



BUSINESS MOTIVATORS

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REPORT PROVIDED BY

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INTRODUCTION

Motivators are a collection of learned attitudes and beliefs. They provide an individual with information regarding which motivators are most important to an individual at the present time. There are many attitudes and beliefs. This report provides feedback on motivators identified originally by Edward Spranger and additional research by Gordon W. Alport and

Philip E. Vernon. Individuals and corporations use motivators for goal setting, management development, team building, decision-making, and other important areas throughout an organization.

There are **six motivators** in this model:

- **Conceptual** - Objective and critical; a desire to learn for knowledge's sake.
- **Aesthetic** - Visual awareness; things to have form, function and symmetry.
- **Economic** - Desire for economic and material gain; strive for positive results and profits.
- **Power & Authority** - Enjoy being in positions of power; energized by competition.
- **Social Awareness** - Genuine concern for the welfare of others; will help those seen as less fortunate.
- **Business Doctrine** - Centered on tradition and customs; seeks to conduct business activities using guiding principles.

Motivators, like behaviors, can be viewed in degrees of intensity. Your personal motivators are reported here on a 100-point scale.

The intensity of each motivator is determined by the importance placed on it by an individual's personal priorities. Motivators can be flexible and will often change throughout our career and life. As an individual's situation changes, the priorities of their motivators tend to also change.

The closer an individual's motivators are to the norm, the easier it becomes for individuals to understand and appreciate the motivators that are charted on their graphic scale. Having a motivator score above the 50th percentile indicates a greater emotional investment in that particular motivator at the present time. Having a motivator with a score below the 50th percentile on the graphic scale does not necessarily indicate an individual has little interest or emotional feeling invested in this motivator, but that at the present time it has a lesser priority. Individuals will often have more difficulty understanding the motivators of others that are very different from their own.

Since motivators are judgment free, they are suggestive of what we hold as individuals to be important. They are what give us a sense of satisfaction and accomplishment. Motivators add depth and dimension to behaviors by providing insight into "why we do what we do." Psychologists often refer to the motivators as the initiators of behavior.

NOTE

If this report is being used in the selection process, it is important to remember that it is not designed to recommend or not recommend any person for employment or hiring for a specific job or position. It is provided only as a tool to help those involved in interviewing a respondent develop interview questions for the interview and respondent evaluation process. A hiring decision should not be based only on this report or any other comparable report. This report and all selection reports should be used in accordance with applicable employment laws.



GREATER PRIORITY

Individuals who place a greater priority on this motivator can be identified as those who are in search of fact and reality. They are objective and critical, while seeking to separate fact from opinion. They are interested in the logical progression of reasoning. These individuals attempt to order and classify knowledge through investigation and validation. They often prefer ideas, concepts or things to people.

LESSER PRIORITY

Individuals who place a lesser priority on this motivator tend to form opinions rather than using facts. They prefer to trust their instincts and do not feel the need for excessive study or investigation. They will often accept the conclusions of others at face value. They feel more comfortable dealing with the emotions of people rather than the science of factual investigation.

This indicates that Terri will seek knowledge for knowledge's sake. She is usually intellectually curious. She likes to search for additional information about a specific topic or project. She performs best in an environment that encourages open questioning and discussion to gain additional information. She can be disciplined in her approach to study and research. This personal discipline can be coupled with an ability to take a strategy and put it into real-world application. Terri's need for knowledge is for personal satisfaction and she does not use her knowledge to gain an advantage in a particular situation. Terri is comfortable around people who share her interest for knowledge and especially those with similar convictions.

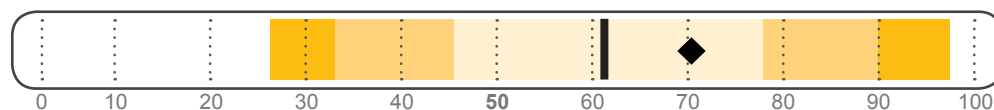
Strength

1. She is good at integrating knowledge to solve problems.
2. She has data, facts and information to support her convictions.
3. She talks with experts to gain further knowledge.
4. She focuses her research in the development of new opportunities.

