

H. Arne Maus



Forget About Motivation!

Focus on Productive Engagement

An organisation is only as good as its people—and the level and quality of their mutual respect.

Arne Maus

Introduction

In 1997 I conducted a team-coaching and a personnel development programme. The Sales and service functions of a company were at “war” with each other. Even customers were complaining directly to the CEO of the company. It was a desperate and seemingly hopeless situation.

By using the principles explained in this book I could help both parties to overcome the quarrel and by understanding the thinking preferences of both sides they were able to gain respect for each other again. This was done in only a two day training! The “war” was reduced to very normal day by day frictions immediately.

From the profiles of the service members I could read that their thinking preferences were leading to problems with customers. In another two day workshop we designed a new way of communicating with customers, based on the typical thinking preferences of the respective customers. Thereafter there were no longer any complaints claim from the customer side. Service and sales have now been co-operating well for years. This case is described in detail in the chapter “Team-coaching / Personnel Development”.

This experience really convinced me about the enormous benefit of thinking preferences in day by day work. This book shows how to utilise the newly acquired knowledge in aptitude diagnostics or in coaching as well as the benefits for the reader in the role of a leader, coach or trainer.

Description of the Book

Leadership is about supporting people to cope with change, whilst management is about coping with the change. Leaders set the course, whilst managers are planning and budgeting. Leaders concentrate on developing the personal power of their employees, managers recruit and organise employees. Leaders motivate, managers control. Leaders look out for opportunities, managers look out for constraints.

A well led company needs both. This book helps to identify the potential of both and to distinguish one from the other.

Also this book is intended to help with finding the best employees – not those, who make the best impression – and with leading them in the optimum way.

It supports coaches and trainers in guiding their clients and participants in a more intensive, effective and sustainable way.

The central point of this book is personal profiling. The sequence:

1. It clarifies, why profiling is important and the benefit organisation may gain from using it.
2. It describes the requirements of a profiling system and explains the difference between classical profiling and the new innovative concept of Thinking Preferences, the preferences in thinking, behaviour and motivation
3. You will learn about the difference between **motivation** and **engagement**. This book shows, why motivation is not enough. Today we can even measure the engagement within an organisation just as well

as the leverage points to improve the engagement.

4. After a brief description of how thinking works, the advantages of the use of Thinking Preferences are explained. This is followed by some brief background information on how thinking may be divided into different levels and the function of the Thinking Preferences in this respect.
5. We then describe the practical relevance of Thinking Preferences for organisations.
6. Next follows a detailed description of the Thinking Preferences, and their impact in practise.
7. Then some relevant combinations of the Thinking Preferences are analysed, as well as how they work out in practise. Their use for coaching groups and in personnel development is explained by a concrete practical example.
8. It illustrates why measuring the working climate in organisations is so important, and how this measurement is complementary to measuring the Thinking Preferences. By this innovative method and by measuring several motivating and de-motivating factors separately, Dr. David Scheffer was successful in proving the correlation between work satisfaction and work achievement for the very first time in a scientifically profound way. In the last 30 years there have been over 4000 other studies that have failed to prove this relationship.
9. The topic of Burnout has sadly received a new topicality in recent years. Even today, burnout causes costs in billions for society and the situation will get far worse, if we do not act now. What can we do to stop it?

Why this book?

Many, especially larger organisations encounter limitations on personnel development, as they are not aware of an important dimension: Motivation is not only a question of inner attitude, but also of external boundary conditions. Those who do not take account of this, may lose an enormous amount of money. Although conducting personnel development programmes, the participants invariably do not put their leanings into practice. The environment at the workplace is not motivating or even worse: it is demotivating. What is more, People are different, What may be motivating for one may be "hell" for another. So far there has been no system, which could

- a. measure de-/motivating factors of the working environment and
- b. determine at the same time, which working environment is for which employee at an optimum or a disaster.

This book is designed to:

1. find the optimal person-job-fit
2. reduce personnel costs the intelligent way
3. keep high performers within the organisation
4. stop burnout
5. reduce absenteeism
6. identify high potentials and differentiate leaders from managers

All of this is **written in an easy to read way.**

Target

Leaders, managers, HR, employer, people with responsibility, trainer and coaches.

