



motiva®



Who are we

- Prof. Zwi SEGAL and Yves DURON have been working together for 25 years on human motivation and its organizational applications.
- They are authors of the book "Motivation, a skill that can be developed: A guide to develop motivation and engagement at work," Zwi Segal & Yves Duron, Pearson 2015.
- In 1992, they created the first computerized test on motivations and professional interests used by hundreds of companies and public organizations in France.
- In 1999, they created with Professor Michael Porter of the Harvard Business School, the first computerized platform on motivational management.
- In 2012, they launched Motiva¹ that leverages their works and research.
- In 2016, Motiva becomes the French leader in motivational and career testing

¹Pearson is the exclusive editor and distributor of Motiva solutions

Motiva's Key Assets

- Highly accurate and reliable, scientifically tested (the new scientific manual of Motiva was published in February 2018).
- A proprietary smart computerized platform (Psycloud).
- Data **security** and confidentiality
- Ergonomic and intuitive **user interface**.
- Compatible with computers, tablets and **smartphones**.
- **Instant online results** for the consultant and the team members on separated online spaces.

Motiva's solutions

- **Motiva Team**
Motivational leadership, teams motivation, engagement
- **Which career for me**
Self career coaching for young people (16-25)
- **Motiva Talent**
Recruitment, retention, internal mobility, talent development
- **Motiva Individual 2**
Assessment & career coaching

Motivational leadership, engagement, team motivation



The context

Can a company be successful without motivated and engaged teams? Everyone knows the answer.

The real question is how to maintain and develop team motivation.

In a context of career uncertainty, changes and tensions on the workplace, traditional approaches to boost the team such as bonuses, challenges, team building session etc. have lost their effectiveness. Indeed, these approaches are usually effective with members who are engaged and motivated, which means new processes need to be set up/created for disengaged employees.

In order to maintain the company's performance, it is necessary to prioritize new approaches that will both meet the manager and the team's needs, and that will insure a greater motivation among employees.

The model

- Identify the motivational DNA within the team.
- As each member of the team has their own motivations, Motiva will identify them to help implement the right approach for your team.
- Develop performance by motivation: Motiva helps to bring out the solutions that can be used by everyone and collectively, which will enhance the team's performance.
- Improve managers' leadership: some behaviors may have a negative impact on team members. Motiva helps to improve the relationship between managers and team members.

Theoretical concepts

1. Motivational Satisfaction

To what extent are the employee's needs met on the workplace and to what extent is the job in line with what is important for him?

2. Engagement

How committed to the company is the employee?
How proud to work for his company is he? how inspired by his manager is he?

3. Motivational State

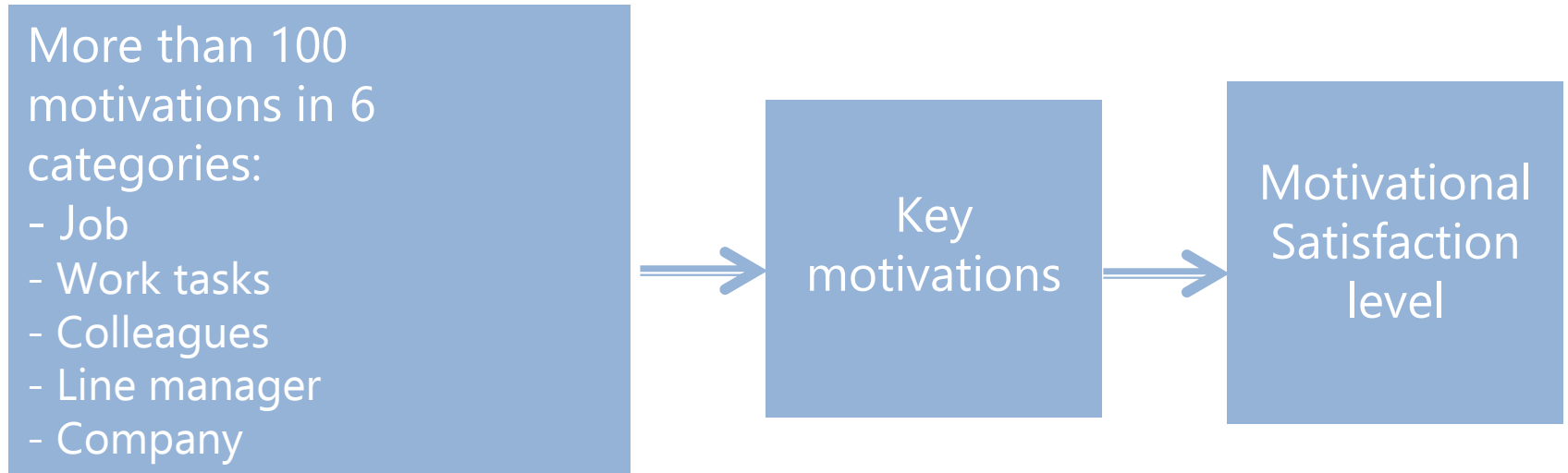
What type of relationship between the employee and their company can be observed?

