



Motivators

An Evaluation of Motivational Styles

Report For: **Sample Report**

Date: **10/26/2020**

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Why is Independently Tested Accuracy of this Assessment Important?



A recent review revealed a **significant majority of assessments available today were absent the studies & reporting to confirm their accuracy.** Of the small minority which claimed reporting, the significant majority of those were conducted privately; oftentimes by the assessment provider itself, rather than an objective and scientifically qualified third party. However, we are leading by example in this otherwise unregulated industry. How are we doing this? By submitting our assessments to an objective, independently conducted battery of tests: Construct Validity, Reliability, and Disparate Impact - all by a qualified scientific authority (*Assessment Standards Institute*). Our goal? Ensuring the trust and confidence of our users by producing the industry’s most accurate and class protected assessments. Please turn to the last page of this report to learn more on this topic, and the steps we’ve taken to safeguard the scientific accuracy of this assessment.

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**. 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.



Motivation helps influence behavior and action. It is vital for superior performance to ensure that your motivations are satisfied by what you do to drive your passion, reduce fatigue, and inspire you.

The Motivators assessment is the result of Dr. Eduard Spranger's and Gordon Allport's combined research into what drives and motivates an individual. **The 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.** These pages will help you understand your motivations and drivers, providing a clear course on how to maximize your performance by achieving better alignment with your passion for what you do and your behavior.

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 Power 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 drivers.

The Seven Dimensions of Motivation measured in this report are:

-  **Aesthetic** - A drive for balance, harmony and form.
-  **Economic** - A drive for a return on investment.
-  **Individualistic** - A drive to stand out as independent and unique.
-  **Power** - A drive to be in control or have influence.
-  **Altruistic** - A drive to help others at the expense of self.
-  **Regulatory** - A drive to establish order, routine and structure.
-  **Theoretical** - A drive for knowledge, learning and understanding.

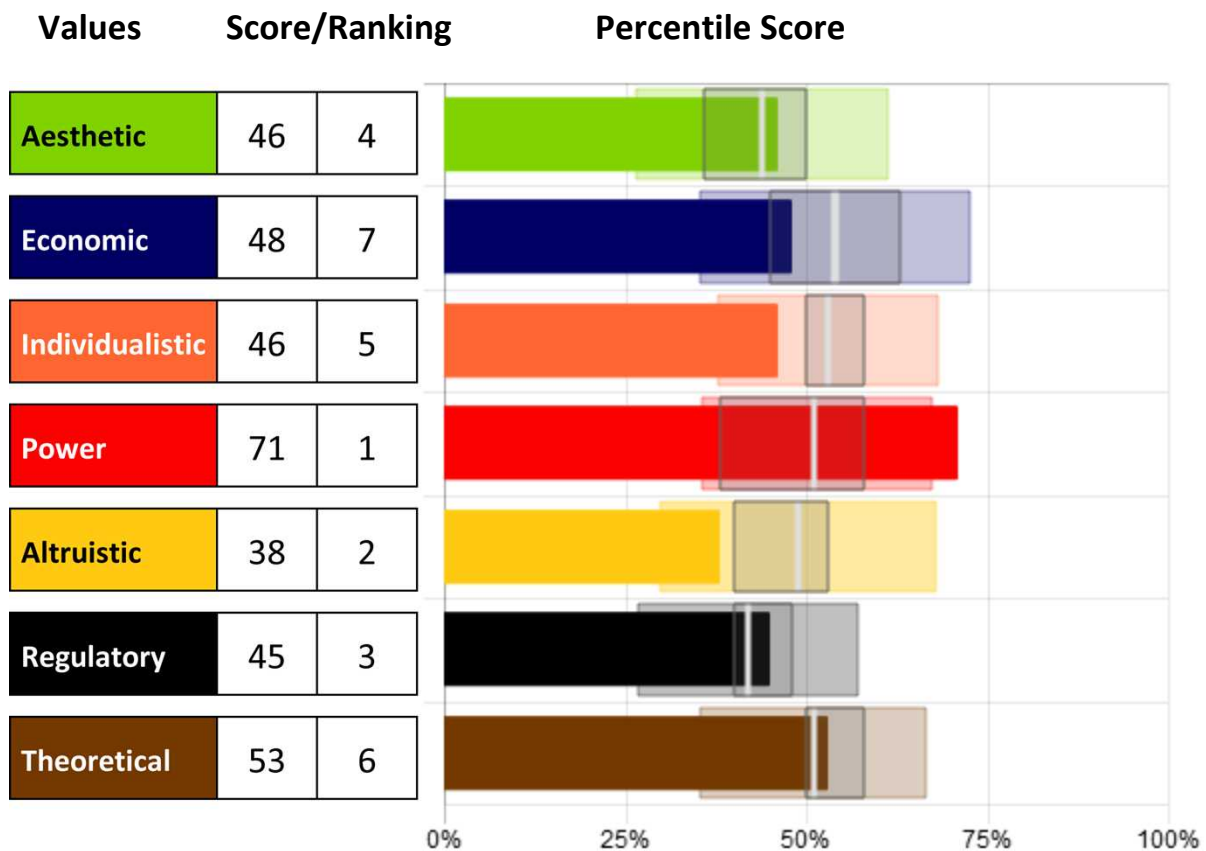
A Closer Look at the Seven Dimension Scores

