



Workplace Motivators™

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

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UNDERSTANDING YOUR REPORT

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> |
|----------------------------------|-------------------------|
| Theoretical | Knowledge |
| Utilitarian/Economic | Money |
| Aesthetic | Form and Harmony |
| Social/Altruistic | Helpfulness |
| Individualistic/Political | Power |
| Traditional/Regulatory | Order |

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

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.
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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.

General Characteristics

- Interested in what is practical and useful in achieving his vision of success.
- Interested in what is practical and useful in meeting goals (usually economic ones).
- Knowledge for the sake of knowledge may be viewed as a waste of time, talent, energy and creativity.
- Fits the stereotype of the highly driven American businessperson, motivated by economic incentives.
- Motivated by money and bonuses as recognition for a job well done.
- JOHN tends to like rewards based on the results achieved rather than on the method used to obtain the results.
- Sales, technical, or management training programs must demonstrate a bottom-line financial gain as a result of their participation.

Value to the Organization

- Able to multi-task in a variety of areas and keep important projects moving.
 - Will protect organizational or team finances, as well as his own.
 - Is profit driven and bottom-line oriented.
 - Makes decisions with practicality and bottom-line dollars in mind.
 - High motivation to achieve and win in a variety of areas.
 - Pays attention to R.O.I. (return on investment) in business or team activity.
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UTILITARIAN/ECONOMIC

Keys to Managing and Motivating

- Realize that it's not just money that motivates, but also personal payback from the job.
- Assure that economic rewards are fair, clearly communicated, and provide a high-end return for those willing to work for them.
- Be aware that for those who score in this very high range there is a potential for low company loyalty. Be certain to reward performance, and encourage participation as an important member of the team.
- Provide substantial room for financial rewards for excellent performance.
- Provide coaching to help JOHN appreciate that not everybody is highly-motivated by wealth, return-on-investment and gain like he is.

Training, Professional Development and Learning Insights

- If possible, build in some group competition as a part of the training activities.
- Provide rewards and incentives for participation in additional training and professional development.
- Scores like those who want information that will help them increase bottom-line results and effectiveness.

Continuous Quality Improvements

- Within this very high economic drive, there is a significant motivating factor in achieving goals. It may also become an insatiable need, especially in sales people and others sharing this very high economic drive.
 - Needs to hide the dollar signs in his eyes in order to establish the most appropriate rapport with others.
 - Needs to have an increased sensitivity to the needs of others, and less demonstration of potential selfishness.
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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.

General Characteristics

- Many who score in this range like to invent new things, design new products, and develop new ideas.
- Enjoys work and assignments which give him stature in the eyes of others and evoke respect.
- Likes freedom in his own work area.
- Independent.
- Brings a lot of energy that needs to be put to good use.
- Comfortable being in the limelight and enjoys demonstrating his uniqueness or creativity.
- Enjoys maintaining the image of being a maverick.

Value to the Organization

- Brings creative ideas.
- Not afraid to take calculated risks.
- Desires to be an individual and to celebrate differences.
- Brings a variety of different and energetic ideas to the workplace.
- Realizes that we are all individuals and have ideas to offer.
- Enjoys making presentations to small or large groups, and is generally perceived as an engaging presenter by his audience.

Keys to Managing and Motivating

- Allow freedom to make his own decisions about how an assignment should be completed.
 - Remember that he likes to work apart from the team and independently.
 - Remember to build in a continuous opportunity to learn and progress.
 - Be patient in allowing for expression of his uniqueness and sense of humor.
 - He will appreciate "air-time" at meetings to share ideas with others on the team.
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INDIVIDUALISTIC/POLITICAL

Training, Professional Development and Learning Insights

- Learning and professional development activities should be flexible, having a wide variety of options.
- Attempt to provide enough creative space for him to express his uniqueness.
- Link some of the benefits of the learning activity to enhancing ability to make a special and unique contribution to the team.

