



Motivators

An Evaluation of Motivational Styles

Report For: **John Sample**

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This Innermetrix Values Index is a combination of the research of Dr. Eduard Spranger and Gordon Allport into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers help understand the reasons that drive an individual to utilize their talents in the unique way they do. This Values Index will help you understand your motivators and drivers and how to maximize your performance by achieving better alignment and passion for what you do.

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About This Report

Research shows that the most successful people share the common trait of self-awareness. They're able to more quickly recognize situations that will make them more successful. As such, it's easier for them to find ways of achieving objectives that resonate and align with their motivations. They also understand their limitations and where those situations in which they're not as effective. They're able to anticipate what will not inspire them or motivate them to succeed. Those who understand their natural motivators better are far more likely to pursue the right opportunities, for the right reasons, and get the results they desire.

Background

The Motivators assessment is the result of Dr. Edward Spranger's and Gordon Allport's combined research into what drives and motivates an individual. The seven dimensions of value discovered between these two researchers identify the reasons that drive an individual to utilize their talents in the unique way they do. Motivators will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment and passion for what you do.








The Elements of the Motivation Index

This Motivation Index is unique to the marketplace in that it examines seven independent and unique aspects of motivation. Most similar instruments only examine six dimensions of motivation by combining the Individualistic and Political into one dimension. This assessment remains true to the original works and models of two of the most significant researchers in this field, thus delivering to you a profile that truly helps you understand your own unique motivations and drivers. In addition, the Motivation Index is the first to use a click & drag approach to ranking the various statements in the instrument, which makes taking the instrument more intuitive, natural and in the end you can actually create the order you see in your mind on the screen. Finally, the Motivation Index instrument contains the most contemporary list of statements to make your choices more relevant to your life today, which helps ensure the most accurate results possible.