Each descriptor below reveals your preference for shaping behavior and indicates what energizes you.

Motivator	Low Score Energized by...	High Score Energized by...
Aesthetic	Grounded Pragmatic and tangible approaches that bring concrete and reliable results.	Eccentric Achieving equilibrium and harmony between the world around you and yourself.
Economic	Satisfied Less competitive approaches and being more satisfied with what you already have.	Self-Mastered Self-interest, economic gains, and achieving real-world returns on efforts.
Individualistic	Secure Not seeking the limelight, keeping ideas to yourself, and less likelihood of self-promotion.	Unrestricted Expressing your autonomy and freedom from others' ideas and protocols.
Power	Submissive Supporting other people's efforts and a less focused approach to owning your own personal space.	Domineering Directing and controlling people, environments, and personal spaces.
Altruistic	Self-Focused Focusing on personal wants and needs and taking a more suspicious stance towards the moves of others.	Pushover Helping and eliminating pain and suffering of others at personal cost.
Regulatory	Defiant Remaining independent of as opposed to depending on the restrictive ideas of others.	Black & White Establishing routine, order, and setting boundaries for yourself and others.
Theoretical	Disinterested A more dismissive view of gathering new information and discovery while relying more on your natural instincts and past experiences for answers.	Scholarly Activities towards knowing everything that can be known about what you believe to be important and truthful.



Summary of Sample's Motivation



1. The **lightly colored, shaded area** for each Motivator highlights **the majority of the population's scores**. This means that if you took a normal sample of motivator scores and ranked the scores from 0 – 100, you can expect that a majority of the scores would fall inside the shaded area. This indicates if most of the population scores higher or lower in the dimension. Are you similarly driven in your Motivators as most others are?
2. The **norm box** (small box plot) represents the **AVERAGE** scoring range. The scores inside this box represent the scores of people who are **more like everyone else** (therefore, it is considered **normal**). When your score falls inside the norm box, it is **situational**; you consistently ranked the statements of that dimension **both high and low**.
3. The **line in the center** of the box plot represents the **median score**. Like the median in a road, the median divides the range of scores into equal halves. 50% of the scores are above the median line and 50% of the scores fall below the median line.
4. The **colored bar is aligned to your score from 1-100**. These reveal the **level of importance** of that motivator to you. Higher numbers mean you consistently ranked the motivator as **more important** & lower numbers mean the motivator was consistently ranked **less important**. The number also reveals placement in **Very Low, Low, Average, High and Very High**. The people who score within each group share common traits and descriptions (i.e. those who have *Very Low* scores will share common values with one another).
5. Your **ranking reveals how influential the Motivators are to your behavior and decisions in order from 1-7**. Keep in mind that some Motivators have relationships with other Motivators that strengthen them, but this is a true 1 through 7 ranking based on which are individually most impactful.

Details of Sample's Motivation



Aesthetic - Average

You will balance yourself between creative alternatives and practical approaches without being extreme in either dimension.



Economic - Average

You will balance yourself between being satisfied with what you have and a need for more.



Individualistic - Low

You are able and willing to support someone else's ideas without having to interject your own.



Power - High

You will endeavor to own the roles and responsibilities under your leadership and control.



Altruistic - Low

You will make sure you position yourself, so you don't get burned when working closely with others.



Regulatory - Average

You understand structure but will not be bound by another's idea if it does not work for you.

