

## **Mindscious Motivational Maps at Austrade Finance Branch**

### **Introduction**

#### **The Mindscious Group**

The Mindscious Group is a privately owned Australian company with a presence globally. Its Principals have a passion for unlocking motivation and performance utilising a range of unique approaches and tools that build employee engagement and shift mindsets in readiness for change.

Founded by Sylvie Carter in 2007, the Mindscious Group's vision is to create a better future, developing corporate capability, through supporting and training individuals, teams and organisations to map and empower motivations for sustainable transformation.

Mindscious specialists operate across organisations in the private, government and not for profit sectors, bringing a deep understanding of the programs and online tools required to support leaders best navigate and implement solutions for transformational change. A key point of difference with the Mindscious Group is its online training and licencing proprietary methodologies and tools, such as the Mindscious Motivational Map solutions, for individuals, teams and organisations.

#### **Motivational Maps**

Provided exclusively through the Mindscious Group in Australia and New Zealand, a Motivational Map® is a self-perception online inventory, utilising unique proprietary algorithms that assist individuals, teams and their organisations identify, explore and plan for increased understanding of their unique motivators.

The tool automatically analyses responses and generates clear and easy to understand reports, that reveals each person's key motivators, and their level of motivation. Each report provides actionable advice on how to increase motivation where it matters.

#### **Austrade**

The Australian Trade Commission (Austrade) is the Australian Government's agency best known for promoting trade, investment and international education, and strengthening Australia's tourism industry. Austrade provides advice to the Australian Government on its trade, investment, international education and tourism policy agenda and delivers Australian consular, passport and other government services in specific overseas locations.

Austrade aims to provide services that create value for Australia's business, education and tourism sectors, and do it in a way that represents a good investment for the taxpayer and that meets or exceeds all appropriate standards of ethical behaviour. Through its network of advisers, located offshore and in Australia, Austrade helps internationally ready Australian business.

Austrade, Finance Branch employs around 38 employees located around the world and in the corporate office in Canberra, ACT. The Branch is responsible for the overall financial management of Austrade, focusing on the maintenance of a strong financial governance framework and effective financial controls. The CFO provides high-level financial advice and is required to interpret, analyse and present financial and related information for use in solving complex problems to enable the achievement of Austrade's strategic and operational objectives.

Taking effect 1st July 2015, Austrade Finance Branch finalised a restructure, with the formation of three service orientated teams, geographically dispersed across the globe. Twelve months earlier Austrade had one longstanding Director retire and a number of the Branch members were long serving employees. Amongst the leadership team of four, two of the Directors were comparatively new. Over the period of this case study, there were considerable changes and challenges across the Department, as well as the Finance Branch.

## The Challenge

Robert O'Meara's mission, as Chief Finance Officer, was to engage an independent strategic planning facilitator to get individuals across the Branch to increase sharing and strengthen accountabilities, bedding down the new structure and empowering the right levels of skills, knowledge and motivation to achieve the commercial aspirations of the Branch and the wider organisation.



*“One of the Branch challenges was to create a shared vision by bringing all the teams together and help them increase motivation and lift focus for how the teams could better engage, take ownership of change to deliver exceptional targeted outcomes. We had a very ambitious project delivery agenda, derived from our strategic planning and needed to build a shared vision and promote positive and proactive performance across the teams.”* **Robert O'Meara, Chief Finance Officer of Austrade**

## Why Motivational Maps

*“I believed it would be helpful to better understand what was motivating individuals in their roles and teams. We used Mindscious Motivational Maps because it is a proven tool that is totally about motivation and performance. It was very easy to use and our staff to understand. Most importantly it helped empower focussed conversations on performance and accountability across the Branch and awareness of how individual differences impact productivity.”*

*“We also needed to explore new effective solutions to engage and motivate the team members and most importantly have them better understand, accept and continue to the work strategies for increased productivity and innovation. Our challenge was to lift the focus and motivate how we engage and deliver exceptional targeted outcomes. We used the Mindscious Motivational Maps and preceding workshops as a catalyst for focussed discussions and targeted support for the team leaders in how they could build the culture of the Branch and provide consistent quality feedback.”* **Robert O'Meara, Chief Finance Officer of Austrade**