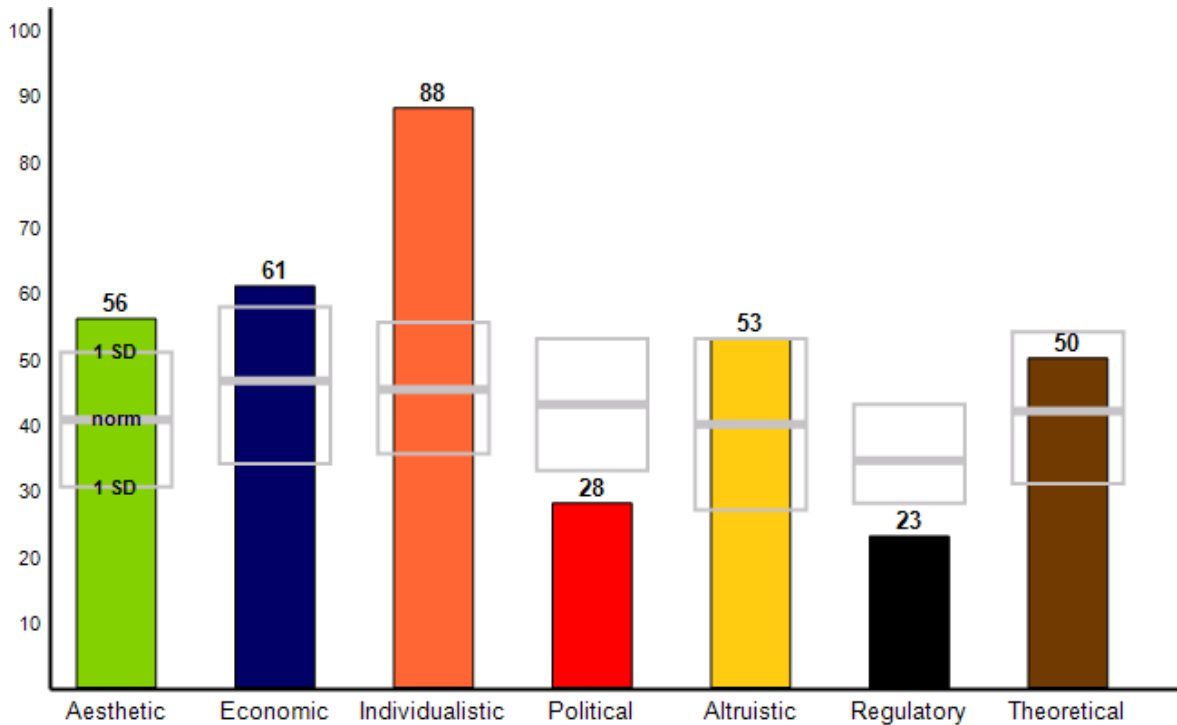
A closer look at the seven dimensions

Motivation helps influence behavior and action and can be considered somewhat of a hidden motivation because they are not readily observable. Understanding your Motivation helps to tell you why you prefer to do what you do. It is vital for superior performance to ensure that your motivations are satisfied by what you do. This drives your passion, reduces fatigue, inspires you and increases drive.

The Seven Dimensions of Motivation measured in this report are:

-  **Aesthetic** - a drive for balance, harmony and form.
-  **Economic** - a drive for economic or practical returns.
-  **Individualistic** - a drive to stand out as independent and unique.
-  **Political** - a drive to be in control or have influence.
-  **Altruistic** - a drive for humanitarian efforts or to help others altruistically.
-  **Regulatory** - a drive to establish order, routine and structure.
-  **Theoretical** - a drive for knowledge, learning and understanding.

Executive Summary of John's Motivation



Aesthetic - High

You very much prefer form, harmony and balance. You are likely a strong advocate for green initiatives and protecting personal time and space.



Economic - High

Your high drive for economic gain helps provide motivation through long projects and assignments.



Individualistic - Very High

You demonstrate high independence and project self-confidence.



Political - Low

You are supportive of the efforts of the team; no hidden agendas. Willing to surrender control.



Altruistic - High

You have a high desire to help others learn, grow, and develop.



Regulatory - Low

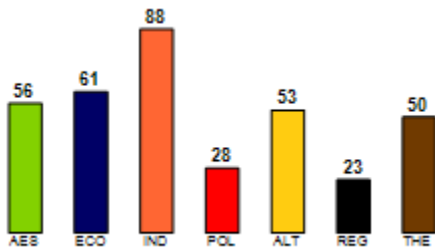
You are able to be a multi-threaded problem solver, able to shift gears and projects in a flexible way.



Theoretical - Average

You are able to balance the quest for understanding and knowledge with the practical needs of a situation.

Your Aesthetic Drive



The Aesthetic Dimension: The main motivation in this value is the drive to achieve balance, harmony and find form or beauty. Environmental concerns or "green" initiatives are also typically prized by this dimension.



General Traits:

- You work better in surroundings that are pleasant aesthetically or environmentally responsible.
- You have a strong appreciation for nature, beauty and the environment.
- You find rewards not just from pay for work, but in results that help protect the environment or achieve better balance in life or the world.
- You have a strong desire for harmony, balance and beauty in life.
- You appreciate and support efforts at conservation and preservation.



Key Strengths:

- You will be a creative problem solver.
- You will enthusiastically get involved in supporting artistic, or environmental initiatives in the workplace.
- You are often seen as one who shows interpersonal empathy in dealing with others.
- You demonstrate high personal and professional regard for others on the team.
- For you, form may hold more interest than function.



Motivational Insights:

- You show a genuine interest in the expressed thoughts or emotions of others.
- You limit constraints on creativity or flexibility and allow freedom of expression.
- You offer ample opportunity for adjustments in surroundings and approaches to getting things done.
- You make sure the environment allows for creative expression.
- You don't allow others to over-use or abuse your creative nature.



Training/Learning Insight:

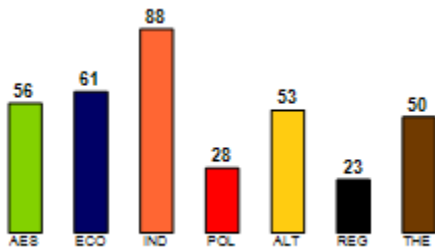
- You link new knowledge to new ways to be creative or achieve better harmony and balance in work and life.
- You have the ability to connect training and development to other's needs and interests.
- As you learn new things in training or professional development, attempt to link those to your ability to see new or creative solutions in the future.



Continual Improvement Insights:

- You might tend to get a little too creative or inventive sometimes, which can create unnecessary risks.
- You could get lost in creativity and imagination if not kept somewhat reined in and on target.
- You could benefit from being a little more pragmatic.
- You may need to focus on the practical or economic side of an issue more frequently.
- You need to remember that sometimes function is all there is time for, or all that is needed (don't deliver a Cadillac when a Chevy will suffice).

