

## **Title: System Motivation Perspective Coordinate System**

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### **Abstract**

The invention is the system motivation perspective coordinate system, relating system internal or external motivation paradigm to local system or larger system attributes.

A person using the invention can complete any method a person could complete with a map, such as—but not limited to—plotting a course between points; orienting dependent points to each other and defining distributions of points. The system motivation perspective coordinate system can show the location of any entity that exhibits a motivation paradigm and position relative to a local and larger system.

All the potential methods for using the system motivation perspective coordinate system are claimed under this provisional patent, including—but not limited to—the method described herein.

A system improvement is defined as system movement in the direction the user intended. System movement is any change in the position of a system relative to its starting state (as defined by the user). Said another way, all improvement is change but not all change is improvement. In this document improvement will be used in place of movement but the use of improvement does not vacate the methods capability to define movement in any direction.

The method assists any person ( $P_1$ ) with a system ( $S_1$ ) and a range of system improvement actions (e.g.,  $X_1, X_2$ ) to select the best action to achieve the person's system goals (defined as the current and desired system states or locations,  $L_1$  and  $L_2$ ) *prior to taking the action*.

When the person completes the method, the person obtains relative predicted effectiveness measures for doing or not doing a system improvement action (e.g.,  $X_1$  or no  $X_1$ ) or between two or more system improvement action (e.g.,  $X_1$  versus  $X_2, X_3$ ).

Using the method, the person defines the relative predicted effectiveness by predicting the outcome of the system ( $L_0$ ) after the person takes a system improvement action ( $X_1$ ). The person plots the outcome location relative to a system's current location ( $L_1$ ) and desired system location ( $L_2$ ) or any combination of other system's ( $S_2, S_3$ ) locations ( $L_{2,1}, L_{3,1}$ , etc).

Using the method, the person constructs the relationship between system locations ( $L_0, L_1, L_2$ , etc) by defining all locations in relation to a system motivation perspective coordinate system. Using the system motivation perspective coordinate system, the person plots the system locations based on the system's governing motivation paradigm (either external or internal) and relative to a set of user-defined regions ( $R_1$  and  $R_2$ ).

Using the method, the person plots each system improvement action ( $X_1, X_2$ , etc) as a vector (with magnitude,  $M_1$  and direction,  $D_1$ ) originating from the current system location ( $L_1$ ).

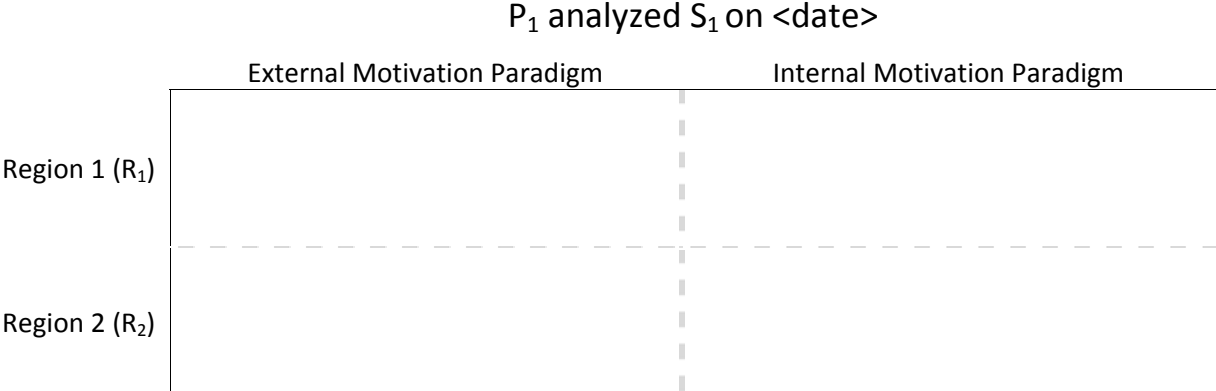
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Using the method, the person sets a vector magnitude based on the person's awareness of the current system's internal motivation perspective toward the action ( $X_1$ ).

