A unique psychometric assessment of intrinsic drivers

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www.elementalmotivation.co.uk

Motivation: what is it?

Motivation has been studied by psychologists since the 1930s in an effort to understand what drives people to do what they do.

These pioneering theories focused on intrinsic drivers which are quite different from extrinsic motivators such as money and material benefits. They are the individual's personal needs and goals, formed in early adolescence, which may lie dormant within them until 'fired-up' by an appropriate environmental trigger.

Elemental is an assessment technique based on many different approaches to motivation stemming from these original theories. It is designed to discover individuals' intrinsic drivers in the workplace.

What will Elemental do and why is it different?

Most assessment processes focus on people's competence (the 'can-do' factor, their skills and abilities) and personality (their everyday work style). Elemental assesses the 'will do' factor in order to predict what people will want to do, not just what they can do.

It assesses what will inspire and challenge them, bring life to their work, give them a sense of personal fulfilment and, ultimately, lead to their best performance.

Combining the different theories has resulted in ten fundamental dimensions of intrinsic motivation which can be applied to any managerial or professional job. Scores on the Elemental Profile chart are used to predict the individual's involvement in each aspect of the job.

What are the 10 dimensions?

The ten dimensions present the individual's unique motivation profile which is quite different from a personality profile. It shows the fundamentals of what makes them tick and therefore what will give them the buzz in work situations:

Needs

Achievement	controlling own area of expertise
Systems Power	getting involved in broad ranging activities
People Power	making good use of others
Structure	having a framework within which to operate
Independence	finding own best way of doing things
Affiliation	gaining other people's views
Personal Power	having a position of authority and influence

Goals

Getting things moving	short-term striving: confident vs careful
Delivery	medium-term striving: goal-focused vs cautious
Personal success	general orientation: delving into new areas vs consolidating

What's in the report?

Page 3	**The Elemental Profile chart** presents the results from the questionnaire, giving an overall picture of the individual's motivation in real life work situations.
Page 4-5	**A detailed breakdown** of the chart describing the implications of the results in each section.
Page 6	**Highlighted Main Drivers** with additional information on how people who score in this way describe themselves and how they are generally described by their colleagues.
Page 7	**Career Level and Fast Track ratings** indicate the individual's current level of aspiration and rate of career progress.
Page 8	**The Job Matching page,** an aid to to judging whether a particular job is right for the individual.
Page 9	**The Technical Background** explains how the 10 dimensions were derived directly from the theory.

Elemental Profile for Michael Sample

Average preference	Clear preference	Strong preference

Preferred role & task description

This part of the profile indicates the relative importance to the individual of different types of role.

MOTIVATIONAL NEEDS

	Achievement	Specialist
Focusing on 'doing' rather than detail		Being well informed, understanding, advising, keeping knowledge up to date
	Systems Power	**Generalist**
Maintaining manageable risk		Broad ranging responsibility, large scale implementing, co-ordinating, influencing
	People Power	**Manager**
Working without staff responsibility		Managing other people's expertise, organising, supervising, developing staff
Change agent	**Structure**	**Maintainer**
Flexibility, problem-solving, innovation		Achieving objectives in a systematic and orderly manner
	Independence	**Consultant**
Interacting with colleagues and/or staff		Working alone, finding own way of doing things, independent decision making
	Affiliation	**Team worker**
Self-reliant, avoiding team situations		Consulting colleagues, building effective relationships, partnerships, networking
	Personal Power	**Project leader**
Not needing to be in the limelight		Personal responsibilty, making an impression, high profile communication

Way of working

This part of the profile focuses on three fundamental dimensions of career progress.