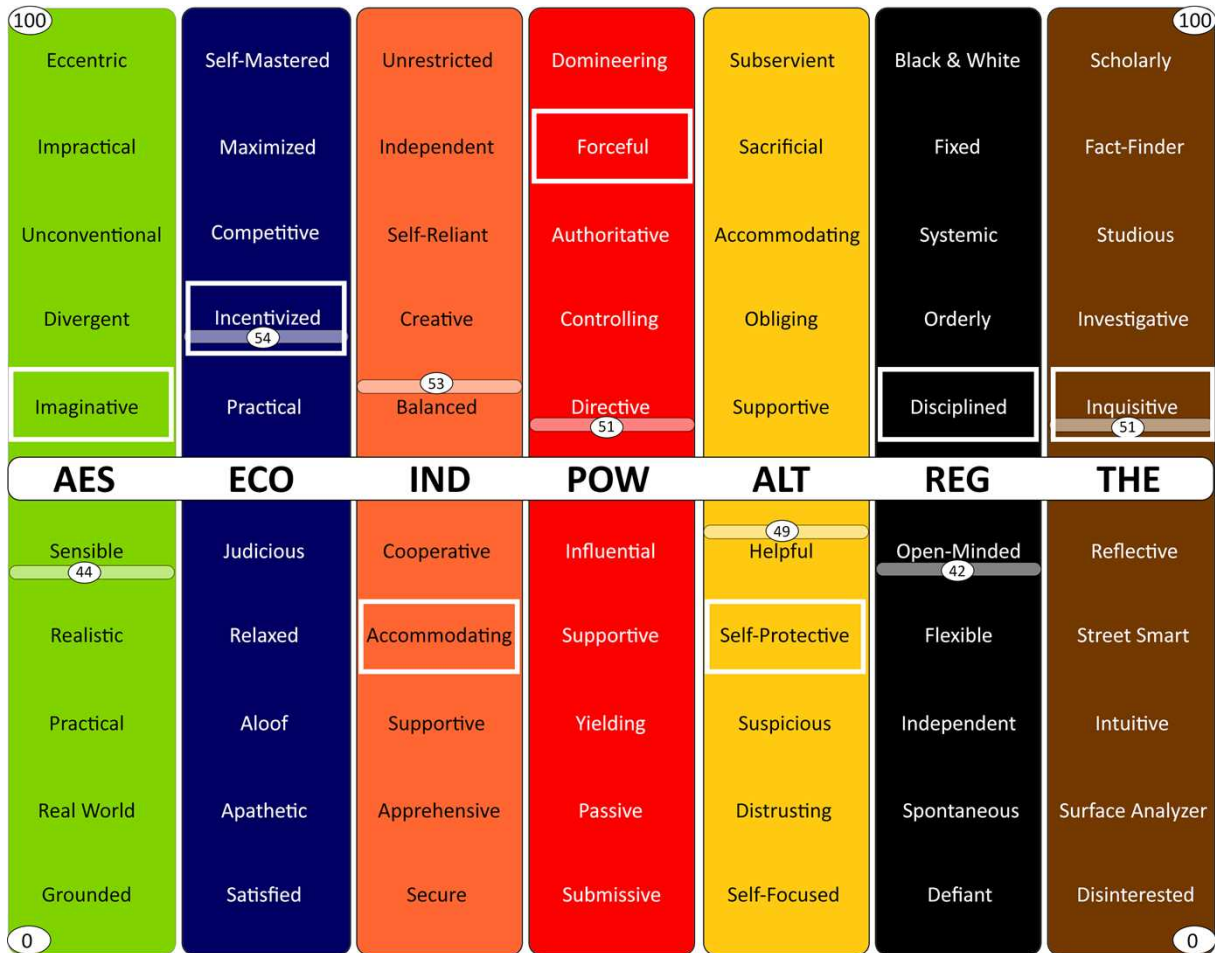


Theoretical - Average

You can rely on both new information and what has worked in the past when making decisions.

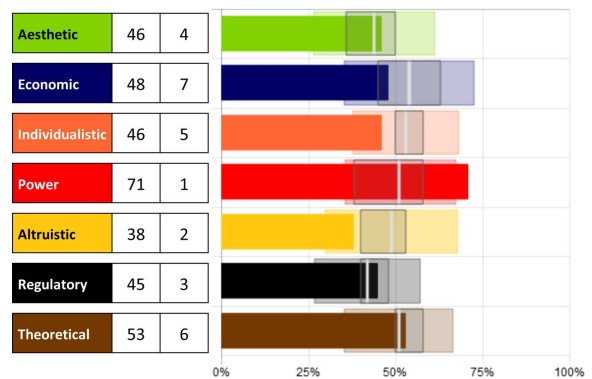
Sample's Motivator Word Matrix

The Motivator Word Matrix translates your numeric score into a descriptor in each dimension, and highlights each word relative to other descriptors. By labeling your numeric score, you can better identify, understand, and describe your motivator orientation.

