



full potential group
activating people, performance, possibility



How to Motivate Yourself and Your Team

9 ways to improve motivation

By **Carole Gaskell**

How Motivated are You and Your Team?

Inspiration and motivation become infectious! People want to connect with inspiring, energised, motivated people. As we all face huge transformations in our lives and work right now, finding ways of keeping yourself, and those around you energised and motivated, is critical.

Navigating change with speed and effectiveness requires greater understanding of everyone's motivational drivers – what motivates and inspires you, and recognising motivators in others, will unleash higher levels of sustainable energy and well-being long-term.



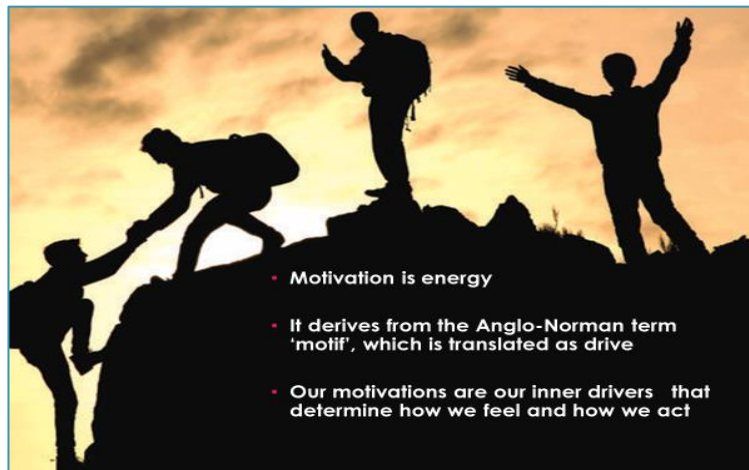
Motivation

Derives from the Anglo-Norman term “motif”, which is translated as **drive**

Why Motivation?

With justifiable **fear about the economic climate and** so much **disruptive change**, motivation levels for many people and organisations are at an all-time low, therefore it becomes essential for all of us to motivate and energise ourselves and other people.

Motivation is strongly linked to **productivity**, in fact research by Hay Group showed that motivated employees were 50% more likely to **exceed their performance targets**. **The best companies at engaging people achieve 4.5 times revenue growth**. These findings demonstrate that when the drives come from within, you'll go above and beyond to reach your goals, not just those imposed on you. When you feel motivated, you recognise your potential and feel the urge to fulfil it. If you are unmotivated, you may lack the energy to move forward in your life and your work.



Since motivation is an **inner energy**, it cannot be enforced by anyone other than yourself: a car with fuel will go much further than a car with an empty tank, even if it is pushed by the driver. Your role as a leader becomes one of discovery of your own and your **team's buttons for motivation**, rather than an extrinsic motivational force.

Understanding Your Motivation – Your WHY?

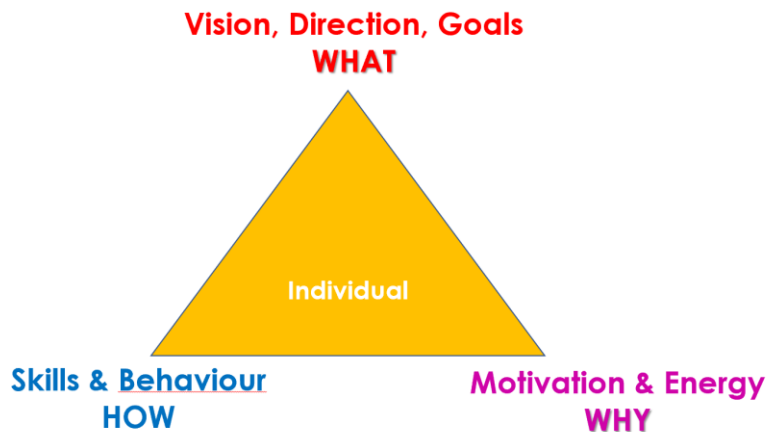
You may be familiar with the work by Simon Sinek, he explains very clearly his concept of 'The Golden Circle' and the power of knowing our WHY?

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action?language=en



For many people, their 'WHY' disappears into a black hole. They don't know their WHY.

