

The background of the entire page is a photograph of a woman with blonde hair smiling broadly in the foreground. Behind her, several other people are visible, some with their arms raised in a cheering gesture. The scene is set in a bright room with large windows in the background. A large white triangle is overlaid on the image, containing the main text.

# *The* **9 things that will motivate your team**

AND HOW TO USE THEM TO INCREASE  
PERFORMANCE

# *But can you really motivate someone?*

LET'S REFRAME THIS ...

AS A LEADER YOUR ROLE IS TO CREATE THE ENVIRONMENT WHERE EVERYONE CAN FIND WHAT MOTIVATES THEM

And with this there are three key things to work on as leader:

1. Understanding that what motivates you may not motivate everyone else
2. Creating an environment where everyone in your team can find and use what truly drives and motivates them
3. Figuring out what it is that motivates each member of your team.

## **Do you know what it is that motivates you?**

As you go through the 9 different motivators make sure to identify yours first. This will make it so much easier to identify them in other people. Also think about what it is that you try to provide for others in your team because that's what you want - for example autonomy, praise, courses - do you provide them for others because that's what drives them or because that's what you want?

## **How much of the energy comes from you and how much from the team?**

Motivation can't be one way. As a leader you can make the environment at work the best it can be for each member of the team and then each person needs to take responsibility for their own energy, for their own motivation.

## **What motivates one person may not motivate another.**

And this is where it's really important for you to understand what motivates each person in your team and also to share that knowledge within the team. This will mean that everyone can work at their best and enable their team mates to do the same.

So here we go! Here are the 9 key motivators.





When we talk about motivation, what we're talking about is energy. The energy and drive that gets you up in the morning. The energy that you feel when you are in flow, when time seems to pass so quickly because you're having fun!

The 9 motivators are divided into three groups:

1. **Future focussed** - these people are the drivers of change, inspired by a vision and all things new
2. **Present focussed** - these are the action takers, inspired by what is happening today
3. **Past focussed** - these are the people that drive safety, inspired by what's gone before and what is known



### Future focus

A vision and purpose, freedom and independence and creativity and innovation are key.



### Present focus

Controlling people and resources, material wealth and learning and sharing that learning are key.

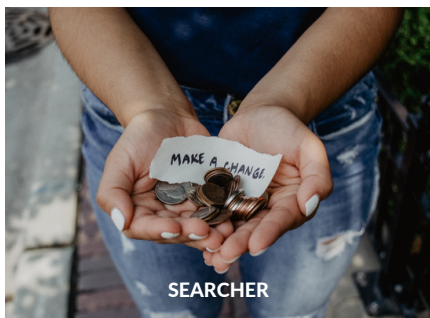


### Past focus

Security and safety, belonging and public recognition are most important.

# The 9 motivators

And how to use them to increase performance



## Purpose and making a difference

People who are driven by purpose and making a difference seek meaning and purpose in what they do. They want to do work that feels significant and important to them. They need to see that they are making some sort of difference to those around them, to the organisation or even in the world.

These people get inspiration from seeing and understanding the bigger picture. They enjoy being consulted and listened to and will thrive on change and variety.

### How to increase performance

Make sure that they can link their own goals to the wider organisational goals so that they can see their own contribution to the bigger picture. Give lots of quality feedback on how they're making a difference. Avoid routine and paper driven tasks where you can. Provide with a mentor.

## Freedom and independence

Freedom and independence means different things for different people, however what you will find is that those who are motivated in this way will want to work autonomously, make their own decisions, feel that they have a choice. They will want clear and specific objectives and then be left to decide how they achieve them.

### How to increase performance

Make sure to share the company vision and goals. Delegate responsibility and not just the task to them. Set clear and specific goals and then trust them to find the best way to achieve them. Avoid micro-management and reward with more freedom and autonomy along with good quality feedback.





# The 9 motivators

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## Creativity and innovation

You will have people in your team who rather than shy away from change and anything new, will be the drivers of it. These people love coming up with new ideas or new ways to solve problems. These are the people who will get bored with routine and relish the opportunity to do something new. Some of them may not even see themselves as creative as their idea of creativity may be more artistic or groundbreaking. But they love trying new things and improving processes, products and services as well as coming up with brand new ideas.

### How to increase performance

Give them problems to solve and then recognise them for it and for their creativity. Involve them in idea generation – be it for products and services or for processes and even culture change programmes. Make sure to limit routine and paper driven tasks and make sure the goals they set require some originality.

## Control of people and resources

You will have people on your team who are the natural organisers and managers. These people thrive on being in control or in charge. They love to make critical decisions and be given responsibility and influence. They also enjoy being stretched as this potentially means more influence, power and control.

### How to increase performance

These are the people who will want to take responsibility, so delegate to them. When possible give them the opportunity to deputise for you or to represent the department and the team. Don't miss your regular 1 to 1's and reviews and make sure that they know exactly where they are and what they need to do to progress up the ladder. Do they job titles reflect their position? Engage them in choosing and working with a mentor.



