

SPACEMAP

Organizing a motivational environment

About me

- Fin Kingma
- Agile Tester / Scrum Master
- Testing not just products → People
- Fascinated by: What drives us

Content

- The Challenge
- The SPACEMAP
- In-depth Work factors:
 - Mastery
 - Autonomy
 - Purpose
- Conclusion

The Challenge

Why create the SPACEMAP?

Externalised

Internalised

Internalization

*Responsive
Behavior*

*Self determined
Behavior*

External



Forced

Introjected



Pressure

Identified



Social

Integrated



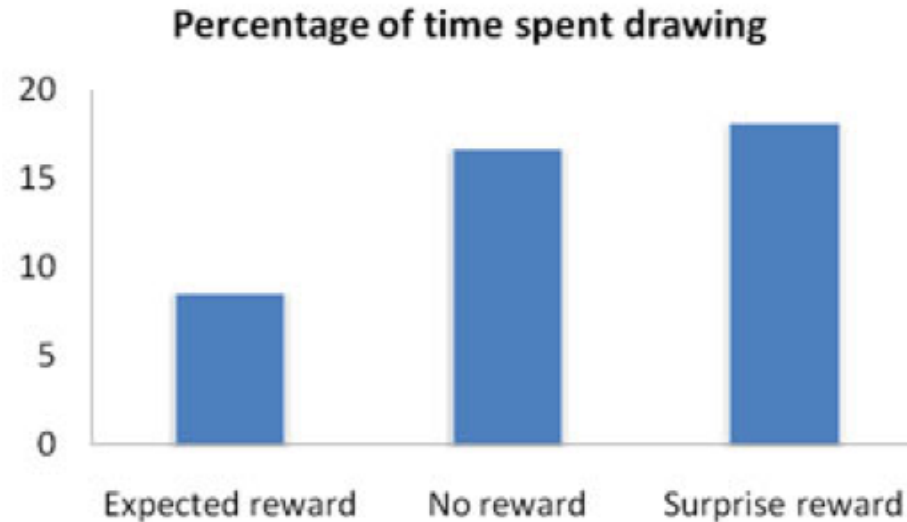
Goals

Intrinsic



Enjoy

External Rewards Experiment



- Experiment: give children external rewards for drawing
- Result: external (if then) rewards will make people draw less intrinsically

<http://www.spring.org.uk/2009/10/how-rewards-can-backfire-and-reduce-motivation.php>

Externalised

Internalised

Drawing

Drawing

*Responsive
Behavior*

*Determined
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The Candle Problem

- External rewards disable us from using our cognitive/ creative skills.



The Problem

- For decades, our industry used externalized motivation
- Many people have become Responsive, as a result to this
- IT requires us to use our creative skills to solve complex problems

Externalised

Internalised

Work

Our Industry has made
us responsive!

*Responsive
Behavior*

*Self determined
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The SPACEMAP













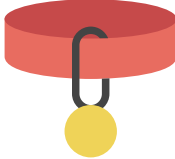

What is it?

SPACEMAP Context

- A new model to help us solve our responsiveness problem
- Map with required work factors for a motivational environment
- Two factor theory
- Goal: to facilitate the conversation between a manager and a coach / employee (no more motivation problems, but a lack of autonomy)

Hygiene

Motivation

S Psychological afety	A ssurance	C ompensation	E nvironment	M astery	A utonomy	P urpose
						
<p>Employees feel safe to fail, admit failure and to be vulnerable to each other. Everything is open for discussion.</p>	<p>All employees feel secure about their job future, within or outside of the company. Responsibilities and expectations are clearly understood.</p>	<p>Everybody feels they are treated fairly in their relative compensation (salary, title, promotion) compared to their colleagues or the market.</p>	<p>Everyone has the materials, equipment, tools and facilities to comfortably do their job well.</p>	<p>Regular knowledge sharing sessions are organized and everyone wants to continuously improve themselves. People are recognized for their skills.</p>	<p>Teams take responsibility for they deliver. Management facilitates the teams and does not interfere with operational things.</p>	<p>Everyone understands and defends the vision of the company and / or product, and they belief that their personal contributions help to achieve this.</p>
						
<p>Uncomfortable topics are avoided or lied about. People feel excluded and not taken seriously. Hostile or passive reactions are common.</p>	<p>People are worried about their job, leave, or have given up. Zombies rule the company.</p>	<p>There exists tension between colleagues because of perceived compensation.</p>	<p>Laptops are shared in groups of at least 8 employees.</p>	<p>The team loves to wave at new technologies and see them pass by.</p>	<p>Any operational change must first be approved by the entire company + the neighbor's dog.</p>	<p>People have no idea why they do the things they do. Luckily they get paid for it.</p>

SPACEMAP excludes

- Generic factors, not personal
- Unbalanced teams
- Lack of specialist knowledge

Motivation vs Hygiene

- Metaphor car (motivation is engine, hygiene is wheels): Improving the engine is useless with square wheels.

In-depth Work Factors

Please tell me more!

Psychological Safety

- Creating a positive work environment
- What can you do:
 - Try and fail (and learn) a lot
 - Dare to be vulnerable to each other (“I’m sorry, I don’t know that”)

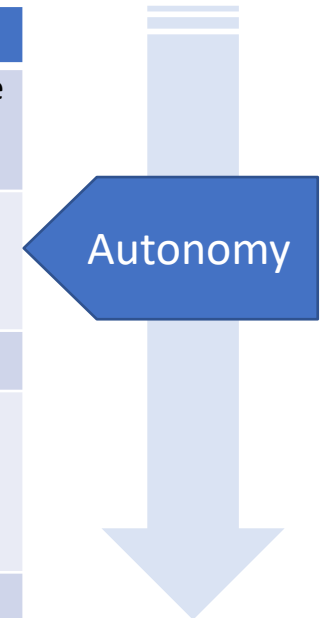
Mastery

- Storytime: haunted mansion
- Mastery or Competence
- Organize a motivational environment for mastery:
 - Innovation Days
 - Lunch Sessions
 - Morning Study
- What you can do yourself:
 - Ask for and give feedback
 - Try and fail

Autonomy

- Storytime: fighting for our product
- Don't forget responsibility
- The autonomy slider
- Rules:
 - Make it visible
 - Management facilitates
 - People make mistakes

Level	Freedom	Responsibility
1	The team decides how much work they can do within two weeks.	Teams must become predictable in the amount of work they can do within two weeks.
2	The team decides how they implement a user story	The team must solve the customers problem, that a user story specifies.
3
4	The team decides which technologies / methodologies they use to create their software.	The team is responsible for releasing and running their own software.
5



Purpose

- If you do not understand how your work contributes to others, you will gradually lose motivation and become passive and responsive at work
- A motivational environment: we need a sense of purpose
 - Make sure there is a shared vision for the product
 - Visualize the important product metrics

Conclusion

Wrapping up

Let's create a motivational environment!

- Use the SPACEMAP to identify which work factors represent the biggest motivational problems in your environment
- Decide in which work factors you wish to invest
- Create a motivational environment!

Thank you, questions?

Or interesting observations?