Performance, Wellbeing & Success are Influenced by Knowing WHY, HOW & WHAT

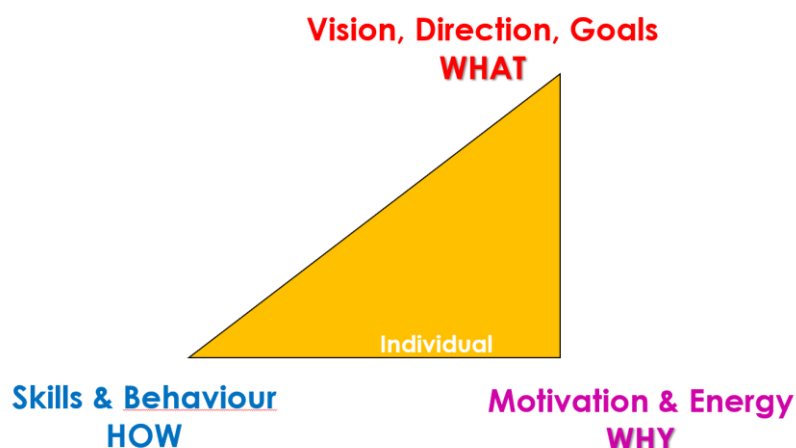


If you understand your vision, direction and goals and WHAT you want to achieve, and you have the skills and behaviour required for HOW you will get there, you could be tempted to start moving forward. However, if you have **low energy and motivation and are unclear about WHY** you are doing any of the above; the chances are you will procrastinate, change your mind and **lack the real drive to act**.

Many businesses and leaders put a huge amount of effort into clarifying the vision, direction, strategy and goals, for the business and the roles and responsibilities of team members; they recruit and develop highly skilled people, demonstrating all of the right behaviours – BUT – **if people are not motivated and energised, or are unclear about WHY they are doing things, very little will happen**.

Imagine a state-of-the-art racing car, with a skilled driver and clear direction and goals – if there's no FUEL in the tank – no energy – the car will go nowhere. If you or your team is de-energised and lacks motivation, it will be really challenging to achieve exceptional performance.

It could be argued that **at least 60% of a team leader's role is to motivate their team**. With all the change and uncertainty right now, motivation is even more important than ever!