MOTIVATIONAL GOALS

	Getting things moving	Self-starting
Careful to consider the nature of the task		Displaying confidence, enthusiastic attitude, inspiring others
	Delivery	**Goal-focused**
Cautious in ensuring that on the right track		Ensuring delivery, meeting deadlinesm working under pressure
Operational	**Personal success**	**Entrepreneurial**
Working quickly and effieciently, consolidating		Attaining high standards, continuous improvement, developing self

*Scores are derived from comparison with a large group of
managers and professionals from a wide variety of organisations*

Part 1: Preferred Role

Advising & Implementing
The first three scales are grouped together because they are the basic advising and implementing roles.
Note that the relationship between scores on these scales is of particular significance for the profile.

Focusing on 'doing' rather than detail		***Specialist*** Being well informed, understanding, advising, keeping knowledge up to date
Maintaining manageable risk		***Generalist*** Broad ranging responsibility, large scale implementing, co-ordinating, influencing
Working without staff responsibility		***Manager*** Managing other people's expertise, organizing, supervising, developing staff

Michael's profile suggests that his preferred activity in the work situation is to organize other people and systems to achieve large scale objectives. He displays a strong preference for getting involved in unpredictable situations and taking decisive action generally, which implies that he will want to operate in the context of the broader activities of the business in a general management type of role. He seems keen on taking charge of situations and managing staff, and he will want to be responsible for carrying out initiatives and achieving an end result. He will enjoy direct dealings with people at the sharp end of the business, and also having line management responsibilities and achieving objectives through making good use of other people's expertise.

Michael is also quite strongly inclined towards keeping up to date in his area of expertise and operating as a specialist and adviser to others. He will want to understand all aspects of situations he is involved in and to closely oversee the activities of staff.

Working Within Systems
This is a special category with just one scale because of the clearly defined roles at either end.

Change agent Flexibility, problem-solving, innovation		***Maintainer*** Achieving objectives in a systematic and orderly manner

Michael displays a low need for support from organizational structure and may be somewhat inclined to reject existing systems without giving them due consideration. He is likely to prefer situations in which he can do things his way rather than conforming to the status quo, but he may not always give sufficient thought to the viability of alternative methods of working.

Team Working & Communicating
These scales are grouped together because they all refer to working with or relating to others.

Interacting with colleagues and/or staff		***Consultant*** Working alone, finding own ways of doing things, independent decision making
Self-reliant, avoiding team situations		***Team worker*** Consulting colleagues, building effective relationships, partnerships, networking
Not needing to be in the limelight		***Project leader*** Personal responsibilty, making an impression, high profile communication

Michael also has a low need for team support and seems keen on working alone and finding things out for himself rather than getting involved in group decisions or referring to colleagues. In this sense he has the profile of an independent consultant, and he will appreciate having a fair amount of autonomy and the opportunity to make his own decisions to some extent.

It seems important to Michael to have a high profile role and the opportunity to show what he personally can do, and he will be keen to make an impression and gain recognition of his efforts. He may be somewhat prone to taking on more than he can realistically cope with, and he may be seen as impatient and intolerant on occasion, expecting things to be done right away. He may generally be more motivated in jobs which emphasize achieving objectives through his own individual efforts than in situations in which he would be at best jointly responsible for the achievement of organizational goals.

Part 2: Way of Working

Taking Action
The two scales here relate to the individual's confidence in starting new tasks and their speed of delivery (getting things done vs getting things right).

Careful to consider the nature of the task		**Self-starting** Displaylng confidence, enthusiastic attitude, insplring others
Cautious in ensuring that on right track		**Goal-focused** Ensuring delivery, meeting deadlines, working under pressure

Michael is confident of his ability and will be quick to get started on new tasks in less familiar areas. He will want to 'have a go' rather than hold back until all the parameters have been thought through, and may sometimes be inclined to say he can do things before he is entirely clear about the nature of the task.

In the medium term, Michael will want to drive projects through to completion in a goal-focused manner rather than spend time on considering all possible influences on the situation. He will be prepared to act on limited information, and will place more emphasis on getting things done than on getting them right first time. More cautious individuals may therefore accuse him of rushing ahead without giving matters due consideration, and he may seem unwilling to listen to others once his mind is made up.

