

Coaching at Work annual conference – 5th July 2017, London

Coaching
at Work

Culture and Challenge

Coaching and mentoring to challenge,
shift and embrace cultures

Coaching at Work Annual Conference 5th July 2017 Holiday Inn, Bloomsbury, London

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Measuring Motivation

The key to changing and building a thriving culture



Robert Nunn - Grosvenor



Carole Gaskell - FPG

Outline

Motivation: Why it's key to a thriving culture at Grosvenor

How to Recognise the 3 Roots of Motivation: Key theories

Knowing the 9 Work Motivators: Your top 3 & lowest motivators

How to Measure and Map Motivation: By individual and team

Building a Thriving Culture

Releasing surprising potential

at



GROSVENOR

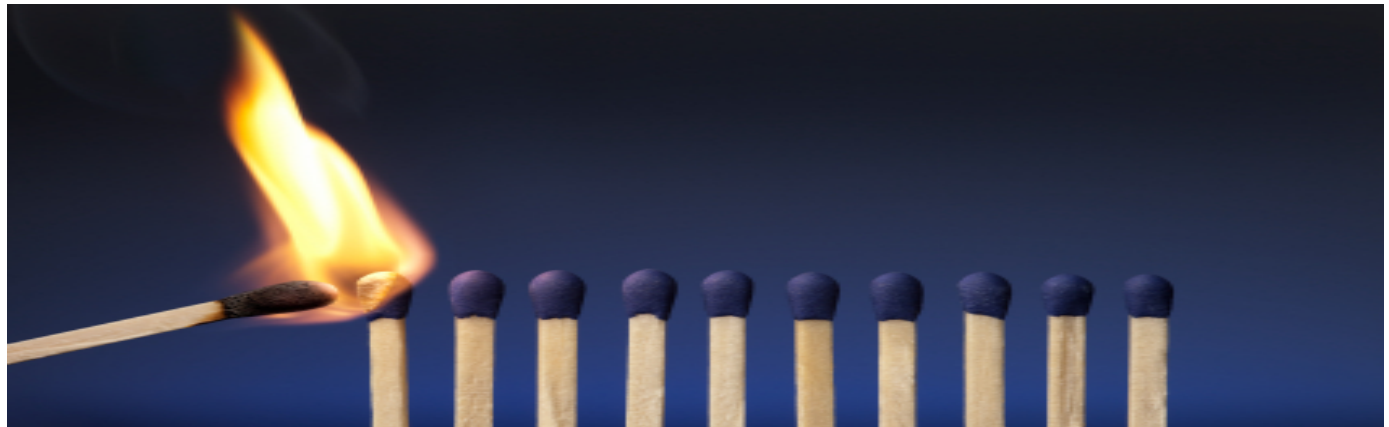
Motivation - the Missing Link

Motivation is a fire from within.
If someone else tries to light
that fire under you, chances
are it will burn
very briefly.

~ Stephen R Covey ~

Building a Thriving Culture

The key to great leadership is understanding our people and what lights their fire



What is Motivation?

- Motivation is **energy**
- It derives from the Anglo-Norman term 'motif', which is translated as **drive**
- Our motivations are our **inner drivers** that **determine how we feel and how we act.**



Business Benefits of Engagement and Motivation

Hay Group Research 2015

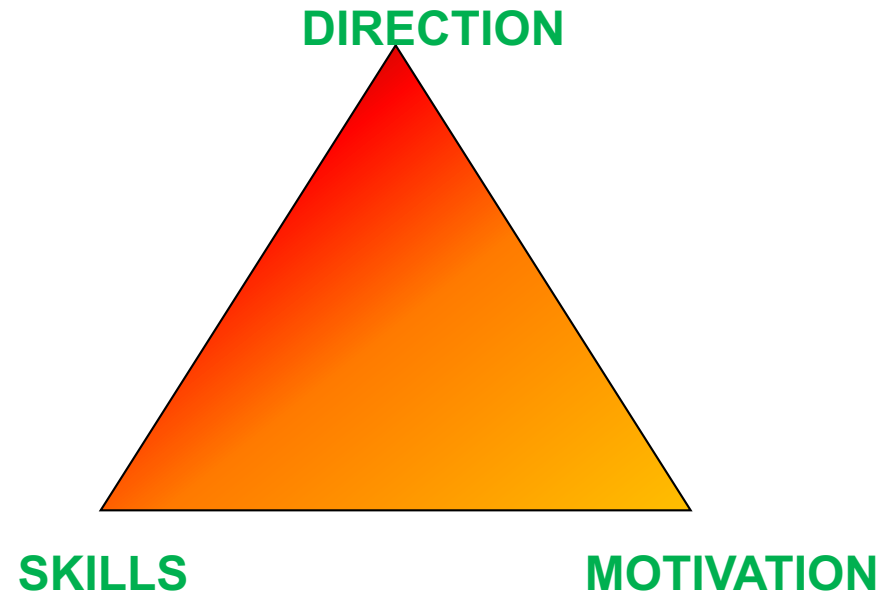


- Highly engaged employees are **50%** more likely to **outperform** their performance targets

