

Motivation Mapping: How to Drive Change

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The Motivating Others Problem and Big Opportunity

Motivating Others: **Driving People to Change** versus **Driving Change**

Driving people to change: using some coercion (e.g., orders, fear of negative consequences, removal of positive consequences) to externally compel someone to change. (Source: <http://engine-for-change.com>)

Driving change: choosing a change for you and clearing the obstacles for others to internally choose the change too. (Source: <http://engine-for-change.com>)

Group Exercise: Agreements and Differences

Scene 1

Manager 1: Okay, we've got a new corporate strategy that I'm ordered to tell you about.

You're going to develop the Change Master 5 program in half the time it took you to develop Change Master 4.

That means you've all got to change the way you develop products and you had to change as of yesterday.

Joe, collect the supplier data from the supplier database.

Bob, update the schedule charts with the latest data from the resourcing group.

Report back in a week.

If this isn't a success we'll all lose our jobs.

I'll be reporting weekly to upper management on your progress.

I'll be in my office.

Scene 2

Manager 2: I've called you together because I'm convinced, and the top leadership is convinced, that we must cut the development time of the Change Master 5 program to half of what it took to develop Change Master 4. If we don't, they think we'll lose half our market, meaning they would have to lay off some people to continue to make payroll for the rest. From my perspective, if we can achieve product development in half the time then we can grow the market plus show our competitors that we're not only great programmers, but the best innovators. Joe, do you see the opportunity differently?

Joe: I'm concerned that our suppliers won't be able to make their commitments. The supplier data I have is too spotty for me to say for sure though. Whenever I've asked supply for better data they tell me to go away because I'm not a supervisor.

Manager 2: I'll make a call to supply to get that data sent over to you. If we need it, we've got the support from management all the way up to make lots of obstacles go away (another great benefit of this project). Bob, from your perspective that is any obstacle you need help with right now?

Bob: I can see the group's lack of training in that latest graphics program holding us all back. I priced out the self-training guide a while ago, but I couldn't get the training group to buy it for us. They kept telling me it wasn't necessary for my work no matter how much I told them it was.

Manager 2: I'll find the funds to buy that book and get training to order it today. Let's meet again next week to discuss what wins we have so far and plan for the next wins we want to capture and obstacles to tackle. I look forward to seeing you all then. In the meantime, stop me if you have any other concerns.

Group Exercise: Agreements and Differences (continued)

Differences

Manager 1 is:

Manager 2 is:

Agreements

Manager 1 and Manager 2 are:

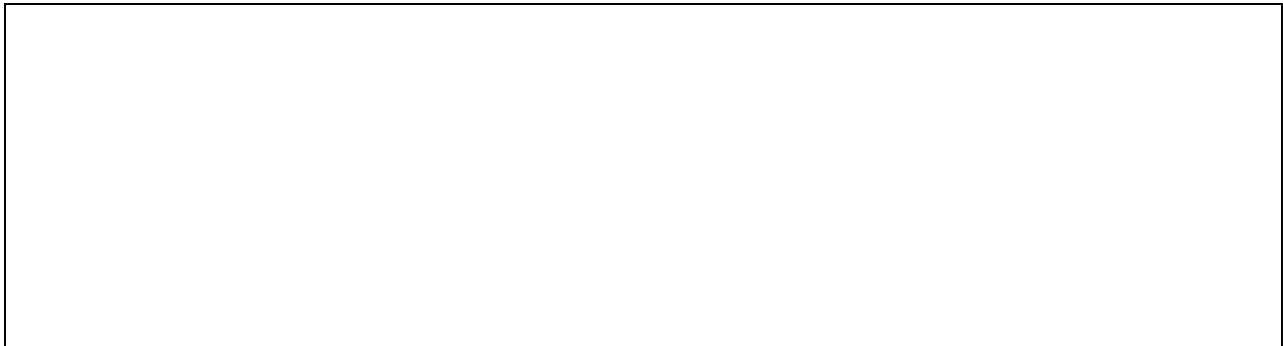
anger, false pride, pessimism, arrogance, cynicism,
panic, exhaustion, insecurity, anxiety

faith, trust, optimism, urgency, reality based
pride, passion, excitement, hope, enthusiasm

Source: *Heart of Change* by John Kotter

Mapping Motivation

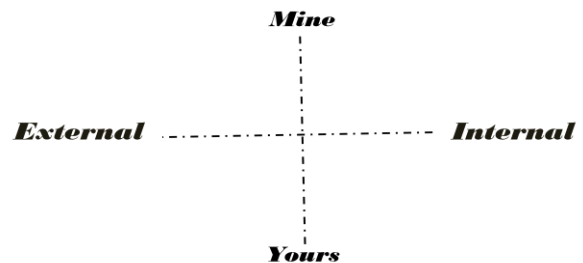
Typical Change is focused on WHAT to Change



Driving Change is focused on HOW to Change

Before we can start our change journey, we need a way to map our change against the variables that drive a change: a motivation coordinate system.

