

# Practical Guide to Motivation

---

What difference would it make if you knew exactly what motivates your team, and how motivated they are?





**How far would you drive your car if it didn't have a fuel gauge, and you didn't know what kind of fuel it needs?**

**That's the equivalent of not knowing how your team feels and what motivates them.**

**Guesswork only gets you so far.**



# Contents

<b>I. What is Motivation?</b>	<b>1</b>
The Impact of Motivation	3
The Performance Triangle	4
<b>2. What Motivates Us?</b>	<b>5</b>
The 3 Clusters of Motivation	7
The 9 Motivators	8
<b>3. Motivation &amp; Stress</b>	<b>12</b>
<b>4. How Can You Use Motivation?</b>	<b>13</b>



# What is Motivation?





## Motivation [moh-tuh-vey-shuhn]

On paper, the term motivation is used to describe *why* a person does something. In everyday life however, motivation is more like an energy, the drive to do something, to complete a task, to work hard and reach beyond your goals.

You know the feeling. When you're motivated you feel that internal drive to succeed. You believe in yourself, you recognise your potential, and you look forward to working on your goal. But you also know how it feels to be unmotivated, when you lack the drive to work, when every little task feels like a mountain of effort.

At work, motivation is strongly linked to productivity and performance. So much so, that research by The Hay Group found that offices with motivated employees were as much as 43% more productive.

Motivating yourself as an employee can be hard enough, but as a manager you are expected to motivate not just yourself, but everybody in your team. But how are you supposed to do that?

This mini-guide will talk you through the fundamentals of motivation, to help you get the best out of each member of your team, especially you.

# The Impact of Motivation

## The Impact On Ourselves

You've felt it, I know you have. The energy, the focus, and the confidence you feel when you are highly motivated. That is the power of motivation on a personal level, it drives our productivity and performance to new heights. But that means that demotivation has the opposite effect; it creates doubt, breaks your focus, and leeches energy, leaving you struggling to perform even simple tasks well.

## The Impact On Teams

A motivated person can move boulders. A motivated team can move mountains. When you picture a motivated team, what do you see? You see high-energy, innovation, and drive across the board, team members that get stuff done, and do it well. This means team leaders don't have to micromanage tasks, they can focus on the bigger picture, drive up productivity, and help move the business forward.

## The Impact On Business

You get the point by now. A truly successful business needs motivated employees and motivated teams. But let's really drive it home with some statistics: Engaged companies grow their profits 3x faster, and are 27% more profitable than their competitors. Not only that, but companies that focus on motivation and engagement have 31% reduced staff turnover and 50% higher customer loyalty levels.

Sounds pretty good, right?

"Work is about a search for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor, in short, for a sort of life rather than a Monday to Friday sort of dying."