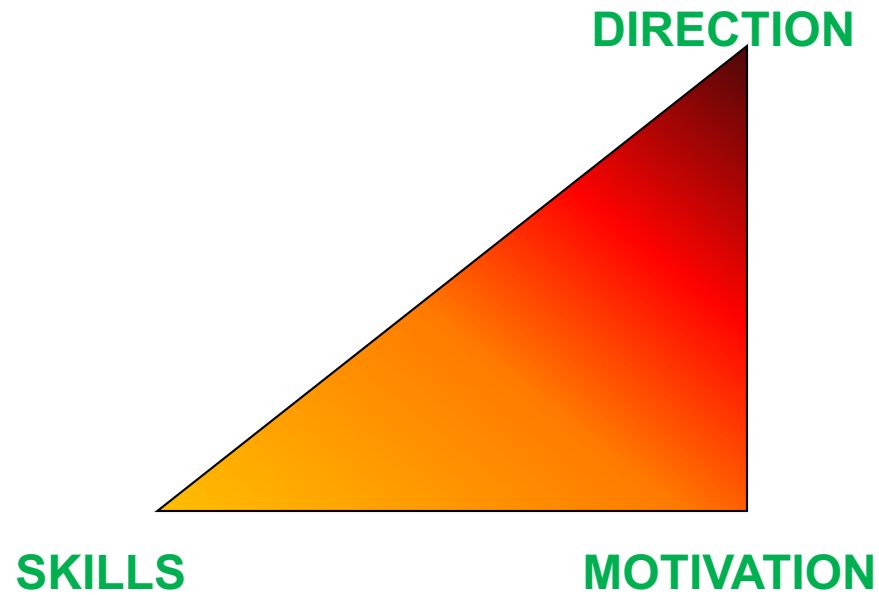


- The best companies at engaging people achieve **4.5 times the revenue growth.**

Why is Motivation Important?