4. Motivational Leadership

How should the manager behave to ensure the team members' motivation and engagement

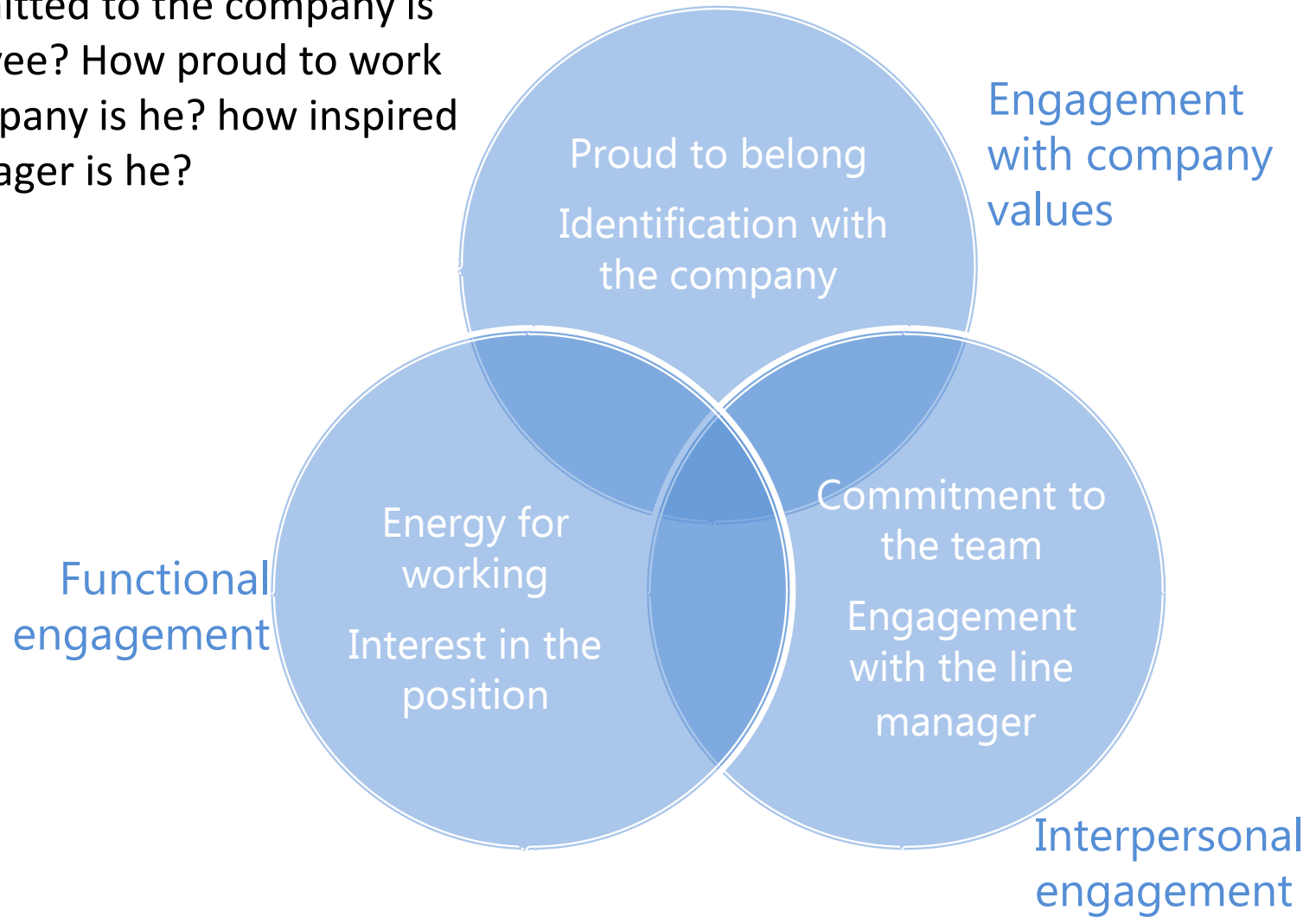
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