Your Economic Drive



The Economic Dimension: This dimension examines the motivation for security from economic gain, and to achieve practical returns. The preferred approach of this dimension is a professional one with a focus on bottom-line results.



General Traits:

- You may take the position that the ends justify the means.
- You are interested in what is useful and practical in meeting goals (usually economic ones).
- People who score like you tend to be hard working, competitive, and motivated by financial rewards and challenging compensation plans.
- Your sales, technical, or management training programs should demonstrate a bottom-line financial potential as a result of the training effort.
- To you, knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy, and creativity.



Key Strengths:

- You are highly productive.
- You are driven by competition, challenges, and economic incentives.
- You are driven and motivated to achieve and win in a variety of areas.
- You are profit driven and bottom-line oriented.
- You make a decision with practicality and bottom-line dollars in mind.



Motivational Insights:

- You should reward high performance in tangible and monetary ways with individual and team recognition.
- You should realize that it's not just money that motivates, but also personal fulfillment in the job.
- You should remember that you have an ear to the revenue-clock. This may give you a keen economic awareness in projects and decision-making with the team.
- You should be certain to reward performance, and encourage participation as an important member of the team.
- You should provide recognition and rewards (e.g., bonuses) as soon as possible, not just at the end of the quarter or year.



Training/Learning Insight:

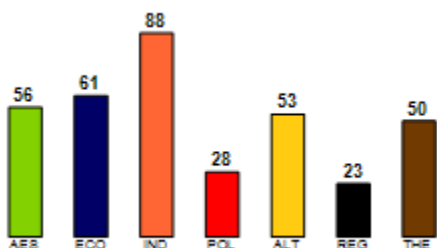
- You link learning outcomes to the ability to become more effective in increasing earnings for both yourself and the organization.
- You score like those who want information that will help them increase bottom-line activity and effectiveness.
- You attempt to provide some rewards or incentives for participation in additional training and professional development.
- If possible, build in some group competition as a part of your training activities.



Continual Improvement Insights:

- You may need to hide the dollar signs in your eyes in order to establish the most appropriate rapport with others.
- While this high economic drive may be a significant motivating factor in your achieving goals, it may also become a visible "economic factor" especially in sales people, and others sharing this very economic drive.
- You may need to develop an increased sensitivity to the needs of others and less demonstration of potential selfishness.
- You may need to learn how to mask that greed factor so as not to alienate a prospect, customer, client or others on the team.
- You may need to work on balancing other Values scales and appreciating the strengths that others bring, even those who may not share this high Economic drive.

Your Individualistic Drive



The Individualistic Dimension: The Individualistic dimensions deals with one's need to be seen as unique, independent, and to stand apart from the crowd. This is the drive to be socially independent and have opportunity for freedom of personal expression.



General Traits:

- You enjoy work and assignments, which give you standing in the eyes of others and evokes respect.
- You can sometimes surprise others with spontaneous ideas or responses.
- You thrive in a team environment.
- Your pattern of responses indicates that you have a very strong desire to be your own person.
- Many who score in this range like to invent new things, design new products, and develop new ideas.



Key Strengths:

- You desire to be an individual and to celebrate differences.
- You have the ability to take a strong stand, and not be afraid to be different in either ideas or approaches to problem solving.
- You are not afraid to take calculated risks.
- You bring creative ideas.
- You bring a variety of different and energetic ideas to the workplace.



Motivational Insights:

- You prefer an environment where you have space to demonstrate your unique contributions to the team.
- You may like to work apart from the team and independently at times.
- Remember to look for continuous opportunities to learn and progress.
- You should be allowed freedom to make your own decisions about how an assignment should be completed.
- You create an environment that provides security while it encourages taking appropriate risks.



Training/Learning Insight:

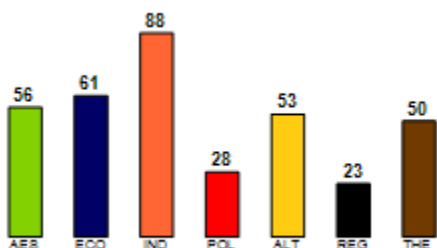
- Your learning and professional development activities should be flexible, having a wide variety of options.
- You should attempt to provide enough creative space for you to express your uniqueness.
- You should allow for some experimental or non-routine types of options.
- You should link the benefits of learning new things to a personal ability to enhance your performance.



