



## Workplace Motivators™

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*"He who knows others is learned.  
He who knows himself is wise."  
—Lao Tse*

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This report provided by

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# UNDERSTANDING YOUR REPORT

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Knowledge of an individual's values help to tell us WHY they do things. A review of an individual's experiences, references, education and training help to tell us WHAT they can do. Behavioral assessments help to tell us HOW a person behaves and performs in the work environment. The Workplace Motivators report measures the relative prominence of six basic interests or values (a way of valuing life): Theoretical, Utilitarian/Economic, Aesthetic, Social/Altruistic, Individualistic/Political and Traditional/Regulatory.

<u>Value</u>	<u>the Drive for</u>
<b>Theoretical</b>	<b>Knowledge</b>
<b>Utilitarian/Economic</b>	<b>Money</b>
<b>Aesthetic</b>	<b>Form and Harmony</b>
<b>Social/Altruistic</b>	<b>Helpfulness</b>
<b>Individualistic/Political</b>	<b>Power</b>
<b>Traditional/Regulatory</b>	<b>Order</b>

Values help to initiate one's behavior and are sometimes called the hidden motivators because they are not always readily observed. It is the purpose of this report to help illuminate and amplify some of those motivating factors and to build on the strengths that each person brings to the work environment.

Based on your choices, this report ranks your relative passion for each of the six values. A knowledge of an individual's values help to tell us why they do what they do. By measuring values, we uncover some of these motivators and can identify strengths that make each person unique within an organization. Values initiate or drive our behavioral style.

## **Workplace Motivators Report**

This document has been prepared based on careful statistical analysis of the response pattern on the Motivation Insights™ instrument. Norms have been developed for this instrument from thousands of professionals. This report uses the latest information available about human cognition and memory. Content is arranged in easy-to-remember categories using an interactive page layout.



# UNDERSTANDING YOUR REPORT

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## How to get the most from this report

1. Add, delete, and write comments in this document and consider it a work-in-progress handbook or personal tool. Consult, review, revise, and update this document periodically.
2. Review the report and select items of primary importance to current projects. Determine the best steps ahead based on what the report reveals and current experiences.
3. As appropriate, share the information on the Team Building Summary with peers and managers at whatever level of disclosure feels comfortable. As communication is a two-way process, peers and managers are encouraged to share similar information from their own Team Building Summary sheets.
4. Use the information in the report to serve as a "self-management handbook" or "empowerment manual" to help clarify workplace values issues, and to assist in maintaining optimal performance.
5. Other steps and processes may emerge through team meetings.

## This report includes

- A section for each of the six Values dimensions in these categories: General Characteristics; Value to the Organization; Keys to Managing and Motivating; Training, Professional Development and Learning Insights; Continuous Quality Improvement.
- A Norms and Comparisons section that reveals where your values are compared to the national mean.
- A Values Graph
- A Values Wheel
- A Values Action Plan for affirming strengths and encouraging growth and development.
- A Team Building Summary to facilitate sharing selected information with others.



## TRADITIONAL/REGULATORY

*The highest interest for this value may be called "unity," "order," or "tradition." Individuals with high scores in this value seek a system for living. This system can be found in such things as religion, conservatism or any authority that has defined rules, regulations and principles for living.*

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### General Characteristics

- Is highly organized on projects.
- Believes there is a proper or correct way to do things.
- Documents activities in a consistent manner.
- Likes to know how to do something before doing it so that it gets done correctly the first time.
- Believes that rules contribute to order.
- Likes freedom and independence within an ordered atmosphere.
- Subscribes to a "rules are made to be followed" position.
- Has developed and tested his own methods and will maintain those methods unless a case for change is established.

### Value to the Organization

- High attention to details.
- Stays focused on the aspects important to the completion of the project.
- Can organize tasks very effectively.
- Helps bring structure to any project, task, or assignment.
- Stays on top of projects and makes sure they stay moving.

### Keys to Managing and Motivating

- Tell him why he is responsible for a specific job or procedure. If it makes sense to him, he will have a positive attitude toward it.
- Stick to the prescribed schedule or flow chart.
- Maintain routine to maintain accuracy.
- Provide information and the tools and resources to succeed.
- Allow enough flexibility for him to establish and test his own procedures and methods.

### Training, Professional Development and Learning Insights

- Prefers individual activities, or those with high structure, detail or protocol.
- Tends to be very well disciplined in learning and professional development situations.
- Likes to know why a learning project is being initiated and why he needs to be involved.