- Studs Terkel



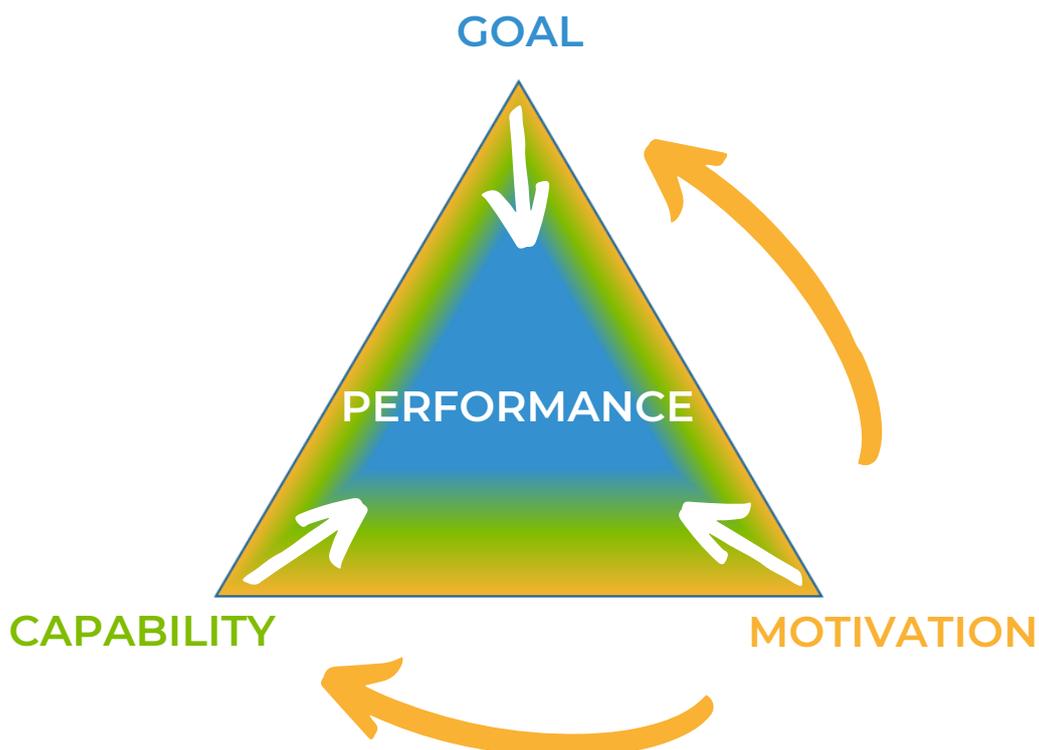
# The Performance Triangle

There are 3 components to performance. Firstly, we need a clear **Goal** or objective. Then we need the **Capability** to deliver it: the skills, resources and sufficient wellbeing. Finally, we need the **Motivation**, our own personal reason to deliver the Goal. That leads to two questions:

1. Are all three required for performance? Let's look at an example. For many years our youngest son knew the dishwasher needed to be filled. He had the **Capability**, but lacked the **Motivation**. Hence the procrastination and the need to remind him – every day!
2. Are any of the three more important? We'd argue **Motivation** is the most important of the three. Our **Motivation** is why we chose the subjects we learned at school, or why we continued to learn afterward. Our **Motivation** is why we choose the careers we go into. It even determines the working conditions we prefer, for example flexible working, office vs outdoor based, corporate vs informal, military or fast start-up organisations.

And yet, because motivation is largely invisible, dynamic and, without Motivational Maps®, difficult to measure with any degree of accuracy, it's often overlooked as a key driver of performance.

It's also worth mentioning that, our motivation changes over time. It changes as 'who' we are changes, and therefore what's important to us changes, i.e. what motivates us. The Performance Triangle moves out of alignment, until we find goals that suit our new motivation.



# What Motivates Us?



# Do You Truly Know What Motivates You?

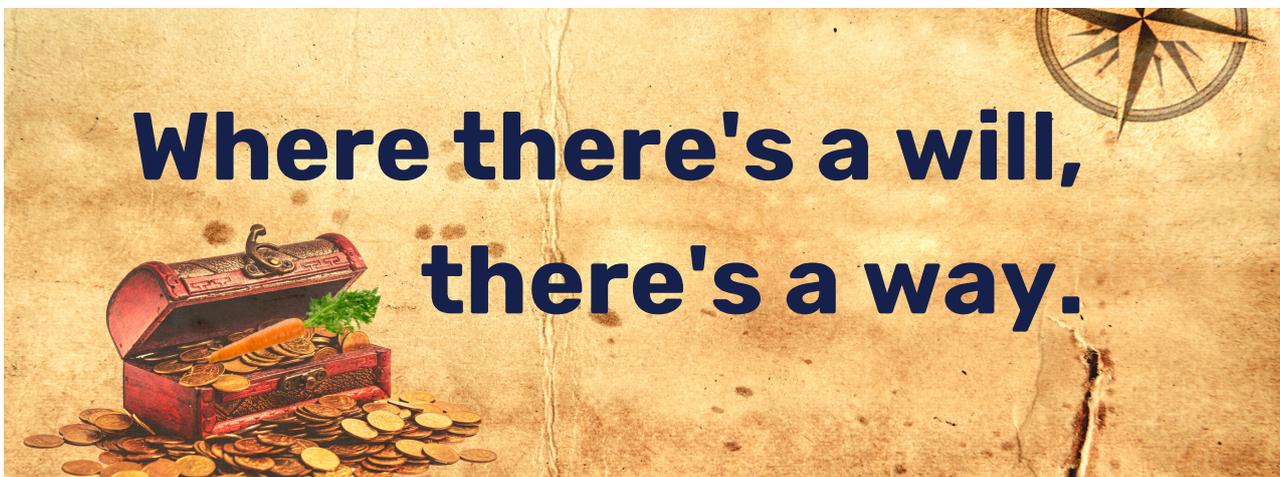
It all sounds pretty straightforward; dangle a carrot, or produce a stick, to create the (re)action you want. However, that creates short-term results. The real treasure lies in finding that endless source of 'intrinsic' motivation, where people provide their own supply of carrots in pursuit of shared goals.

You probably have a good idea of what you enjoy at work; maybe you like to make a difference, you're aiming for career advancement, a juicy pay rise, or you like the people you work with. In total, there are nine distinctly different motivators at work, according to Motivational Maps®. Most people have three top motivators, and one which is their lowest (that potentially demotivates them). So how accurately do you know what motivates you, and how that influences you at work?