## Steps In The Process - What did we do with the Motivational Maps?

In March 2015, the Finance Branch, led by Robert O'Meara convened to hold a one day strategic planning workshop, after which each member of the team was invited to complete their first online Mindscious Motivational Map questionnaire. Robert was interested in piloting the Mindscious Motivational Maps to enhance motivation and communication, as well as accountabilities. The members of the Branch had never seen anything like this in previous years, however they had used tools that measured leadership styles and personality. Robert describes his reasoning behind introducing the motivational maps along with and just prior to the Branch Strategic Planning workshop in March, as follows:

After the planning workshop each Branch member received 1on1 confidential debriefing sessions to review their Mindscious Individual Motivational Map results and strategies to help maintain or boost their top motivators. Individuals explored what motivation meant to them and were supported to consider what insights came from understanding more about their lowest motivators also. The Maps formed the catalyst for further discussion with managers about focus and performance in and across the Branch and their teams.

The challenge that Karen Byrne, Austrade’s Performance Management Officer faced was around how to support Robert, along with his 3 team leaders and various other members of his Branch as well as the wider organisation to create a shared focus about the importance of motivation in the workplace:

*“Working with the Mindscious Group, Robert and I discussed was how important it was to use the tool to successfully build momentum for positive change in developing a high performing culture across the Branch. My focus was to support Robert and the team leaders to develop further leadership insights from their Motivational Maps, particularly how to best apply the ‘non-judgemental’ language describing the 9 motivators for greater focus and strategies in their team. It was brilliant in helping individuals and the teams proactively resolve tensions, either within their own motivators or the teams. The dedicated one on one feedback sessions really helped.”* **Karen Byrne**  
**Austrade’s HR specialist.**



### Team leaders

Prior to the Branch Strategic Planning workshop in March, each member of the Branch was sent a link to complete the short online ‘Mindscious Motivational Map’ a 10-minute questionnaire. In April and May each individual was provided a confidential, one on one feedback or debriefing sessions to explore their map results and what this meant in relation to their performance in their roles. Interestingly subsequent to their debriefing sessions many individuals chose to share their results with colleagues.

The aim was to introduce and strengthen awareness for individuals about their motivational choices and accountability within high performing teams. The Mindscious Group and Karen Byrne effectively coached and trained the senior team Directors alongside the teams at the ½ workshops to analyse, understand and use the motivational maps to build synergies related to their teams and individual KPI work goals and Branch vision. The programme played out as follows:

<i>Month 1</i>	<ul style="list-style-type: none"> <li>▪ <i>All individuals across the Branch were invited to complete the short online 10 minute <b>Mindscious Motivational Map</b> questionnaire.</i></li> <li>▪ <i>The Branch came together for a 1 day strategic planning workshop to explore the key issues and focus goals for the next 12 months.</i></li> </ul>
<i>Month 2</i>	<ul style="list-style-type: none"> <li>▪ <i>Upon completion of the maps each member of the Branch received a printed report to read and understand their individual levels of motivation along with targeted strategies for how they might wish to further boost or sustain their motivation for success in their role.</i></li> <li>▪ <i>Sylvie delivered 1on1 debriefing sessions, spending time with each team member to understand and help them explore insights and strategies about their map results.</i></li> </ul>
<i>Month 3</i>	<ul style="list-style-type: none"> <li>▪ <i>Mindscious met with the Chief Finance Officer and delivered Motivational Map Team results and also the Branch Organisational report with detailed recommended strategies for each of the three teams and Team Directors. These included a range of issues and focus</i></li> </ul>