## TRADITIONAL/REGULATORY

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### **Continuous Quality Improvements**

- Allow for flexibility when needed.
- Be accepting of occasional changes in plans or procedures.
- Needs to look more at the big picture when trying to solve problems.



## THEORETICAL

*The primary drivers with this value are the discovery of KNOWLEDGE and appetite for LEARNING. In pursuit of this value, an individual takes a "cognitive" attitude. Such an individual is nonjudgmental regarding the beauty or utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical and rational, the person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.*

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### General Characteristics

- High knowledge base and credibility base in contributions to team efforts.
- Others on the team may seek Larry to answer questions about projects or procedures.
- Provides a high interest level on new initiatives or projects.
- Attracted to new and cutting-edge ideas and concepts.
- Strong desire to learn and go beyond the required knowledge base.
- Interested in new methods and how they can be applied to existing structures.
- Likes to develop quick utilities or procedures that are a new way to look at existing job responsibilities.
- Believes that continuous learning is healthy for the mind and body.
- Has many interests outside the workplace.

### Value to the Organization

- He is an active problem-solver, seeking solutions.
- Will work long, hard hours on the complex solution to a problem.
- Gathers the maximum amount of information on an issue because he asks the necessary questions.
- Demonstrates a logical approach to problem solving and patience to analyze all of the options for solutions.
- Knows a little about most everything, and is conversant about it.



## THEORETICAL

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### **Keys to Managing and Motivating**

- Be certain to provide knowledge-based incentives, such as new training courses, books, subscriptions, and journals.
- Include Larry in future development projects and draw on his expertise.
- If there is a learning-based event to be planned, be certain he is involved. If there is an external learning-based event on the calendar, be certain he has the opportunity to attend.
- Realize that as much as he has learned, Larry still wants to learn more.
- Find out his interests and channel related information to Larry. Send topical mail, brochures and info-sheets to him.

### **Training, Professional Development and Learning Insights**

- Larry may have his own on-going personal development program already in progress.
- He enjoys learning even for its own sake, and will be supportive of most training and development endeavors.
- Larry can be depended upon to do his homework thoroughly and accurately.

### **Continuous Quality Improvements**

- Somewhat selfish in sharing ideas with others, until others have established their own technical credibility.
- Has a tendency to demonstrate a bit of aloofness, especially to those not as intellectually driven.
- Don't rush from one learning experience to another. Make certain there are some practical applications.



## INDIVIDUALISTIC/POLITICAL

*The primary interest for this value is POWER. Research studies indicate that leaders in most fields have a high power value. Since competition and struggle play a large part in all areas of life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence and renown.*

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### General Characteristics

- Shows moderate social flexibility. Larry would be considered as one who is socially appropriate and supportive of others on the team.
- Generally not considered an extremist on ideas, methods, or issues in the workplace.
- Has the ability to take a stand on an issue when necessary, to yield position when necessary, and to do both with equal sincerity.
- Has the ability to take or leave the limelight and attention given for special contributions.
- Shows the ability to take a leadership role when asked, and also to be supportive team member when asked.
- Larry would not be considered controversial in his workplace ideas or transactions.

### Value to the Organization

- Seen as a stabilizing force in organizational operations and transactions.
- Considered flexible and versatile without being an extremist.
- Able to see both sides of the position from those with higher and lower Individualistic scores.
- Able to mediate between the needs of the higher and lower Individualistic members of the team.
- Able to take a stand with emphasis, or to be a more quiet member supporting a position.
- Able to lead or follow as asked.



## INDIVIDUALISTIC/POLITICAL

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### Keys to Managing and Motivating

- Larry is socially flexible. He can assume an appropriate leadership role for a team; or, be a supportive team member as the situation requires.
- Remember that Larry shows the ability to get along with a wide variety of others without alienating those with opinions in extreme positions on the spectrum.
- Larry is able to be a balancing or stabilizing agent in a variety of team-related issues without being an extremist on either side.
- Larry brings an Individualistic drive typical of many professionals.
- Seek his input to gain a center-lane perspective on an organizational issue related to this Values scale.

### Training, Professional Development and Learning Insights

- Able to be a flexible participant in training and development programs.
- Will be a supportive member of the training experience from the viewpoint of this Values dimension.
- Please check other higher and lower Values areas to obtain additional insight into learning preferences.