Continual Improvement Insights:

- Sometimes your very unique approaches do not always result in complete success, and may sometimes cause conflict with others if sensitivity is not used.
- Your potential value clashes with others may be reduced through increased awareness and sensitivity to the needs of others.
- You may need to remember that your good ideas aren't the only good ideas.
- You may need to listen more to others and speak less.
- When presenting an idea you may spend a bit too much time telling (or selling) the audience about your own uniqueness, rather than discussing the topic of the presentation.

Your Political Drive



The Political Dimension: This drive is to be seen as a leader, and to have influence and control over one's environment or success. Competitiveness is often associated with those scoring high in this motivation.



General Traits:

- You provide effort and energy for a project or a cause and is supportive of team efforts.
- You tend to prefer to support rather than lead, but will take a leadership role if asked.
- This score range is common among mature directors, executives, and managers who have had power within an organization for a substantial period of time.
- Your pattern of responses indicates that other values drives may take a more important place than this need for power, authority, and influence.
- You tend to prefer a team member role than a team leader role.



Key Strengths:

- You enjoy working for a mission or cause and supportive of the team leadership, as long as sensitivity to your own personal needs is maintained.
- You like to work with and toward consensus.
- You are ready and willing to assist peers and others on the team when they encounter an obstacle to progress.
- You treat each person on the team with equal respect, and expects the same for yourself.
- Your personal sense of accomplishment exceeds the need for recognition of that accomplishment.



Motivational Insights:

- Look for training options to help develop new talents and skills.
- You are a stabilizing force on a project or team.
- Look for incentives, based on your own input of appropriate motivators.
- You should look for ways to be a supportive member of the team.
- Don't accept positions where you have to take center stage if you don't want to.



Training/Learning Insight:

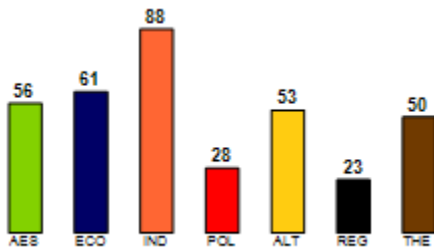
- You prefer team-oriented training or development activities.
- Your increased motivation and participation may come from group accomplishments where each member contributes something to the group learning effort.
- You may prefer slightly more structured professional development activities than unstructured or ambiguous ones.
- You may prefer more team events than independent study activities.
- You may appreciate more cooperative group activities than competitive ones.



Continual Improvement Insights:

- You may sometimes be taken advantage of by others, then become angry off-line.
- You may need to step up to the plate a bit more and be recognized for your professional contributions.
- You may not pro-actively confront others (in a positive way) when conflicts emerge.
- You should try to take a visible stand on some important work or mission-related issues.
- You may tend to become quiet when conflicts emerge rather than provide input to the group problem-solving effort.

Your Altruistic Drive



The Altruistic Dimension: This drive is an expression of the need or drive to benefit others in a humanitarian sense. There is a genuine sincerity in this dimension to help others, give of one's time, resources and energy, in aid of others.



General Traits:

- Your philosophy is "Better to give than receive," sometimes even in an organizational environment.
- You have a strong desire to help others grow and develop as professionals.
- You find value in work, beyond just a paycheck, especially when it aids others.
- You have a high need to help and support others on their own pathway to success.
- Your high sincerity-factor may be exhibited in your tone of voice in communicating with others.



Key Strengths:

- You are a very good team player.
- You are enthusiastic and enjoy working in team environments or social settings.
- You are often very aware of what others need, even when not stated by them.
- You treat others with high personal regard and respect.
- You are a social person more than solitary, and like networking.



Motivational Insights:

- You should treat yourself with the same level of sincere concern and interest that you give others.
- You should remember that you tend to be a very 'giving' person, and enjoy helping others.
- You should provide flexibility to allow for helping others on the team.
- You should provide an environment in which there is opportunity to help others achieve and grow professionally.
- You could be more easily taken advantage of by others because of your sincerity and desire to be helpful.



