

SPEECH TO THE BRUGES GROUP BY JAMES SALE

Thank you very much indeed for your generous welcome and can I just say, like Steven, how privileged I feel to be invited to come here and speak with you all.



Nobody could be more surprised that I am speaking to you all than myself since this really is not my field. But before I go onto my field and what I have to say to you, I really must say since the word 'motivation' was mentioned several times, just to reassure you I am not a motivational speaker, you are not going to do handstands on the seat and go rah rah, I am an expert on motivation which is a very, very different thing.

So to get to the point of what I want to say to you, I will have to explain to you just a little bit about what we do in my company because I am not a legal expert, I am not a political expert, I am really terrible at accounts, I am simply a small business person running what we call in this country an SME, a small to medium sized enterprise.

So I have a perspective from that point of view and in particular my perspective is one of people. What my business is about it's about people and it's about performance and it's how we get the best out of people because it's good to do so but it's also good for us ourselves to get the best from ourselves.

We're all acorns if you like and what we want to do is to become strong oaks rather than to wither on the vine. And there are certain, if you want to call it that, psychological deeper drives and energies within us which it is very, very important to unleash both in the workplace and in teams as Stephen mentioned, and as we're going to see when we talk about the national perspective, there is an angle to this which I think is quite important, it's subtle but I think it's important.

So what do I do? Well we run a company called Motivational Maps; we have an online diagnostic tool. The best way of getting you to think about it would be to say it's like a psychometric test. If you've heard of Myers-Briggs or you've heard of Belbin or you've heard of any of these types of tools, Insight, you will know what a psychometric test is.

Only this isn't a psychometric, what it does, it provides a language and a measurement to what motivates us internally and what motivates us is correlated with Maslow's hierarchy of needs. In other words, this isn't just about some word like motivation, as if that were just oh I know what that is, this is about our energy, the direction of our energy and how much of that energy we have. Our deepest drives if you want to call it that.

What's important about this? Well I'll tell you what's important about it, we think we make logical decisions in our life but we don't, we make emotional decisions, we make decisions which come if you like from our body, from our inner being not from what we think we're doing. And if you want any proof of that you've only got to look around at your own relationships and particularly your closest relationships when you find that you thought you meant something, you were telling your wife, your husband, your partner this but your behaviour and what you're really doing, she or he is very, very quick and willing to point out, is something different.

We are not always aware of what these inner drives are so the more we can become aware of these drives the more we can guide our life to a successful conclusion. So in a nutshell, and I won't be too technical about this, we have discovered and our research discovers there are nine basic drives that people have in three groups of three.

I won't go through all nine of them because that's not the point of the talk but it is important to say there are three groups of three. The three at the bottom are very, very relationship driven which means that people who have those kinds of drives go slow and also they are highly risk averse.

There are three drives in the middle of the triangle which are what we call achievement motivators and people who are into that sort of go at an average pace and they are very into things and doing things. And the three at the top are what we call growth motivators for people who like to go very, very fast and are very risk friendly. In fact consultants are typically with that profile. We could look at any kind of job, accountancy, plumbing, nursing, teaching, solicitor whatever, we could look at all these jobs and we could say there's probably a typical kind of profile that suits that kind of person.

And whenever we go into companies where we find people who are having a really bad time with their work, we often find they're square pegs in round holes because their motivational drives are not matched with the nature of the job. The job in some way is structured in such a way it's blocking their inner drives. And this happens time and time again.

Now one further thing to say to you about this that you need to know is this, we don't have one drive, in fact we all have nine of them but what's important is our top three. It's the combination of the top three that make us unique. I won't go into the technical nature of this either, but there are nine drives, you can see there's quite a lot of possible combinations, if you add to that the scoring of this as well you have an almost infinite capacity, an infinite range of what people are really like.

Now one little hedge, I was asked to do this by Robert as a result of a training session in Warwick University on leadership when he experienced the tool for himself. So what I'm about to share with you is what I would call quasi research. It's not real research like Professor Roland demonstrated to you, where it's been properly looked at and all the variables have been taken into account. I am not an academic; I don't want to be an academic.

