

Motivational Maps Business Case Study

Background

This company provides care at home to older people so that they can live out their later lives at home. The company structure involves well positioned, High Street branches with small teams in each branch so that care is delivered locally and clients and employees can build high trust relationships.

Motivational Maps were introduced into the business to all branch management staff and senior leadership in November 2019 and repeated in November 2020 and then April 2022.

Each member of staff completed an individual map and received feedback on their results and coaching to identify strategies to maintain and increase motivation. There was a feedback session for each Branch Manager and a team workshop for each branch to enable colleagues to better understand each other and work cohesively as a team.

The company results were reported back to the SLT to give an accurate report of motivation within the organisation and to outline specific strategies to maintain energy and motivation moving forward.

Key organisational learnings and outcomes from the first Motivational Maps.

November 2019

- The business developed a common language of each individual's motivation and this language was widely adopted within the organisation.
- All branch management staff had the Searcher motivation in the top three meaning that the dominant motivation in the staff was a drive to do work that has meaning and makes a difference to others. This gave the leadership team a clear direction on how to motivate and energise staff by praising and acknowledging the difference that their work made to clients and customers.
- Some staff had moved roles but did not feel adequately equipped for the role so their Expert motivator, which is the need to have the knowledge and specialism to succeed, was not fulfilled. Additional training or adjustments to responsibilities were made to improve these situations.
- The change index scores for each team, which showed how comfortable a team is with change, showed a big disparity between the SLT and branch teams with the SLT being significantly more comfortable with change. This had been felt in the organisation as new initiatives being 'rushed' into place and so additional communication, training and time to ask questions was built into change within the business.

Significant external factors between November 2019 and November 2020

The business transitioned to working from home in March 2020 as a result of the Covid-19 pandemic. Offices re-opened with a hybrid workforce in the late summer of 2020 in accordance with government guidelines. During the first lockdown, the business did not take on any new clients or carers and focussed exclusively on the safety and wellbeing of existing staff and clients.

Key organisational learnings and outcomes from the second Motivational Maps. November 2020

- Even though teams were more dispersed and had less time physically together the Friend motivator, which is important for most staff and is a need for connection and strong relationships, was still feeling fulfilled. This was a testament to the Branch Managers' efforts to connect their teams virtually throughout the pandemic.
- The Defender motivation, which is a need for stability and security, had increased for most staff but was less fulfilled. Coaching conversations identified this was due to the instability of the pandemic and personal wellbeing strategies were put in place for each person.

Significant external and organisational factors between November 2020 and April 2022

The branches moved back to being in the office full time and a new software system was introduced.

Recruitment challenges meant that the business could not grow as predicted and staff were asked to work reduced hours towards the end of 2021 and some redundancies were made. Staff hours were fully reinstated at the start of 2022 and recruitment numbers improved.

Key organisational learnings and outcomes from the third Motivational Maps.

April 2022

- The maps helped identify staff who were not comfortable with new software as they had a high Expert motivator, needing knowledge and expertise, but felt less fulfilled so additional training was arranged.
- Some branches had some staffing changes which resulted in their change index score dropping so additional communication and training strategies were put in place to help these branches adapt to change.

- The Defender motivation, showing a need for security and stability, had risen in importance across all staff but was not being fulfilled. Conversations established this was as a result of the changes to hours at the end of 2021 even though the business was bouncing back. The SLT implemented an intentional communication plan around the success and growth of the business in Q1 2022.
- Overall motivation was slightly lower across the business and this was attributed to the demands of the previous two years. Wellbeing initiatives were put in place with a Workplace Wellbeing Grant being secured to fund activities within branch and there was internal budget allocation for social events for branch staff every quarter.

Conclusion

For this business, the Motivational Maps provided quantitative evidence of things that were being felt anecdotally around the business and so gave the SLT clarity on where action needed to be taken.

Each individual employee who completed a Motivational Map gained clarity around themselves and how to take responsibility to ensure they maintained and improved their professional development and growth.

The Motivational Maps were also used as part of the Branch Managers' supervision sessions with the Head of Operations to establish optimum ways of working together.

Staff who experienced Motivational Maps were universally in favour of them and reported back that the inclusion of the Maps had positively contributed to their employee experience and resulted in increased team cohesion and understanding throughout the organisation.

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