Continuous Quality Improvements

- Some values clashes may be reduced if awareness of the needs of others and awareness of the job parameters and protocol are used to govern his high Individualistic behavior.
 - Needs to remember that his good ideas aren't the only good ideas.
 - Needs to listen more to others and speak less.
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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.

General Characteristics

- His Theoretical need is not the most important or primary driving values factor.
- JOHN may provide a balance between the very high theoretical approaches, and the very low approaches, and be able to communicate with each side.
- Is able to understand the needs of big picture issues, and appreciate the needs of trivial or minute issues without being an extremist.
- Brings a sense of balance and stability to a variety of technical issues impacting the team.
- JOHN typically won't get bogged down in minutia, nor will he ignore the details when decision-making.

Value to the Organization

- JOHN demonstrates awareness of the necessary technical features, and responds as needed on-the-job.
- Brings flexibility to the team; that is, being detail-oriented when necessary, and being practically-oriented other times.
- Is a stabilizing force on the team.
- Is able to appreciate the needs of both the higher and lower Theoreticals.
- Shows curiosity about technical details without getting bogged down.

Keys to Managing and Motivating

- Remember that he has the ability to be a balancing and stabilizing agent on high knowledge-driven tasks/assignments/projects.
 - JOHN brings a knowledge-drive typical of many business professionals.
 - Include the perspective he brings in order to gain a middle-ground understanding.
 - Check for other values drives that may be higher or lower than this one in order to gain a more complete picture of specific keys to managing and motivating.
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THEORETICAL

Training, Professional Development & Learning Insights

- Is able to see the need for training, and also realizes the importance of practical information.
- Understands the needs of the high Theoreticals who want more information, and the lower Theoreticals who want only the necessary information.
- Please check other areas of higher or lower values drive for additional insight into professional development needs.

Continuous Quality Improvements

- May need to be a bit more demonstrative on some complex theoretical issues.
 - May be asked to take a firmer stand or position on team initiatives.
 - May need to examine other values drives to determine the importance of this Theoretical drive factor.
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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

- Shows an appropriate and realistic approach to helping others, without being an extremist.
- Has the ability to balance decisions about whether or not to share with and help others.
- Able to balance own needs against the needs of others, and work in ways that both achieve and succeed.
- Can support and understand the positions of individuals with either a higher or lower Social/Altruistic score.
- Can bring a sense of stability to issues around this Social/Altruistic dimension.

Value to the Organization

- Brings flexibility to the team regarding this Social/Altruistic area. He is able to say "yes," but also knows where to draw the line and say "no," when appropriate.
- Projects a stabilizing and realistic influence on the team.
- Able to appreciate the needs of individuals with either a higher or lower Social/Altruistic score.
- Demonstrates the ability to help and go the extra mile without a negative impact on his own responsibility and work load.
- Is not an extremist, and therefore is able to bring balance to the team when Social/Altruistic issues emerge.

Keys to Managing and Motivating

- Remember that JOHN shows a practicality and realism regarding helping others.
 - Recognize that this middle ground between the extremes of selfishness and selflessness may be an appropriate stabilizing force.
 - JOHN brings a balance between the extremes of giving and taking with regard to team efforts and organizational competition.
 - Support the strength that he brings in being a balance between those who may give too much away, versus those who may not give enough.
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SOCIAL/ALTRUISTIC

Training, Professional Development and Learning Insights

- Explore the professional development insights from some of the other Values scales to determine more specific preferences.
- He shows flexibility in preferences of training activities to include both team-oriented as well as independent work.
- Becomes engaged in training activities because he sees it as a part of necessary growth and professional improvement.

Continuous Quality Improvements

- It is important to review other Values drives for a more complete look at areas for quality improvement.
 - On some service-related issues within this organization, he may need to take a more visible position with the team.
 - JOHN should allow space for those who differ on this Social/Altruistic scale, and remember that all Values positions are positions deserving respect.
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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.