Striving for Success
This category explains where the individual's priorities lie overall (doing the best job possible vs focusing on results).

Operational Working quickly and efficiently consolidating		**Entrepreneurial** Attaining high standards, continuous improvement, developing self

Overall, Michael seems inclined to give equal priority to ensuring operational success as to delving into other areas and exploring possibilities for the future. He will be quite keen to look beyond immediate objectives and put time and effort into doing a thorough job, but without losing sight of core objectives. He will want to seek out new challenges rather than consolidate his position within one particular area, and he will appreciate being given the opportunity to take on new responsibilities and make progress in his career.

Summary

These are the key features of Michael's profile.

- Ideal role: consultant/strong general management profile, organizing and implementing to achieve large scale objectives, with the emphasis on personal impact/project responsibility
- Also quite strongly inclined towards making good use of other people's expertise
- Low need for structure and team support from colleagues - will want to devise his own approach and make his own decisions
- Very keen to get things moving and focus on delivery even in less familiar areas - may not always be willing to listen to others once his mind is made up

Further information on the meanings of scales can be found in the User Report Guide section of the website: www.elementalmotivation.co.uk

Main Drivers

The highlighted boxes below indicate Michael's main drivers with reference to the relevant roles. They also show how people who score in this way describe themselves and how they are generally described by their colleagues.

Needs (Preferred role)

Personal achievement (Specialist)
Respondents: experts, specialists
Colleagues: specialists, not managers; keen to understand exactly what other people are doing

Power relating to organizational systems (Generalist)
Respondents: risk-orientated; less concerned about details; good at coping with pressure
Colleagues: implementers; enjoy power and influence and up-front dealings with people

Power relating to organizing people (Manager)
Respondents: leaders, organizers, consultative, democratic; not specialists in their own right
Colleagues: managers; get things done by making use of other people's expertise

Low need for structure (Change agent)
Respondents: innovative; inclined to reject existing systems
Colleagues: ambitious; like to set their own objectives

High need for structure (Maintainer)
Respondents: routine orientated; good at working within the system
Colleagues: traditional; comfortable in a well-structured environment

Independence (Consultant)
Respondents: independent specialists; keen to work without support from others
Colleagues: specialists, not managers; particularly interested in personal expertise

Affiliation (Team worker)
Respondents: team players, participative; keen to share the decision-making process
Colleagues: keen to focus on one thing at a time; uncomfortable when on unfamiliar territory

Personal impact (Project leader)
Respondents: high flyers; keen to do things their way
Colleagues: tenacious; more content 'doing their own thing' than doing a good job for the company

Goals (Way of working)

Getting things moving (Self-starting)
Respondents: self-confident; keen to 'have a go'
Colleagues: quick to get started on new tasks; keen to make things happen

Delivery (Goal-focused)
Respondents: keen to put their ideas into action; not inclined to get side-tracked
Colleagues: determined; unwilling to listen to others once their minds are made up

Personal success (Entrepreneurial)
Respondents: seek out new challenges and devise new ways of doing things; determined to do well
Colleagues: unconventional; like to set their own objectives and to work without tight time constraints