Knowing what drives you and why is like having your own personal treasure map. It shows you exactly what you want from work, and how close you are to getting it (a Motivational Map® profile will also tell you how to get there!).

If your 'treasure' includes making a bigger difference, for example, then being clear about the difference you want to make, and receiving feedback on what you are doing well, will really motivate you (yay, more carrots!).

As a business/team leader or HR manager, understanding the motivators of your people enables you to find their intrinsic motivators, tailor their reward strategies (types of carrot), reduce staff turnover, increase productivity and performance, and help you to resolve conflicts. In short, to create a high-performing culture.



**Where there's a will,  
there's a way.**

# The 3 Motivation Clusters

The 9 Motivators are grouped into 3 clusters - Relationship, Achievement, and Growth. By analysing which of your clusters is dominant, you can get a general overview of what motivates and demotivates you. Which cluster do you identify with most?

## Relationship

How much do you value security, belonging, or recognition at work? If the answer is a lot, then this may be your dominant cluster. You're more likely to resist change and be risk-averse, and respond well to feedback, communication, involvement, and recognition.

## Achievement

If achievement is your thing, you'll get the most satisfaction from feeling successful. You may be motivated by leadership and control, by wealth and high standards of living, or by expertise and knowledge, becoming a master in your field. You'll appreciate bonuses, a leadership role, or the opportunity to increase your skills.

## Growth

Or are you motivated by growth? You'll be energised by looking to the future, see what you can change, the improvements you can make, and having freedom. You might struggle to complete projects, always wanting to start a new, amazing thing. You dislike routine, and will be far more satisfied at work with flexibility, variation in tasks, and the ability to work on new projects that are interesting to you.

### Relationship Motivators



### Achievement Motivators



### Growth Motivators



# The Nine Motivators

## Relationship Motivators

### **The Defender** [Security, Stability, Predictability]

As a Defender, you like safety and security. You want to minimise risk, and maintain the status quo. You're motivated by regular feedback and communication, and when you know exactly what is going on. You appreciate consistent leadership and job security, and like to know where you stand with your coworkers and management.

---

### **The Friend** [Belonging, Friendship, Fulfilling Relationships]

A Friend likes to feel a connection to their team. They love to foster close relationships at work, to know that they are valued, supported, and involved, and they excel at supporting and involving their colleagues in turn. A Friend prefers to work collaboratively as part of a close team, and will likely be demotivated if working alone.

---

### **The Star** [Recognition, Respect, & Social Esteem]

Stars value social and public recognition. They want to be noticed, heard, and held in high-esteem. They appreciate when their company has a clear hierarchy, and provides status, perks, and job titles. This is how they measure their success. When trying to motivate a Star, you have to provide opportunities for them to shine, and be admired.



# Achievement Motivators

## **The Director** [Responsibility, Power, Control of People & Resources]

Having power and authority motivates a Director because they can make things happen. They value being in charge of people and resources, making critical decisions, having responsibility and influence, and a clear career path. A Director might seek to create role clarification, hierarchy, and control. To motivate and engage them, give them opportunities to take charge and ensure that things get done, for example in a new project.

---

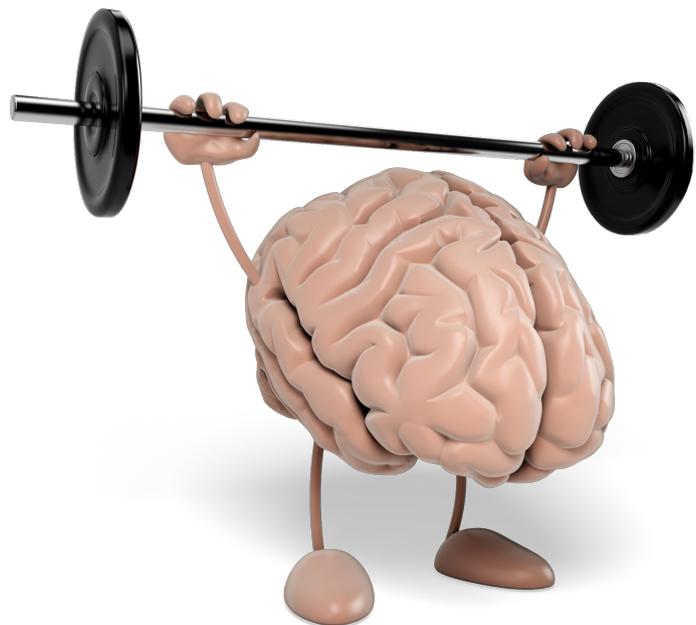
## **The Builder** [Money, Material Rewards, Above-Average Living]

Everyone needs money, but once they've got 'enough', only Builders are actively and specifically motivated by gaining even more. They're motivated by what money provides for them. They value an above-average standard of living, material and financial rewards, measures of success they can touch and feel, and clear goals and targets that they can meet. They will respond well to opportunities for them to achieve bonuses and feel successful.