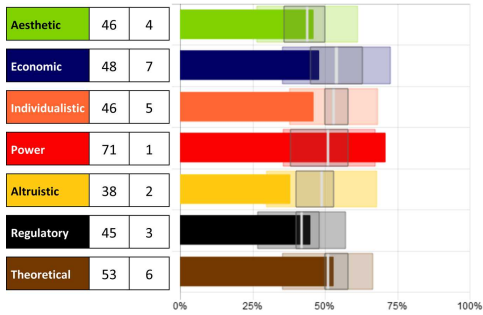


Important Details:

- Motivators are scored from 0-100, shown in **small circles** at the edges of the Matrix: **0 is very low, 100 is very high.**
- The **shaded line** highlights the **median score** for each Motivator based on the population.
- The highlighted Motivator **descriptor** is representative of *your score* in each Motivator.
- Your score and ranking are **not** noted on the Matrix. Refer to your graph for your specific information.



Your Aesthetic Motivator - Average



The Aesthetic Motivator: Strong desire and need to achieve equilibrium between the world around us and ourselves (within) while creating a sustainable work/life balance between the two. Creative, imaginative, artsy, mystical and expressive, this style may redefine or resist real world approaches to current challenges.



Universal Assets:

- You keep impractical and creative/mystical types grounded.
- You possess a healthy balance between style, purpose, and function.
- You can work well with others to create and transform.
- You work equally well with practical and imaginative, self-expressive types.



Driving Intuitions:

- You can appreciate the world around you including natural wonders, good art, and solitude.
- You believe offsetting work and play is important for emotional balance and health.
- You possess a level of artistic appreciation.
- You will equalize team efforts between doing it right and enjoying being innovative.



Critical Advantages:

- You desire a sense of balance between work and life, but are not crippled without it.
- You enjoy certain creative expressions, but you are not overly committed to creativity.
- You are willing to help others especially if you appreciate their uniqueness.
- You appreciate nature and its beauty and will likely protect what is important to you.



Growth Opportunities:

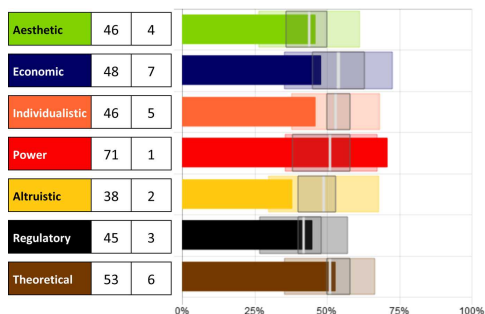
- You may benefit by taking a more visible position on teams.
- You can mediate between those who do and do not see the value in unconventional approaches.
- You could benefit by ensuring your life is well balanced between personal and professional worlds.
- You may benefit by being a bit more realistic at times.



Learning Paths:

- You will participate in a variety of training and professional development efforts.
- You can develop both your soft skills and hard skills.
- You appreciate developing your soft skills and will care about emotional health.
- Your development should be equal parts method and meaning, not just a job.

Your Economic Motivator - Average



The Economic Motivator: The motivation for security from self-interest, economic gains, and achieving real-world returns on personal ventures, personal resources, and focused energy. The preferred approach of this motivator is both a personal and a professional one with a focus on ultimate outcomes.



Universal Assets:

- You are not driven by monetary rewards and competitive frameworks.
- You may believe money is for spending on things you want.
- You score in a range that indicates a lower interest in gaining material wealth.
- You may be sensitive to inequities and injustices and will not want to be a victim to others demands.



Driving Intuitions:

- You should provide a variety of work projects or tasks for others to work on.
- Avoid measuring your performance by your love for it only.
- Remember to praise others for their continued contributions.
- You should remember that people with vast amounts of money have feelings too.



Critical Advantages:

- You are sensitive and responsive to the "people-side" of work related activities.
- You see a much wider spectrum of the picture, not just your own needs.
- To you, monetary compensation is a basic function, you may look elsewhere for higher levels of value.
- You do not act selfishly but will be responsive to others needs.



Growth Opportunities:

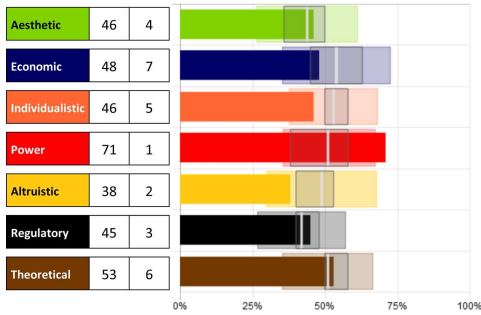
- You may avoid potential conflicts that may negatively impact others on the team.
- You should avoid spreading yourself too thin by taking on responsibilities that could be done by someone else.
- You may over-commit both on and off the job.
- You may mistake "I can't" for "I won't" and will fear saying "no" to people because it looks bad.



