

Workplace Motivators®

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Understanding Your Report

Knowledge of an individual's values help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioural assessments help to tell us HOW a person behaves and performs in the work environment. The Motivation Insights® measures the relative prominence of six basic interests or values (a way of valuing life): Theoretical, Utilitarian/Economic, Aesthetic. Social/Altruistic, Individualistic/Political and Traditional/Regulatory.

Value	the Drive for
Theoretical	Knowledge
Utilitarian/Economic	Money
Aesthetic	Form and Harmony
Social/Altruistic	Helpfulness
Individualistic/Political	Power
Traditional/Regulatory	Order

Values help to initiate one's behaviour and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six values. A knowledge of an individual's values help to tell us why they do what they do. By measuring values, we uncover some of these motivators and can identify strengths that make each person unique within an organisation. Values initiate or drive our behavioural style.

Workplace Motivators Report

This document has been prepared based on careful statistical analysis of the response pattern on the Motivation Insights® instrument. Norms have been developed for this instrument from thousands of professionals. This report uses the latest information available about human cognition and memory. Content is arranged in easy-to-remember categories using an interactive page layout.



Understanding Your Report

How to get the most from this report

- 1. Add, delete, and write comments in this document and consider it a work-in-progress handbook or personal tool. Consult, review, revise, and update this document periodically.
- 2. Review the report and select items of primary importance to current projects. Determine the best steps ahead based on what the report reveals and current experiences.
- 3. As appropriate, share the information on the Team Building Summary with peers and managers at whatever level of disclosure feels comfortable. As communication is a two-way process, peers and managers are encouraged to share similar information from their own Team Building Summary sheets.
- 4. Use the information in the report to serve as a "self-management handbook" or "empowerment manual" to help clarify workplace values issues, and to assist in maintaining optimal performance.
- 5. Other steps and processes may emerge through team meetings.

This report includes

- A section for each of the six Values dimensions in these categories: General Characteristics; Value to the Organisation; Keys to Managing and Motivating; Training, Professional Development and Learning Insights; Continuous Quality Improvement.
- A Norms and Comparisons section that reveals where your values are compared to the national mean.
- A Values Graph
- A Values Wheel
- A Values Action Plan for affirming strengths and encouraging growth and development.
- A Team Building Summary to facilitate sharing selected information with others.



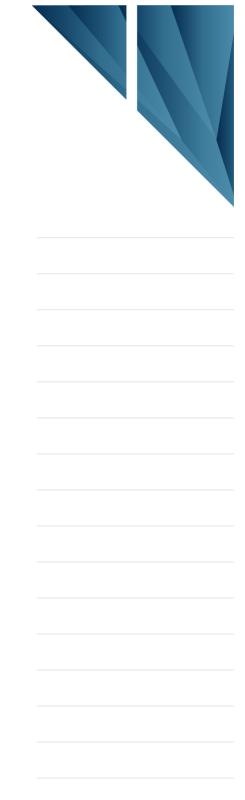
Utilitarian/Economic

The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average businessperson. A person with a high score is likely to have a high need to surpass others in wealth.

General Characteristics

- Goal driven, especially financial goals.
- Motivated by high pay, and attaches importance to high earnings.
- May want to surpass others in wealth or materials.
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of their participation.
- Needs for education and training to be practical and useful, with a profit or economic motive.
- John tends to be hard working, competitive, and motivated mostly by financial rewards and challenging compensation plans.
- A high sense of satisfaction is gained by earning and sharing his wealth.
- Uses money as a scorecard.

- Able to multi-task in a variety of areas and keep important projects
- High motivation to achieve and win in a variety of areas.
- Pays attention to R.O.I. (return on investment) in business or team activity.
- Highly productive.
- Shows a keen awareness of the revenue-clock, his own and the organisation's.





Utilitarian/Economic

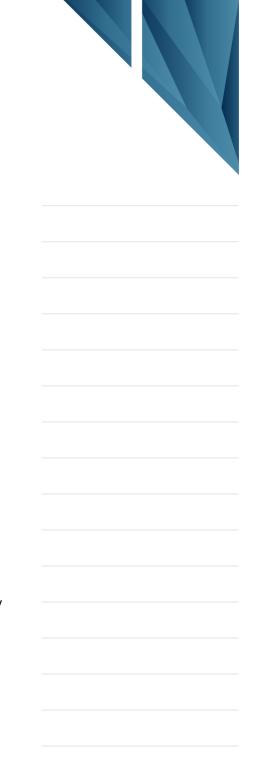
Keys to Managing and Motivating

- Assure that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for them.
- Be aware that for those who score in this very high range there is a potential for low company loyalty. Be certain to reward performance, and encourage participation as an important member of the team.
- Reward high performance in tangible and monetary ways with individual and team recognition.
- Provide coaching to help John appreciate that not everybody is highly-motivated by wealth, return-on-investment and gain like he is.
- Be certain John is balancing his professional and personal life.