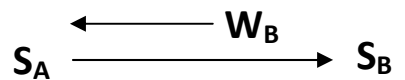
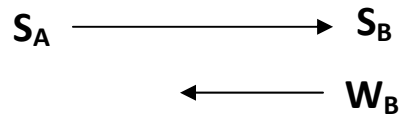
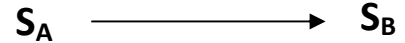
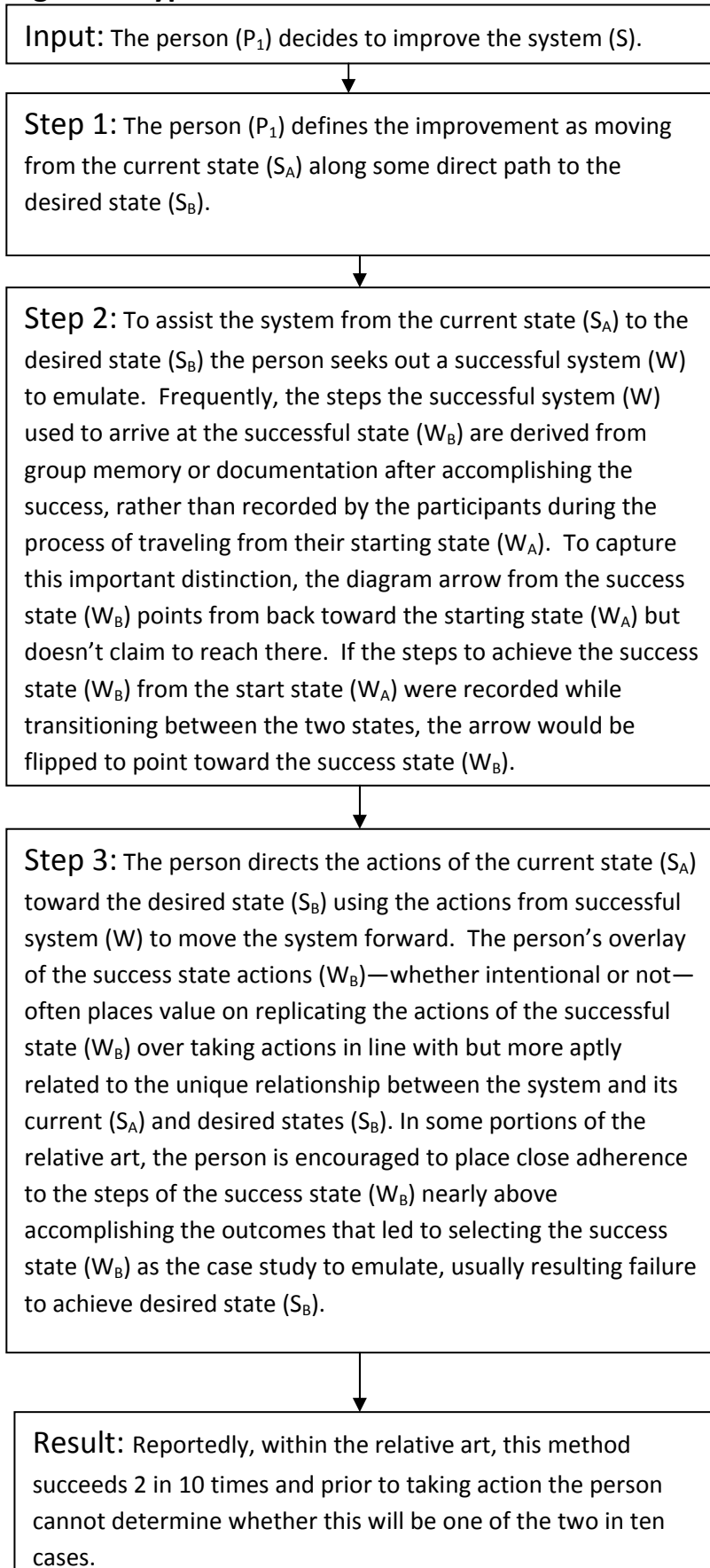
Using the method, the person sets a vector direction by qualitatively comparing the action's attributes against the attributes characteristics of the motivation paradigms. Then the person sets the direction from the current system location ( $L_1$ ) toward the characteristics coordinate the action's attributes most describe.