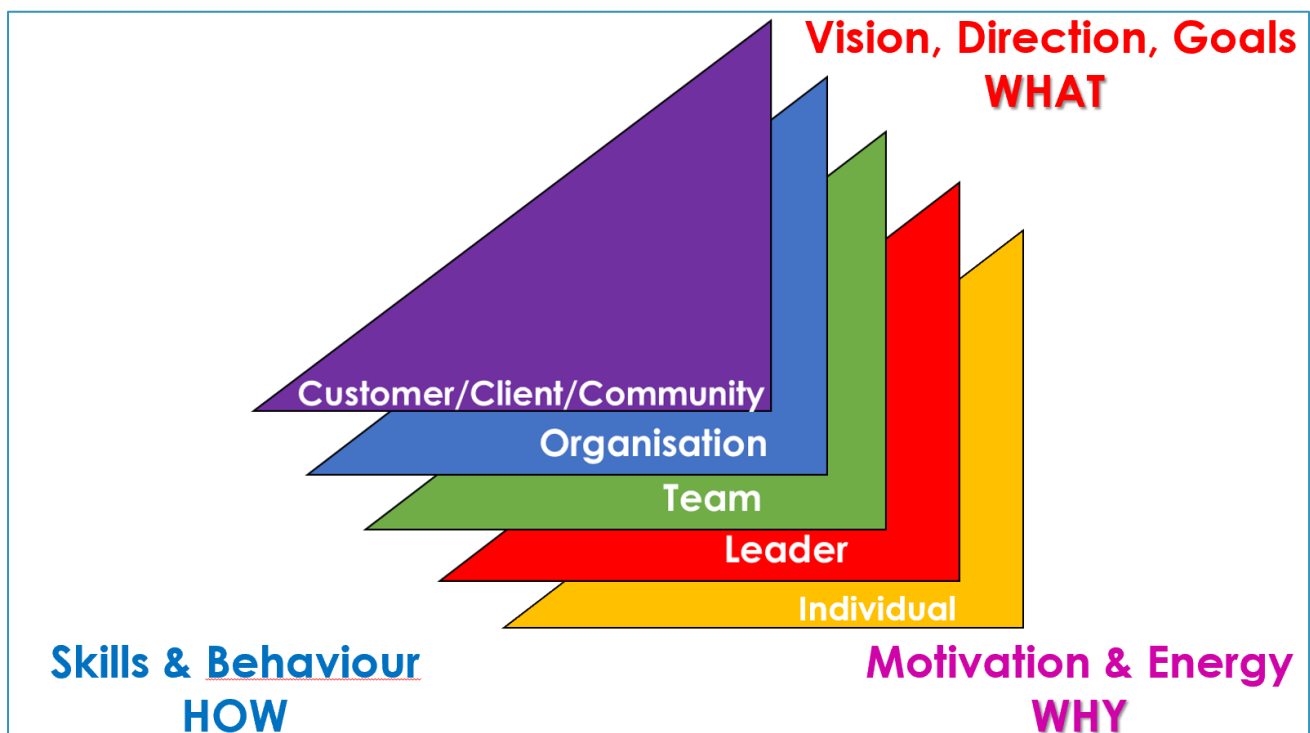


Performance, Wellbeing & Success are Influenced by Knowing WHY, HOW & WHAT

It goes without saying that by understanding your own motivation, you can start to recognise the motivators in others. Knowing an individual's motivation, understanding a leader's motivation; knowing a team's combined motivators; and then mapping the motivation of your entire organisation gives a clear picture of what drives everyone. Understanding motivational drivers people have in common will help you create a team and / or organisational purpose and set of fully aligned values.

What then becomes even more valuable, is being able to recognise the motivational drivers of your customers or clients or the people in the communities you serve.

When everyone's 'WHY' is aligned, positive energy flows for the greater good of all concerned.