	<i>points for inclusion in the future team debriefing workshops.</i>
Month 4	<ul style="list-style-type: none"> <li>▪ <i>The Chief Finance Officer met with Karen Byrne in HR and then one on one and collectively with his senior team Directors to discuss their insights on team map results and explore how they could continue to use the language of motivation to build a culture of greater accountability and engagement for the Branch.</i></li> </ul>
Month 5	<ul style="list-style-type: none"> <li>▪ <i>All managers and individuals were encouraged to continue to use motivational maps to enable meaningful conversations in 1:1s</i></li> <li>▪ <i>All individuals were given an open invite to complete the motivational maps at any point they needed to (e.g. significant changes in their roles, project milestones and or in personal circumstances).</i></li> </ul>
Month 6	<ul style="list-style-type: none"> <li>▪ <i>Newly recruited employees to the Branch were also invited to complete the Motivational Map and received their 1on1 debriefing</i></li> </ul>
Month 7	<ul style="list-style-type: none"> <li>▪ <i>An the onshore Finance Branch teams came together to a highly interactive ½ day workshop to explore their ‘Mindscious Motivational Map Branch or Organisational Map Report results and link these to their strategic goals and planning discussion.</i></li> <li>▪ <i>The offshore Branch teams of the Branch experienced the ½ day workshop to explore their ‘Mindscious Motivational Map Branch or Organisational Map Report results, later in March 2016.</i></li> <li>▪ <i>Robert wanted to ensure we ran the Branch or Organisational Map Report was shared, keeping the teams on the ‘big picture’ and how motivational links to execution of their strategy.</i></li> </ul>
Month 8	<ul style="list-style-type: none"> <li>▪ <i>Executive coaching was commencing for 2 of the 3 team Directors growing their awareness and coaching skills for leadership, increasing motivations and strategies for change.</i></li> </ul>
Month 10	<ul style="list-style-type: none"> <li>▪ <b>Team Motivational Map</b> <i>debriefing workshops provided an opportunity to review team motivators and results, and design action steps.</i></li> <li>▪ <i>Senior team managers delivered follow up meetings to their team to empowering change initiatives.</i></li> </ul>
Month 11	<ul style="list-style-type: none"> <li>▪ <i>All individuals across the teams were invited to complete the motivational map questionnaires again in order to see how motivational profiles had changed.</i></li> <li>▪ <i>March 2<sup>nd</sup> 2016, the Finance Branch Planning Day included Mindscious Motivational Map 3.5 hour afternoon workshop, with offshore and onshore employees further supported to identify key areas for improvement and actions aligned to the KPI’s and the Branch Vision.</i></li> </ul>
Month 12	<ul style="list-style-type: none"> <li>▪ <i>Mindscious analysed and generated May 2016 <b>Organisational Motivational Map Report</b> debriefing the CFO and Directors on the results and recommendations</i></li> </ul>

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. Team members when asked.

<p><b>“Will you do things differently in your current role after attending the morning session?” responded</b></p>	<ul style="list-style-type: none"> <li>• YES</li> <li>• YES</li> <li>• Will refer to the 9 profiles motivators and de-motivators etc.</li> <li>• Not Sure</li> <li>• Change Mentality</li> <li>• Think More</li> <li>• No</li> <li>• Yes (in the long run) will focus on what motivates me most.</li> </ul>
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	<ul style="list-style-type: none"> <li>• <i>Focus on motivators</i></li> <li>• <i>Enhance communication of motivational map purpose</i></li> <li>• <i>More mindful and aware of different motivators in the team and find ways to more effectively engage them</i></li> </ul>
<b><i>What did you like the most about the session?</i></b>	<ul style="list-style-type: none"> <li>• <i>Learning about motivation.</i></li> <li>• <i>I didn't feel pressured to have to present or provide input as the teams were bigger</i></li> <li>• <i>Very Interesting</i></li> <li>• <i>Trying to identify strategies to support the motivators</i></li> <li>• <i>New ways of thinking</i></li> <li>• <i>Different perspectives</i></li> <li>• <i>Trying to identify strategies to support the motivators</i></li> <li>• <i>My motivations are important</i></li> </ul>