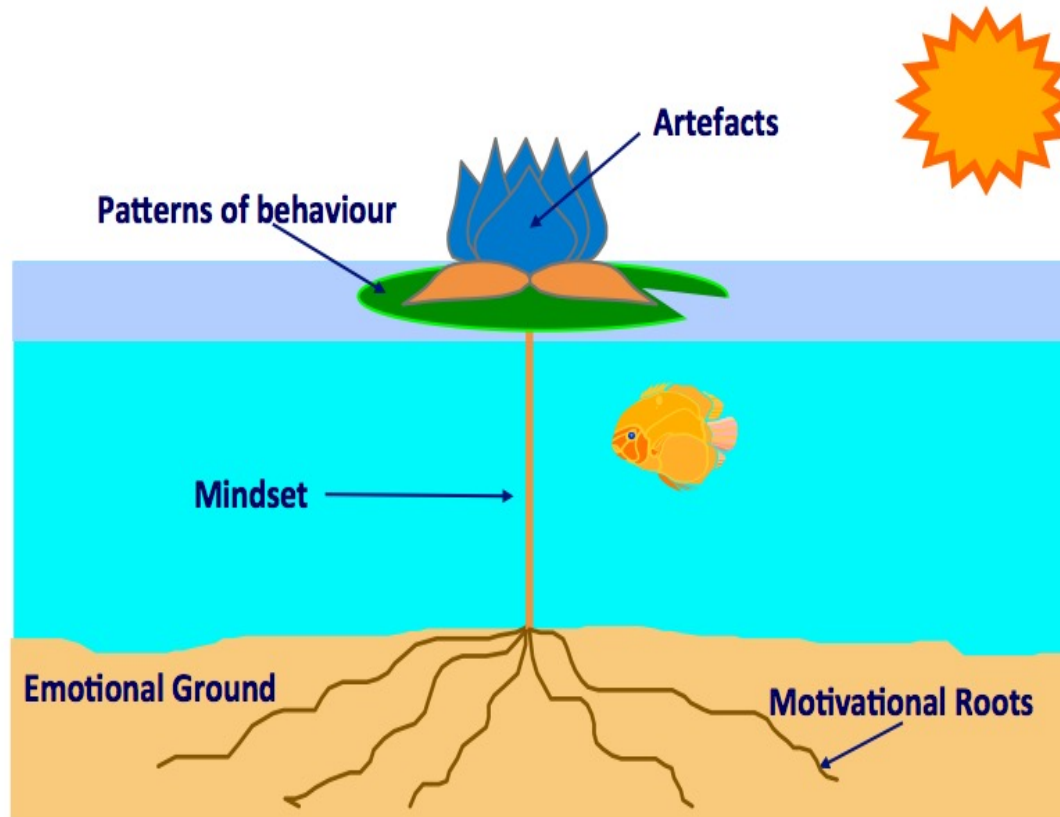


Why is Motivation Important?



Motivation Gets to the Root Cause

The Elements of Culture



Prof Peter Hawkins,
Henley Business
School

How We're Using Motivational Maps



Individual maps
for leadership and
career development
and coaching



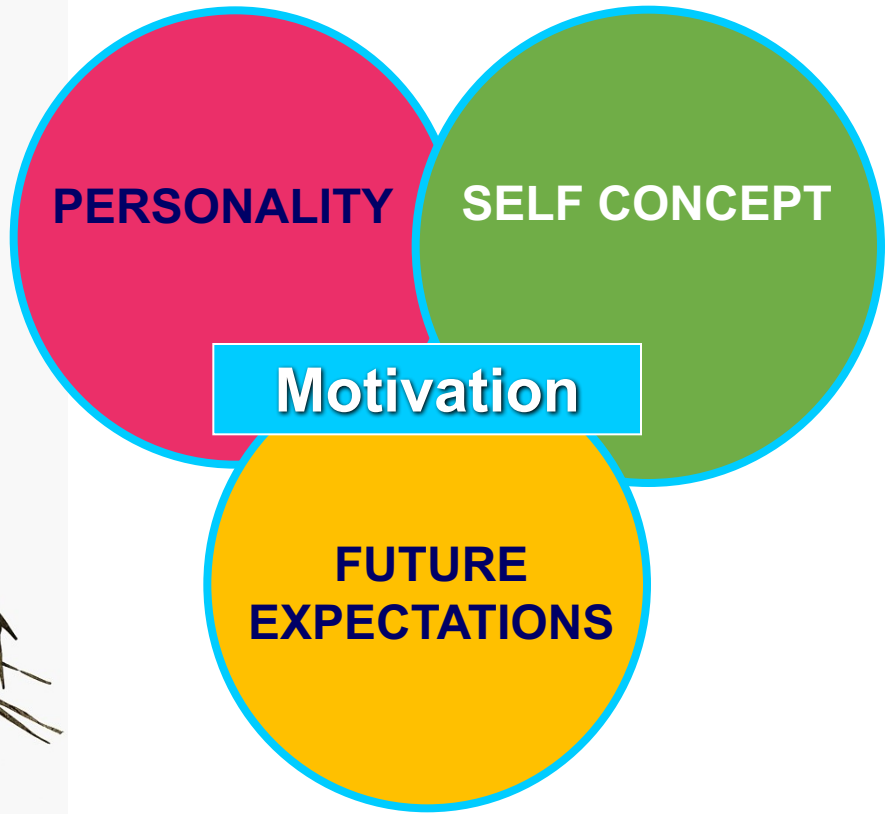
Team maps for
optimising team
motivation and
performance



Organisational
maps for measuring
leadership effectiveness,
supporting engagement
and a thriving culture