---

## **The Expert** [Mastery, Expertise, & Specialism]

Mastery of a topic is a key driver of an Expert. They value opportunities to learn, use, demonstrate, and share their knowledge. Because of this, they can sometimes be mistaken for Stars. Experts will seek to create specialisms, and demonstrate their mastery through implementation. They will value being mentored, and mentoring others.



# Growth Motivators

## **The Creator** [Originality, Innovation, & Creative Expression]

A Creator is motivated by self-expression, and having a means of contributing new ideas. They value change and variety, and trying new ways to solve problems, creating original work, working alone or in small groups, and being recognised for their creativity. If you have a creator in your team, give them opportunities to be involved in innovative problem solving and ground-breaking work.

---

## **The Spirit** [Independence, Autonomy, & Making Their Own Decisions]

Humans crave certainty, but they also value freedom, and the ability to make their own choices. A Spirit values freedom more than most, preferring to work autonomously, make their own decisions, and having time and space. They also like to develop an awareness of the bigger picture, having clear and specific objectives. In the office, Spirits will seek to simplify and create clarity in their work, producing break-out solutions. Give your Spirits opportunities to break-away and work on projects in their own way, and avoid bureaucracy.

---

## **The Searcher** [Meaning, Purpose, & Making A Difference]

Searchers feel a need to believe that their lives have meaning and are significant, that they are making a difference. They value purpose, doing important work, understanding the bigger picture, improving things, and having variety. They will seek to clarify and improve things for themselves and others, and will be happiest and most engaged when they are given opportunities to make a difference, develop people, and contribute to future improvement and growth.



# What do you think are your top 3 Motivators and how do they influence your work?

Don't worry if you struggle though, very few people accurately guess their top three and lowest motivators. That's why Motivational Maps® exist after all!

---

---

---

---

---

---

---

---

---

---



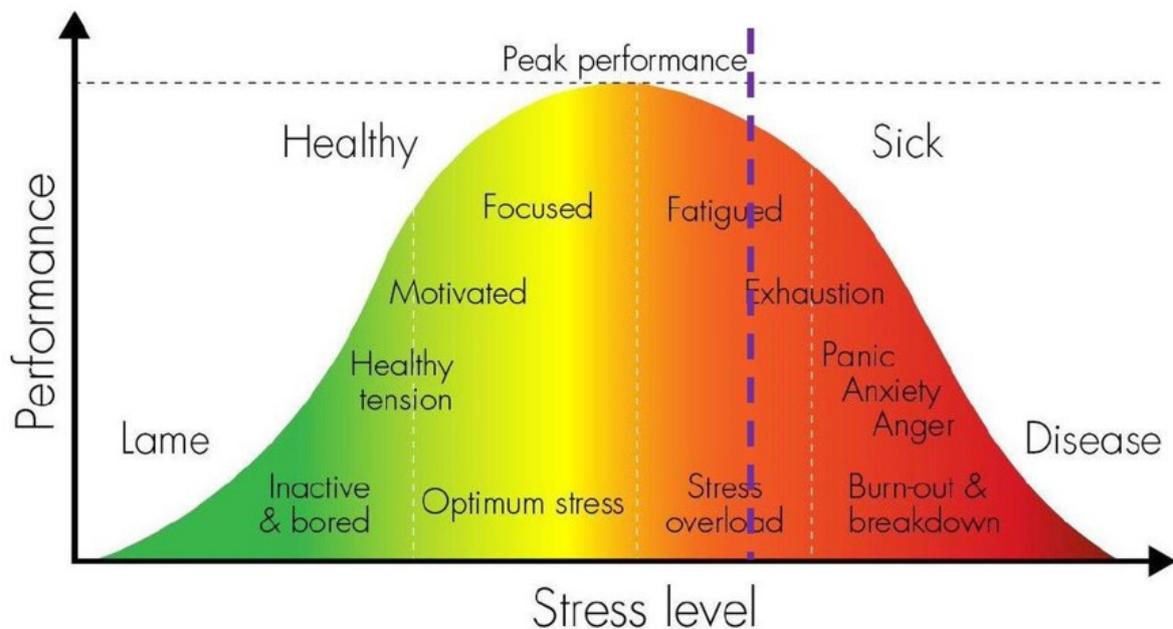
# Motivation & Stress



We all need a certain level of stress to perform at our best. The ideal level of stress presents us with an interesting challenge that stretches our capabilities without overwhelming us. This is known as Flow, when we're 'in the zone'. Too little stress causes boredom. Too much causes anxiety, anger, and burnout.