H. ARNE MAUS

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Acknowledgements iii

Preface ix

CHAPTER ONE		
Why Use Profiling Systems		1
1.1 “How Do You Operate an Employee?”		2
1.2 Safeguarding the Investment in Employees		2
CHAPTER TWO		
Requirements of a Profiling System		5
2.1 Usability		5
2.2 Comparison with Job Profiles		6
2.3 Are the Results Useful?		6
2.4 Are the Results Communicable?		7
2.5 Is It Socially Acceptable?		7
2.6 “How About Some More...?”		8
CHAPTER THREE		
Thinking Means Deleting		13
3.1 Compensating for the Deletions		14
3.2 The Law of Attention		18
3.3 What Are Thinking Preferences?		19
3.4 Determining the Position of a Company		20
3.5 The Discovery of the Thinking Preferences		22
3.6 Definition of Thinking Preferences		23
CHAPTER FOUR		
Background: Logical Levels of Learning		25
4.1 Neurological Levels		27
4.2 Placement of the Thinking Preferences		30

CHAPTER FIVE

Why Is All of This Important?	31
5.1 Motivation Is Good --- Engagement Is Better	35
5.2 Case Study: The Cost of Poor Leadership	39

CHAPTER SIX

Thinking Preferences — An Overview	43
6.1 Perception	43
Sensory Channel	43
Primary Interest	46
Perspective	49
6.2 Motivation Factors	52
Values	52
Motives	58
Direction	61
Reference	64
Planning Style	66
Primary Attention	69
6.3 Motivation Processing	70
Level of Activity	70
Mode of Comparison	73
Primary Reaction	77
Success Strategy	79
Achieving Success — Success Strategy in Practice	81
Work Orientation	84
6.4 Information Processing	86
Information Size	86
Thinking Style	87
Working Style	89
Time Orientation	91
Time Frame	94
Convincer Channel	96
Convincer Strategy	98
3 Steps to Delegating Effectively: Trust in Practice	
Management Style	100
6.5 Meta-Scales	105
6.6 The Riemann-Thomann-Model	107
6.7 Combinations	110
Four Sides of a Message	111
From Spontaneous to Unpredictable	113

Quality Control and Differences	114
Dominance	114
Assertiveness	115
From Good Communicator to Strong Leader	116
Stamina	117
Crisis Management	117
Intrinsic Motivation	118
Speed in Thinking	118
Speed in Decision-Making	119
From Diligent to Compulsive	119
6.7 Culture in Organisations	120
Team Coaching / Personnel Development	124
CHAPTER SEVEN	
Measuring the Working Climate	127
7.1 Autonomy versus Dependency	133
Autonomy	134
Dependency	138
7.2 Security versus Absence of Prospects	139
Security	140
Absence of Prospects	141
7.3 Challenge versus Pointlessness	144
Challenge	144
Pointlessness	147
CHAPTER EIGHT	
Burn-out — a Mental Strategy	149
8.1 Why Is Burn-out so Important?	151
CHAPTER NINE	
Identifying People Who May Bully Others	157
CHAPTER TEN	
Case Studies: Coaching	159
10.1 Learning from the Best	161

■	CHAPTER ELEVEN	
	Profiling Systems for Thinking Preferences	163
	11.1 Valid Results	166
	11.2 The Purpose	167
	11.3 Sample Profile	169
■	POSTSCRIPT	175
■	NOTES	177
■	BIBLIOGRAPHY	179
■	INDEX	181
■	QUESTIONNAIRE FOR DETERMINING THINKING PREFERENCES	193
	I. Perception	193
	II. Motivation Factors	193
	III. Motivation Processing	194
	IV. Information Processing	195
■	LIST OF QUALIFIED CONSULTANTS	197

H. Arne Maus explains in his book the difference between managers and leaders, and demonstrates how the profiles required for each of these roles may be identified. What is more, he reveals the influence of thinking preferences in professional situations and shows how much can be gained by taking them into account when making hiring decisions. The goal is to find the right person for the right job --- which will increase the efficiency of the work place and at the same time lead to higher levels of job satisfaction. of corporate cultures --- whether at the level of the company, the department or the team.

You will learn about the difference between **motivation** and **engagement**. This book shows, why motivation is not enough. Today we can even measure the engagement within an organisation just as well as the leverage points to improve the engagement.

The author is the developer of the Identity Compass, and in his work he has set his focus on measuring thinking preferences. By identifying these preferences, be they those of managers, leaders, employees or even customers, a company can discover new ways to measure motivating and de-motivating factors in the working environment and to create ideal working conditions for employees. Not only will this increase work-place efficiency, it will also enable the company to find intelligent ways to reduce personnel costs.



H. Arne Maus is an experienced management trainer and coach and works as a consultant to major corporations in industry and commerce. Arne is known worldwide as a leading expert for thinking preferences. In 1994, he founded Identity Compass International, a network of consultants that utilise the Identity Compass system. H. Arne Maus continues to be a member of Identity Compass International and devotes himself primarily to the research on thinking preferences