The Roots of Motivation

The 3 Roots of Motivation



Development of Motivational Maps

Maslow



The Enneagram

Career Anchors

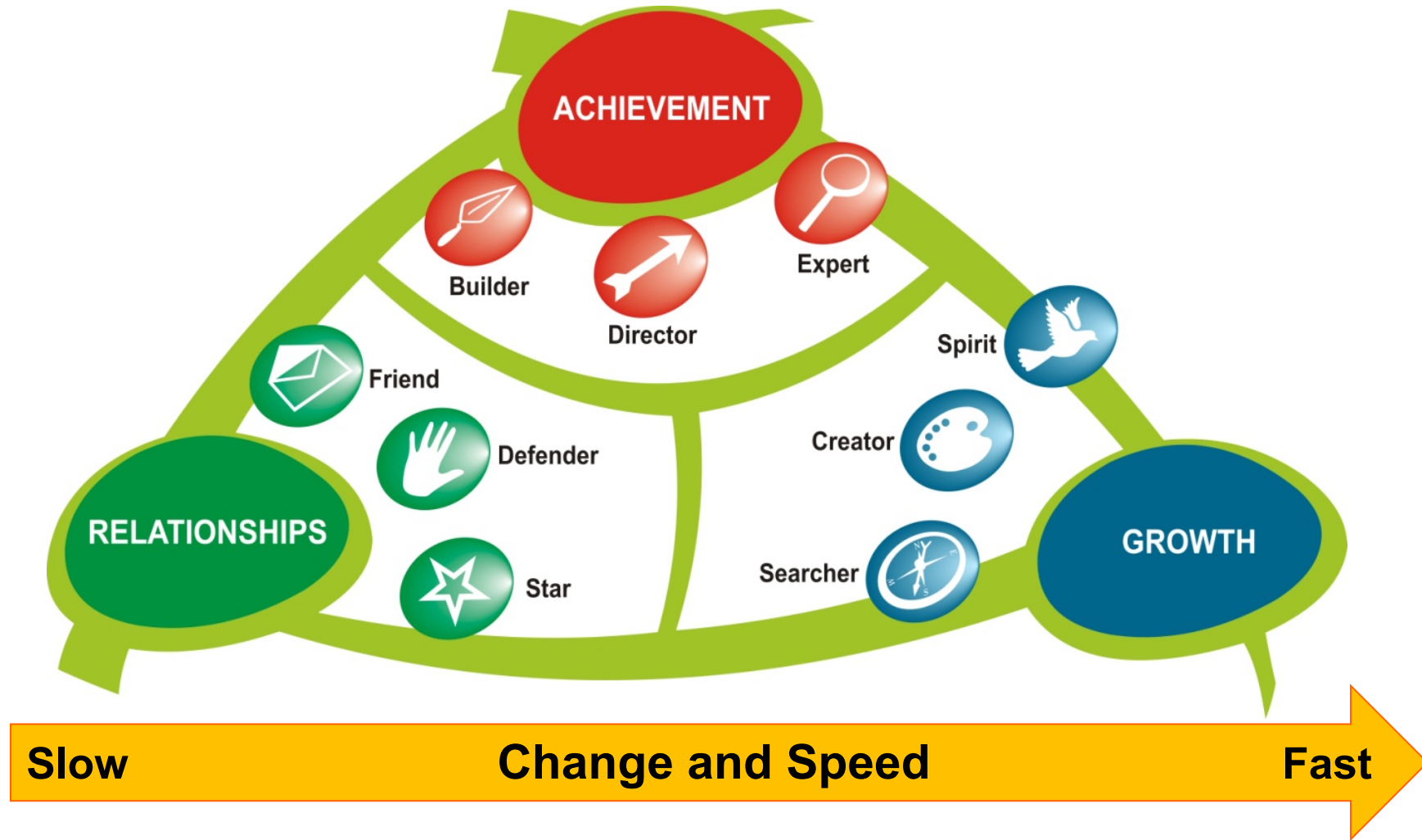
-  Technical/functional competence
-  Managerial competence
-  Autonomy/independence
-  Security/stability
-  Entrepreneurial creativity
-  Service/dedication to a cause
-  Pure challenge
-  Lifestyle

Personality or Motivation

Personality Tests	Motivational Maps
Deal with traits...which are fixed and stable	Deal with states...which are changing and dynamic
Give a snapshot...of who you are	Give a video...of where your energy is flowing
Need only be done once...because you are you and YOU is invariant	Need to be done frequently...because your energy, like you health, needs monitoring and boosting

Knowing the 9 Motivators

3 Clusters of Motivation



The Nine Work Motivators

Relationship Motivators



The Defender
Seeks security, predictability, stability



The Friend
Seeks belonging, friendship, fulfilling relationships




The Star
Seeks recognition, respect, social esteem

Achievement Motivators



The Director
Seeks power, influence, control of people / resources



The Builder
Seeks money, material satisfactions, above average living



The Expert
Seeks knowledge, mastery, specialisation

Growth Motivators



The Creator
Seeks innovation, identification with new, expressing creative potential



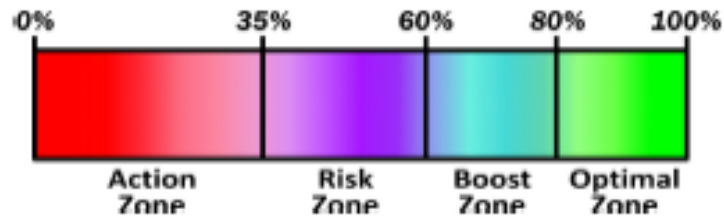
The Spirit
Seeks freedom, independence, making own decisions