Training, Professional Development and Learning **Insights**

- Link learning outcomes to the ability to become more effective in increasing earnings for both himself and the organisation.
- Provide rewards and incentives for participation in additional training and professional development.
- Scores like those who want information that will help them increase bottom-line results and effectiveness.

- Needs to learn to appreciate that not everybody is highly-motivated by wealth, return-on-investment or gain so as not to alienate a prospect, customer or client.
- Needs to hide the dollar signs in his eyes in order to establish the most appropriate rapport with others.
- Needs to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this very strong Utilitarian/Economic drive.





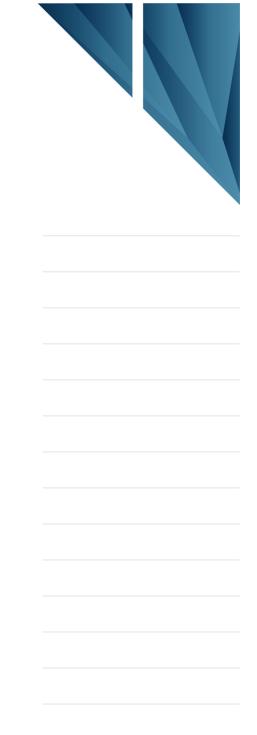
Individualistic/Political

The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.

General Characteristics

- He surprises others with spontaneous ideas or responses.
- He likes to invent new things, design new products, and develop new ideas and procedures.
- He experiences a feeling of accomplishment in being recognised for completing a tough assignment in a creative way.
- Thrives in a team environment.
- Likes freedom in his own work area.
- Prefers to make his own decisions about how an assignment or project is to be accomplished.
- Likes to have his own niche; the place where he can excel.
- Comfortable being in the limelight and enjoys demonstrating his uniqueness or creativity.

- Ability to take a stand and not be afraid to be different in either ideas or approaches to problem solving.
- Brings creative ideas.
- Not afraid to take calculated risks.
- Desires to be an individual and celebrate differences.
- Realises that we are all individuals and have ideas to offer.





Individualistic/Political

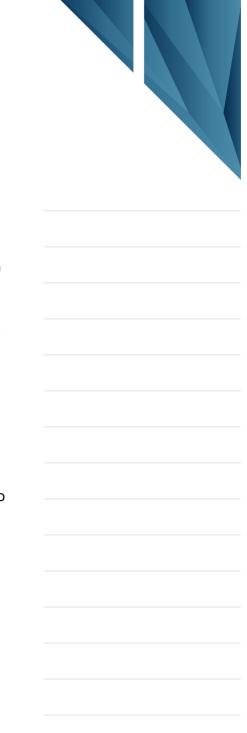
Keys to Managing and Motivating

- Let him work with an idea, develop it, and run with it for awhile before making a judgment call.
- Be patient in allowing for expression of his uniqueness and sense of humour.
- John brings a variety of strengths to the team that may not have been utilised. Explore the possibilities of expanding these opportunities.
- Be open to new ideas John may offer, and realise that he may do things a bit differently than standard operating procedure.
- He will appreciate "air-time" at meetings to share ideas with others on the team.

Training, Professional Development and Learning **Insights**

- Learning and professional development activities should be flexible, having a wide variety of options.
- Allow for some experimental or non-routine types of options.
- Link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

- Unique approaches do not always result in complete success, and may cause conflict with others if sensitivity is not used.
- Some values clashes may be reduced if awareness of the needs of others and awareness of the job parameters and protocol are used to govern his high Individualistic behaviour.
- Needs to remember that his good ideas are not the only good ideas.





Theoretical

The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual. The chief aim in life is to order and systematise knowledge: knowledge for the sake of knowledge.