Learning Paths:

- You may prefer just hanging out and enjoying others rather than having to compete with them.
- You score like those who appreciate cooperation over competition.
- You may prefer team-oriented activities as opposed to the lone wolf approach.
- You come to a training or development function typically without a 'What's in it for me?' attitude.

Your Individualistic Motivator - Low



The Individualistic Motivator: Need to be seen as autonomous, 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 apart from being told what to do.



Universal Assets:

- You likely won't "hog the ball" when working with others.
- You'll likely prefer to be seen and not heard.
- You are not one to steal the spotlight or gain excessive recognition.
- You appreciate a team mentality and will think in terms of "we" as opposed to "me."



Driving Intuitions:

- You'll likely prefer helping others as opposed to doing it all.
- You'll want to make your own decision about being highly visible within group settings.
- You do your best work when cooperating with others to reach shared goals.
- You'll prefer being the man or woman behind the curtain as opposed to the one up front.



Critical Advantages:

- You'll respect other people's ideas and uniqueness.
- You are able to help others shine.
- You don't need to be seen as the leader.
- You will likely stabilize the group rather than de-stabilize it.



Growth Opportunities:

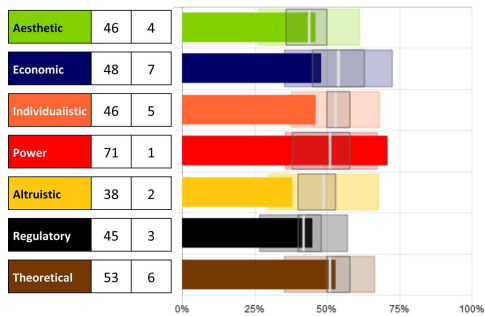
- You may fear looking egotistical when promoting your own agenda.
- You should think out loud more.
- You may think you are not capable of being creative in any way.
- If you think it twice, say it once.



Learning Paths:

- You'll want to have self-time as opposed to always being in the forefront.
- You'll likely be self-disciplined when working with others and not easily distracted.
- You prefer group efforts as opposed to star roles.
- You'll prefer a group involvement to individual recognition.

Your Power Motivator - High



The Power Motivator: Being seen as a leader, while having influence and control over one's environment and success. Competitiveness and control are often associated with those scoring higher in this motivational dimension.



Universal Assets:

- You believe the skies the limit.
- You don't turn back: there's typically no Plan B with you.
- You may be looking for rewards and recognition for a job well done.
- You need signs of personal authority such as your name on your parking space.



Driving Intuitions:

- You should allow others the same freedom to make decisions that you want.
- It's important to empower others with the same power you want to have.
- You should be willing to share victories and not keep them all for yourself.
- You should understand that you might come across stronger than you think.



Critical Advantages:

- You are likely going to accept responsibility for both successes and failures.
- You will likely advance quickly within your area of expertise.
- You will own your roles within the workplace and handle everything associated with it.
- You may get angry or agitated quickly with slow moving people and will nudge them forward.



Growth Opportunities:

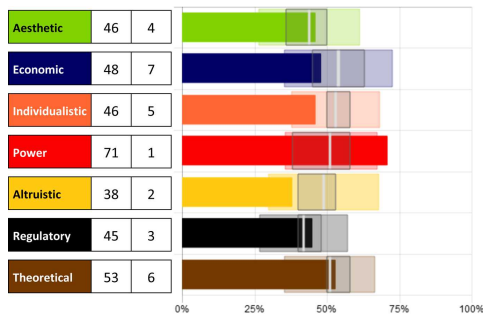
- You will benefit from approaching situations with an open mindset of greater humility.
- You may get caught up in selling yourself instead of your idea.
- You need to be aware of the fact that being in charge may be too important to you and may turn certain people types off.
- You will have no time for slower moving people and may be annoyed by them.



Learning Paths:

- You'll create an environment that encourages others to follow you.
- You need a wide variety of powerful options available to you.
- You need hyper flexibility and freedom to create when learning new things.
- You could use a small group to lead and work with when in training.

Your Altruistic Motivator - Low



The Altruistic Motivator: An expression of the need or energy to benefit others at the expense of self. At times, there's genuine sincerity in this dimension to help others, but not always. Oftentimes an intense level within this dimension is more associated with low self-worth.