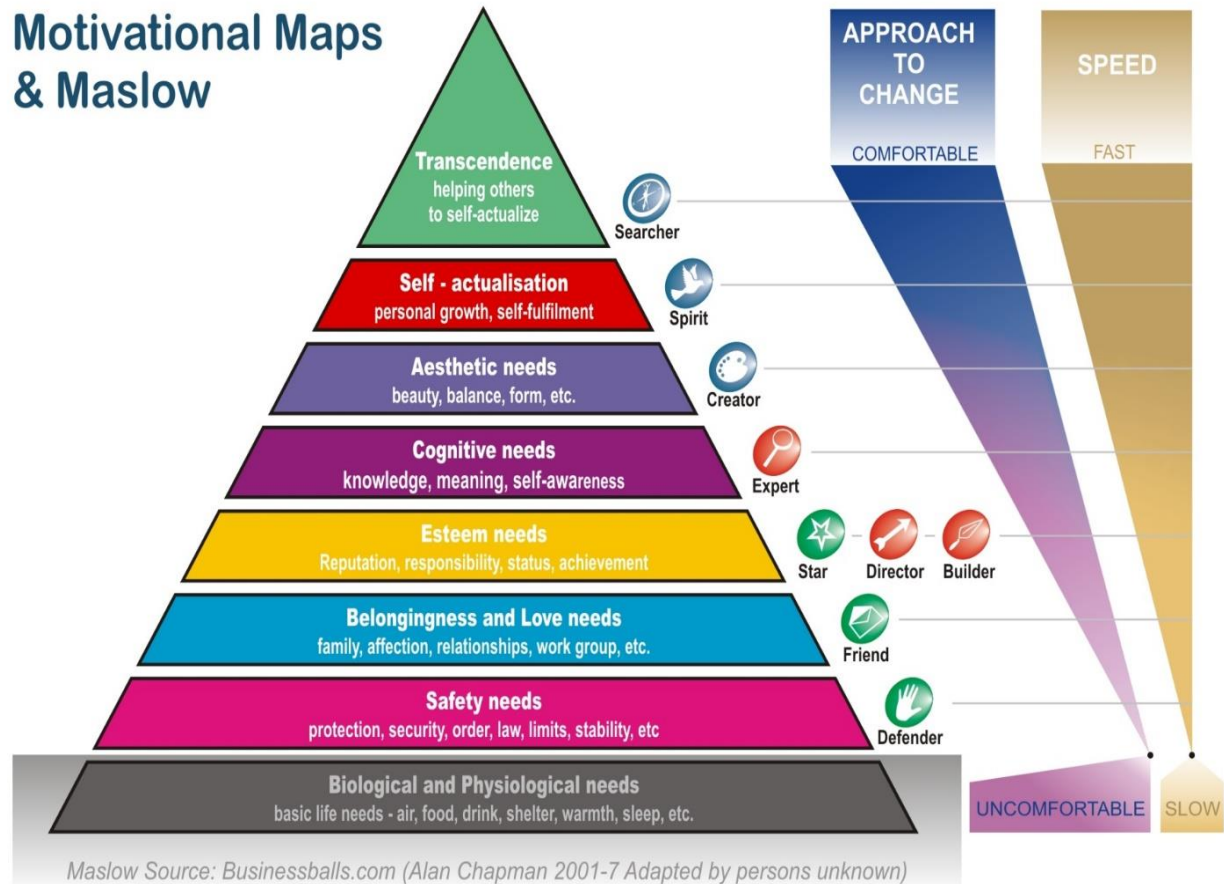


Do You Know Exactly What Motivates You?

Research shows that **less than 50% of people are accurate about what really motivates them**. Helping people understand what motivators are driving them and others, is often the missing link to activating more potential and enhancing wellbeing, performance and engagement. **Motivational Mapping**, a tool created by James Sale, provides ground-breaking insight into how to measure, map and improve anyone's motivation. It derives from the study of **Maslow's Hierarchy of Needs**, Edgar **Schein's Career Anchors** and the **Enneagram**. It also correlates with the work "**Drive**" by Daniel Pink.



Motivational Maps & Maslow



Personality (HOW) and Motivation (WHY)

Personality profiles like **MBTI** (Myers Briggs Type Indicator) **Insights Discovery®**, and others help people understand their **preferences** and their default ways of behaving. From an individual and team point of view, you can understand HOW you are likely to behave in many situations which helps with improving personal and team effectiveness.

Motivation helps you understand your WHY. A significant difference is that personality tends to be relatively fixed and evolves very slowly over time. Many people can have the same personality profile that describes them accurately over a long period of time. Your Motivational Drivers are less fixed than your personality, they capture you at a snapshot, a moment in time (usually relevant for about a year), but our motivators change more frequently and are more dynamic.

Motivational Maps, go several steps beyond understanding personality, to discover your **'inner drivers'**. They help individuals and teams understand what fires you up, what gets you out of bed in the morning, what's really important to you as a person, and collectively



as a team. When you know your own inner motivational drivers, you can use them to centre yourself during change and uncertainty, improve your decision-making, fire up your goals, super-charge your productivity and performance and align more strongly around your purpose and your WHY.

Finding Your Why? Your Motivators

INDIVIDUALS

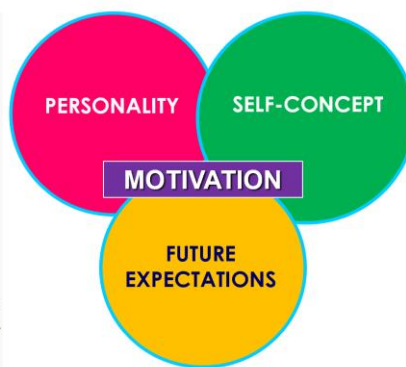
What do you love doing?
What gets you out of bed?
What do you enjoy in your role?
What is effortless for you?
What gets you in the flow?

TEAMS

What drives our team?
Why do we exist? What/Who does our work serve?
What do we do uniquely as a team that the world of tomorrow needs?
What is effortless for us?
What gets us in the flow?