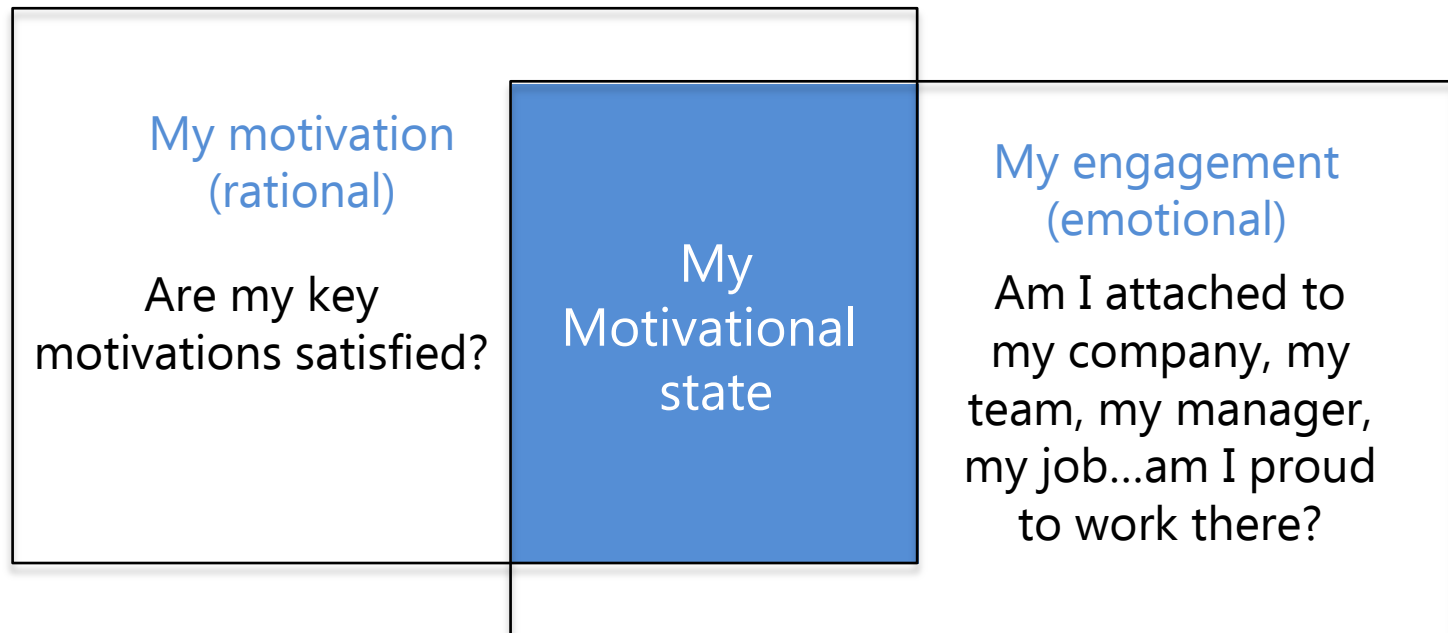
2. Engagement

How committed to the company is the employee? How proud to work for his company is he? how inspired by his manager is he?



