



## DARREN HOWE, DEPUTY DIRECTOR - DIGITAL FUTURE (TECHNOLOGY)

CROWN COMMERCIAL SERVICE

“ WHAT PEOPLE NEED TO UNDERSTAND IS THE IMPORTANCE OF MOTIVATIONAL MAPS. IT DOESN'T MATTER IF YOU ARE A £5K, £5M, £50M OR £5BN TURNOVER BUSINESS. THE NEED FOR MOTIVATIONAL MAPS IS CRITICAL IF YOU WANT TO HAVE A HIGH PERFORMING TEAM. ”

Crown Commercial Service (CCS) are the biggest public procurement organisation in the UK. We use our commercial expertise to help buyers in central government and across the public and third sectors to purchase everything from locum doctors and laptops to police cars and electricity.

The collective purchasing power of our customers, plus our procurement knowledge, means we can get the best deals in the interests of the taxpayers.

My role is Deputy Director for the Digital Future Category, a Category within the Technology Pillar. My team and I have a detailed focus on anything related to cloud, cloud hosting and services, digital and digital implementation, as well as Artificial Intelligence (A.I) and automation. This financial year we will be see approximately a £2.9Billion spend going through our agreements (about 37% to SMEs) and savings of over £350m.

My team consists of varying levels of Public Sector service, from new starters through to team members who have served over 15 years, probably over 20 years. The team dynamics are fantastic and everyone is hugely caring, professional, resilient and highly performing.

For me, I am always keen to understand my team deeper, which is not just to understand their personalities but also and importantly what motivates them. With this consideration, I would be able to adjust workloads, projects and individual focus in order to keep my team motivated and maintain the high performance we already have.

**ABOUT CROWN  
COMMERCIAL  
SERVICE**

**WE HAD EXPERIENCED  
A PERIOD OF CHANGE**

*Cassandra Andrews*



It never leaves my mind.....'That a top athlete, at the height of their discipline, doesn't stop training and doesn't stop their motivation, otherwise they will not be a top athlete for long'.....it is the same in a team.

About a year to before engaging with Cassandra, we had had an internal restructure and a period of change, bring together individual's that had not previously worked directly together. It was imperative to me that we prioritised time focused on 'team' and areas that would maintain team spirit, performance and importantly, motivation.

The actual exercise and process was excellent, simple and quick to complete, with solid visual outputs giving a clear indication on each team member's motivation.

The report gave myself and my senior management team a great perspective on the teams and individuals as a whole, to what are the key motivators and how fulfilled they are currently. This was a great tools to start to consider high level mapping and reviewing of activities across the team and looking at ways we could adjust to gain maximum impact.

It identified areas where motivators were not being fulfilled from a collaborative perspective. It enabled us to talk openly about how every individual likes to be managed, the work that interest them and largely how they like to work, as well as what they value and how they react to motivators that might be at the lower part of their map which is critically import as well.

This process also gave clarity on potential friction, where motivators do not blend and as a leader this is critical to support future team dynamics.

**MOTIVATIONAL  
MAPS HELPED US  
PUT THE RIGHT  
PERSON IN THE  
RIGHT JOB**

*Cassandra Andrews*



Personally, I was interested to learn and understand what I was missing and the areas that were not fulfilled around some my motivators in giving back, supporting and feeling valued. The Motivational Maps clearly highlighted these areas and led me to focus in increased fulfilment, resulting in my appointment as an Enterprise Advisor for an Academy in Norwich as well as taking up a post as a Non-Exec Director for a local social enterprise. I genuinely don't think I would have approached it without the map.

With regards the team, I have changed the structure and approach for team meetings. It has allowed me to move creative projects to creative people, highly in their motivation and adjust other workloads to suit and fulfil all team members motivators, for this the result have been incredible.

The team feedback from the workshops have been really positive, they found it enjoyable, engaging and very different to the personality profiling tool that they have experienced in the past. You could see people's faces as they started to recognise that the map and piece of paper in front of them was actually their world, I think it was an eye opener by every stretch of the imagination.

We are really looking forward to re-mapping individuals shortly, which I think is very important, especially with the current Covid situation.

Unlike personality profiling that tend to be more rigid, Motivational Maps is fluid it's at a 'point in time' so it can change and adjusted depending on how you're feeling and what's going on in your world.

They do compliment each other but offer different perspectives. From an outsider looking in, the rigidness versus the fluidity and the ability to understand your people and get your finger on the pulse of motivation at a moment in time is critical and something personality profiling can't offer.

**CASSANDRA'S  
INTERPRETATION OF  
THE MAPS HAS  
MADE ME TAKE  
ACTION**

**THE TEAM  
WORKSHOP WAS  
REFRESHING**

**MOTIVATIONAL  
MAPS OFFERS  
DIFFERENT INSIGHT  
THAN PERSONALITY  
PROFILING**

*Cassandra Andrews*



Motivational Maps have given me a clear indication of where we have worries, concerns and issues within the team around motivation. It also demonstrates where we've got it right and where people are really motivated so we can maintain it!

It allows us to measure our workload around a project or programme. We allocate work to people we know will be driven by it rather than give it to someone who isn't motivated by it and then have to manage Mental Health issues, absence or resignations.

She is open, honest, direct, welcoming, hugely knowledgeable and experienced in this field. She came up with some really great solutions and ideas for us also.

Cassandra's communication was really solid including the aftercare service. The maps are the maps but it's what you do with it afterwards that is critical and that piece and support has been really useful for us.

I couldn't recommend Cassandra highly enough, which is why I have already referred her to many people. I see the absolute benefit for an individual, small group or large team running these exercises because you can only find out about yourself if you do this and you can only find out about the people around you if you do this.

If you cost up the service versus the difference you can make to your team's performance, combined with Cassandra's facilitation, attitude and energy when it comes to delivery the return is significant.

It doesn't matter if you 'think' you are a highly performing team or you 'are' a high performing team or you maybe you are not, the Motivational Maps process along with Cassandra's approach, passion and delivery is relevant to everyone.

These words sum up Cassandra Andrews, I would 100% recommend her.

**IT'S IMPORTANT  
FROM A STAFF  
RETENTION  
PERSPECTIVE THAT  
WE GET IT RIGHT.**

**CASSANDRA IS A  
COMPLETE BALL OF  
ENERGY**

**THE ROI IS  
SIGNIFICANT, YOU  
JUST NEED TO DO IT!**

**CASANDRA BRINGS  
THE MAPS ALIVE IN  
HER INTERPRETATION.**

**ENGAGING.  
INSIGHTFUL.  
RELEVANT.  
AMAZING.**

*Cassandra Andrews*