The Searcher
Seeks meaning, making a difference, providing worthwhile things

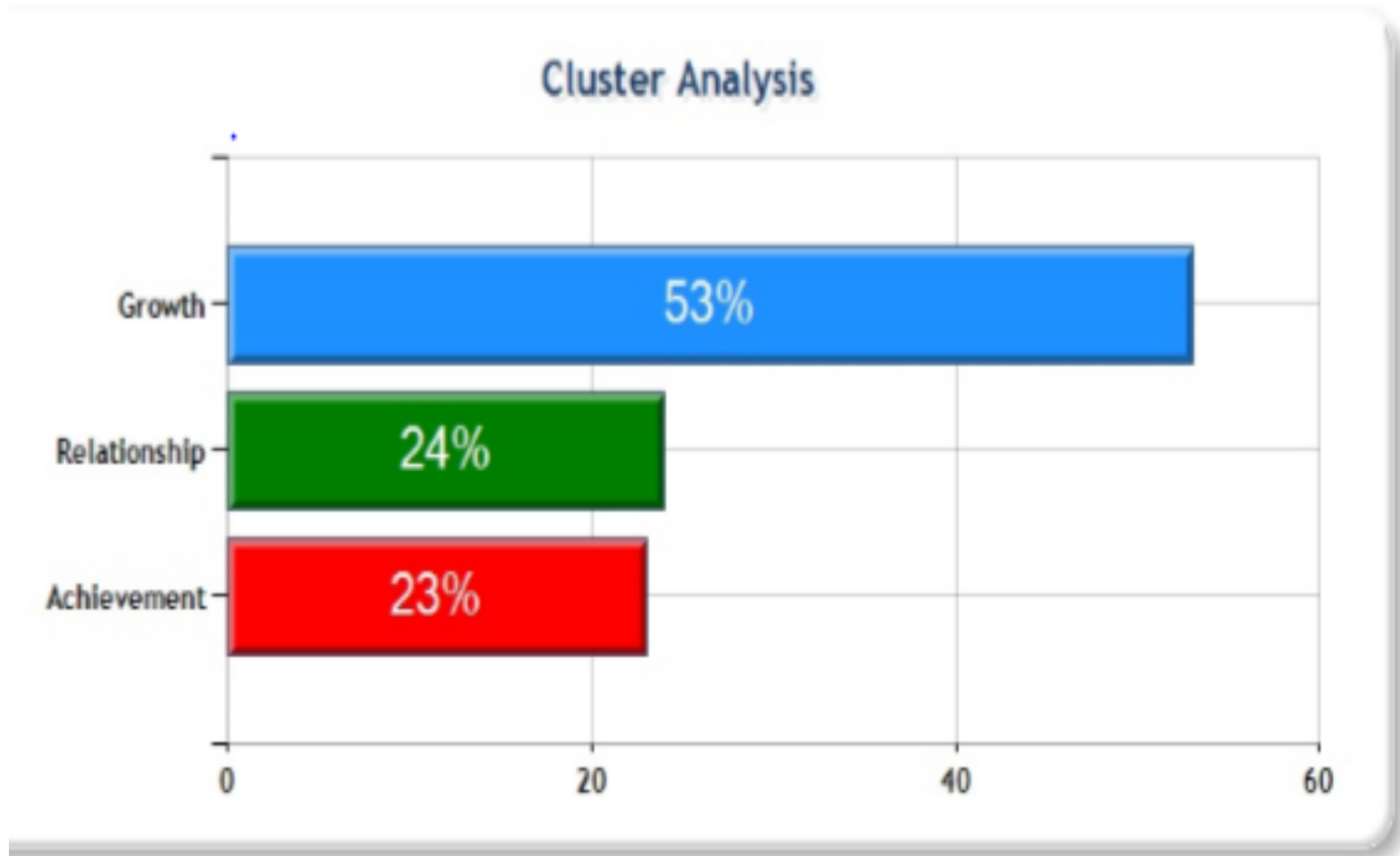
Measuring Motivation

Measuring Individual Motivation

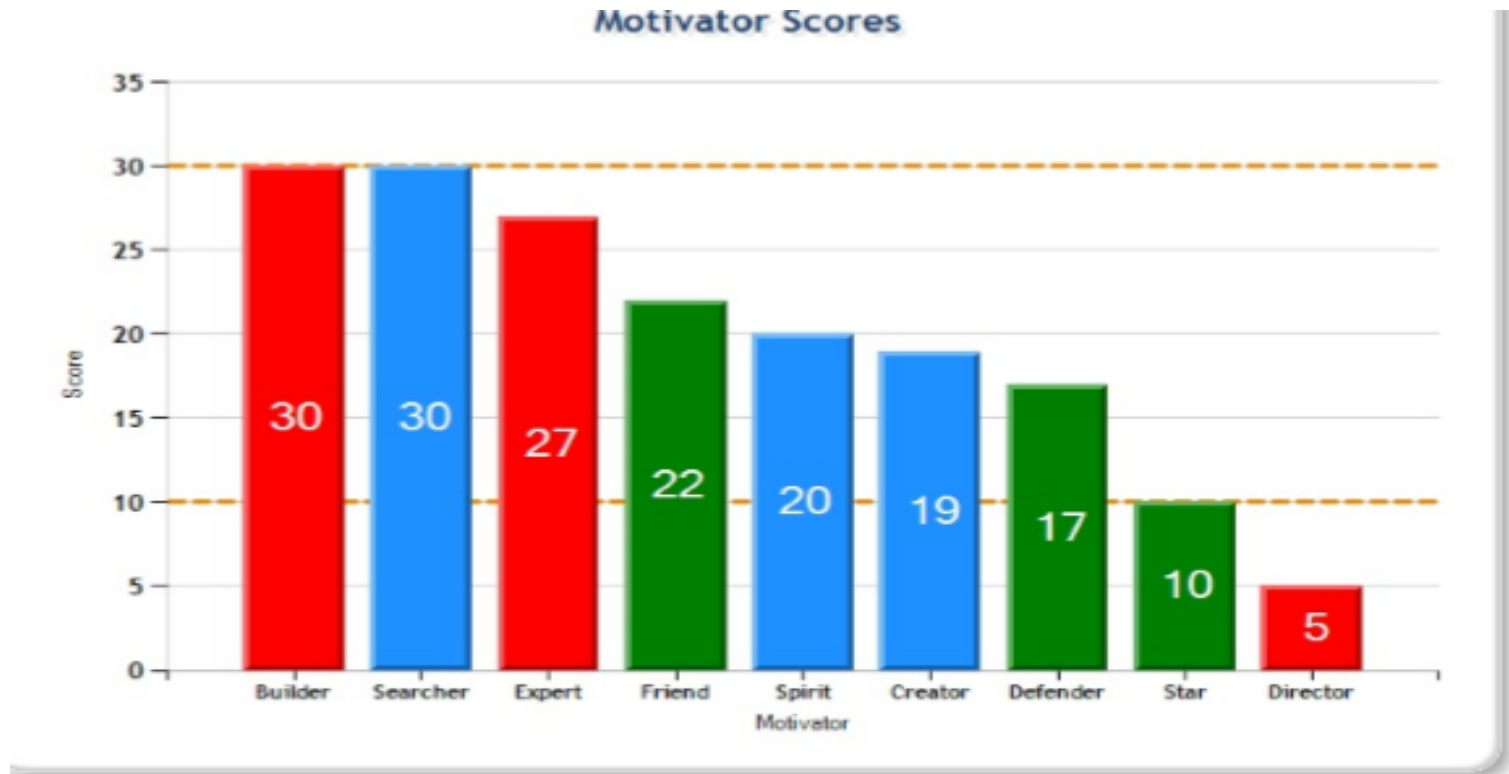


You are currently 62% motivated in your current role. This means that you have a high level of motivation and are motivated to enjoy your current role. The issue for you is one or two motivational areas where small improvements or boosts could make a big difference and motivate you more.