The person can gather from the system motivation perspective coordinate system the actions' relative predicted effectiveness relative to the current system state ( $L_1$ ), the desired system state ( $L_2$ ), the vector of each system improvement action, and the outcome location set at the end of the optimum improvement action's vector and labeled the predicted outcome location ( $L_0$ ). The method shows the person the optimal action: the action, relative to the other action(s), predicted to produce the largest magnitude results in the direction most aligned to the desired system state ( $L_2$ ).

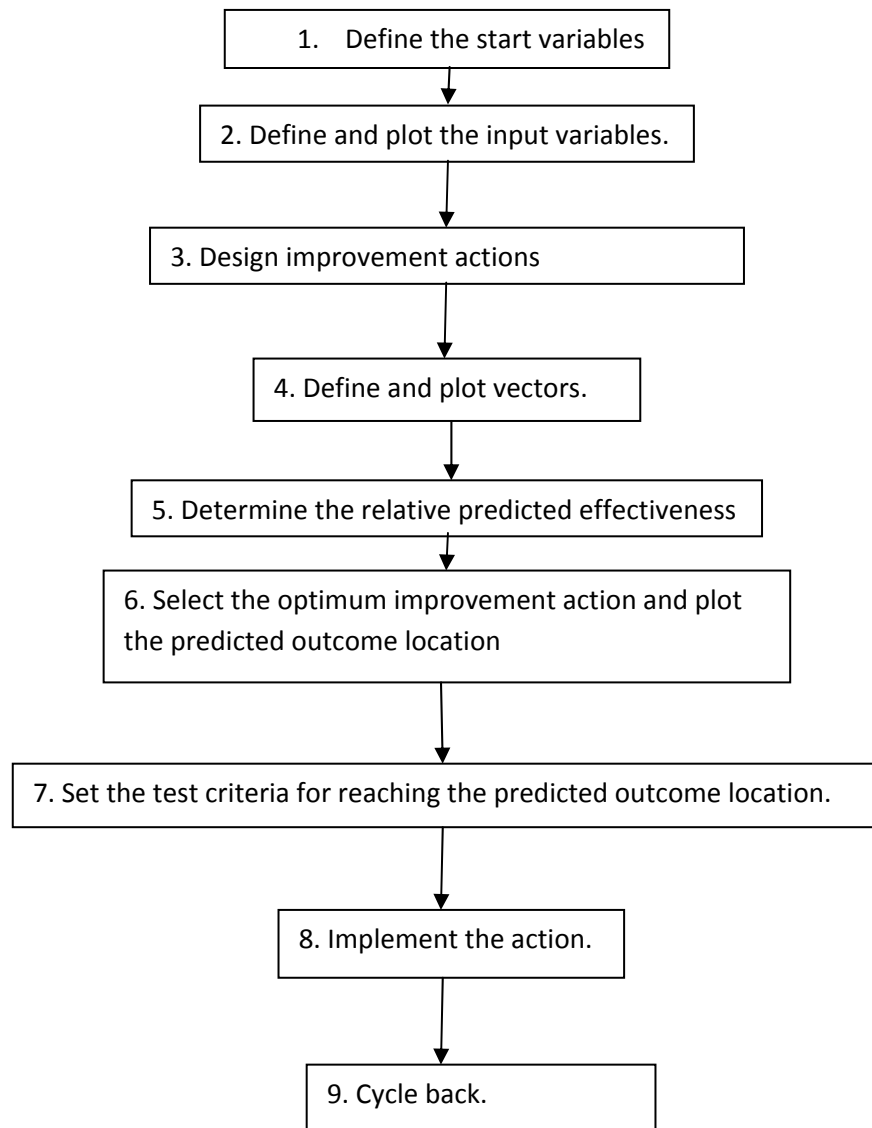
**Figure 1: System Motivation Perspective Coordinate System**