Your Conceptual Score

◆ Your Score = 70

■ National Norm = 62





GREATER PRIORITY

Individuals who place a greater priority on this motivator have a visual awareness of their environment. They have a strong sense of color, form, beauty and symmetry. A higher priority, however, does not suggest the individual has creative or artistic talents. They experience pleasure in an environment, which is aesthetically appealing in nature and man-made creations simply for the mental, and emotional stimulation they provide.

LESSER PRIORITY

People who place a lesser priority on this motivator tend to be more practical. They are not necessarily interested in things having form, function and artistic beauty. They can live in their environment as it is and have little interest in changing it. They judge things by their utility and usefulness.

Terri tends to view the business world in a practical and straightforward manner. She usually prefers presentation materials, products, and her environment be seen by others as orderly and impressive. This is normally done to provide a competitive edge, not because of her sensitivity to her surroundings. Terri can be creative, but prefers to use her creativity for problem solving that relates to achieving bottom line results. Terri can appreciate harmonious relationships because this helps the team achieve results. Normally Terri reduces complicated problems to the most basic components without concern for order, form, or artistic expression. She does not require the harmony or balance of nature to make her feel fulfilled. Even though Terri is not motivated by things that are aesthetically appealing and pleasing, she can have a special interest in an area of art or nature.

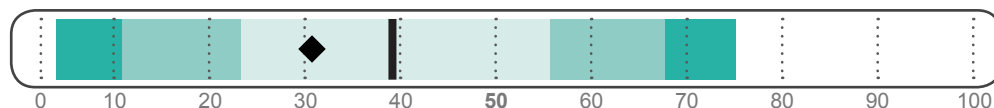
Strength

1. Terri seeks practical solutions in developing new products or service.
2. Terri can be productive in less than perfect surroundings.
3. She can make a distinction between perception and reality.
4. Terri uses common sense to reach workable conclusions.

Your Aesthetic Score

◆ Your Score = 30

■ National Norm = 39





GREATER PRIORITY

Individuals who place a greater priority on this motivator share a common interest in economic gain. They are interested in what is useful in the business world of production, marketing, consumption of goods and generating a profit. In a business setting they strive for positive results and profit. They are motivated to achieve monetary gain.

LESSER PRIORITY

Individuals who place a lesser priority on this motivator are not driven to accumulate wealth and material things. They do not use them as a measure of their success. They will work to achieve a standard of living that is acceptable to them. In business their main concern is service and support.

Terri is flexible when faced with specific economic circumstances. An important aspect of her decision-making process is to work long hours or take on additional projects to earn extra income. Even if Terri feels that other motivators are more important, she adjusts her work habits or intensity level to meet her or her organization's present economic challenges. When she perceives the situation as no longer critical, she may feel it is not worth changing her lifestyle to work more hours for the organization or to personally accumulate more material things.

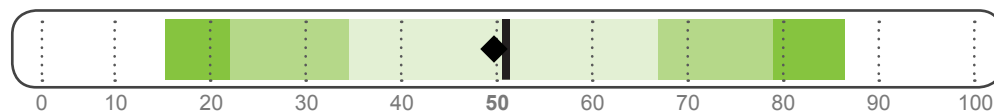
Strength

1. She balances the need for money and economic well being with the lifestyle of her choice.
2. She weighs the benefits of a program or project against financial gains.
3. She exercises care as to the amount of risk she takes to achieve financial success.
4. She wants to evaluate others for more than their economic potential.

Your Economic Score

◆ Your Score = 50

■ National Norm = 51





GREATER PRIORITY

Individuals who place a greater priority on this motivator enjoy being influential and in positions of power. These individuals are willing to take the risks involved in accepting a leadership role. They want the authority to be in command, to exercise management functions and responsibilities. They display the material trappings that demonstrate success and accomplishment. These individuals are energized by competition, to be first or most respected in a given arena, including business.

LESSER PRIORITY

Individuals who place a lesser priority on this motivator feel that having power and authority is not worth the adversities one must face to gain them. They are aware of the risks involved in leadership roles. It is important to note that these individuals will be supportive of causes behind the scenes and will enjoy contributing to an organization's success. They do not seek public recognition of their work and accomplishments.