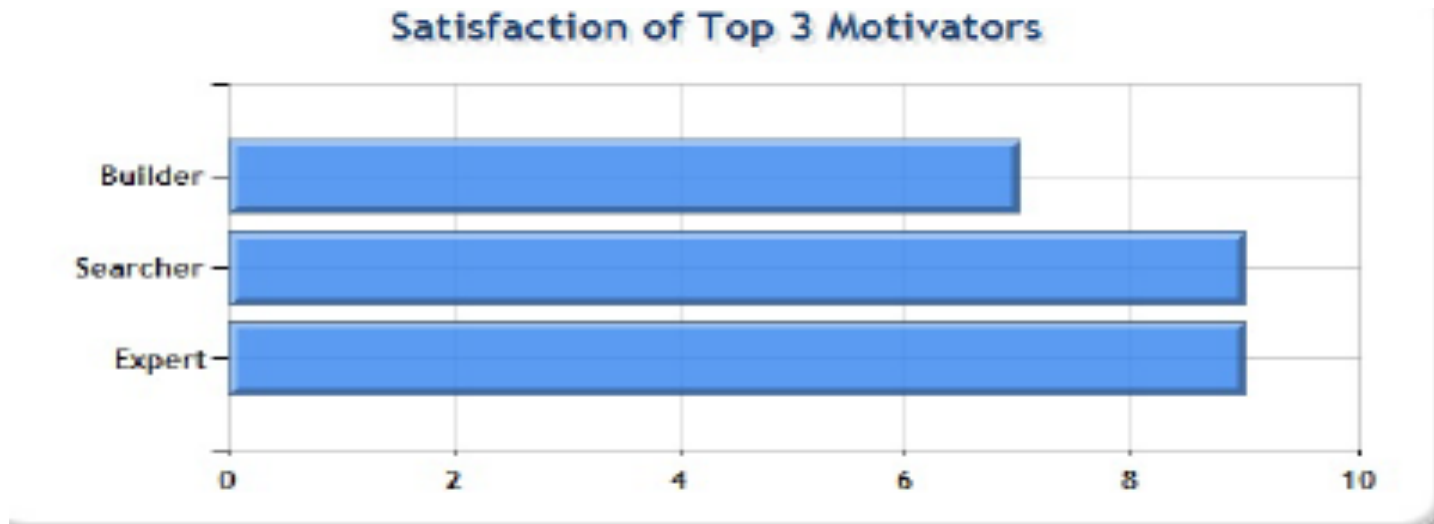
Individual Cluster Analysis












Measuring What Motivates You



Satisfaction in Your Top Motivators



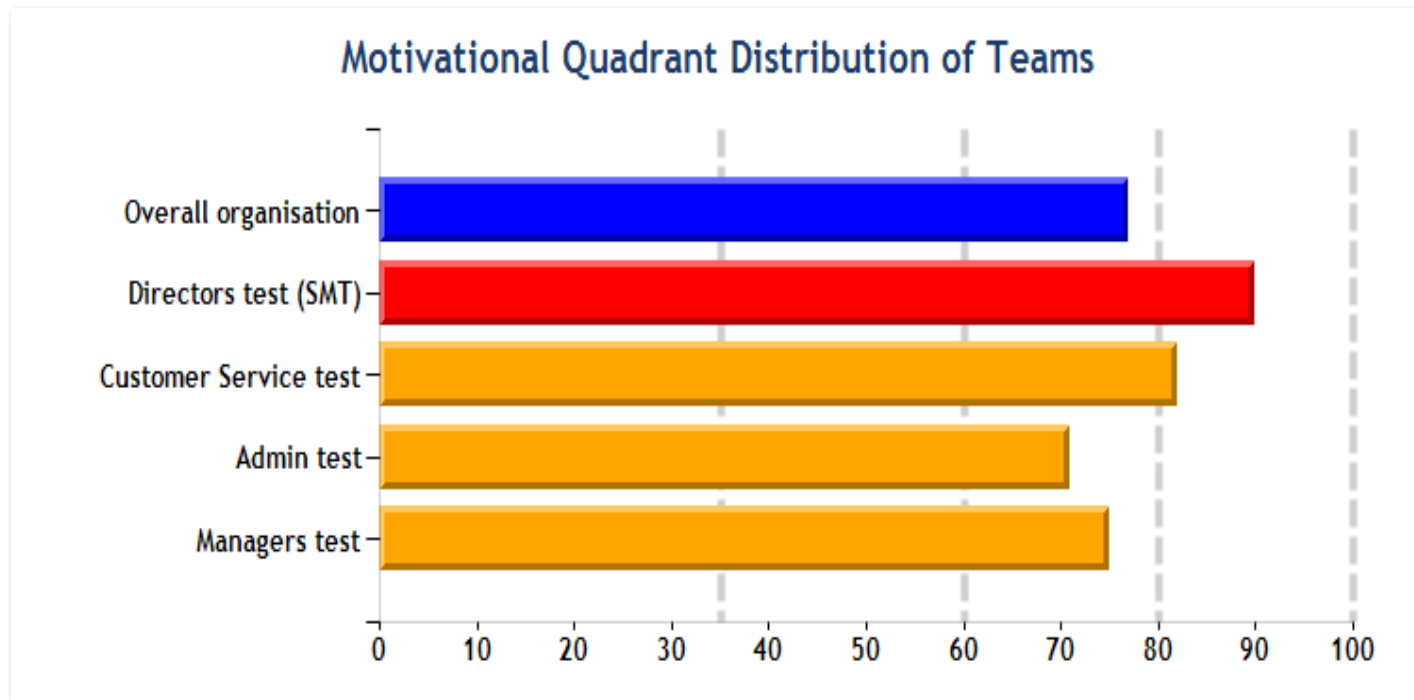
Hot Buttons to Motivate Yourself

		Hot Buttons	Motivating Ourselves
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