Roots of Motivation

The 3 Roots of Motivation



This blend is **unique** to each of us, and, since what motivates us depends on these roots, consequently, everyone is motivated in their own way. Motivational Maps avoid stereotyping people, since their energy changes in both type and intensity.

Self-concept is about the perception you have of yourself and **future expectations** regard how you feel about the future, both of which depend on circumstances at a moment in time. If you are feeling particularly positive about yourself and your plans, your motivation will be positively influenced. When you're feeling confused, unsure, low or negative about the future, it is likely that your motivation will decrease. As one of these roots is our **personality**, Personality profiling and Motivational Maps complement each other. It is useful for individuals and teams to have a personality profile and a Motivational Map.

Leaders and Managers need to know which motivators are most important to them – and equally be able to recognise what motivates their team members

What Gets You Out of Bed in the Morning?

You have a blend of 9 motivators which can impact your energy levels more or less dramatically, depending on how much you value the motivator. Motivators are organised into clusters that can give a broad overview of the importance and relationship between what motivates you and what demotivates you. The analysis of the clusters can give a significant insight into the distribution of motivators, as further explained below.



Do Relationships Light Your Fire?

Where the **Relationships** cluster is dominant, an individual's motivations are focussed around sustaining relationships in the workplace and on how deep and intense they are. If you're driven by relationships, you'll place high value on collaboration, security, belonging and recognition. You'll tend to be relatively resistant to change and more **risk-averse**, as you like to protect the **past** and acknowledge the time necessary for protecting and nurturing the relationships you have established.

Relationship motivators are geared to **feelings**, located in the heart. These are reflected in the need for security, recognition and belonging

– which are fundamentally related to interactions with other people. People motivated by relationships seek security and predictability, hence they appreciate feedback, regular communication, involvement in social events and systematic progress reviews, being listened to and respected for the role they play in a team or group.

Relationship Motivators



Are You Achievement Driven?

Where the **Achievement** cluster is dominant, individuals feel motivated when they achieve satisfaction from life, work and challenges. They are motivated by having a strong **sense of direction** towards goals and how to overcome challenges that separate them from achieving their goals.

They are focussed on the **present**: exercising control, creating wealth, or developing mastery in their field. Often, because they are preoccupied with achieving a goal, they can neglect the bigger picture of their life and self-development. It is important that they don't forget to invest time on themselves for personal growth, while also being mindful of others around them.

Achievement motivators are related to control, wealth and expertise; they are predominantly about **thinking**, which is centred in the head. These motivators involve planning and vision, it is clear why they are typical of high achievers.

Achievement Motivators



Are You Energised by Growth?

Where the **Growth** cluster is dominant, an individual is motivated by being able to realise their full potential and being their best possible self. They feel energised when they can implement creative **change**, where freedom and purpose are essential. These people need to be mindful of following through and concluding the projects they have initiated, although they may want to look for new opportunities to express their creativity.

Growth motivators are related to **knowing**, intuitive and direct, located in the gut. These motivators are freedom, creativity and meaning; they are often found at the peak of Maslow's Hierarchy of Needs, where self-actualisation takes place.

Growth Motivators



When you are struggling to find energy, knowing what will make a difference to you in terms of motivation triggers will boost you straight away. The fundamental message is that everyone has their own way of feeling energised by what they do and, as a manager, you can help your team tap into their **motivational triggers** to feel happier and more engaged in their work and in life.

9 Ways to Improve Motivation in Yourself and Others

The Searcher

A searcher is someone who wants to **make a difference**. They want meaning and a sense of **purpose** in what they do. They need to feel they are doing worthwhile work that is adding real value with a clear reason why. Leaders should give them important, meaningful work and link their goals to the organisation.

Also, ensure to give them regular and purposeful feedback on how they are making a difference.



Searchers dislike repetitive work so avoid meaningless routines. Ask them for ideas on how to vary the work or the routines and if repetitive routines are unavoidable, find ways that their value can be demonstrated. For example, ask the person benefiting from their work to explain to the searcher how it is helping them in their work.



The Spirit



Spirits thrive on **freedom, autonomy** and **independence**, so give them a sense of **empowerment** and ownership over something, whilst being clear on your expectations. Avoid micromanagement, allow people to make their own decisions within boundaries. Freedom is the greatest when the boundaries are clearly defined. Spirits want to see their role as one they are doing, not for the organisation, but for themselves.