### Continuous Quality Improvements

- Without necessarily picking sides, he may need to take a stand on some issues related to individual agendas.
- Allow space for those with higher Individualistic drives to express themselves in appropriate ways.
- Avoid criticizing those with higher or lower Individualistic drives since all Values positions are positions deserving respect.



## UTILITARIAN/ECONOMIC

*The Utilitarian/Economic score shows a characteristic interest in money and what is useful. This means that an individual wants to have the security that money brings not only for themselves, but for their present and future family. This value includes the practical affairs of the business world - the production, marketing and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average American business person. A person with a high score is likely to have a high need to surpass others in wealth.*

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### General Characteristics

- Larry is considered rather practical and realistic about money.
- There is no visible "what's in it for me" factor in the interaction he has with others.
- Larry's driving factors should be measured against other peaks on the Values graph.
- He has the ability to identify with and understand other individuals who have both a lower or higher Utilitarian/Economic drive than he does.
- This score should not be confused with average economic achievement. Many executives and others who score in this area may have already achieved substantial economic goals of their own. As a result, money itself may no longer motivate like it used to.
- This score indicates an economic motivation much like that of the average American businessperson.

### Value to the Organization

- Larry is motivated by more than money alone; it's some of the other peaks that occur on the Values graph.
- Is a good team player in helping others with projects and initiatives without requiring an economic return of his own.
- Is not an extremist and therefore a stabilizing force when economic issues emerge.
- Is able to balance both needs and perspectives of those with substantially different economic drives.
- Tends to be a good team player because he does not try to compete to the extent of creating dissent within the group, team or office.



## UTILITARIAN/ECONOMIC

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### Keys to Managing and Motivating

- Utilize the perspective that he brings to the team in being able to balance the viewpoints of the higher and lower Utilitarian/Economic drives.
- Remember that Larry may be motivated by other things in addition to the paycheck. Be certain to recognize some of these other motivational areas within the workplace.
- Review the Values graph to determine other specific areas of higher drive factors as well as areas where drives are lower, or have already been satisfied.
- Avoid measuring his performance by economic scales only.

### Training, Professional Development and Learning Insights

- Typically doesn't come to the training session asking, "How much more am I going to earn as a result of this course?"
- May be somewhat flexible in preferences. Enjoys both cooperative and competitive learning activities.
- He engages in training and development activities in a supportive manner.

### Continuous Quality Improvements

- Recognize that those with higher economic drive factors to demonstrate their strengths or voice their ideas.
- If there is already a level of economic comfort, Larry may need to allow greater voice to those who haven't yet achieved their own economic comfort zone.
- There may be times when Larry needs to take a stronger stand on some issues related to economic drives or incentives.



## SOCIAL/ALTRUISTIC

*Those who score very high in this value have an inherent love of people. The Social/Altruistic person prizes other people and is, therefore, kind, sympathetic and unselfish. They are likely to find the Theoretical, Utilitarian and Aesthetic values cold and inhuman. Compared to the Individualistic value, the Social/Altruistic person regards helping others as the only suitable form for human relationships. Research into this value indicates that in its purest form, the Social/Altruistic interest is selfless.*

### General Characteristics

- Other values tend to take a higher motivational priority than this Social/Altruistic scale.
- Shows a bottom-line practicality regarding helping others and sharing time and resources: there must be a set of mutual wins.
- Places a business "guard" on his trust level, perhaps as a result of being burned in the past and attempting not to let it happen again.
- Has learned to say "No" when asked to do things that may not contribute to the bottom line (either his own or the organization's).
- Tends to be more "self-concerned" than "other-concerned" in terms of meeting needs and sharing time, talent and energy.
- May look at those scoring higher as selfless types who are giving their security away.
- May be generous to charities outside of the job, but may balk at displaying that same generosity in the workplace.

### Value to the Organization

- Bottom-line practicality regarding business and transactions.
- Survivor in the business arena, even in the midst of heavy competition.
- Not easily swayed in terms of emotional issues.
- Good business sense.

### Keys to Managing and Motivating

- Be careful not to overload assignments with too many coaching or counseling activities since he may not perceive an immediate business gain from those activities.
- Appeal to the practical side that Larry shows.
- Stay bottom-line oriented.
- Don't get lofty and theoretical with lots of rhetoric.
- Don't be emotional or paternal.