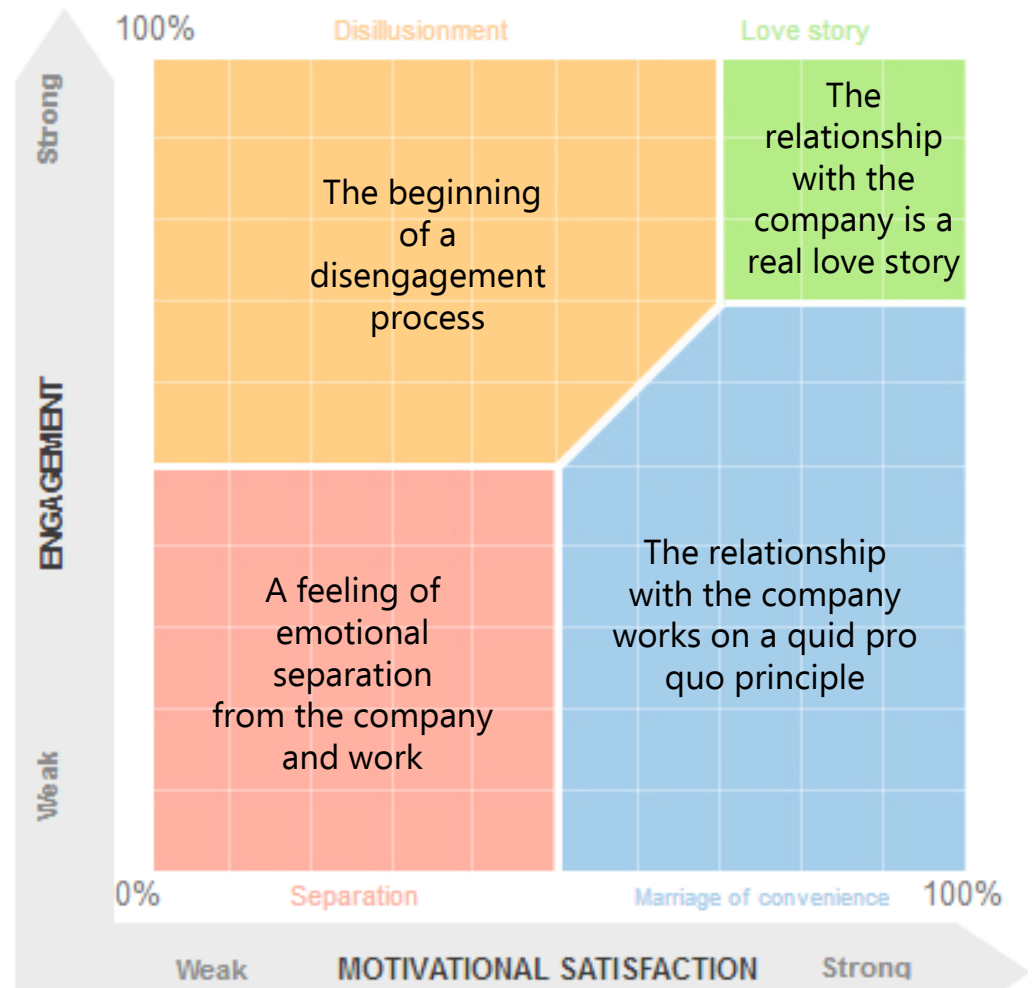
3. Motivational State

At the intersection between motivational satisfaction and engagement, the motivational state determines the full relationship between team members and the company