Terri is not driven to seek out roles or positions of leadership. She does, however, want to be in control of her own destiny. Terri understands the logic to exercise control over others, and at the same time, the need to delegate without close supervision. She wants to achieve a balance between giving orders to others and allowing them to do things on their own. When a particular project is important to her, she wants to take charge and be in control. She is willing to listen to the ideas of others and encourages them to make decisions based upon their own conclusions. Terri understands that not everyone wants to be a leader. When others exhibit the desire or potential for leadership, she coaches and mentors them in mastering the skills and abilities required to become an effective leader.

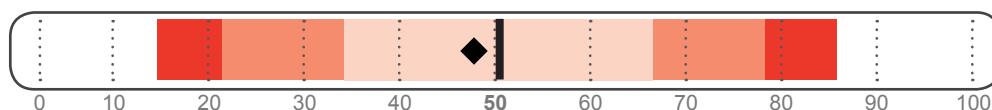
Strength

1. Terri has a balanced understanding of the role of leadership.
2. She coaches and mentors others to achieve leadership positions.
3. Terri will share authority and delegate to others.
4. She leads others with her personal and position power.

Your Power & Authority Score

◆ Your Score = 48

■ National Norm = 50





GREATER PRIORITY

Individuals who place a greater priority on the motivator exhibit a genuine concern for others. They feel that giving equal opportunity to people enhances an organization. These individuals seek to improve the welfare of others. They have a strong sense of social justice, and prefer to set themselves apart from others based on their efforts to help those seen as less fortunate.

LESSER PRIORITY

Individuals who place a lesser priority on this motivator tend to be more restrained in their concern for the welfare of others. They feel an organization should not have an obligation to provide others with an advantage. They believe everyone should get what he or she deserves. These individuals generally think that extra effort and hard work leads to success. They will help others, but only when they feel others can no longer help themselves.

Terri most often feels that individuals are responsible for their own personal growth and well-being. She generally opposes initiatives she becomes aware of that promote the interests, benefits, and welfare of one group over another. She thinks that success on the job should not depend on organizational directives or mandates to level the playing field. Terri feels that mandated programs often result in a surface only solution, not real problems resolved. She does not see the need to give others a job, pay increase, or a promotion just because she is different in some manner. Terri feels individuals should be rewarded based on their performance. Terri is careful in deciding what, if any, community projects or charities she supports financially or by volunteering her time and effort. Most times she is only be willing to help those who absolutely cannot help themselves.

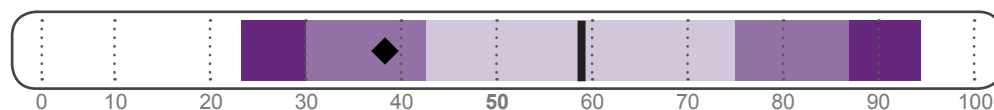
Strength

1. She makes a strong personal commitment to her own success.
2. She encourages others to take responsibility for their personal success.
3. She is able to give direction to and discipline others.
4. She rewards others for their hard work.

Your Social Awareness Score

◆ Your Score = 38

■ National Norm = 58





GREATER PRIORITY

Individuals who place a greater priority on this motivator have a strong belief system centered on tradition and customs. They see things from a moral and philosophical point of view. They seek to conduct their lives and business activities within a system of accepted principles and standards. They are generally seen as traditionalists.

LESSER PRIORITY

Individuals who place a lesser priority on this motivator tend to be independent thinkers and non-traditionalists. They feel comfortable making decisions apart from established codes, traditions or customs. They prefer to be seen as non-conformists, who do not seek to impose their moral standards and principles on others.

Terri looks for ways to create standards of what is good and proper within an organization. She views things from a moralistic or philosophical point of view. She validates her behavior in relation to traditional codes of conduct and business ethics. Once she has decided on a code of conduct and ethics, she makes a personal commitment to work and live by them. She can find it difficult to be flexible or to adjust her way of doing business because of her commitment to a set of business ethics or guidelines. She wants to work on a team or in an organization that is more traditional than contemporary. She is respectful of those in power and authority if their beliefs are in alignment with hers.