Universal Assets:

- You'll likely see certain people as a means to any given end.
- You may think in terms of you first and others last.
- You will protect your own turf at times and want to qualify people you don't know.
- You may survive, as opposed to thrive, in certain life and business situations.



Driving Intuitions:

- Remember that there will be a decent amount of people that may believe you don't like them.
- Because you will gravitate towards independence when working, schedule time for independent activities.
- You connect all outcomes to practical needs as opposed to people needs.
- You respond better to logic and reason and will likely rebuff touchy-feely approaches.



Critical Advantages:

- You will likely not shy away from difficult decisions.
- You will have a no-nonsense approach to common sense.
- You will likely avoid what you think are "stupid" people if you're highly cognitive.
- You will likely be able to separate your emotions from necessary actions.



Growth Opportunities:

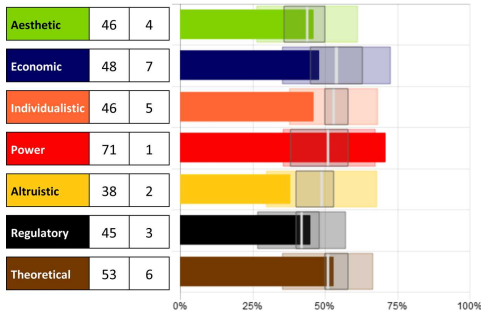
- You might be avoided by emotional "feeler" types especially if you're not a people person.
- Remember that some people simply take longer to learn.
- Remember that helping others helps you as well.
- Even though you may care about people, some will think you have a funny way of showing it.



Learning Paths:

- You may not enjoy cooperative learning activities as opposed to activities that require directing and controlling.
- You may likely be quiet and in the background when involved in training activities.
- Being forceful isn't bad, but sometimes it scares people if it's too strong.
- You may need to step back and realize your strength when working with passive types.

Your Regulatory Motivator - Average



The Regulatory Motivator: A need to establish order, routine and structure. This motivation is to promote a black and white mindset and a traditional approach to problems and challenges through standards, rules, and protocols to color within the lines.



Universal Assets:

- You are generally in the middle when it comes to instructions, protocols, and having to do things a certain way.
- You can appreciate details to a point, but will likely not depend on them.
- You can challenge rules that do not make any sense to you.
- You may desire a more stable atmosphere with some structure and uniformity.



Driving Intuitions:

- You can be a breath of fresh air within routine environments.
- You bring continuity and structure to untidy situations when necessary.
- You can create acceptable policies and procedures that speak to most minds.
- You can bring stability when opinions vary and emotions run strong.



Critical Advantages:

- You are not so closed that you can't see things in multiple dimensions.
- You can moderate those who may challenge established authorities while understanding both sides.
- You can be both judgmental and merciful, depending on the situation.
- You may have both open and narrow views on many things.



Growth Opportunities:

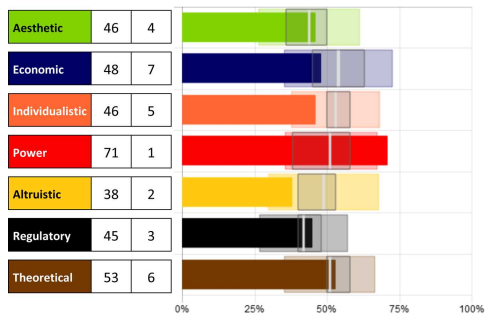
- You could benefit from refusing to give into pressure from those who want change when it's not warranted.
- You may need to take more risks.
- You could likely benefit from being more independent.
- It might be a good idea to explore more options when facing challenges.



Learning Paths:

- You're open to new ideas and creative solutions that work as long as there are no extremes.
- You will typically settle upon ways that have been established and proven effective.
- You will likely get behind programs that have been proven to work well when dealing with people and training initiatives.
- You will likely support established doctrine.

Your Theoretical Motivator - Average



The Theoretical Motivator: The desire to uncover, discover, and recover the "truth." This need to gain knowledge for knowledge sake is the result of an "itchy" brain. Rational thinking, reasoning and problem solving are important to this dimension. This is all about the "need" to know why.



Universal Assets:

- Your technical prowess will be limited to the things you love.
- You want to know why, but won't let it get in your way of getting things done.
- You are more of a broad-minded person and less a detailed person when it comes to finding out why.
- You will likely learn what you need to learn in order to get to the next step.