3. Motivational state

The 4 types of relationships between team members and their company



4. Motivational Leadership

How should the manager behave to ensure the team members' motivation and engagement

Exemplarity	Being a model for her/his team and honoring her/his commitments
Development	Giving feedback to help develop their team members' skills
Inspiration	Giving positive energy and motivating outlooks to their team members
Empowerment	Giving team members more autonomy
Team spirit	Fostering cohesion and sharing in the team
Meaningfulness	Bringing meaning to the tasks of his team members
Recognition	Knowing how to say thank you and give adequate recognition for their team members' efforts
Attentiveness	Being attentive to the wellbeing of team members

The questionnaires

- Individual Key motivations & Motivational satisfaction
 - Determines the individual's preferred work environment and working style
 - Determines the current work related satisfaction of the individual
- Motivational leadership of the manager

Determines the impact of the line manager's behaviors on his team

Determines the satisfaction level related to the manager's motivational leadership
- Engagement

Determines the level of engagement toward the company, the team and the manager

The process (team based)

1. **Before workshop**: the team members & the line manager answer online Motiva Team questionnaire (15 minutes)
2. **Presentation of the results and managerial guides to the manager**
3. **Team Workshop part 1** "How to increase your level of motivation": a personalized guide is given to the team members who can then work together on how they can improve their unsatisfied sources of motivations.
4. **Team Workshop part 2**: team members work with their manager on how the less satisfactory managerial behaviors that have been rated can be improved.

The personalized Guides & global results

- For the team member:
Guide "Your motivation at work"
- For the manager:
 - Guide "Your motivation at work"
 - Guide "Team motivation"
 - Guide "Your motivational leadership"
- For the consultant:
Motiva Science - The team's statistics
based on the questionnaires results

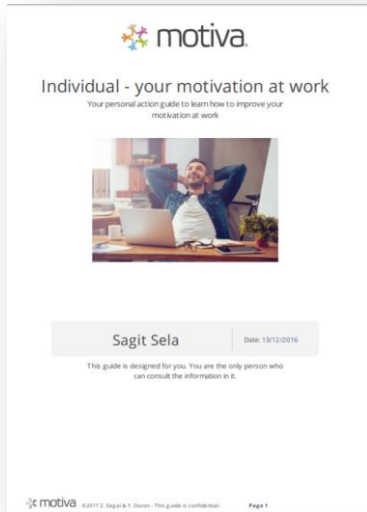
The process (Managers based)

1. **Before workshop/coaching**: the team members answer Motiva leadership questionnaire (5-8 minutes) & the manager Motiva team questionnaire
2. **Each line manager gets 2 managerial guides**: "Team Motivation" & "Motivational Leadership"
3. **Leadership Workshop "How to be a motivational leader"**:
 - What is motivational leadership? and why is it so important?
 - How to improve your level of motivational leadership
 - Managers try to find ways to improve/ brainstorm ideas on how to improve their behaviors that have been ranked unsatisfactory by the teams.


The guides for the manager & global results

- For the manager coaching:
 - Guide "Your motivation at work"
 - Guide "Team motivation"
 - Guide "Your motivational leadership"
- For the leadership workshop:
Motiva Science - motivational
leadership results (across all teams)

Individual guide - Your motivation at work



Managerial guide - Your team motivation



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Managerial guide – Team motivation

Your personal guide for improving your team's motivational state

Sagit Sela
This report is for managers only

Your team's participation 7 Date: 21/12/2016

- 1 Review the motivational state of your team
- 2 Leverage action no. 1: motivational satisfaction
- 3 Leverage action no. 2: engagement

STEP 1
Review the motivational state of your team

Your team's results for 22/09/2017 (7 individuals)

To correctly understand your team's Motiva results, remember that their motivational state is determined by two things:

YOUR TEAM'S Discontinuous engagement
The extent to which your team members are connected to the values of your enterprise and proud to work there, the extent to which they feel inspired by their management and feel solidarity with their colleagues, etc. This relates to an emotional dimension.