Avoiding operational failure (Operational)
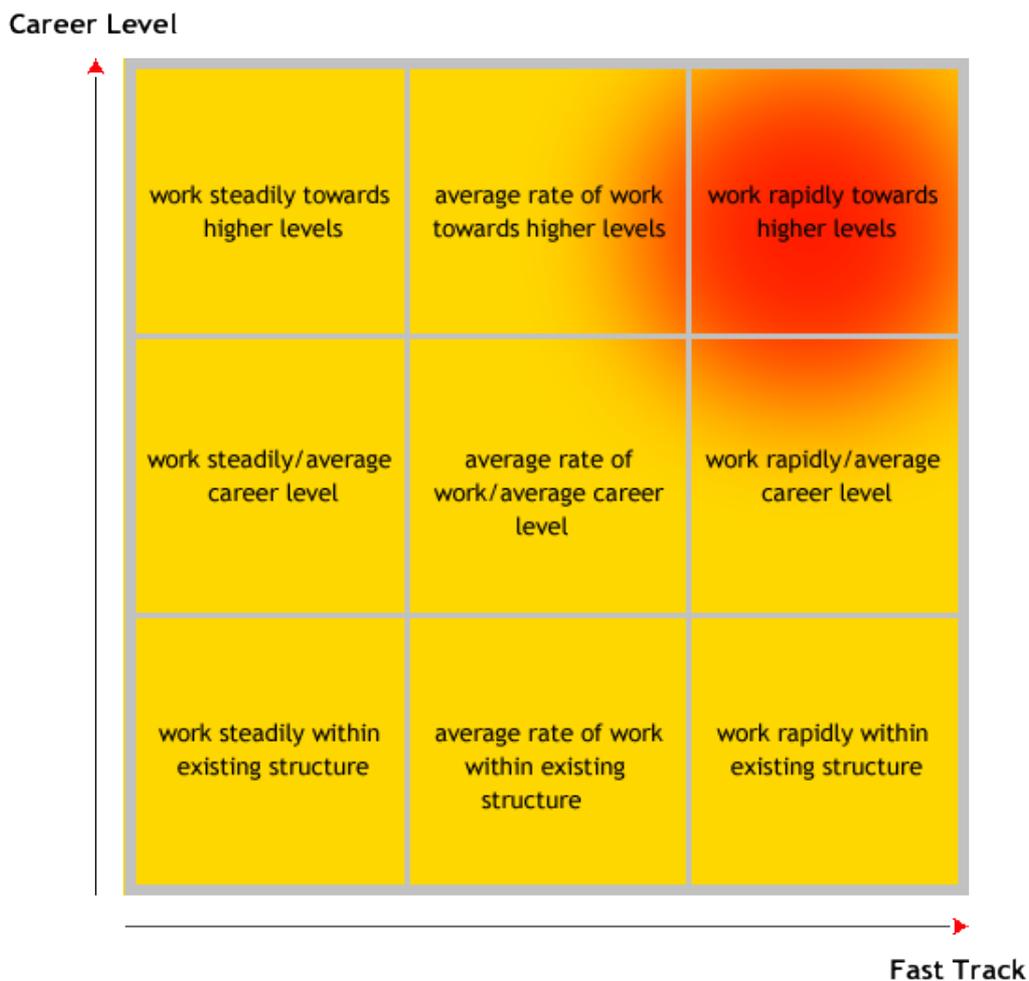*Respondents:* consolidators, do-ers; inclined to accept existing systems
Colleagues: organizers; content when involved in everyday work and to remain at the same level

Career Level and Fast Track Rating

The Career Level and Fast Track ratings highlighted in the chart below are an indication of Michael's current level of aspiration and rate of career progress.

The Career Level rating assesses level of aspiration based on the Change agent vs Maintainer scale and the Team worker scale. Low scorers on these scales see themselves as 'high flyers' and their colleagues see them as 'ambitious' and inclined to 'set their sights high'. Whereas the lowest scorers tend to be radical change agents and very self-reliant, high scorers attach more importance to working within existing systems and consulting colleagues.

The Fast Track rating is a measure of confidence and speed of delivery based on the Self-starting and Goal-focused scales in the Way of Working section. High scorers on these scales also see themselves as 'high flyers' and colleague descriptions include 'determined' and 'keen to make things happen'. Whereas top end scorers can be over-confident and inclined to rush into things, lower scorers attach more importance to considering the nature of the task and ensuring that they are on the right track.

Career Level

work steadily towards higher levels	average rate of work towards higher levels	work rapidly towards higher levels
work steadily/average career level	average rate of work/average career level	work rapidly/average career level
work steadily within existing structure	average rate of work within existing structure	work rapidly within existing structure

Fast Track

This section is an aid to judging whether a particular job is right for the individual - will they thrive in the role?