It's actually raw research and it's really unfair as well because we have had over 10,000 maps done around the world, the bulk of those are in Britain. We have some in South Africa, Australia, but what I'm going to share with you is some of the people

who have done it in America, the US, some people who have done it in Ireland, a significant number, and five countries in Europe have done it: Italy, France, Germany, Spain and Bulgaria. We had agents working those countries with companies who have done the motivational map.



I wouldn't want you to cite this research because of course its not really comparing like with like at this stage. I was asked to do this and I've drawn down the data from my databank obviously on our computer but fundamentally this is a work in progress if you'd like to call it that. So are you up for suspending your disbelief, accepting this is quasi research when I get to the meat of this, are we up for that? Thank you very much because I don't want to pretend this is more than it actually is although what it is is quite interesting I believe.

So let me start at the beginning then and just move away from Britain and Europe and the five countries we've done it on just to actually get a wider framework.

Let's look at the US for example where we have a sample of people in the US who've done this. Now bearing in mind the kinds of people who do the map, again its not a complete social, economic or class strata, it will tend to be professional types of people rather than operatives but from the US we find that the number 1 motivator of our American friends are what we call the searcher. In other words the need, their inner need, their drive to make a difference is number 1 and number 2 is to make money and then number 3 is what we call the defender, which is the drive for security, which is actually on the Maslow hierarchy the bottom of the hierarchy, it's the most basic need we have, the need to be secure.

Now what's interesting about that firstly all four country samples I'm going to give you, including Britain have got the same number 1 motivator which in fact would seem to be a good thing, we can all get on then. We all want to make a difference, we all want meaning, we all want purpose, the French want it, the Brits want it, the Germans want it and the Americans want it. So on the face of it the number of motivators suggests we're all on the same ball park but of course it's the number 2 and 3 where it starts becoming really interesting.

In the case of the Americans they want to make a difference but their third motivator is they want to be secure. Now one of the things about motivators both internally on an individual basis and on a team basis and on an organisational basis, and I guess this would apply to a national basis, is some of them support each other and work together and some of them are in conflict.

And the American data we have to date suggests there is a conflict in the American inner feeling state, because if you want to make a different you love change. If you want to be secure you don't like it. And in between the two of those things is the desire to make money.

So the Americans in a way are conflicted, they want to change and they don't want to at the same time and in the middle of all that, they want to make money and have material possessions. And that's an interesting perspective because that profile is very dissimilar for example to the Irish profile.

They want to make a difference number 1, but their second motivator which is a word that Stephen mentioned, we call it the director, but basically it's the need for power and control one of the underpinning motivators that Stephen was talking about about the European experiment. It's very interesting, the Irish want control and they too have an internal conflict just as the Americans had a conflict between making a difference and being secure, the Irish have got for their third motivator what we call the spirit, the need for autonomy and freedom.

Now you'll clearly see that if you want to be in charge of things, if you want to control things, if you want to have power over people and resources you have to sacrifice your independence and freedom. So the Irish profile so far as we have data on this, suggests an internal conflict.

So that's just to flag up that the countries that I've picked up so far are different and Britain is different again, and we have something like over 9,000 British people who've done this, what is the profile from the British point of view. The profile is number 1 people want to make a difference, they want meaning, they want purpose. And if we start thinking about our recent history and elections I'm sure we can personalise this. Don't we? We get fed up with politicians, we get fed up with the same old, same old, we want politicians who are really making a difference for this country and part of the last election was about the credibility of which one we really believed could make that difference and give us a mission that we could all buy into.

But our second motivator interestingly doesn't appear in the American or in the Irish profile, our second motivator is what we call in our terminology the expert, what does the expert want as a drive, specialisation, knowledge, what I sometimes call complete dictum. It's the kind of programmer, it's the brain surgeon, it's the person that actually has complete specialisation and mastery in their knowledge.

Now I ask myself is that a British characteristic expertise and I'd like to think possibly it is. We sometimes pride ourselves on being a nation of inventors, we've had recently in the news haven't we the Rolls-Royce engines, the surprise fact that perhaps they're not as perfect as we imagined the Rolls-Royce engine, that the expertise that goes into that.

So we see ourselves as wanting expertise and our third motivator is spirit, is freedom and autonomy and between those three motivators curiously there is no internal conflict. In fact when I meet this profile on an individual level I say to the person you ought to be a management consultant because you want to make a difference, you have a high level of expertise and you don't like being told what to do.