EMOTIONAL motivational satisfaction
The extent to which your team members are satisfied with what is important to them in their current work (e.g. "having constant challenges", "having meaningful work", "feeling satisfied"). This relates to a cognitive dimension.

On the whole, your team is in the zones **Disengagement** (57%), and **Love story** (43%). Find out what these motivational states mean on the next page.

Understanding these results

Members of a motivated team are all in (or close to) the "Love story" motivational state; none of them are in the "Separation" motivational state. Is this the case for your team?

Motiva advice
The most important thing is not to determine who is in which motivational state (you may be mistaken), but helping your team as a whole progress towards the "Love story" motivational state. To do so, simply go through the following steps.

STEP 2
Leverage action no. 1: motivational satisfaction

Your team members' personal results are confidential; so you do not have access to them. However, you can see what is important for your team as a whole below.

YOUR TEAM'S MOTIVATIONAL SATISFACTION

To the extent to which your team members are motivationally satisfied, so motivational satisfaction shows the extent to which they are satisfied with what important for them at work.

% of team members who are not satisfied at all	% of team members who are moderately satisfied	% of team members who are very satisfied
14%	43%	43%

MOTIVATIONAL SATISFACTION STRENGTHS
Team's most important motivations and those that are most satisfied:

- ALLOWS YOU TO DEVELOP A HIGH LEVEL OF EXPERTISE IN YOUR JOB(S) - 71% of the team
- ALLOWS YOU TO PROGRESS REGULARLY IN THE COMPANY (COMPANY) - 71% of the team
- IS MEANINGFUL AND USEFUL (JOB) - 57% of the team

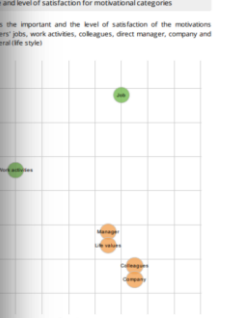
Motiva advice
Whenever possible, when you organize your team's work or when you set goals, have yourself at these three points. For example, if "being innovative" is important for your team, give them the opportunity to suggest new ways of working, put their ideas into practice, etc., then often.

MOTIVATIONAL DISSATISFACTION: PRIORITY ACTIONS
Values that are the most important to your team and that are the least satisfied:

- ALLOWS YOU TO WORK IN A RELaxed / FRIENDLY ATMOSPHERE (COMPANY) - 71% of the team
- SAFE (SAFE AND VIOLENCE) (DEVELOPMENT) - 71% of the team
- TO PROTECT HUMAN RIGHTS (VALUES) (SAFE VALUES) - 57% of the team

Force and level of satisfaction for motivational categories

resents the important and the level of satisfaction of the motivations (members' jobs, work activities, colleagues, direct manager, company and general life style)



STEP 3
Leverage action no. 2: engagement

To the extent to which your team members are engaged, so engagement relates to being proud to belong, attachment to the enterprise, etc.

% of team members who are not engaged at all	% of team members who are moderately engaged	% of team members who are very engaged
0%	23%	71%

Advice for taking action with respect to your team's engagement

ENGAGEMENT OF YOUR EMPLOYEES IS STRONG ON THESE POINTS

to work with your manager
The extent to which your team members trust their line manager, the extent to which they feel accountable to her/him.

to work with your team
The extent to which your team members trust their colleagues, the extent to which they feel accountable to her/him.

to belong
The extent to which your team members are proud to work for the enterprise, the extent to which they would recommend working for the enterprise to their friends, etc.

to be engaged in your work
The extent to which your team members are proud to work for the enterprise, the extent to which they would recommend working for the enterprise to their friends, etc.

Motiva advice
As soon as possible, arrange opportunities for discussion between your team and these individuals, make your team office employees to working with clients, exhibitors and external partners with committed employees in the company, make them responsible for answering the phone for incoming calls, induction procedures for new arrivals - and in general be creative.

