



MyWorkSelf

Career motivation and job matching report

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INTRODUCTION

This report presents an analysis of your responses to the Elemental questionnaire, a psychometric assessment of intrinsic drivers. It reveals the fundamentals of what makes you tick and what will give you the buzz in work situations.

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 an objective view of *what you want to do* and *how you want to do it*.

The first part of the questionnaire is presented in forced choice format to indicate what is most important to you and hence your focus of attention (what you will want to do). It was derived from factor analysis of the 'big three needs' in order to assess role preferences which cover all possibilities:

Achievement (specialist) + Independence (consultant):
do not get involved with other people/systems

Structure (maintainer) + Affiliation (team worker):
seek support from other people/systems

Systems Power (generalist), People Power (manager), Personal Power (project leader):
make use of other people/systems

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

Short-term striving (self-starting): *belief in self*

Medium-term striving (goal-focused): *belief in control over situations*

General Orientation (operational vs entrepreneurial): *where priorities lie overall*

Your unique Elemental Profile therefore represents your ideal work situation, and the Job Matching Chart on page 6 is an aid to comparing your scores with any job criteria to judge whether you are likely to thrive in the role.

Also used for employee engagement...

You can also use this information to describe what you have to offer prospective employers, or to explain how you see yourself matching up with the reality of the work situation in performance appraisals. Elemental is a measure of self-concept relating to work and predicts the 'meaningfulness' of the job, the most important driver of employee engagement. So the better the fit between your self-concept and the role, the more likely it is that you will be engaged with the job and perform at your best.

ELEMENTAL PROFILE FOR LAKSHMI SAMPLE

PART 1: Preferred Role

1.1 Specialist, Generalist, or Manager?

Specialist: *controlling own area of expertise*



Generalist: *getting involved in broader ranging activities*



Manager: *achieving objectives through making good use of staff*



Lakshmi's profile suggests that she is primarily concerned with operating as a specialist in her field and an adviser to others. She will gain a sense of personal fulfilment from controlling her own area of responsibility and building up her expertise, and she will be keen to understand all aspects of situations she is involved in. She may tend to be more content when given some scope for thinking things through rather than having to rush into situations before she feels ready, preferring to work alone or with colleagues who have similar expertise rather than having to place too much emphasis on achieving objectives through making use of staff.

1.2 Stick with the structure or make changes?

Change agent
devising own approach

vs

Maintainer
working within the system



Lakshmi will value a well-structured environment within which she can establish effective methods. She will want to have clear targets and guidelines so that she knows what is required, and she will go about achieving objectives in a systematic and orderly manner. She should be good at working within the confines of existing structure and maintaining efficient systems, and may generally prefer to focus on one thing at a time rather than be constantly diverted from the task at hand.

1.3 Work alone or interact with others?

Consultant: *working alone*



Team worker: *gaining other people's views*



Project leader: *taking on a high profile role*



Lakshmi will also value a team environment and being able to seek the advice of colleagues when on less familiar territory, but within this context she clearly enjoys working alone and finding things out for herself rather than having to constantly refer to other people. She will appreciate having a fair amount of autonomy and being able to make her own decisions to some extent, but it seems of little importance to her to have a high profile role for the sake of demonstrating what she personally can do.

PART 2: Way of Working

2.1 Get things done or get them right?

Self-starting: *getting things moving*



Goal-focused: *speed of delivery*



Lakshmi seems averagely confident of her ability and will be quite quick to get started on new tasks providing she has a clear idea of what is required. Having established a basic framework within which to operate, she will be prepared to 'have a go' but without being overly hasty. She will not plunge into tasks she has little experience of, but neither will she be self-doubting or inclined to spend too long on considering potential obstacles.

Once up and running on a task, Lakshmi will tend to be quite cautious in ensuring that she is on the right track and that her efforts will be worthwhile before driving through to completion. She is more inclined to get things right first time than to rush ahead with the first idea she has, being keen to take personal responsibility for the outcome of her actions. She will want to consider alternatives in terms of their relevance to achieving the objective, and may be inclined to abandon plans that do not seem to be working out.