General Characteristics

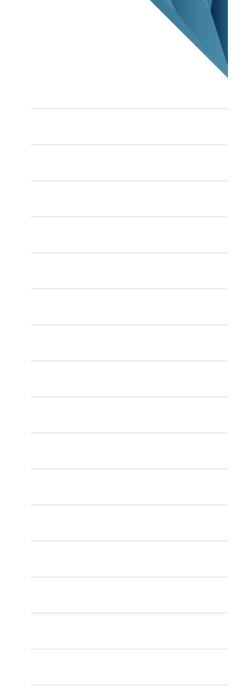
- His Theoretical need is not the most important or primary driving values factor.
- John may provide a balance between the very high theoretical approaches, and the very low approaches, and be able to communicate with each side.
- Is able to understand the needs of big picture issues, and appreciate the needs of trivial or minute issues without being an extremist.
- Brings a sense of balance and stability to a variety of technical issues impacting the team.
- John typically will not get bogged down in minutia, nor will he ignore the details when decision-making.

Value to the Organisation

- John demonstrates awareness of the necessary technical features, and responds as needed on-the-job.
- Brings flexibility to the team; that is, being detail-oriented when necessary, and being practically-oriented other times.
- Is a stabilising force on the team.
- Is able to appreciate the needs of both the higher and lower Theoreticals.
- Shows curiosity about technical details without getting bogged down.

Keys to Managing and Motivating

- Remember that he has the ability to be a balancing and stabilising agent on high knowledge-driven tasks/assignments/projects.
- John brings a knowledge-drive typical of many business professionals.
- Include the perspective he brings in order to gain a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more complete picture of specific keys to managing and motivating.





Theoretical

Training, Professional Development & Learning Insights

- Is able to see the need for training, and also realises the importance of practical information.
- Understands the needs of the high Theoreticals who want more information, and the lower Theoreticals who want only the necessary information.
- Please check other areas of higher or lower values drive for additional insight into professional development needs.

- May need to be a bit more demonstrative on some complex theoretical issues.
- May be asked to take a firmer stand or position on team initiatives.
- May need to examine other values drives to determine the importance of this Theoretical drive factor.



Social/Altruistic

Those who score very high in this value have an inherent love of people. The Social/Altruistic person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic values cold and inhuman. Compared to the Individualistic value, the Social/Altruistic person regards helping others as the only suitable form for human relationships. Research into this value indicates that in its purest form, the Social/Altruistic interest is selfless.

General Characteristics

- Shows an appropriate and realistic approach to helping others, without being an extremist.
- Has the ability to balance decisions about whether or not to share with and help others.
- Able to balance own needs against the needs of others, and work in ways that both achieve and succeed.
- Can support and understand the positions of individuals with either a higher or lower Social/Altruistic score.
- Can bring a sense of stability to issues around this Social/Altruistic dimension.

- Brings flexibility to the team regarding this Social/Altruistic area. He is able to say "yes," but also knows where to draw the line and say "no," when appropriate.
- Projects a stabilising and realistic influence on the team.
- Able to appreciate the needs of individuals with either a higher or lower Social/Altruistic score.
- Demonstrates the ability to help and go the extra mile without a negative impact on his own responsibility and work load.
- Is not an extremist, and therefore is able to bring balance to the team when Social/Altruistic issues emerge.



Social/Altruistic

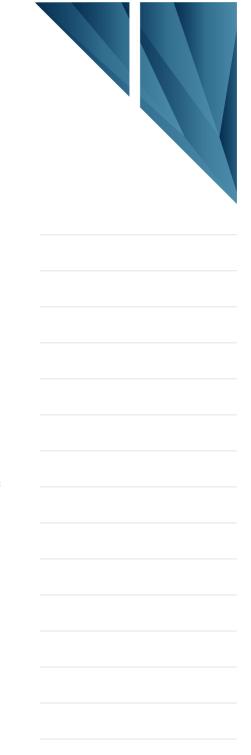
Keys to Managing and Motivating

- Remember that John shows a practicality and realism regarding helping others.
- Recognise that this middle ground between the extremes of selfishness and selflessness may be an appropriate stabilising force.
- John brings a balance between the extremes of giving and taking with regard to team efforts and organisational competition.
- Support the strength that he brings in being a balance between those who may give too much away, versus those who may not give enough.

Training, Professional Development and Learning Insights

- He shows flexibility in preferences of training activities to include both team-oriented as well as independent work.
- Becomes engaged in training activities because he sees it as a part of necessary growth and professional improvement.
- Tends to be supportive of the training efforts as well as supportive of the trainer(s).