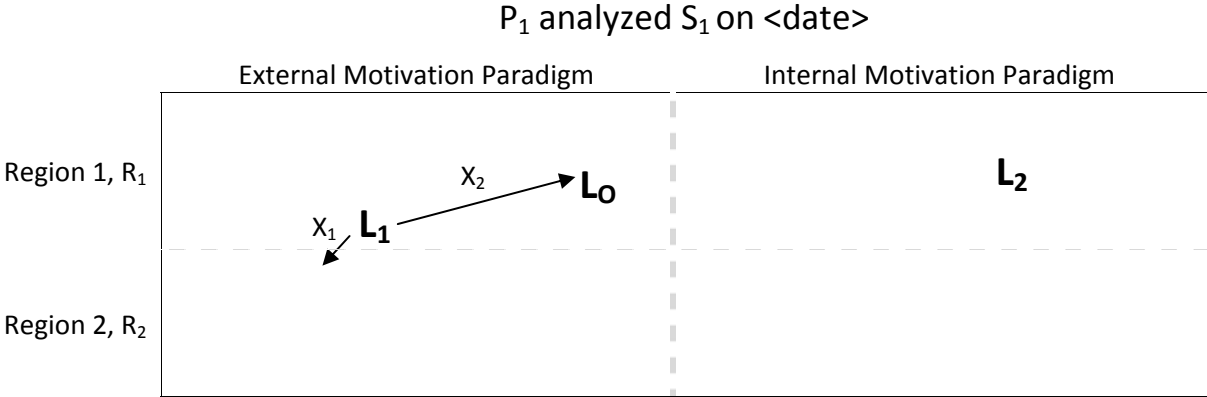
**Figure 2: Typical Method in the Related Art**



**Figure 3: A Method**



**Figure 4: System Motivation Perspective Coordinate System with Method Applied**



## **System Motivation Perspective Coordinate System**

### **Background of the Invention**

#### **FIELD OF THE INVENTION**

The method relates generally to the field of systems management, control, change or improvement.

#### **RELATED ART**

The relative art widely agrees that motivation, in general, interacts in some way with a system and the system improvement actions taken. The relative art does not claim that motivation acts on systems and system improvement actions in a predictable and therefore controllable way. The inventor is unaware of an instrument, in the relative art, that measure how motivation interacts (in a predictable, and therefore controllable, way) with the system and on system improvement actions.

Using the instruments and instructions available in the related art, most people are unable to achieve even a measure of the system improvement they sought. Therefore, if a person can obtain a slight gain in actual to predicted success of an improvement action, then person's system improvements will be substantially improved.

Those in the art are known for looking at successful system improvements (e.g., successful businesses and the steps they took to be successful) and describing the steps or system criteria perceived necessary to generate the system improvements. The advice offered varies in complexity and context relative to the person offering the advice and the details of the application. An implied premise of the work in the related art is that a person following the steps described in the relative art will obtain similar results to the test case(s).

The relative art widely agrees that motivation, in general, interacts in some way when a person applies system improvement actions to a system. The relative art does not claim that motivation acts on systems and system improvement actions in a predictable, and therefore controllable, way. The inventor is unaware of a method (with instrument), in the relative art, that measure how motivation interacts (in a predictable, and therefore controllable, way) with the system and on system improvement actions.

According to conventional wisdom a person can achieve improved system performance if the user can find an improvement process that worked for another system, possibly fit the successful method to the current system and direct system participants to follow the prescribed path. People often employ others with experience in the successful improvement process to correct the flawed behaviors of current system users and retain momentum on the successful system's path to success. A typical method in the relative art is shown in Figure 2.

Without knowing if the success was driven by those variables inherent in the steps or by some other mechanism at work in the system that improved, the user cannot determine a probability of business

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success. Widely reported is the figure that 80% of system change efforts fail to achieve the desired improvement.

With these and other improvement actions, often initially the processes that rely on external motivation to move the system from the starting position do create movement toward the new location. However, as soon as the external pressure (positive or negative) is removed or the person being directed ceases to comply with the order, all progress comes to a halt and often the system slides to a lower performance level than before the change effort began.

Even advice that emphasizes at its start methods to gain internal motivation often leads to training those initially motivated people how to better order around those remaining people. As the internally motivated people will often continue to enforce the rules long after the first pressure is released and even after system results don't arrive, these people are seen by many change processes as vital to any potential for success.

The instrument challenges the thinking of applying the natural energy of your internally motivated people only by asking that you direct the effects of their energy away from ordering around others and toward breaking down barriers to reach your goal. An internally motivated person given tasking framed based on the internal motivation paradigm (e.g., match the task to the person's strengths, don't set ceilings on performance).