## SOCIAL/ALTRUISTIC

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### **Training, Professional Development and Learning Insights**

- Link learning and professional development to other items of greater self-interest.
- Find areas of the training that relate to increased business opportunity or advancement.
- Connect learning and training goals to bottom-line increases and successes.

### **Continuous Quality Improvements**

- Seen as overly "guarded" by some, especially those who tend to be more open and sharing in a business sense.
- Needs to be more sensitive to the needs of others.
- Needs to be more open and receptive to others.



## AESTHETIC

*A higher Aesthetic score indicates a relative interest in "form and harmony." Each experience is judged from the standpoint of grace, symmetry or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean that the incumbent has talents in creative artistry. It indicates a primary interest in the artistic episodes of life.*

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### General Characteristics

- Shows a bottom-line practicality regarding Aesthetic environment and organizational resources: there must be a set of mutual wins.
- Check the full results and graph of the inventory to determine those values that were ranked in a higher field than this Aesthetic area.
- Able to allow others on the team a greater voice and expression of their creativity. May not need a high-visibility profile.
- Keeps an ear to the revenue-clock of an organization, and doesn't want to waste time or money on ambience issues if it doesn't affect productivity.
- Intellectually, Larry can see the need for beauty and artistic forms, but may not seek them for his own environment.
- Larry is a very practical person who can take or leave the Aesthetics or ambience of the work environment.
- Surroundings lacking aesthetics will not stifle his creativity.

### Value to the Organization

- Unpleasant surroundings will not adversely affect his productivity and creativity.
- Sees a wider spectrum of the picture, not just from the artistic viewpoint.
- Not easily swayed in terms of emotional issues.
- Good business-sense and a good eye for that which is practical.



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## Keys to Managing and Motivating

- Be careful not to overload with assignments that require significant individual creativity and self-expression.
- Appeal to the practical side that he shows in projects and leadership.
- Notice other higher plotting points on the Values graph and structure an environment that amplifies those peaks.
- Remember that practical talent is just as important as highly creative talent when supporting team efforts.
- Provide sincere recognition for contributions.

## Training, Professional Development and Learning Insights

- Make training and development activities as practical as possible.
- Brings a bottom-line orientation to training venues and is flexible about the environment of the training session.
- Link learning and professional development to other items of greater self-interest.

## Continuous Quality Improvements

- Seen as overly business-like by some, but this comes from the practical side of his workplace values.
- Needs to be more sensitive to others need for an aesthetically pleasant workplace.
- Needs to be more open and receptive to the creative ideas of others.





## MOTIVATORS - NORMS & COMPARISONS

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Areas in which you have strong feelings or passions compared to others:

- You have chosen a system for living that you believe in. All of the decisions in your life are made according to the principles of your system. Your principles mean more to you than money or success. Others may feel you impose your standards on the rest of the world and may see you as being judgmental. They may think you exhibit a "holier than thou" mindset. They may believe you are closed-minded.

Areas where others' strong feelings may frustrate you as you do not share their same passion:

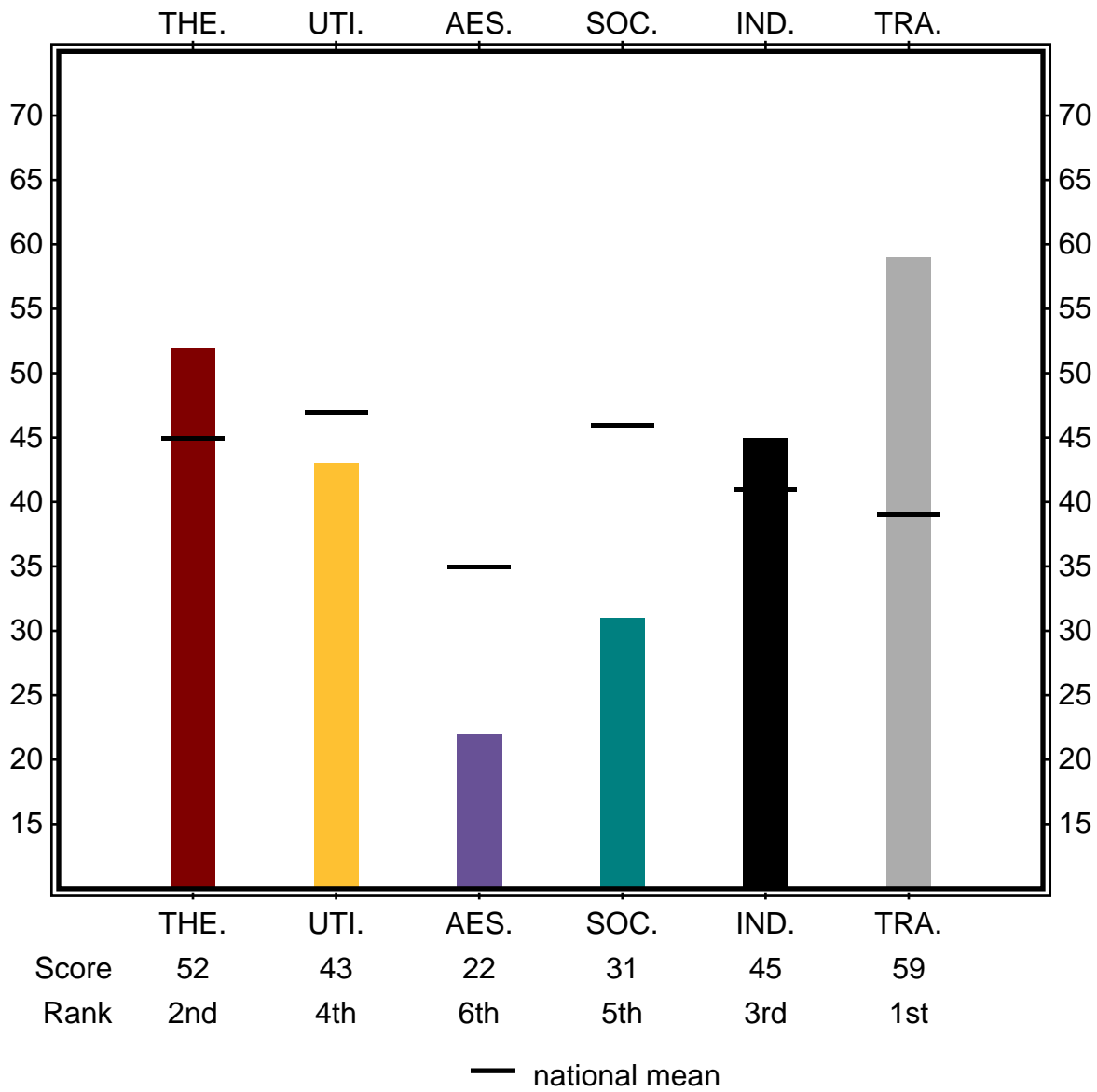
- People who emphasize the need for beauty, form and harmony in all aspects of their life may frustrate you. You have other priorities.
- Your self-reliance will cause you to feel uncomfortable around people who are always trying to help you or be too nice to you.