Using the motivation coordinate system, we can map a path to drive motivation relative to our change. All we need are a few (okay, nine) quick steps.



Step 1: State the obvious

- Who are you?
- Who are you trying to get where?
- What day is it?

Step 2: Set current location and destination

- Mark off the coordinates (M to Y, E to I)
- Mark of the current and destination locations.

Step 3: Design actions

Step 4: Plot your action vectors. What do you think the person(s) would answer to these questions?

- What's your motivation to do this action on a scale of 0 to 10 (0=only act on threat of death, 10=jump out of my chair to do it before you ask)?
- Would you say this action will make the outcome be more your problem or more someone else's problem?
- Would this action make you more or less internally motivated to do the outcome behavior?

Step 5: Pick which action you'll take. Is it obvious which option is best?

Step 6: Show your work. Ask someone to look at your work who knows your situation and can add or see more detail for you.

Step 7: Set your check points

- State what you're watching for
- Don't overrun your results

Step 8: Act!

Step 9: Cycle back and start over

Review

Personal Exercise: Now What?

Bonus: Choose Your Own Adventure List

Now that you know the difference between **driving change** and **driving people to change** and know how to map motivation, you can choose from a whole new set of adventures to improve your personal and organizational performance. The list of adventures is just a starter list of the journeys you can take when you drive change.

Map Policy Impacts on Group Motivation

Many policies are designed to spur a group to action but instead attack the group's internal motivation. Using the motivation coordinates, you can visually display the impact of a policy on group motivation then design actions to improve the policy's impact on the organization.

Map Motivation Distribution across an Organization

In any organization there are a range of motivated people, from the stereotypical totally internally motivated sparkling performer to the fully externally motivated stick-in-the-mud. Where does your organization's motivation map out? What does that mean for how successful you'll be introducing change into the organization? What can you do to impact individual and group motivation? Using the motivation coordinate system, a list of group members and your perspective on those members, you can plot a distribution of motivations and design actions, just as you would in motivation mapping, to move their motivation forward.

Practice Techniques for Engaging Naysayers in Any Change

Most of the time, your naysayers have the best information on the obstacles slowing down or stopping your change. How do you engage the naysayers, get them to share their vital perspective, and allow them to help you drive change? Using the techniques of **driving change**, active listening and motivation mapping, you can turn almost any naysayer into a valuable contributor.

Deliberately Unleash the Strengths of You and Your Team

According to the research, in 2007, only 12% of Americans said they use their strengths most of the time at work. Why does that matter? Because when someone is playing to their strengths, using their strengths and getting strengthened by their work, they are recharging their own internal motivation batteries by doing the work you want and the work they love. Jump starting a strengths movement in your company is easy once you choose the strengths path. For less than \$100 in training materials and little more than eight hours invested per student, you can make your organization strong. By combining the power of the Gallup organization's strengths research in Tom Rath's *StrengthsFinder 2.0* with the continuing work of Marcus Buckingham in his *Trombone Player Wanted* DVD and adding a facilitated strengths discussion, you'll jump start your organization's motivation.

Investigate the Principles behind Driving Change

Years of research and experimentation have gone into discovering and refining the concepts of **driving change** and **driving people to change**, plus the philosophy underpinning the motivation coordinate system. Knowing how to do something is the first step to be effective. Knowing why to do something is the essential step to being successful. See the resources list or contact April Mills for more information.

Recommended Resources

Websites

Engine for Change – <http://engine-for-change.com>

Kotter International – <http://kotterinternational.com>

Gallup's Strengths Finder site– <http://www.strengthsfinder.com/113647/Homepage.aspx>

The Marcus Buckingham Company– <http://www.tmbc.com/>

Strengths Business Case Video– <http://www.tmbc.com/case/video>

Books

Start with motivating yourself first. Read *Linchpin* by Seth Godin.

Then read through the appendices of *Buy-in* by John Kotter and Lorne Whitehead.

To read more, I recommend:

Intrinsic Motivation at Work by Kenneth Thomas

Leading Change by John Kotter

Sense of Urgency by John Kotter

Heart of Change by John Kotter

StrengthsFinder 2.0 by Tom Rath

Tribal Leadership by Dave Logan, John King and Halee Fischer-Wright

Tribes by Seth Godin

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