Michael's Elemental Profile shows the areas of a job in which he will be motivated (in red) and those he may prefer to avoid (in blue). In considering the match between the profile and a particular job, bear in mind that in some areas lower levels of motivation may be preferable (for example, being cautious rather than goal-focused). See pages 4-5 for full information on any low scores.

In the chart below, use the 'Job Requirement' column to rate each of the task descriptions and ways of working (from the main profile chart) as Essential or Desirable for success. Note that the role labels have been modified to characterize the individual within the motivation framework. Next, complete the 'Match With Job' column with reference to the Essential areas as follows:

- For high scores (red) enter two ticks (✓✓) to indicate clear focus on this area;
- For average scores (orange) enter one tick (✓) to indicate reasonable focus;
- For low scores (blue) enter '?' to indicate that further investigation is needed.

Finally, for areas rated as Desirable, enter '?' for any high scores (clear focus on an area that is not essential for success), and leave any average or low scores blank.

Task Description	Job Requirement (essential/desirable)	Match With Job
Being well informed, understanding, advising (ANALYSIS)		
Broad ranging responsibility, large scale implementing (DIRECTING)		
Organizing, supervising, and developing staff (MANAGING)		
Flexibility, new initiatives, problem-solving, innovation (VISION)		
Working alone, making own decisions (INDEPENDENCE)		
Building relationships, forming partnerships (NETWORKING)		
Making an impression, high profile communication (IMPACT)		
Way Of Working	Job Requirement (essential/desirable)	Match With Job
Displaying confidence, inspiring others (ENTHUSIASM)		
Meeting deadlines, working under pressure (DRIVE)		
Attaining high standards, continuous improvement (AMBITION)		

This gives an overall impression of the match between Michael's Elemental Profile and the job. Remember that the extent of the individual's focus (high/average/low) may be borderline between two divisions in some areas. It is also always necessary to interpret the results in the context of other information on ability and experience.

More information on job matching is available in the User Report Guide section of the website: www.elementalmotivation.co.uk

Technical Background

The common theme running through several decades of research on intrinsic motivation is *identifying with the nature of the task and encountering appropriate challenge*.

Elemental is therefore in two parts which present respondents with an objective view of *what they want to do* and *how they want to do it*:

Part 1: Preferred Role

The first part of the questionnaire is presented in forced choice format to indicate what is most important to individuals and hence their focus of attention (what they will want to do). This format was derived from factor analysis of the 'big three needs' (Achievement, Affiliation, Power) to produce seven needs grouped into three categories. These categories assess role preferences at the most fundamental level as follows:

Achievement and Independence: *do not get involved with other people/systems*
(seek fulfilment through becoming specialists and advisors)
vs
Structure and Affiliation: *seek support from other people/systems*
(a framework within which to operate and team support from colleagues)
vs
Systems, People, and Personal Power: *make use of other people/systems*
(like to be involved in large scale implementing and organizing others)

Part 2: Way of Working

The second part of the questionnaire is concerned with the way individuals like to operate (how they will want to do it). It assesses three fundamental dimensions of career striving relating to the goals they will set themselves compared with managers and professionals generally:

Short-term striving: *belief in self*
(getting started on new tasks)

Medium-term striving: *belief in control over situations*
(speed of delivery)

General Orientation: *where priorities lie overall*
(striving for personal success vs avoiding operational failure)

Each of these ten factors relates to a distinct type of role or way of working as shown on the Elemental Profile chart:

Achievement - specialist
Systems Power - generalist
People Power - manager
Structure - change agent vs maintainer
Independence - consultant
Affiliation - team worker
Personal Power - project leader

Short-term striving - self-starting
Medium-term striving - goal-focused
General Orientation - operational vs entrepreneurial

For more information on the technical background go to: www.elementalmotivation.co.uk