## SUMMARY

A system improvement is defined as system movement in the direction the user intended. System movement is any change in the position of a system relative to its starting state (as defined by the user). Said another way, all improvement is change but not all change is improvement. In this document improvement will be used in place of movement but the use of improvement does not vacate the methods capability to define movement in any direction.

The method assists any person ( $P_1$ ) with a system ( $S_1$ ) and a range of system improvement actions (e.g.,  $X_1, X_2$ ,) to select the best action to achieve the person's system goals (defined as the current and desired system states or locations,  $L_1$  and  $L_2$ ) *prior to taking the action*.

When the person completes the method, the person obtains relative predicted effectiveness measures for doing or not doing a system improvement action (e.g.,  $X_1$  or no  $X_1$ ) or between two or more system improvement action (e.g.,  $X_1$  versus  $X_2, X_3$ ).

Using the method, the person defines the relative predicted effectiveness by predicting the outcome of the system ( $L_0$ ) after a system improvement action ( $X_1$ ) is taken. The outcome location is placed relative to a system's current location ( $L_1$ ) and desired system location ( $L_2$ ) or any combination of other system's ( $S_2, S_3$ ) locations ( $L_{2,1}, L_{3,1}$ , etc).

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Using the method, the person constructs the relationship between system locations ( $L_0$ ,  $L_1$ ,  $L_2$ , etc) by defining all locations in relation to a system motivation perspective coordinate system. Using the invention, the system motivation perspective coordinate system, the person plots the system locations based on the system's governing motivation paradigm (either external or internal) and relative to a set of user-defined regions ( $R_1$  and  $R_2$ ).

Using the method, the person plots each system improvement action ( $X_1$ ,  $X_2$ , etc) as a vector (with magnitude,  $M_1$  and direction,  $D_1$ ) originating from the current system location ( $L_1$ ).

Using the method, the person sets a vector magnitude based on the person's awareness of the current system's internal motivation perspective toward the action ( $X_1$ ).

Using the method, the person sets a vector direction by qualitatively comparing the action's attributes against the attributes characteristics of the motivation paradigms. Then the person sets the direction from the current system location ( $L_1$ ) toward the characteristics coordinate the action's attributes most describe.

The person can gather from the system motivation perspective coordinate system the actions' relative predicted effectiveness compared to the current system state ( $L_1$ ), the desired system state ( $L_2$ ), the vector of each system improvement, and the outcome location set at the end of the optimum action's vector and labeled the predicted outcome location ( $L_0$ ). The method shows the person the optimal action: the action, relative to the other action(s), predicted to produce the largest magnitude results in the direction most aligned to the desired system state ( $L_2$ ).

## BRIEF DESCRIPTION OF THE DRAWINGS

FIG 1 is a chart illustrating the system motivation perspective coordinate system.

FIG 2 is a flow diagram illustrating a typical method in the related art.

FIG 3 is a flow diagram illustrating the method.

FIG 4 is a chart illustrating the system motivation perspective coordinate system. The system motivation perspective coordinate system with the method depicted and described in Figure 3 was chosen to illustrate an application of the claimed invention.

## DETAILED DESCRIPTION OF THE INVENTION

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## 1. Overview

The invention is the system motivation perspective coordinate system, relating system motivation paradigms to local and larger system attributes.

A person using the invention can complete any method a person could complete with a coordinate system or map, such as—but not limited to—plotting a course between points; orienting dependent points to each other and defining distributions of points. The system motivation perspective coordinate system can show the location of any entity that exhibits a motivation paradigm and position relative to a local and larger system.

All the potential methods for using the system motivation perspective coordinate system are claimed under this provisional patent, including—but not limited to—the method described herein.

## 2. DEFINITIONS

**Current System State ( $L_1$ ):** The current system state or location ( $L_1$ ) is the system's current motivation paradigm and prevailing emphasis on the local or the larger, from the person's perspective.

**Desired System State ( $L_2$ ):** The desired system state or location ( $L_2$ ) is the motivation paradigm and placement between local and larger the person wants to perceive when the system improvement is complete.