2.2 Do the best job possible or focus on results?

Operational
working quickly and efficiently

vs

Entrepreneurial
striving for personal success



Overall, Lakshmi seems very keen to look beyond immediate objectives and to keep taking on new challenges in her career. She will aim to do the best job possible rather than the minimum necessary to achieve the objective, and to come up with new ways of doing things rather than just following existing systems. She will be prepared to delve into areas outside the main concern of the organization and may be accused of 'wandering off the subject' on occasion, and she will attach a good deal of importance to self-improvement.

SUMMARY

These are the key features of the profile.

- Ideal role: a well structured specialist/consultant role, bringing her expertise to bear on the business
- Less attracted to routine line management responsibilities
- Relatively high need for structure - prefers to have clear targets and objectives
- Keen on working alone and finding her own best way of doing things
- Less focused on personal impact - may prefer to avoid the limelight
- Cautious in considering all possible influences on the situation before driving projects through to completion
- Entrepreneurial rather than operational orientation - will want to seek out new challenges rather than consolidate her position within one particular area

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

THE JOB MATCHING CHART

The chart overleaf sets out your scores in a framework which covers all of the main tasks and ways of working included in job descriptions and person specifications. It can therefore be used to match your profile with any job to determine whether you are likely to thrive in the role.

You will see that this chart uses different labels for the ten scales, but they are set out in the same order as on pages 3-4. In general, high scores are marked in **red**, average scores in **orange**, and low scores in **blue**. However, different rules apply if your first three scores are all blue, and also if you have blue scores in the Way of Working section - see the notes below.

Use the 'Job Requirement' column to rate each of the task descriptions and ways of working as Essential or Desirable for success. Next, complete the 'Match With Job' column with reference to the Essential areas as follows:

For high scores enter two ticks (✓✓) to indicate clear focus on this area;

For average scores enter one tick (✓) to indicate reasonable focus;

For low scores 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.

The resulting pattern of ticks and question marks gives an overall impression of the match between your Elemental Profile and the job. A good match with plenty of ticks implies that you will thrive in the role. A poor match with several question marks implies that you will find these areas less appealing, especially six months into the job when the 'honeymoon period' is over.

Notes:

First three scores all blue: this will be because you have rated Structure more highly, and you should think of them as less important to you rather than necessarily low. Look back at this section on page 3 and add an asterisk (*) in the chart to indicate which of them ranks highest.

Way of Working section: lower scores are preferable for jobs where the priority is to get things right and focus on results as follows:

being careful to consider the nature of the task vs 'Enthusiasm';

being cautious in ensuring that on the right track vs 'Drive';

working quickly and efficiently/consolidating vs 'Ambition'.

Remember... there's no such thing as a bad result here – wherever you score it's just a matter of style and your profile will be right for many different sorts of job.

More information on job matching can be found in the User Report Guide section of the website www.elementalmotivation.co.uk

ELEMENTAL PROFILE JOB MATCHING

Task Description	Job Requirement (essential/desirable)	Match With Job
Being well informed, understanding, advising, keeping knowledge up to date (ANALYSIS)		
Broad ranging responsibility, large scale implementing, co-ordinating, influencing (DIRECTING)		
Making use of other people's expertise, organizing, supervising, and developing staff (MANAGING)		
Culture change, flexibility, new initiatives, problem-solving, innovation (VISION)		
Finding own best way of doing things, independent decision-making (INDEPENDENCE)		
Consulting colleagues, building effective relationships, forming partnerships (NETWORKING)		
Personal responsibility, making an impression, high profile communication (IMPACT)		
Way Of Working	Job Requirement (essential/desirable)	Match With Job
Displaying confidence, enthusiastic attitude, inspiring others (ENTHUSIASM)		
Ensuring delivery, meeting deadlines, working under pressure (DRIVE)		
Attaining high standards, continuous improvement, developing self (AMBITION)		