Training/Learning Insight:

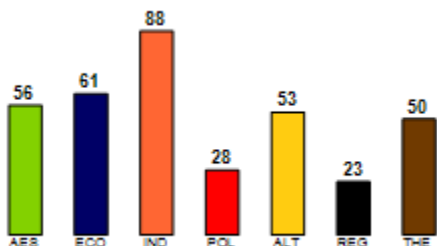
- Your learning and development should be linked to the potential to help others.
- You should link courses and training to the knowledge gained that may potentially be shared with others on the team, or externally.
- Your training and professional development will assist in personal growth and development and in being better at any job role.



Continual Improvement Insights:

- You can lose focus on personal work in favor of helping others with theirs.
- You can give away too much time, talent and energy.
- You need to remember that support and service efforts need to be practical as well.
- You may need to say "no" more often.
- You could benefit from resisting the urge to go into teaching mode unless clearly desired by others.

Your Regulatory Drive



The Regulatory Dimension: The Regulatory drive indicates one's drive to establish order, routine and structure. This motivation is to promote rules and policies, a traditional approach and security through standards and protocols.



General Traits:

- You are willing to ask "Why?"
- You can be adaptable and open to change.
- You accept that sometimes the individual can supersede the group in importance.
- You realize that sometimes rules need to be treated as guidelines with more flexible interpretations.
- You have good conceptual thinking or ability to see the big picture, and communicate it well to others.



Key Strengths:

- You have a relatively quick uptake on new concepts or complex problems.
- You like finding new, more efficient, solutions.
- You are willing to make mistakes in trying new things or approaches.
- Your decisions will tend to be faster and without too much emotional involvement.
- You prefer new ideas over old and offer them frequently.



Motivational Insights:

- You like to be informed and kept in the loop.
- You work better when "convinced", rather than "instructed".
- You are not very supportive of inefficient or ineffective procedures just because "that's the way it is."
- You like open, honest and constructive feedback.
- You desire a work culture that is more varied and dynamic.



Training/Learning Insight:

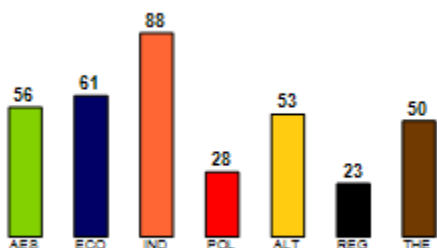
- You prefer multiple learning modalities instead of just one.
- You may tend to learn new things in your own way, at your own pace and style.
- You stick to the important details primarily, avoid the minor bits.



Continual Improvement Insights:

- You should remember to be patient with others who are not as flexible or are more rules-oriented.
- When interacting with others, remember your natural tendency to express thoughts freely (especially dissenting thoughts).
- You should consider resisting the urge to push the envelope just for the sake of pushing the envelope alone.
- You should remember that sometimes rules or procedures exist for good reasons.
- You should be sure to respect those who prefer to comply with all rules, they balance the equation many times.

Your Theoretical Drive



The Theoretical Dimension: The drive to understand, gain knowledge, or discover the "truth". This motivation can often be to gain knowledge for knowledge sake. Rational thinking, reasoning and problem solving are important to this dimension.



General Traits:

- You are able to understand the needs of the big picture issues, and appreciate the needs of the minutia issues without being an extremist.
- Your score near the mean indicates the Theoretical need is not unimportant, yet not a primary driving factor in your motivational behavior.
- You bring a sense of balance and stability to a variety of technical issues and features impacting the team.
- You may provide a balance between the very high theoretical approaches and the very low approaches and be able to communicate with each side.
- You typically won't get bogged down in minutia, nor will you ignore the details when decision-making.



Key Strengths:

- You will demonstrate awareness of the necessary technical features and an appropriate on-the-job response as needed.
- You bring flexibility to the team, that is, being detail-oriented when necessary, and being practically-oriented other times.
- You are a stabilizing force on the team.
- You are able to appreciate the needs of both the high and lower Theoreticals.
- You show curiosity about technical details without getting bogged down.



Motivational Insights:

- Remember that you have the ability to be a balancing and stabilizing agent on high knowledge-driven issues, without being an extremist toward either side.
- You bring a knowledge-drive typical of many business professionals, i.e., near the national mean.
- Your perspective provides a middle-ground understanding.
- Check for other values drives that may be higher or lower than this one in order to gain a more robust picture of specific keys to your motivation.