- It is important to review other Values drives for a more complete look at areas for quality improvement.
- May occasionally feel conflict as to whether or not to participate in certain service or "giving" activities.
- John should allow space for those who differ on this Social/Altruistic scale, and remember that all Values positions are positions deserving respect.





Traditional/Regulatory

The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as conservatism or any authority that has defined rules, regulations and principles for living.

General Characteristics

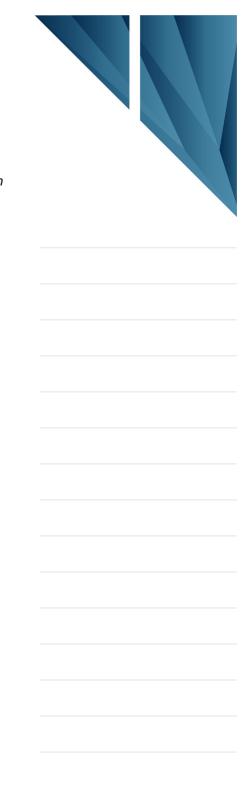
- An informal approach to rules and regulations.
- Able to make creative decisions and set new precedent when necessary.
- Has the desire for quick results. This may include expediting certain procedures.
- Will change job roles when it is important to express or develop himself.
- Believes in experimentation and trying new things.
- Questions authority.
- May demonstrate an autonomous attitude as he approaches work assignments.
- A desire to obtain quick results with many projects, and an attempt to dispense with many items (such as rules and regulations) which might bog down the progress.

Value to the Organisation

- Is able to make quick decisions without getting emotionally involved.
- Generates new ideas.
- Tends to be a quick-study on new projects and procedures.
- Asks lots of questions.
- Is able to make decisions quickly in solving problems.

Keys to Managing and Motivating

- Provide opportunities for professional development and growth.
- Prefers being allowed to make his own decisions about how the work will be done within his own authority or empowerment boundaries.
- Is interested in evaluating and improving inefficient procedures.
- Allow as much freedom from detail (and sometimes paperwork) as possible, perhaps through support staff to assist in the necessary detail functions.
- Maximise use of his adaptability to new projects and ideas.





Traditional/Regulatory

Training, Professional Development and Learning Insights

- May prefer more dynamic, spontaneous, or creative learning activities.
- Tends to be more flexible and adaptable to a variety of learning activities.
- May want to create his own learning path or activities in a creative manner.

- Do not ignore the important details.
- Needs to increase patience when interacting with more rules-oriented individuals.
- Maintain awareness of facial expression and comments when in disagreement with those showing a different point of view.



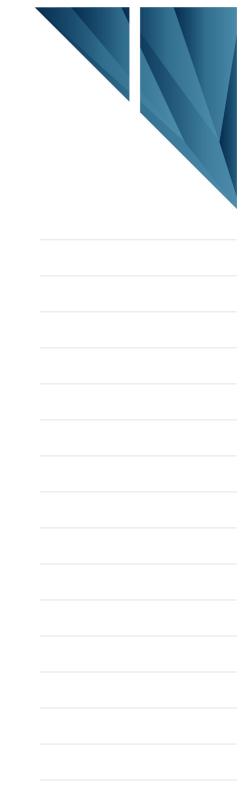
Aesthetic

A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.

General Characteristics

- Other values take a substantially higher motivational priority than this Aesthetic scale.
- Easily allows others on the team a greater voice and expression of their creativity. Does not need a high-visibility profile.
- Does not want to waste time or money on ambience issues if it does not effect productivity.
- What John defines as his passion in life is found in higher values scales in this report.
- Looks at those scoring higher as types who need to be a bit more practical.
- John is a very practical person who can take or leave the Aesthetics or ambience of the work environment, and prefers to ignore it.
- Intellectually, John can see the need for beauty and artistic forms, but will not seek them for his own environment.

- Unpleasant surroundings will not adversely affect his productivity and creativity.
- He takes a practical approach to events.
- Able to see the big picture in a business and organisational sense.
- Not easily swayed in terms of emotional issues.
- Good business-sense and a good eye for that which is practical.
- Sees a wide spectrum of the picture, not just from the artistic viewpoint.