Driving Intuitions:

- You have an even perspective, able to weigh both sides of an issue equally.
- You have a balanced view of technical issues and won't want to get too deeply involved in things outside of your expertise.
- Your curiosity can be peaked if something interests you.
- You bring continuity and structure to groups where thinking is necessary without getting too distracted.



Critical Advantages:

- You bring stabilization to over-thinkers.
- You are curious to a point.
- You will be versed in a variety of subjects that you care about.
- You will not likely get hung up in analysis paralysis.



Growth Opportunities:

- You may remain neutral on subjects outside of your scope of understanding.
- You may need to take time to get to the bottom of complex issues.
- You may be done with your continuing education and will learn through experience.
- You may need to become more versed in certain subjects in order to increase value.



Learning Paths:

- You're open to new ideas and creative solutions that work as long as there are no extremely difficult assignments.
- You will likely get behind programs that are enjoyable and speak to what you already know.
- You will typically settle upon ways that have been established and proven effective.
- You will likely support ideas that make sense.

MOTIVATORS ADAPTABILITY

Adapting to another’s Motivational preference can be quite difficult! Sometimes Motivations are not readily observable, or may be disguised in behavior that doesn’t align to them. A key way to understand another’s Motivations is to pay attention to the things they value, the way they speak, and where they spend their time and attention (or other resources). What do you see that drives them? You can use some of these questions to guide your discovery; you may ask them or just observe. Once you know someone’s Motivators, you can interact with them in a more effective way.

<p>Aesthetic</p> 	<ul style="list-style-type: none"> • What is beautiful to you? • How important is it for you that you can express yourself creatively? • Are form and aesthetics more important, or is functionality more important? • How important is work/life balance? • Do you find that you are more “head in the clouds” or more practical?
<p>Economic</p> 	<ul style="list-style-type: none"> • How important is winning for you? • What is a reasonable return on investment? • Do you generally think people have an agenda or want/need something from you? • Would you consider starting your own business or being an entrepreneur? • When you are faced with a situation do you first consider how it will affect you, or how it will affect others?
<p>Individualistic</p> 	<ul style="list-style-type: none"> • How important is it for you to be independent and autonomous? • If you could do anything you wanted today, what would it be? • Do you think people generally see the world the same way you do? • How do you feel about teamwork and collaboration? • What does “freedom” mean to you?
<p>Power</p> 	<ul style="list-style-type: none"> • What role do you typically take in a group? • How important is it for you to be in charge? • How would you motivate others to take action? • What kinds of things do you like to have control over? • Do you take initiative, or do you prefer direction before acting?
<p>Altruistic</p> 	<ul style="list-style-type: none"> • Do you have a hard time saying no, or feel overwhelmed and spread too thin? • What is considered a reasonable amount of assistance or help for others? • Would you more likely give to anyone who needs it, or only to those who deserve it? • Do you tend to sacrifice your needs for the needs of others? • Do you feel like you need to do things for others to be valuable or loved?
<p>Regulatory</p> 	<ul style="list-style-type: none"> • Is there a right way and a wrong way, or many ways to accomplish something? • How important is it for you to be right? • Are rules and regulations important to you? • How important is structure and process to you? • When you solve problems, do you prefer the tried and true approach or are you more flexible and open to options?
<p>Theoretical</p> 	<ul style="list-style-type: none"> • How important is it to understand all perspectives and details of a project/problem? • Do you consider yourself to be an expert in any field? • Would you rather spend time studying and reading, or just learn as you go? • What do you love about learning new things? • What do you think is most important – action or knowledge?

Guidelines to help you

1. The scores in this report are a snapshot in time. These scores represent your preferences (desires, such as being in control or not) at the time you completed the survey. These are not lifelong motivators from which you have no choice or power to influence.
2. There are no good or bad scores to have, but there are consequences. If you do not like the level of effort you feel toward your goals, how you are behaving toward others or how others are behaving toward you, you can influence them through intended behavior and emotions (with DISC).
3. The key is to understand your motivational preferences so you can move with the situation to encourage your own awareness, intentionality and growth.

What works?

- Decide what level of effort and intensity (energy) you want to use moving forward.
- Pick one simple behavior to focus on such as how long you take to think through a problem or how you endeavor to get what you need from someone.
- Make it easier to use your motivational orientation you have right now, rather than finding a greater or a more difficult motivational element.
- It is important to develop a practical understanding of your own motivational orientation, so you do not trick yourself into feeling you lack motivation. **We are all motivated**, but we may lack the “energy” (see your DISC graph) for the process of getting what we want.

What is proven not to work?