General Characteristics

- Able to make creative decisions and set new precedent when necessary.
- May behave independently from the standard operating procedure.
- Will change job roles when it is important to express or develop himself.
- Is an active agent in team projects and conversations.
- Shows good judgment in his ability to self-manage on tasks and projects.
- Questions authority.
- May demonstrate an autonomous attitude as he approaches work assignments.
- A desire to obtain quick results with many projects, and an attempt to dispense with many items (such as rules and regulations) which might bog down the progress.

Value to the Organization

- Generates new ideas.
- Is a creative problem-solver.
- Creates solutions, sometimes more through personal attempts, calculated risks, and creativity, than by-the-book or established protocol.
- Tends to be a quick-study on new projects and procedures.
- Looks for creative solutions to problems.

Keys to Managing and Motivating

- Prefers being allowed to make his own decisions about how the work will be done within his own authority or empowerment boundaries.
 - Is interested in evaluating and improving inefficient procedures.
 - Use his great strength of being a flexible problem-solver.
 - If new precedent needs to be set, involve him in the planning and strategy.
 - Utilize his ability to see and communicate the big picture.
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TRADITIONAL/REGULATORY

Training, Professional Development and Learning Insights

- May prefer more dynamic, spontaneous, or creative learning activities.
- Tends to be more flexible and adaptable to a variety of learning activities.
- May want to create his own learning path or activities in a creative manner.

Continuous Quality Improvements

- Don't ignore the important details.
 - Needs to increase patience when interacting with more rules-oriented individuals.
 - Maintain awareness of facial expression and comments when in disagreement with those showing a different point of view.
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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.

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.
- Looks at those scoring higher as types who may need to be a bit more practical.
- Intellectually, JOHN can see the need for beauty and artistic forms, but may not seek them for his own environment.
- Is motivated and driven in areas other than the Aesthetic.
- The utility of something is more important than its beauty, form and harmony.
- 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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AESTHETIC

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.
- Check areas for higher Values drives to determine a blend of other management or motivational insights.
- Structure job enrichment strategies into the reward system, especially those that will appeal to higher Values scores.

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

- There may be an avoidance of creative or self-expressive details.
 - 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.
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MOTIVATORS - NORMS & COMPARISONS

For years you have heard statements like, "Different strokes for different folks," "to each his own," and "people do things for their own reasons, not yours." When you are surrounded by people who share similar values, you will fit in with the group and be energized. However, when surrounded by people whose values are significantly different from yours, you may be perceived as out of the mainstream. If the differences are understood, each brings strengths to the equation. If not understood, these differences can induce stress or conflict. When confronted with this type of situation you can:

- Change the situation.
- Change your perception of the situation.
- Leave the situation.
- Cope with the situation.

This section reveals areas where your values may be outside the mainstream and could lead to conflict. The further away you are from the mainstream on the high side, the more people will notice your passion about that value. The further away from the mainstream on the low side, the more people will view you as indifferent and possibly negative about that value. The shaded area for each value represents 68 percent of the population or scores that fall within one standard deviation above or below the national mean.

| NORMS & COMPARISONS TABLE - Norm 2003 | | |
|---------------------------------------|--|-------------|
| JOHN DOE | | |
| THEORETICAL | | Mainstream |
| UTILITARIAN | | Passionate |
| AESTHETIC | | Indifferent |
| SOCIAL | | Indifferent |
| INDIVIDUALISTIC | | Extreme |
| TRADITIONAL | | Indifferent |

- 68 percent of the population | - national mean * - your score

Mainstream - one standard deviation of the national mean
 Passionate - two standard deviations above the national mean
 Indifferent - two standard deviations below the national mean
 Extreme - three standard deviations from the national mean



MOTIVATORS - NORMS & COMPARISONS

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

- You strive for efficiency and practicality in all areas of your life, seeking to gain a return on your investment of time, talent and resources. Others may feel you always have a string attached and are always trying to gain a personal advantage. They may feel you should give just for the sake of giving.
- You have a strong desire to lead, direct and control your own destiny and the destiny of others. You have a desire to lead and are striving for opportunities to advance your position and influence. Others may believe you are jockeying for position and continually stepping "over the line." They may believe that you form relationships only to "move ahead" and gain an advantage.