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## Material wealth

You will have people in your team who are driven by money, material satisfactions or above average living - even you might be! And this is just as good as any other motivator. Financial rewards based on clear goals and targets will be important as well as engaging in work that is visibly well rewarded. They will thrive on responsibility and will be encouraged to take on more if the rewards are there.

People who are motivated in this way will tend to be competitive and do really well in a work environment where rewards for targets met are clear.

### How to increase performance

Make sure that there is a clear career path and plan for them. Give regular reviews of the progress they are making towards that plan. Ensure that the performance is rewarded in a way that is visible and preferably with material benefits. Give them responsibility and offer training that will lead to the opportunity to earn more.

## Learning and expertise

These are your learners and teachers. Being able to be an expert, show mastery and even specialise in something is key. But they want to share that expertise. Being a master of their own work is important as is being in touch with other experts in order to share and learn from each other.

### How to increase performance

Offer training and development in their area of expertise and others that they may want to develop. In personal development conversations, let them guide the conversations and ask them what they need as well as giving well thought out and useful feedback. Set ambitious targets and link training to any promotions. Offer a mentor who is a skilled expert and also encourage them to mentor others.



# The 9 motivators

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## Security and safety

Security, safety, predictability, stability – these are all key words for these members of your team. These people are looking for high job security, clear roles and responsibilities, regular and accurate information. They like time to prepare for meetings, projects and presentations. They value order and clarity.

And in these times of constant change, ambiguity and an insecure future, be in no doubt about how much they may be suffering and how low their motivation might be. So what can you do to make sure that they get what they need to be energised at work?

### How to increase performance

Communicate with clarity, honesty and above all regularly – no communication means they will make things up and worry. Help them see the risk of no change and then provide plenty of support and time to work through the changes. Link achievement of their goals to security – in their role and in their career. Offer regular reviews with the opportunity to talk through any concerns. Show you listen and hear.

## Belonging and team

A way to recognise these people is to look for those team members who are the glue in the team. They get their energy from that feeling of belonging, from relationships that are nourishing and fulfilling. They will enjoy a collaborative environment. They can be great listeners, the person everyone confides in but they also like to be listened to. Other values that you may see are loyalty and continuity.



### How to increase performance

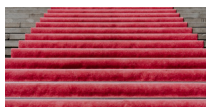
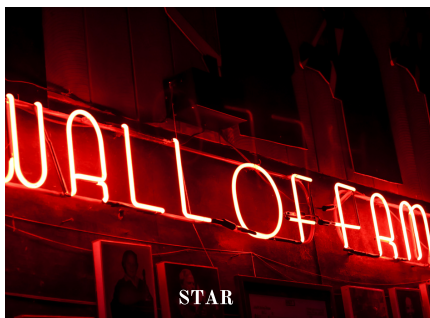
Get to know them! Make sure you involve them and consult with them. Arrange social events and get them involved in the arrangements too. Create a people centred culture. Make it personal – make them feel that they are understood and listened to and that you truly care. Get their support with the team.





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## Public recognition

Respect, public recognition and social esteem are key needs. These team members want to be noticed and want to know that they are held in high esteem. They will like a clear hierarchy and know where they are in this. Employee of the month and other such awards will appeal as it gives them something to work towards that is then publicly seen and recognised in the organisation. A little competition can go a long way here. Good quality feedback is key but feedback that reinforces what is being done well, is magic!

### How to increase performance

Make sure that this person knows where they are in the hierarchy and knows how to progress. For this they will need regular reviews so that they can see their career progression as well as their progress towards targets and goals. Create opportunities for awards. Congratulate them publicly for work done well.

## And remember...

There are two other elements when it comes to performance - a clear vision or goal and the skills to achieve it. Motivation is then the fuel that will get you to that goal!

One of the biggest mistakes you can make is believing that it is just up to you to motivate your team.... You can create the environment, but they have to be able to find and go for what motivates them too. The more you encourage your people to understand what it is that motivates them and how they can all help each other find what motivates each one of them at work, the better the team will perform.

So share this information with everyone in your team. Have conversations about what motivates each person and what doesn't and how as a team you can all engage in what motivates you most, most of the time!



PS. Here's a quick grid which has a summary of the **9 key motivators** and what each of them stands for. You can print it out and share it with the team and even have a session where you all guess what it is that truly drives and motivates each one of you



If you want to find out more about the motivators feel free to get in touch by emailing [maps@soniagavira.com](mailto:maps@soniagavira.com)

And if you want to find out for certain which motivators drive you the most, how much you have of each of them right now and what you can do to give yourself an injection of motivation, here's a link to purchase a motivational map - an ISO accredited tool, which will tell you all of this and more - plus an online guide which will take you through your own results. All of this for just £99 (including VAT). Just click on the button below.