- Not starting or giving up. The way to get unstuck is not becoming extreme by exaggerating your efforts or stopping them altogether. Try doing something small and then look at the evidence.
- Getting too much information. Information may help to change your attitude and intention, but information alone does not work well to change your behaviors. Action is key.
- Wanting to get better at something is easy. Sticking with small changes is a different story.
- Avoid pursuing “ideal motivational activities or work.” Instead, improve your pursuit of vital work/activities using your natural motivational orientation within this report.



Tiny Steps, Big Results Plan

You are only a few behaviors away from making progress.

Where do I currently excel at work and what motivators are in play already?

Which motivators don't need any additional attention?

With which motivators am I currently struggling and need an extra boost?

Using my understanding of my motivational orientation, which types of additional motivations would work best for me right now?

Using my understanding of my motivational orientation, which types of additional motivations would not work for me right now?



Choose one harmful influence on your motivational orientation (take in small steps) to act on today. Then, practice and repeat.

Choose one positive influences on your motivational orientation (take in small steps) to act on today. Then, practice and repeat

We all are motivated to get better but we get stuck with the process we must go through to move toward what we want. How can I make the process of making progress smaller and simpler? List up to three (3).

So Now What?

This report is filled with information about your seven independent and unique aspects of motivation. You have a profile that truly helps you understand your own unique motivations and drivers and many suggestions in each of the seven motivators sections of this report, particularly the *Growth Opportunities*, for you to apply this valuable information.

Take the next step and begin with the actions outlined to make improvements in the specific motivator sections most important to you and your success. Do not put this report on a shelf or in a file. 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.



(continued from page 2)

How to Assure Assessment Accuracy? Independent & Qualified Testing at Standards Set by the **APA** and **EEOC**

“...we applaud your efforts at making Motivators reliable and valid...” - Assessment Standards Institute

The Assessment Industry’s Past and Present

Assessments have been used since the mid-20th century, initially relied upon by Fortune 500s, calculated by highly skilled PhDs and produced by only a handful of trusted developers. With the advent of the internet in the 1990s, the ability to produce, market, and sell assessments became exponentially easier and less expensive. Since then, it has developed into a kind of “global cottage industry” with hundreds of new assessment developers, producing thousands of different assessments. Each developer purporting its assessments to be scientifically accurate instruments - sold, resold and used by individuals and organizations of all kinds; including many of our largest institutions like Fortune 500s, major universities, world governments, and even military. Frighteningly, this “global cottage industry,” which produces data relied upon by millions, is entirely unregulated with nothing to ensure its consumers are receiving what they are being told and sold. There are zero requirements, safeguards, laws or regulations ensuring the consumer receives a scientifically accurate instrument - or even what the developers and sellers claim.

The Solution? Independent & Verifiable Testing by a Qualified Institution

The *Assessment Standards Institute (ASI)* provides our assessments with verifiably objective testing and reporting that meet standards set by the **American Psychological Association (APA)** and the **Equal Employment Opportunity Commission (EEOC)**. This battery of tests is both voluntary and verifiably transparent. Our goal? To ensure this assessment’s professional merit and scientific accuracy for you, the user. These reports are readily available upon request and include:

Construct Validity (APA Standards)

Construct validity is one of the most central concepts in psychology. It is the degree to which a test measures what it claims, or purports to be measuring. Researchers generally establish the construct validity of a measure by correlating it with a number of other measures and arguing from the pattern of correlations that the measure is associated with these variables in theoretically predictable ways.

External Data Reliability (APA Standards)

The term reliability in psychological research refers to the consistency of a testing or assessment method. In this case we are measuring the reliability or consistency of assessment measures over time. External Reliability measures the extent to which assessment measure varies from one use to another. In this analysis we are measuring reliability from the use of a test at one time as compared to another time. The comparison is using a mean variance measure referred to as the mean value ratio. The mean value ratio measures the external or time consistency of an assessment.

Disparate Impact (EEOC Guidelines)

Employers often use tests and other selection procedures to screen applicants for hire and employees for promotion. The use of tests and other selection procedures can be a very effective means of determining which applicants or employees are most qualified for a job. However, use of these tools can also violate the EEOC Guidelines if they disproportionately exclude people in a protected group by class, race, sex, or another covered basis. Importantly, the law does allow for selection procedures to select the best candidates based on job related requirements. If the selection procedure has a disparate impact based on race, color, religion, sex, or national origin, the employer is required to show that the selection procedure is job related and consistent with business necessity. If discrimination exists, the challenged policy or practice should therefore be associated with the skills needed to perform the job successfully.

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