Avoid too many rules or procedures by considering ways to be flexible and steer clear of perpetually summoning colleagues to your office. Instead, set aside time each week where individuals can come in and talk to you about any issues.

The Creator

These people are about being **creative** and **innovative** so give them an original project. Get them focusing on something new or some aspect of continuous improvement that will make a difference to the team or business. Bear in mind that routine invariably means boring to the creator, and boring leads to mistakes.



The Expert



Being the go-to person, really excelling in a particular area of **expertise**, is what the expert is all about. Motivate them by helping them build their **knowledge and mastery**. Give them more experience and encourage them to share their insight. They can be great coaches and mentors, as well as people who are either learning more expertise, or sharing their expertise with others.

Never allow an 'expert' to get stagnated by failing to develop them. Organisations without a learning culture or with inadequate training programmes are likely to be a turn-off.



The Builder

Someone with strong builder characteristics, likes an above-average standard of living. They tend to be **target-driven**, **commercially minded** and like to feel like they are achieving things.

To them, money and **material satisfaction** are very important. They are the one person in the team where it is critical to look at their remuneration/bonus. Performance related pay is a motivator. Give them stretch goals and targets because they like exceeding KPIs.

Since they appreciate the value of money, they dislike organisations that appear to waste it. They like employers that show sound economic decisions, so inform them of how financially responsible the organisation is, and how the systems and processes add to the bottom line.



The Director



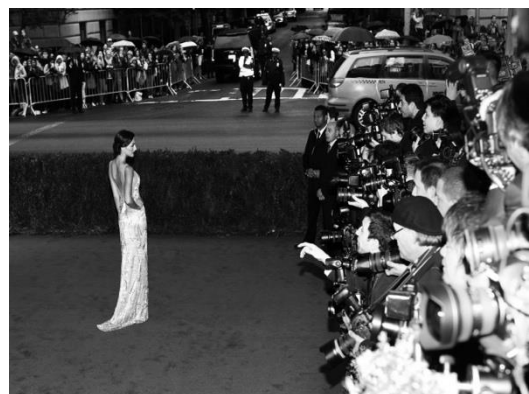
Directors like to be in **control**. Give them more **responsibility**, ensure they are effectively mentored and allow them to shadow a more senior member of staff for a time. Ask them to think about areas where they can be more influential and, where appropriate, for them to take more control.

They will soon switch off if there is no clear career development path mapped out for them or if there's a lack of opportunity to lead or to feel empowered.

The Star

Stars love **social esteem**. Their motivational hot buttons are very much about **public recognition**, being trusted and respected for what they do.

Give them opportunities to shine, where they are going to be recognised by others. To tell a Star merely that 'you have been successful in exceeding all your targets' will not get the motivational juices going, so recognition is key in performance reviews. What language is used? How can it be refined with specific recognitions and rewards?





The Friend



Friends like to feel connected with the business and team. **Teamwork** and **collaboration** are very important. They need to feel supported and involved and tend to enjoy organising team social events and supporting colleagues.

Sincerity is also crucial. The slightest suggestion that someone is practising a 'management technique' on them, or simply doing 'this' because they must, negates the importance of the relationship. So, internalising management and coaching skills are essential.

The Defender

Defenders like to feel **safe**, maintain the status quo, minimise risk and thrives on **continuity**. They are motivated by regular communication and feel safer when things are predictable, so they know what is going on.



Honest communication fosters a sense of **security**, as does a consistent style of leadership. If they do not know where they are with their manager, then their focus will not be on their work. Finally, avoid surprises. Defenders can deal with change, so long as the rationale is explained to them - before it is implemented. Communicate, communicate, communicate.

