

H. Arne Maus



# The Challenge of Motivation

Thinking Preferences and their Impact on Engagement and Action in the Job



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## **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. After a brief description of how thinking works, the advantages of the use of Thinking Prefer-

ences 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.

4. We then describe the practical relevance of Thinking Preferences for organisations.
5. Next follows a detailed description of the Thinking Preferences, and their impact in practise.
6. 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.
7. 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.
8. 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?

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### **Please note:**

The page numbers are from my German manuscript; they may be different in the translated and printed book.

## 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 de-motivating. 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.

## The Author



H. Arne Maus works as management coach, trainer and consultant to large organisations. Arne is known worldwide as a leading expert for thinking preferences. He founded Identity Compass International in 1994 and continues to develop an international network of consultants who specialise in using the Identity Compass profile. Arne now dedicates his time to researching thinking preferences and enhancing the profiling system.

There are always at least three sides to a coin.  
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