Training/Learning Insight:

- You are rather flexible and accepting of most training programs offered in the organization.
- You are able to see the need for training and also realize the importance of practical information.
- You understand the needs of the high Theoreticals who want more information and the lower Theoreticals who want only the necessary information.
- Because your score range is near the national mean, please check other areas of higher or lower values drive for additional insight into professional development needs.



Continual Improvement Insights:

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

Relevance Section

Use this sheet to help you track which motivators are well aligned and which are not, and what you can do about it.

Action Step: Looking at your Motivation Index report, find which motivators are the most powerful for you (i.e., which ones are highest and farthest above the norm). Write down the top two in the space below, and record how well your current roles align with these motivators (i.e., how well what you do satisfies what you are passionate about).

		Alignment				
		Poorly				Highly
		1	2	3	4	5
Motivator #1:	_____	1	2	3	4	5
Motivator #2:	_____	1	2	3	4	5

Legend:	
2-4 = Poor	8-9 = Excellent
4-5 = Below Average	10 = Genius
6-7 = Average	

Tally Your Score Here

To reach Genius levels of passion, you must increase alignment of your environment with your passions.

Motivator #1: what aspects of your company or role can you get involved in that would satisfy this motivator?

Motivator #2: what aspects of your company or role can you get involved in that would satisfy this motivator?

Success Connection

Your final step to making sure you really benefit from the information in this report is to understand how your behavioral style contributes to, and perhaps hinders, your overall success.

Supporting Success: Overall, how well do your motivators and drivers help support your success? (cite specific examples):

Limiting Success: Overall, how do your natural drivers or motivators not support your success? (cite specific examples):

So Now What?

This report is filled with information about your seven independent and unique aspects of motivation. So now, you have a profile that truly helps you understand your own unique motivations and drivers.

There are many suggestions in each of the seven motivators sections of this report, particularly the *continual improvement insights*, for you to apply this valuable information. Take the next step and take the actions required to make improvements in the specific motivators sections most important to you and your success.

Do not put this report on a shelf or in a file. You now have the opportunity to use this information to open up a meaningful dialogue with others to improve all your motivations and relationships. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in each of your seven motivators and experience your improved results. You might be pleasantly surprised!

Other Assessments?

There are a total of five foundational assessments which both measure and educate users on the five different, but equally important, aspects of human behavior and/or cognition. As such, they form the foundation of our catalog and we have termed them our five Core Assessments:

1. **DISC** - Our most popular assessment and the world's #1 behavioral profiling tool.
2. **Motivators** - The perfect companion assessment to pair with DISC, Motivators measures the Seven Universal Dimensions of Motivation that drive each of us: Aesthetic, Economic, Individualistic, Political, Altruistic, Regulatory and Theoretical. Where-as DISC predicts "How?" a person will behave, Motivators explains "Why?" If you are only using DISC, you are only scratching the surface of what assessments can offer individuals and organizations.
3. **Hartman Value Profile (HVP)** - The Hartman Value Profile offers the critical third piece to the human puzzle. Based upon the research of Robert S. Hartman's formal axiology, this unique assessment measures each individual's problem solving skills and their ability to avoid the blindspots associated with situational bias. In essence, the HVP assessment measures—with uncanny accuracy—an individual's critical thinking, judgment and decision-making abilities.
4. **Emotional Intelligence (EIQ)** - The Emotional Intelligence (EIQ) assessment helps users understand the correlation between the way they apply their current EIQ and the outcome of their interactions with others. This lends itself to improved decision-making, leadership, reading the emotions in others and engaging in a greater number of mutually beneficial workplace outcomes. Here is the key: EIQ can actually be improved and coached-up over time so it makes an excellent self-improvement assessment.
5. **Learning Styles** - Our fifth and final Core Assessment, Learning Styles, does just as its name implies: it identifies each individual's best means for learning and retaining new information. Some people like to process information through text, while others need visual support and images. Some learners best assimilate information alone, while others prefer to learn in groups. There are those who can grasp information intuitively, while others prefer to follow a strong sequential path. In short, understanding learning styles offers the key to maximizing an organization's training efficiencies, enlightening its management teams and even assembling top performing teams.

Disclaimer

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