Hot Buttons to Motivate Yourself & Others

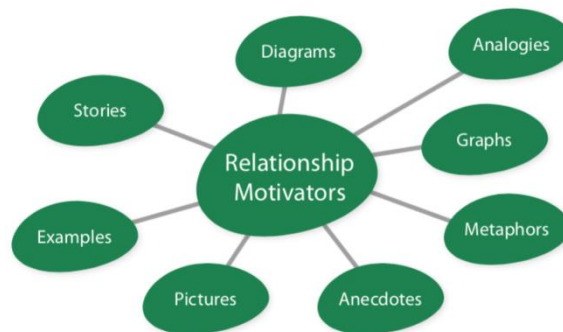
	Hot Buttons		Motivating People
Searcher		Meaning & Make a Difference	Agree clear objectives, get feedback
Spirit		Freedom & Independence	Create structure and simplify admin
Creator		Innovation & Change	Problem solve through innovation
Expert		Expertise & Mastery	Seek training, mentoring and knowledge
Builder		Money & Material Satisfaction	Set goals and targets and reward yourself
Director		Power & Influence	Request more responsibility
Star		Recognition & Respect	Get involved in high profile/visible projects
Friend		Belonging & Friendship	Engage and involve others, collaborate and be supportive
Defender		Security & Predictability	Identify how you'll feel safer and take action

Use Motivation to Improve Communication, Performance and Wellbeing

Motivational Maps provide strategies to better interact with people, holding in mind what their dominant motivators are, and why they may react in particular ways.



In the **relationship** cluster, "The star" seeks recognition and respect, therefore they benefit from **being involved in projects**, being asked for their opinion. A leader could suggest they become mentors, or that they voluntarily work on highly visible projects and put in place opportunities for giving and **receiving awards**. "The friend" wants to be involved and appreciates **social support**. Leaders need a personalised approach in communicating with them, focussing on people and on the social side of things. "The defender" seeks security and stability, which require **clear and regular communication** about progress and plans. Leaders can support defenders by linking goal achievement to security and asking them to reflect on the risk of no change.



For people motivated by the **achievement** cluster, **having a coach or a mentor** is extremely valuable. "The expert" feels motivated by being very knowledgeable in their field. Lead through **setting targets** and providing them with learning opportunities. "The builder" is energised by material rewards and money, therefore leaders consider setting a **clear career progression** in relation to earning a higher salary. "The director" seeks power and responsibility, therefore having influence on **managing people or projects** can be empowering for them. For them, it will be beneficial to review their progress and their achievement.





People motivated by **growth** tend to thrive on change and a fast-paced environment.



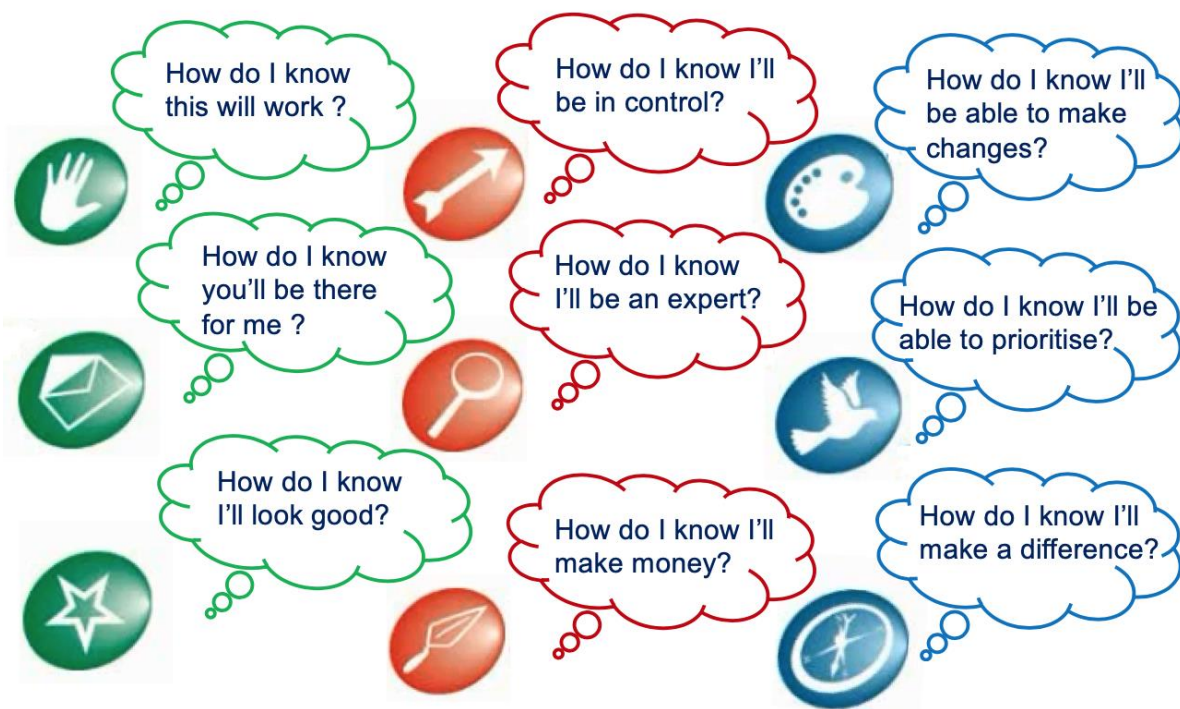
"The searcher" is someone who works for a meaning and to make a difference. Leading searchers means helping them **finding their purpose**, getting involved in significant projects or highlighting the usefulness of their work in the greater scheme of things. "The spirit" seeks freedom and independence, therefore empowering them to