**External motivation paradigm:** Defined by language or behaviors that show the system perceives its behaviors or outcomes as imposed upon the system by someone or something outside the system. If the system were a person within an organization, their external motivation paradigm would be observed as language such as, "I only do what my boss orders me to do," and behaviors similar to waiting to be told to improve or participate. Systems with an external motivation paradigm exhibit what Chris Argyris defines as Model I language and behaviors.

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**Internal motivation paradigm:** Defined by language or behaviors that show the system perceives its behaviors or outcomes as driven from its internal interests or desire. If the system were a person within an organization, their internal motivation paradigm would be observed as language such as, “I chose to advance my program standards,” and behaviors similar to seeking and support others who demand the best of themselves. Systems with an internal motivation paradigm exhibit what Chris Argyris defines as Model II language and behaviors. To be in the internal motivation paradigm every person or component of the system doesn’t have to be internally motivated. All that is required is the preponderance of a system use the language or behaviors of internal motivation.

**System Motivation Perspective:** A system has an internal or external motivation paradigm. This system motivation perspective exerts a controlling force over the actions of the system.

**Motivation Perspective Coordinate System:** A coordinate system relating system internal or external motivation paradigm to local or larger system attributes.

**Person** is the active mind (singular or collective) using the invention.

**Perspective** is the eyes through which the person is expected to look when setting a method variable.

**Region 1** is defined by the person as the local system boundaries as the system perceives them. If the system is an employee, Region 1 would be what the employee perceives as their defined duties.

**Region 2** is defined by the person as related to Region 1. Region 2 is whatever is within the larger system’s boundaries, but outside Region 1’s boundaries. For example, if the system is an employee, Region 2 would be the organizational responsibilities that most influence the employee outside the employees defined duties.

**System:** The individual, business, organization, or other group considered as whole with one motivation paradigm (or the tendency toward one paradigm) and local or larger system concerns.

### 3. Description of the invention

The invention is the system motivation perspective coordinate system, relating system motivation paradigms to local and larger system attributes.

A person using the invention can complete any method a person could complete with a coordinate system or map, such as—but not limited to—plotting a course between points; orienting dependent points to each other and defining distributions of points. The system motivation perspective coordinate system can show the location of any entity that exhibits a motivation paradigm and position relative to a local and larger system.

The basic structure of the invention is described in Figure 1.

#### **4. Description of a method's steps**

A method using the invention is described in Figure 3 and shown with the invention in Figure 4.

#### **5. Define the start variables (Step 1)**

The start variables include the person ( $P_1$ ), the system ( $S_1$ ) and the relation of the local ( $R_1$ ) and the larger ( $R_2$ ) to the system. The person and the system are defined in the definitions above. Record the start variables at the top of the system motivation perspective coordinate system of Figure 4. The person sets the local and the larger by detecting what the system ( $S_1$ ) perceives as local and larger. Example: For a system ( $S_1$ ) defined as an individual, the local ( $R_1$ ) would be what the individual considers their duties while the larger ( $R_2$ ) would be those organizational duties that the individual perceives could be applied to or influence them. The method for the person to detect the system's perception is to ask the system (personally or through data).

#### **6. Define and plot the input variables (Step 2)**

Using the start variables the person defines the input variables; the current and desired system states or locations,  $L_1$  and  $L_2$ . The person defines the current state ( $L_1$ ) by how the person perceives the motivation paradigm and balance between local and larger ( $R_1$  and  $R_2$ ) at the system's current state. The person defines the desired state ( $L_2$ ) by how the person wants to perceive the motivation paradigm and balance between local and larger ( $R_1$  and  $R_2$ ) at the system's desired state. The person plots the current and desired states as variables  $L_1$  and  $L_2$  on the system motivation perspective coordinate system of Figure 4.

#### **7. Design improvement actions (Step 3)**

Using the relative position of the current state to the desired state against the system motivation perspective coordinate system, the person (or the person with a group of other interested people) designs improvement actions. The actions should take the form of many ways to achieve one portion of the system change. A simple example of two improvement action for moving an individual from the current to the desired state would be 1) the individual's boss orders the individual to move toward the desired state and 2) a trusted coworker offers the individual the opportunity to join the coworker at the desired location.