The spirit is the most bolshie of all the motivational profiles, anyone who's got it in their profile does not like being micromanaged, it's an absolute given.

I went into an IT company in Southampton with about 100 staff, I profiled the whole company and I said to the four directors of the company, I said I've got some bad

news for you and I've got some good news. They said well what's the good news? You've got in your mostly software programmers the number 1 motivator is spirit, they love freedom, the number 2 motivator is expert, you've got a whole bunch of geeks there who are going to write loads of great code for you.

They said what's the bad news? You four people, your number 1 motivator is director, you want to control them. You are going to run into a management conflict with your own staff within the next two years because you need control and they want freedom, there's a clash going on.

So we've got with the United Kingdom then a very strong need, if you want to call it, it's almost like a consultancy mindset, we like to be left alone to get on with our own stuff, make a difference and be really good at what we do.

What is the European profile? Now I have to re-stress again there are only five countries in this, not 27, so there's a load missing and the profile is nowhere near as extensive as the British figures but number 1, believe it or not, the French and the Germans want to make a difference too so we're in love with them, that's fantastic, lets all go and make a difference, lets change the world, lets go on a mission.

Surprisingly number 2, these five countries want freedom too. They have got spirit in their profile. So that's good news isn't it, they want freedom, we want freedom... ah no.

You see if they want freedom and we want freedom and these are just the ordinary people, then we need both to be free don't we. The beauty of this is they want to be free; we want to be free, why then are we having a political union which is restricting our freedom with, what Stephen called, this regulation stuff.

But what is their third motivator? And like America and like Ireland the Europeans have got an internal conflict, bearing in mind the data is not complete, but they have an internal conflict. The third motivator for the Europeans is what we call in our terminology friend, which is the need to belong, the need to belong. This is one of the relationship motivators and it goes against the spirit because when you belong you have to sacrifice freedom.

I actually am personally a spirit in my own motivators. I had to make a compromise when I got married, I realised this was going to constrict me somewhat but the benefits of the marriage were going to outweigh the loss of freedom. But whenever you have relationships with people you have to constrict your freedom.

So there is a kind of profile there that is at odds with itself but what is more interesting still is this, and I'm probably going to get onto a little bit of a hobbyhorse bandwagon here you see, but if we go down the line with this, what we're talking about with the Brits is fundamentally where I am myself.

Less than 10% of all employees around the world are employed by corporates. In fact I think in the UK its something like only 5% are employed by corporates. 95% of people are employed in SMEs. If we want growth in the British economy, and I fully accept the contribution of the finance industry to this country's growth that Stephen has made, so I'm not in any way rubbishing it but I would say the growth is already factored into these kinds of organisations.

The real growth is in the SME market where we need freedom, the spirit and expertise, the innovation, the ability to actually create, that is where it is and that is what the profile of the British people is.

The profile of searcher, spirit with friend is very much what I find when I or my associates go into what I call the corporate environment. You see the friend, seeking to belong, all these are equal motivators, there's no better and worse, it's just how people are but fundamentally what wanting to belong really means is what I call the hive mind, it's the quintessential team player who likes the regulation, who doesn't like change, who moves at, as I said before, a slower pace. It slows the pace down.

We in this country are moving at a fast pace, we have to, we're an island, we're a sea faring people, we've had to be inventive, we've had to become experts. And what I'm getting at here on a really profound level I'd like to think would be, we have got to be free to be who we are and if we block our own motivators, you can do it temporarily, but if you do it long enough you lose spirit, you lose heart, you give up. We all become bureaucrats, we all become state dependents, we stop functioning.

So although this is what you might say a sidebar issue to the main regulatory, political, financial detail, which I am not an expert on, I do believe by paying attention to people and what people are really needing at an inner level, we release them to achieve their full potential and just as we want individually to do that, we want the country to do that.

So my final words to you would be this, thank you very much for listening to me on this, I really appreciate that, it is a bit experimental but I accept that. I'm going to be here for most of the day. If any of you as a courtesy would like to experience, it's a 15 minute diagnostic online, a motivational map, if you give me your business card I'll be more than happy to allow you to have a free map so that you can actually get your own motivational profile and see where you are.

Thank you very much for your time.