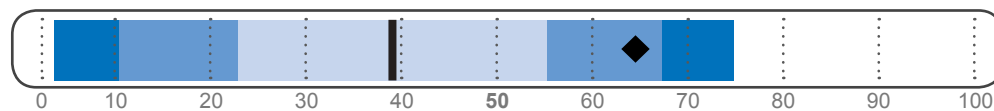
Strength

1. Terri works within an established set of rules and guidelines.
2. She is loyal to those she chooses to follow.
3. Terri follows traditional customs that are long standing and important to her and her group or organization.
4. She defends those things that she believes are right.

Your Business Doctrine Score

◆ Your Score = 64

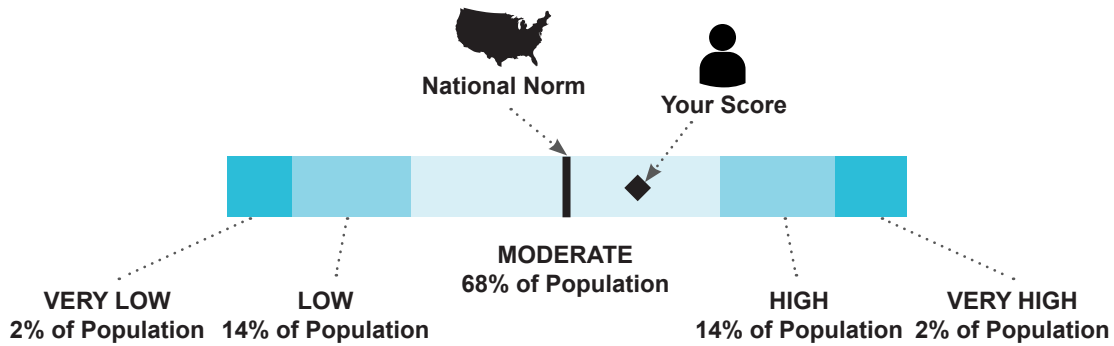
■ National Norm = 39





The six motivators are displayed on this page using percentile graphs. Each graph has a range from 0 to 100. Based on your responses, the graphs rank the importance you give each motivator at the present time.

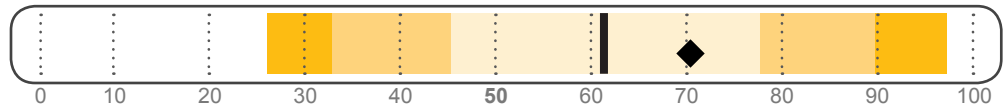
HOW TO READ YOUR SCORE



BUSINESS MOTIVATORS GRAPHIC OVERVIEW

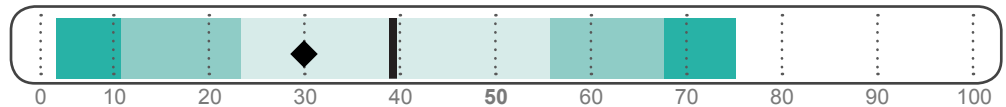
Conceptual

◆ = 70 (1st)



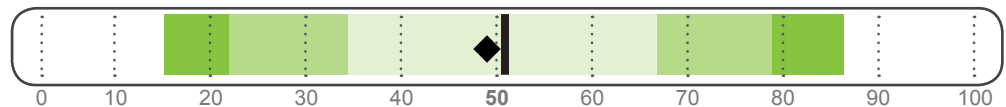
Aesthetic

◆ = 30 (6th)



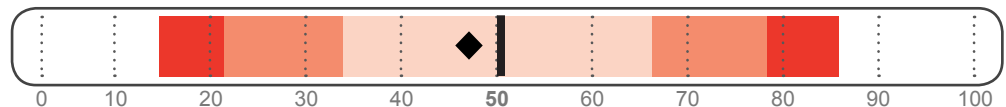
Economic

◆ = 50 (3rd)



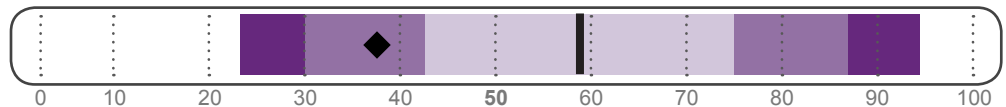
Power & Authority

◆ = 48 (4th)



Social Awareness

◆ = 38 (5th)



Business Doctrine

◆ = 64 (2nd)