Use the positive things that make you proud of your enterprise (engaging individuals, products, values, vision, history, culture, advantages, etc.) and promote these positive points to your team whenever you have the opportunity to do so.

Managerial guide - Your motivational leadership



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Managerial guide - Your motivational leadership
Your personal guide to improve your Motivational Leadership

Sagit Sela
This report is for managers only

Your team's participation: 7
Date: 21/12/2016

What is Motivational Leadership?
It consists of managerial qualities (behaviours, actions, attitudes, etc.) that have an impact on the motivation and engagement of your team members.

You have a key role when it comes to motivating your team!

71% of employees leave their company because of their line manager.



Your behaviours as a manager have a major impact on the motivation and engagement of your team.

Become an expert in Motivational leadership by following the steps below:

1. View the ranking of key motivational leadership behaviours for your team.
2. Find out the degree of priority and satisfaction level of your team with respect to the dimensions of your motivational leadership.
3. Become aware of your strengths and points to improve.

1. View the ranking of key motivational leader behaviours for your team

Line manager's behaviour	Key behaviour for
Gets you decide for yourself how you are going to perform your missions	100%
Gets you develop your skills	86%
Considers the company's project with conviction	71%
Recognises your efforts for what they are really worth	71%
Gives you constructive feedback	43%
Engages his/her team	43%
Takes an interest in your private life	43%
Shows how to thank you in a way that you find appropriate	43%
Gives an example to his/her team	43%
Gives you clear objectives	29%
Takes an interest in your professional wellbeing	29%
Gives what he/she says	29%
Agrees what he/she asks of you to himself/herself	29%
Encourages constructive dialogues between his/her team members	29%
Is open-minded and takes into account your ideas and suggestions	29%
Allows you to take risks	14%
Encourages information sharing within his/her team	14%
Has a positive attitude	14%
Gives you feedback	14%
Encourages the cohesion of his/her team	14%
Helps you understand how you can contribute to the corporate project	14%
Praises you in public when you deserve it	0%
Explains to you why your position in the enterprise is useful	0%
Takes your preferences and abilities into consideration	0%

2. Find out the degree of priority and satisfaction level of your team with respect to the dimensions of your motivational leadership



Dimensions of motivational leadership

Dimension	Priority (0-50)	Satisfaction (0-100%)
Giving team members more autonomy	45	100%
Giving feedback to help develop their team members' skills	45	86%
Passing on positive energy and motivating outlooks to their team members	45	71%
Knowing how to say thank you and give adequate recognition for their team members' efforts	45	71%
Being a model for your team and honouring your commitments	45	43%
Being attentive to the wellbeing of team members	45	43%
Fostering cohesion and sharing in the team	45	43%
Giving clear objectives and explaining their importance for the success of the team and enterprise	45	29%

3. Become aware of your strengths and points to improve

How satisfied is your team with your Motivational Leadership?

Which of your team members are satisfied with your leadership? Leadership relates to those of your behaviours that have an impact on your team.

Category	% of your team that are satisfied with your motivational leadership
Very satisfied	86%
Satisfied	14%

Your greatest strengths

What is a priority for your team and those that are most satisfied:

- How you are going to perform your missions - 100%
- Your skills - 86% of the team
- Company's project with conviction - 71% of the team

Your points to improve

Behaviours we recommend that you improve. They correspond to the behaviours for your team; those ones for which satisfaction levels are low:

- Behaviours for what they are really worth - 71% of the team
- Engaged his/her team - 43% of the team
- Gives you constructive feedback - 43% of the team



Global statistical results

- Motivational state
- Key Motivations
- Sources of motivation/demotivation
- Motivational DNA
- Level of motivational satisfaction and dimensions
- Engagement and dimensions
- Sources of engagement/disengagement
- Motivational leadership and dimensions
- Level of Motivational leadership satisfaction

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