# MOTIVATION INSIGHTS™ GRAPH

Larry McBain

4-8-2004

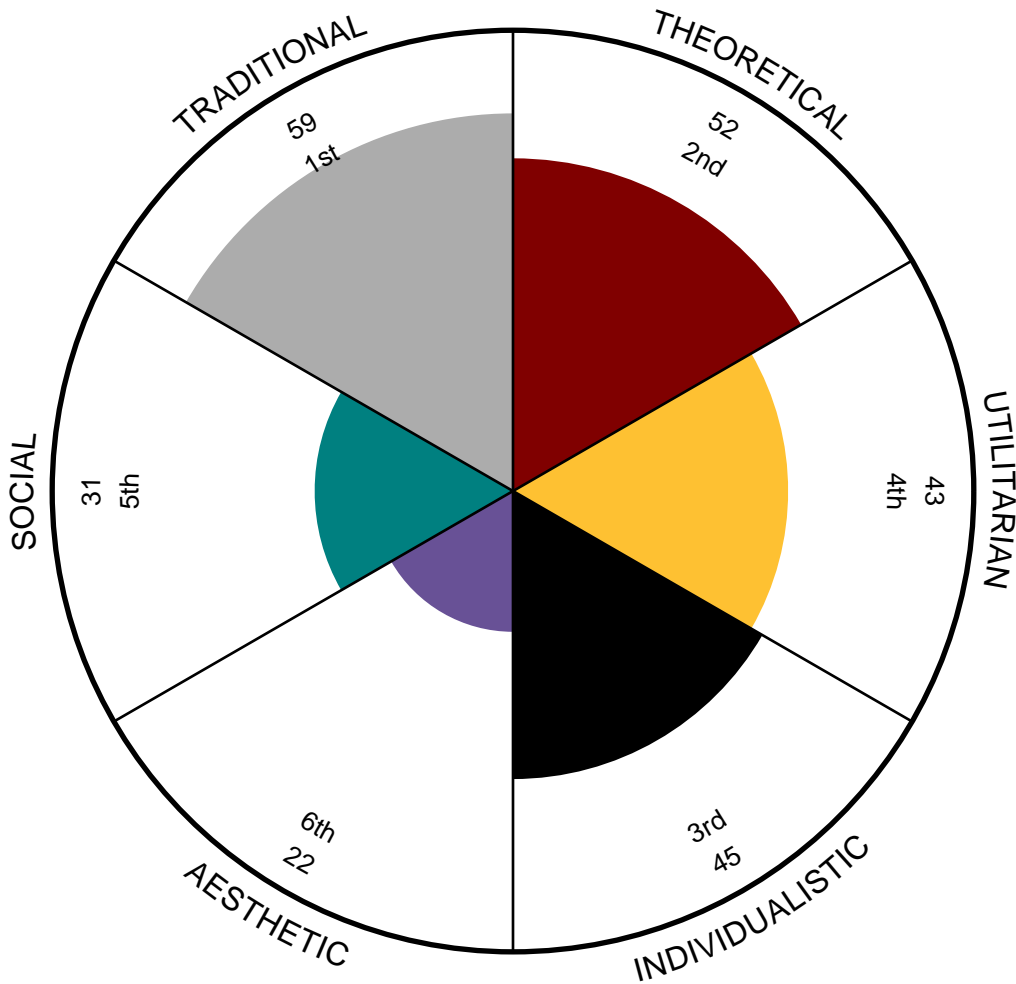


Norm 2003



# MOTIVATORS WHEEL™

Larry McBain  
4-8-2004





## VALUES ACTION PLAN

*This Action Plan is your tool to contribute to the process of self-development and continuous improvement. As you have reviewed information in this document, please respond to the items below as they relate to your specific professional environment.*

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### **Area 1: The greater or global mission of the team or organization.**

In the space below indicate briefly one or two areas of strength that you bring to the greater mission of the organization at large.

### **Area 2: An immediate or shorter-term mission, task or purpose of a smaller group of people with whom you work on day-to-day operations.**

In the space below, indicate briefly one or two areas of strength (different from those above), that you bring to the shorter-term tasks or day-to-day operations.



## QUALITY IMPROVEMENT ACTION PLAN

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In the area below, respond briefly as indicated. Base your answers on some of the information and results presented in this document.

### **Action Point 1: Things I will keep on doing.**

Indicate three things that you are doing very well already, and that you plan to keep on doing.

- 1.
- 2.
- 3.

### **Action Point 2: Things I will modify or change slightly.**

Indicate 2 things that you will modify, adjust, or change slightly in order to increase personal effectiveness.

- 1.
- 2.

### **Action Point 3: Things I will stop doing, or try to eliminate.**

Indicate one thing that you will try to stop doing in order to increase personal effectiveness.

- 1.

Today's Date: \_\_\_\_\_ Date to review with mentor or peer: \_\_\_\_\_



## TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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Pick the most important item in each category from the Workplace Motivators report in the topic areas indicated. Leave a line blank if no primary item emerges to you. This summary sheet is to be used as a primary point of dialogue between you, your peers, and your manager, provided that all have copies of their own information. This communication should be a two-way process.

*(Remember, these items are related to one's intrinsic drive factors, their 'hidden motivators' not readily observable. These items are of critical importance to one's long range success. This list illuminates why we do what we do.)*

### General Characteristics

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_

### Value to the Organization

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_



## TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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### Keys to Managing and Motivating:

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_

### Training, Professional Development and Learning Insights:

1. Theoretical \_\_\_\_\_  
\_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_  
\_\_\_\_\_
3. Aesthetic \_\_\_\_\_  
\_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_  
\_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_  
\_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_  
\_\_\_\_\_



## TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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### Continuous Quality Improvement:

1. Theoretical \_\_\_\_\_
2. Utilitarian/Economic \_\_\_\_\_
3. Aesthetic \_\_\_\_\_
4. Social/Altruistic \_\_\_\_\_
5. Individualistic/Political \_\_\_\_\_
6. Traditional/Regulatory \_\_\_\_\_

### Continuous Quality Improvement: (choose two items from any values areas)

1. \_\_\_\_\_
2. \_\_\_\_\_