#### **8. Define and plot improvement action vectors (Step 4)**

For each improvement action the person creates a vector, with a magnitude and direction.

First, the person sets a vector magnitude for each improvement action. The person puts themselves in the perspective of the system and asks, "How would this action trigger my internal motivation?" The person selects a perceived answer as a 0 to 10 (0 = no internal motivation and 10 = maximum possible internal motivation).

Next, the person sets each vector direction. The person objectively evaluates the improvement action's characteristics relative to the motivation paradigm characteristics (e.g., does the action rely on orders (external motivation) or opening opportunity (internal motivation)) and of the local or larger system (e.g., is the action targeted to at moving the system toward, away, or neutral to the system's current perspective of the balance between local and larger). The direction is then set by what direction of shift the improvement action would affect on the current system state ( $L_1$ ).

Now the person can plot each improvement action vector (using the magnitude and direction set above) emanating from the current system state ( $L_1$ ). Example  $X_1$  and  $X_2$  vectors are shown in Figure 4.

### **9. Determine the relative predicted effectiveness (Step 5)**

Once the improvement action vectors are plotted it is easy work for the person to read the system motivation perspective coordinate system (Figure 4) for the relative predicted effectiveness between the improvement actions. The person must determine which vector shows the best balance between system internal motivation and the corresponding shift in the system's current location ( $L_1$ ) toward the system's desired location ( $L_2$ ).

### **10. Select the optimum improvement action and plot the predicted outcome location (Step 6)**

Now that the person has selected the vector with the best relative predicted effectiveness, the reader must complete a distinct step of outer analysis prior to selecting the best relative predicted effectiveness action as the optimum improvement action. The person is asked to evaluate if there may be present a variable not included in the analysis performed by this method that may exert a controlling force during implementation of the selected action. An assistance step for the person may be to elicit a "second set of eyes," targeting another within the person's sphere of influence that is known as a good "devil's advocate." When the person is sufficiently convinced the analysis is sound, the improvement action can be selected as the optimum improvement action and the predicted outcome location ( $L_0$ ) plotted on the system motivation perspective coordinate system (Figure 4).

### **11. Set the test criteria for reaching the predicted outcome location (Step 7)**

The method has assisted the person in evaluating improvement actions and predicting which actions would likely produce the most effective outcomes. To increase the probability this optimum improvement action (and future optimum improvement actions) will be successful, but most importantly that the system performance will be improved as much and as a fast as possible, prior to implementing the action the person should construct two tests (from simple to complex depending on the situation context). The first test should determine if the system is making progress toward the predicted outcome location. The second test should determine if the system has reached the predicted outcome location. Constructing the tests can be simplified by revisiting the work of Step 4 to set the magnitude and direction of the action's vector. In that step the person assumed if the action was taken they would be able to observe certain things. Design your tests to find if those observations can be

made or not. Prior to moving on to Step 8, the reader should set when, relative to the time and date of Step 7, the test will be administered, by whom, and who will do the work to integrate the findings into another loop through the method. The person may get all the gains of the improvement action without performing Step 7, but the person and the system will benefit from training on this step if the internal motivation is present to complete it.

## **12. Implement the optimum improvement action (Step 8)**

The person (and any support people or systems) design a plan of action and milestones to track actions to implement the optimum improvement action. The person(s) assigned actions perform the actions. This step can be reduced for small implementations and must be tailored to the context of the system over adherence to this method.

## **13. Cycle Back (Step 9)**

The person must decide when and if to cycle back through the steps to confirm what remains the same and what has changed in the method variables. If the optimum improvement action is acting on the system as predicted, and the current system state ( $L_{1A}$ ) is different from the original current state ( $L_1$ ) and at or near the predicted outcome location ( $L_O$ ), then the action met the person's prediction.

## **14. Conclusion**

The invention is the system motivation perspective coordinate system, relating system motivation paradigms to local and larger system attributes.

A person using the invention can complete any method a person could complete with a coordinate system or map, such as—but not limited to—plotting a course between points; orienting dependent points to each other and defining distributions of points. The system motivation perspective coordinate system can show the location of any entity that exhibits a motivation paradigm and position relative to a local and larger system.