manage themselves really energises them. Leaders should focus on setting boundaries and goals in order to allow them to be autonomous. "The creator" wants to be original and enjoys being involved in **generating new ideas**. Leaders need to pose them problems for them to solve with imagination.



Adapting your communication styles to the motivators that drive people, will enable you to tap into significant conversations and align tasks to motivational drivers, respecting what they value most.



Motivating People through Chaos

	Idea 1	Idea 2	Idea 3
Searcher 	Explain how to achieve vision over next 6 months	Get them focused on helping customers and clients more	Increase the feedback offered
Spirit 	Stress empowerment and new autonomy with use of time	Increase scope of their decision-making	Draw on their entrepreneurial tendency to help increase sales
Creator 	Encourage new ideas to improve the chaos at work	Consider how they can also innovate to improve cash flow, sales, products and/or the customer experience	Reduce or abolish more routine tasks
Expert 	Keep up-to-date with detailed info and plans	Provide remote coaching/training to keep them abreast of developments	Encourage them to provide mentoring & coaching
Builder 	Set out new targets and challenges to beat	Provide clear financials and rewards	Specifically re-iterate the quest to be THE best in area/sector despite the chaos
Director 	Increase responsibilities appropriate to the crisis	Specifically, make them mentors	Talk more freely about their future career path
Star 	Invite individuals to shine by going that extra mile	Involve them in raising the profile of the company by helping the community	Make sure you have certificates, awards, medals – overt ways of praising publicly
Friend 	Ask for more co-operation and collaboration to cope with crisis	Reward ideas that demonstrate support for each other	Emphasise commitment to them now and beyond the crisis
Defender 	Ensure everything operates effectively, with safety a priority	Keep communications and updates flowing regularly	Review policies and procedures, relevance and fitness for purpose

Take Action to Improve your Motivation!

Finding your motivators can significantly improve your engagement and performance. Using your knowledge of motivators to communicate, understand and set goals, will make a significant impact on you and your team by changing very little, yet adding huge value.

Fulfilling more of your potential means working smartly and more efficiently to use your energy in a catalytic way, whatever the changes ahead. Implement small changes where they will make the biggest difference. Enjoy your journey!



You can complete your own **Motivational Map Report** which provide you with invaluable insights to support you through change, measure and track your performance, wellbeing and happiness.

You can also create a **Team Report** which summarises the collective motivators of a team, aligning with team purpose and highlighting potential conflicts between team members with opposing motivators.

We offer courses to become a **Licensed Practitioner of Motivational Maps** to help both adults and children activate more of their potential, profiling on an individual basis; in groups or teams and across an entire organisation.

The Benefits of Motivational Maps



Individual

improving leadership,
coaching, recruitment,
reward, performance
management



Teams

optimising purpose, team
productivity, performance
engagement, reducing
conflict



Organisations

improving engagement,
recruitment, retention,
change management
and performance

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