*Numerous people commented that the team map debriefing workshops and reports were personally insightful for them. They were also asked*

*“Do you think the Branch culture, performance and productivity would benefit if we focused and invested in strategies to develop and support motivation in individuals and teams? Why?”*

- *Sure to address problems*
- *Yes enables team members to get to know themselves and others*
- *Yes provided improved context*
- *Absolutely it would allow us to move forward more effectively together*
- *Maybe*
- *No*
- *Yes because developing capabilities and achieve the long plan for finance*
- *Yes work together as a team*
- *Yes*

## **Results**

What assisted the Branch was the speed of which the maps could be completed online and how it facilitated people talking and sharing what their maps were and then thinking about the impacts of motivation on their and others performance and productivity.

The biggest impact from the initial round of Mindscious Motivational Maps across the Finance Branch was that some people immediately started to think more and talk about their motivation preferences and shared their report results.

The majority of individuals accepted the accuracy of their individual Map report and a few people were initially somewhat resistant in accepting one of their top motivators as being theirs, until they further explored and understood more from the somewhat provoking narrative that described their top Motivator was saying and how this made sense to them and their context. Some individuals assumed certain beliefs about their results and in their debriefing session were provided with greater clarity and awareness.

After the team map workshops, individuals were assisted to explore the impacts of their motivations in more detail, particularly how this related to being in a 'real team' and came away gaining a greater sense of their and their wider team motivators. Their understanding of how motivational preferences were similar or differed and what this meant in terms of tensions between motivators and or other team members.

Team leaders recognised how critical it was to keep people updated about the relevance of the individual debriefing session, so sent out updates. To kick it all off the senior management team were invited to lunch with the Chief Finance Officer and Mindscious to share an overview on insights on the team Motivational Map results.

After the team map debrief sessions, the three Directors started using the motivational maps in their staff meetings and this in turn enabled their team members to openly discuss what was working and new strategies.

Later the Branch Succession Planning and Induction programme was formalised to include and promote both motivation and sharing for a stronger learning culture across the Branch, which in turn supported greater succession or workforce planning.

**Robert O'Meara**, reported on the power of the motivational maps with his own direct reports:

*"Motivational maps have proved to be quite accurate regarding personal profiles and have given my managers and I an excellent insight into what motivates our teams. We have used the motivational maps to place stretch targets into staff performance plans, for both development and incentive. Given the maps highlight different profiles (defenders, creators, searchers) we are now considering how best to use the maps to effect major change across the next 12-18 months and we are using them to identify characteristics we will look for when recruiting new staff."* **Robert O'Meara, Chief Finance Officer of Austrade**

*"The maps helped create a shared visibility of motivation results in our teams and how these could be safely shared in a positive and constructive way".*

*"The individual and follow up workshops helped us explore what drives their motivation and performance. It assisted us to develop our overall culture creating engaged high performing teams and excellence in service. During our full day planning session we developed the framework for a number of milestones and overarching goals".*

*"The team maps gave me new awareness and ideas to stimulate thinking for how our teams could better engage, break down silo thinking and deliver strong internal team project outcomes, adding value and support in away we had not considered previously."*

In conclusion, the Mindscious Motivational Maps assisted the Finance Branch to improve motivation awareness and communication generally, which in turn helped the quality of collaboration and implementation of the Branch milestones and goals.

The Branch has established a number of strategies to underpin its performance and people strategies. It designed a formal induction program that includes considering motivations and the maps are also utilised in how the Branch recruits new team members. Branch members continue to have some great conversations that empower performance and productivity. Teams are engaging more positively and proactively using the motivational maps regularly in their performance KPI discussions and team meetings.

**Special thanks** goes to Robert O'Meara, Chief Finance Officer for piloting the Mindscious Motivational Maps to unlock motivations for sustainable change and culture development in the Branch.

Also special thanks to Karen Byrne, Performance Management Specialist at Austrade for her insights and debriefing support and above all for her sound and reliable advice with our individual, team and organisational map debriefing needs.