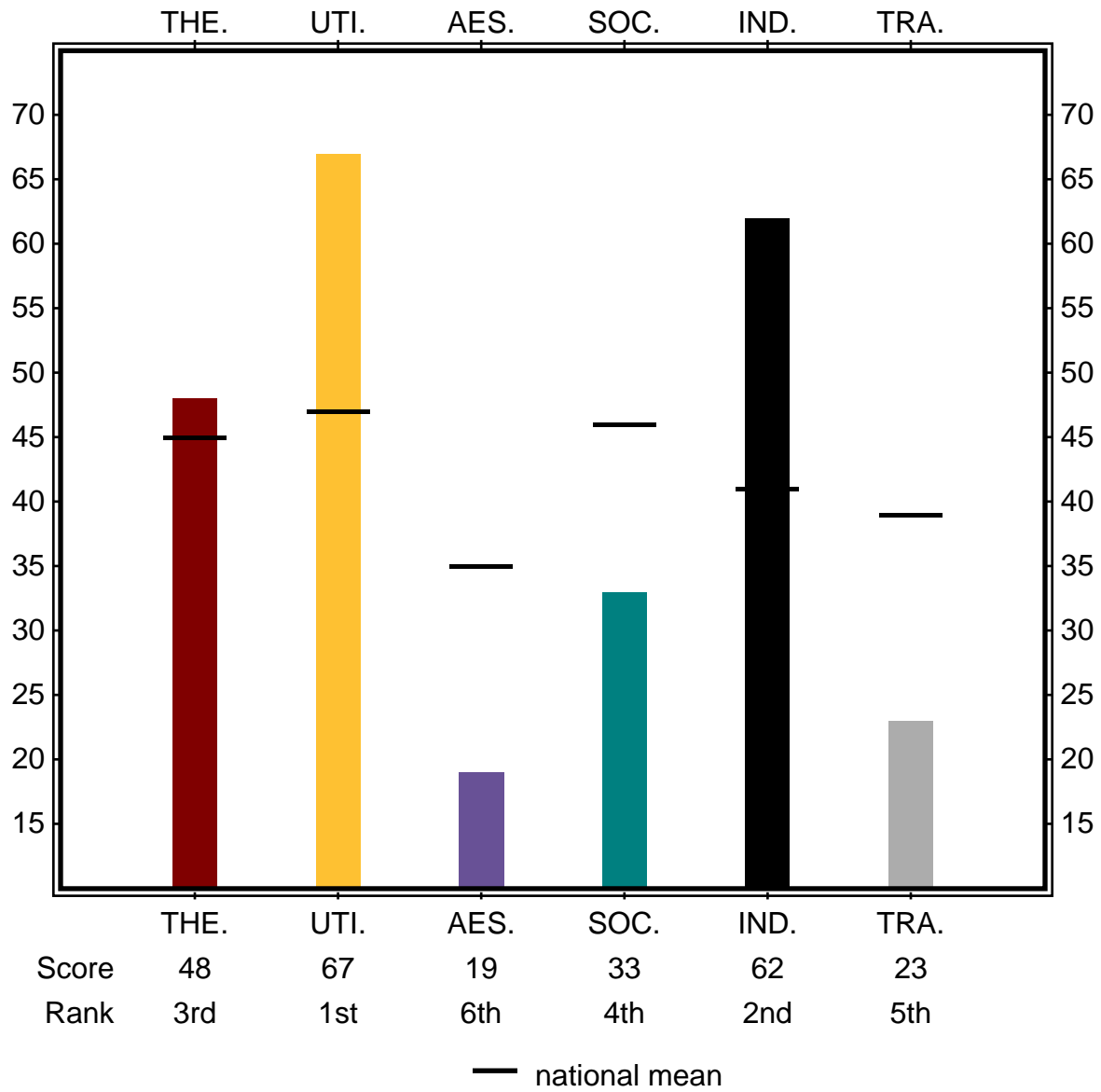
Areas where others' strong feelings may frustrate you as you do not share their same passion:

- 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.
 - Others who try to impose their way of living on you will frustrate you. Your ability to try new things frustrates them and they feel compelled to change you to their system.
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MOTIVATION INSIGHTS™ GRAPH

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5-24-2004

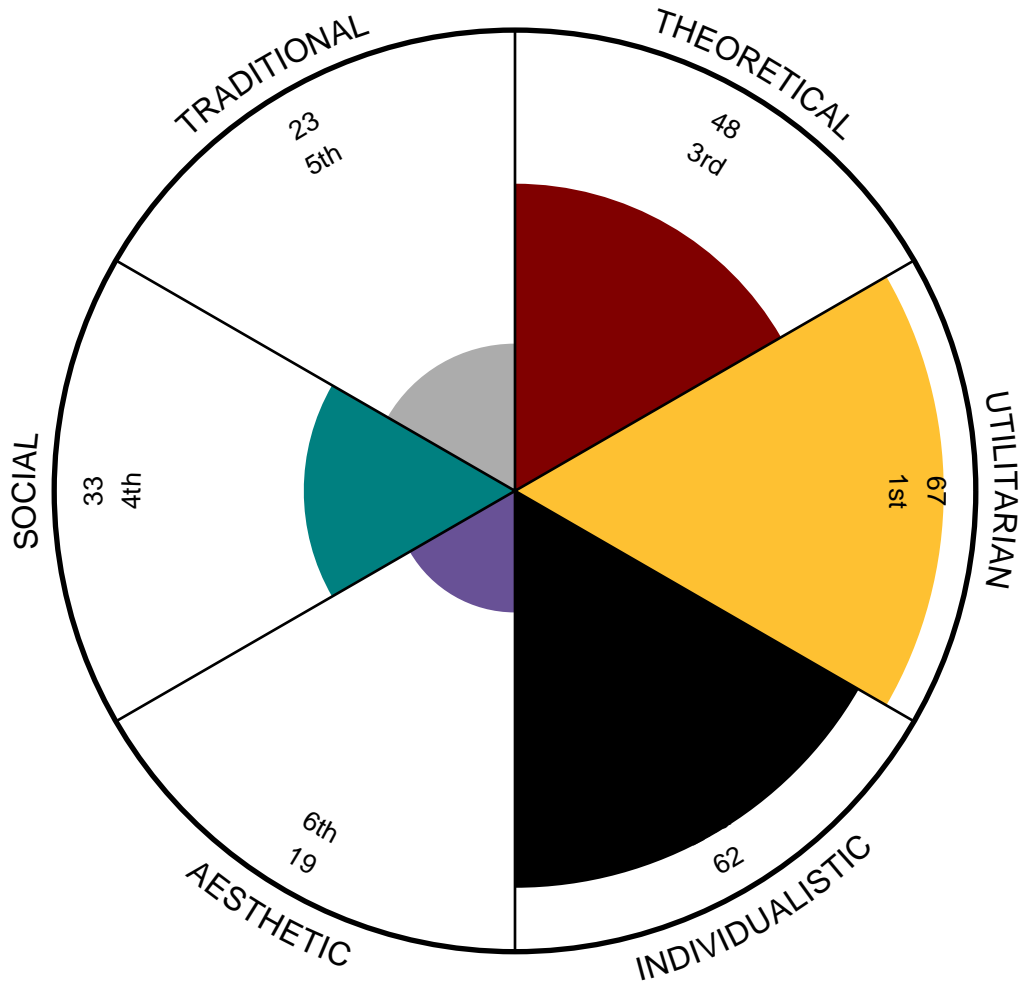


Norm 2003



MOTIVATORS WHEEL™

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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.

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

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

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 _____

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TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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 _____

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TEAM BUILDING SUMMARY OF WORKPLACE VALUES

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. _____

