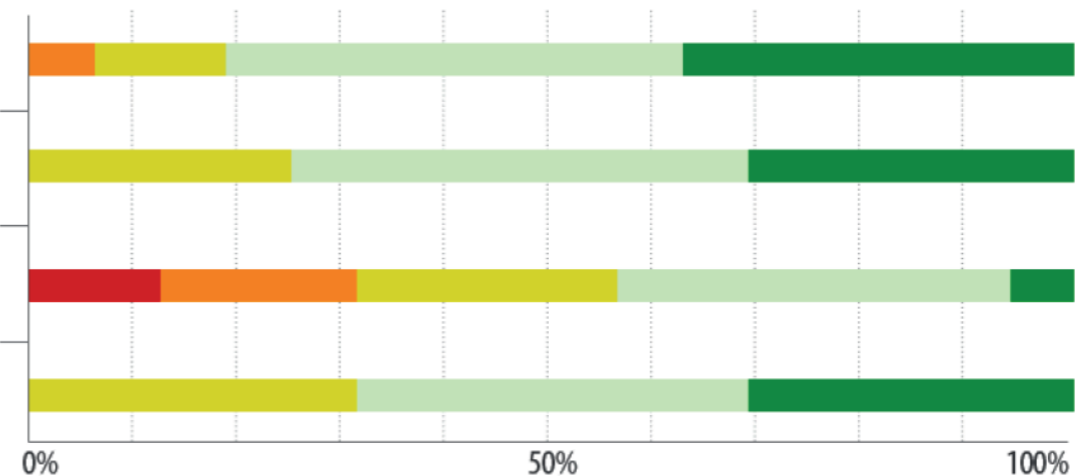


Team members openly share knowledge and learning with each other to help improve the team's effectiveness

Team members take time together to recognise and share successes and milestones

The team regularly seeks feedback on its performance from customers/stakeholders

The team is successful in delivering what it promises to its key customers/stakeholders





# What works well in the team that should be optimised and built upon?

An example of how the tools improve the relevance and validity of employee feedback, the following captures actual team comments (spelling and grammatical errors included to honour validity):

Team members' responses are described in full below:

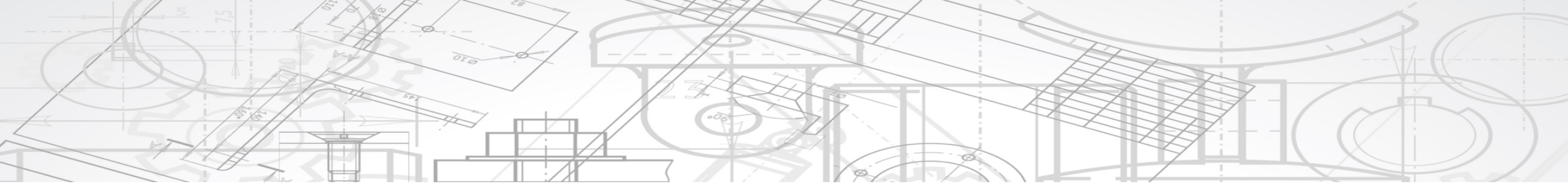
- Knowledge sharing - we have a great team who are always willing to share knowledge and pass on skills.
- The team works well together, despite the recent departures. The team needs to be made whole in order to build on our recent success.
- Team spirit
- Service to customers and quality product have always been greatest strengths.
- The ability to support each other in providing knowledge and information.
- Technical Experience by one or two of the external sales team members should be rolled out to the rest of the team. Inside sales have limited knowledge of what we sell.
- There appears to be a strong team spirit
- The use of the systems to support the workflow and reduce the manual work done.
- Knowledge sharing
- Commitment.
- Open, honest communication amongst each other.
- Synergy created through teamwork - professional relationships in the office
- Hook-ups work well, as well as the sales meetings. These fora can be used to communicate expectations and to share experiences.
- Not applicable.
- The team is always willing to assist and support each other. Always able to step in during difficult situations. Work together to come up with solutions.
- The team believe in and respect each other and work well together.

# What one recommendation would you make to improve the team's effectiveness?

An effective way to encourage recommendations and problem solving was also built into the solution. Again these are actual team comments:

Team members' responses are described in full below:

- To always keep the team motivated and driven.
- More time spent together as a team, more networking between our sales and inside sales teams to achieve a better understanding of complex issues. Management needs to ensure we're all ONE, and this can be improved by good communication.
- Not applicable.
- Recurring rounds of open constructive feedback, like a 'mini-board'.
- Efficient and effective communication
- Responsiveness
- Communication.
- Define roles and responsibilities. Discuss and agree on KPI's towards achieving strategic objectives.
- set tasks divided amongst individuals
- Roles seem to overlap
- More synergy and understanding of internal processes carried out by inside sales
- To recognise and utilise each others strengths and not focus on the weaknesses.
- To be trustworthy and communicate clearly amongst each other and with clients.
- encouraging staff to freely make decisions based on their experiences and keeping in line with visions, goals, mission statement and current objectives.
- Build the moral of the team
- The team is short a few members, the output from some is more than others. Once the team is complete and work evenly distributed, this will be easier to track.
- We can improve the teams effectiveness by sending the team members on courses to further develop skills.



A key advantage of this solution is the expert coaching support to management in interpreting the results and providing strategic support and advice to improve organisational performance.

When asked to comment on the experience to date, the key stakeholder for this intervention captured the experience as follows:

*In a word, phenomenal. An unobtrusive process that allowed individuals to see exactly what their drivers are while giving the employer the opportunity to do a motivational audit without having to engage in difficult conversations upfront.*

*The follow up sessions with Tricia provided an awakening for all and those who have chosen to act on the outcomes have already reaped the benefits.*

*- Regional Director: South Africa*