Understanding our own personal treasure map of motivation enables us to stay in the zone, and to be more aware of when we're moving into stress overload. People who are highly motivated, i.e. 80% or more, experience strong resilience, focus, and energy levels. They bounce back or adapt more easily and quickly to adverse situations.

Everybody is motivated by all nine motivators to some degree, even if it's just a pinch. People who are experiencing ongoing levels of stress may be demotivated across all nine, or in specific motivators, e.g. Defender, if they're lacking security, or Spirit, if things feel out of control.

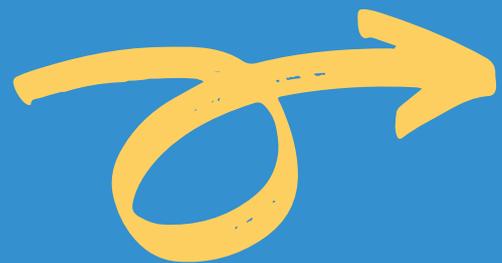


Working against our motivators also causes stress, e.g. needing to manage a team when Director is our lowest motivator. Therefore, understanding our motivators is vital to maintaining resilience and peak performance.

Let's say,  
hypothetically, you  
had data telling you  
*exactly* what  
motivated your  
entire workforce.

What could you do  
with that  
information?

*let's find out*



# With your team members' Motivational Maps, you could...

Turnaround or *resolve underperformance* more quickly



Know how to *get the best* from each team member, without the guesswork

*Know who's at risk* of leaving, or staying and underperforming



Have shorter, more focussed conversations and appraisals *tackling the issues that matter most*

Interested? Visit  
[motivatedperformance.co.uk](https://motivatedperformance.co.uk) for  
more information and case studies.

# What if that data wasn't hypothetical?

Motivational Maps will empower you to translate the feelings of your entire workforce, or that of your coaching clients, into easy-to-manage data. It all starts with a quick, confidential questionnaire that generates a detailed profile, unlocking their true motivations.

By understanding what motivates people, you will be equipped with the tools to:

- Increase job satisfaction
- Improve individual performance
- Provide tailored support
- Adapt communication
- Diffuse challenging conversations
- Create actionable strategies
- Fuel future success.

## Let's Talk Solutions

Click [this link](#) or visit

[www.motivatedperformance.co.uk/lets-talk](http://www.motivatedperformance.co.uk/lets-talk).

Let's have a quick, free, no-commitments conversation about you and your business, and we'll show you how Motivational Maps can help empower your business and your people.

To find out more visit [www.motivatedperformance.co.uk](http://www.motivatedperformance.co.uk)



"Using Motivational Maps as part of our strategy day was invaluable in helping the team truly understand our common motivators and where our differences lay. This enabled us to frame situations & opportunities in ways that were much more meaningful & helped us focus around a shared goal. It was also the basis of assisting team members appreciate where their colleagues "were coming from" and dispelling perceptions. This meant the time together was much more productive and beneficial."

**Paul Kinvig - COO, Bournemouth BID**



"I became accredited back in 2017. At this time I was in a senior HR role at a global IT security company and found the Maps incredibly useful in so many ways, from helping to unearth underlying mental health issues with struggling employees, to guiding employees in their career path. I worked with managers, helping them to understand their teams better, in order to work more effectively with them, gain their trust and encourage them to become more confident in their roles."

**Mary Furness - Head of HR, ESET**



Truly exceptional and make things so much easier

Understanding motivation and their associated Motivational maps accreditation programmes have been a wonderful discovery. Motivated Performance truly take the time to show you not only how to use the maps but ensure you are fully confident in their use.

**Lorraine Hunt - HR Business Partner, BCHA**

Motivated Performance is part of Aspirin Business Solutions Limited, the part that's dedicated to Motivational Maps®. We're a family business, based in Dorset, UK.

**Website:** [www.motivatedperformance.co.uk](http://www.motivatedperformance.co.uk)

**Phone:** 07727 284592

**Email:** [heath@aspirinbusiness.com](mailto:heath@aspirinbusiness.com)