Aesthetic

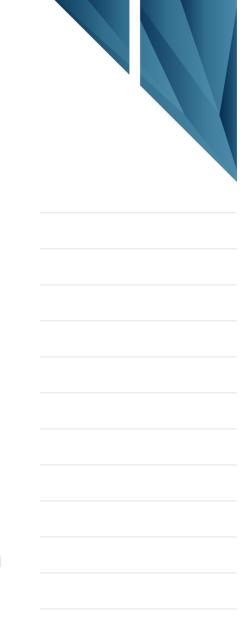
Keys to Managing and Motivating

- Be careful not to overload with assignments that require significant individual creativity and self-expression.
- Remember that he has a practical side and appeal to that.
- Provide a supportive environment where his talents may be encouraged and appreciated.
- Provide sincere recognition for contributions.
- Structure job enrichment strategies into the reward system, especially those that would appeal to higher Values scores.

Training, Professional Development and Learning Insights

- Link learning and professional development to other items of greater self-interest.
- Make training and development activities as practical as possible.
- Brings a bottom-line orientation to training venues, and is flexible about the environment of the training session.

- Seen as overly business-like by some, which comes from the practical side of his workplace values.
- Needs to be more sensitive to the needs of need others for an aesthetically pleasant workplace.
- Needs to be more open and receptive to the creative ideas of others.





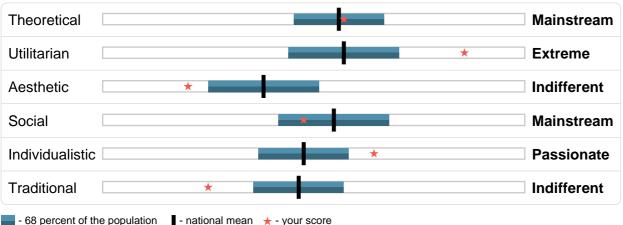
Motivators - Norms & Comparisons

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar values, you will fit in with the group and be energised. However, when surrounded by people whose values are significantly different from yours, you may be perceived as out of the mainstream. If the differences are understood, each brings strengths to the equation. If not understood, these differences can induce stress or conflict. When confronted with this type of situation you can:

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

This section reveals areas where your values may be outside the mainstream and could lead to conflict. The further away you are from the mainstream on the high side, the more people will notice your passion about that value. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that value. The shaded area for each value represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

Norms & Comparisons Table - Norm 2012



Mainstream - one standard deviation of the national mean Passionate - two standard deviations above the national mean **Indifferent** - two standard deviations below the national mean Extreme - three standard deviations from the national mean



Motivators - Norms & Comparisons

Areas in which you have strong feelings or passions compared to others:

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.
- You have a strong desire to lead, direct and control your own destiny and the destiny of others. You have a desire to lead and are striving for opportunities to advance your position and influence. Others may believe you are jockeying for position and continually stepping "over the line." They may believe that you form relationships only to "move ahead" and gain an advantage.

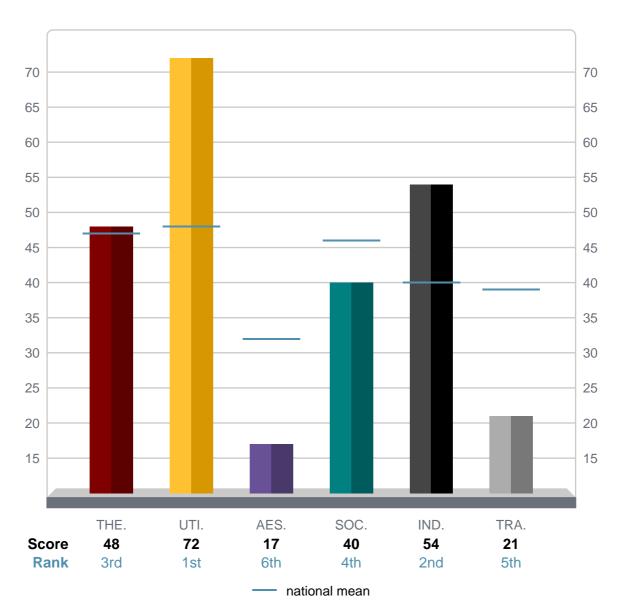
Areas where others' strong feelings may frustrate you as you do not share their same passion:

- People who emphasise the need for beauty, form and harmony in all aspects of their life may frustrate you. You have other priorities.
- Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.



Motivation Insights® Graph 9/3/2017





Norm 2012



Motivators Wheel[™] 9/3/2017