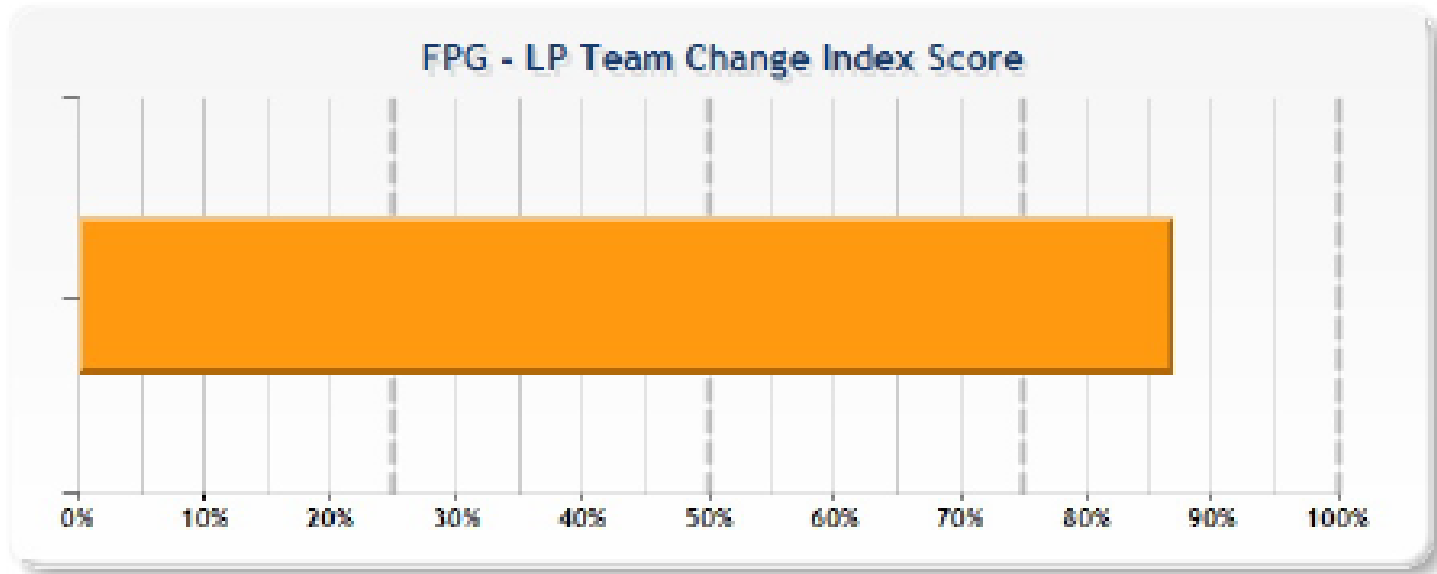
Measuring Team Motivation Scores Provides Insights for Adaptability



Helps clarify how adaptable different teams are and how to address hot buttons



Change Index Score Per Team



Leadership Team: 90% Motivated



1st - Spirit

Independence



2nd -Searcher

Purpose



3rd -Expert

Mastery



Last - Friend

Least motivated by connection and involvement

Organisation Profile: 77% Motivated



1st - Searcher



2nd - Expert



3rd - Defender



Last - Friend









Making a Difference

Mastery

Security

Least motivated by connection and involvement

Hot Buttons to Motivate Others

		Hot Buttons	Motivating Others
Searcher		Meaning & Make a Difference	Praise & Regular Feedback
Spirit		Freedom & Independence	Autonomy & Empowerment
Creator		Innovation & Change	Rewards for innovation
Expert		Expertise & Mastery	Sharing knowledge & Mentoring
Builder		Money & Material Satisfaction	Gifts, cards, thank you emails
Director		Power & Influence	Responsibility & Influence
Star		Recognition & Respect	Public recognition
Friend		Belonging & Friendship	Support & Involvement
Defender		Security & Predictability	Communication & Continuity

What Are Your Next Steps?



**Exceptional
people
Real results**

Example Team Map



1st - Searcher



2nd - Defender



3rd - Expert



Last - Friend

Motivated by making a difference, stability and expertise

Least motivated by connection and involvement