



# MOTIVATORS GUIDE

## In-Depth Assessment Instruments

UPDATED 10/2020

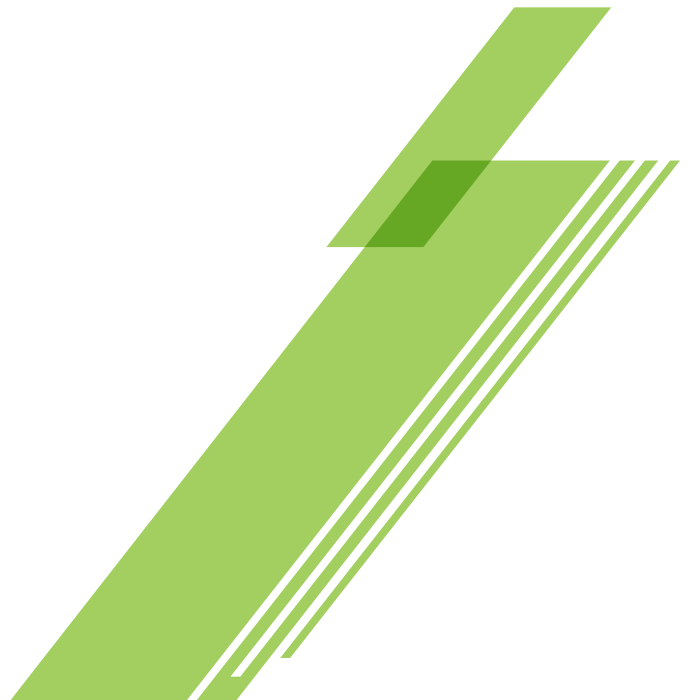


(207) 373-9301  
[solutions@strategictalentmgmt.com](mailto:solutions@strategictalentmgmt.com)  
[www.strategictalentmgmt.com](http://www.strategictalentmgmt.com)

# Motivators – WHY People Do What They Do

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Motivators are what drive your actions – they are your values and passions. They help us understand why you think and act the way you do, determine how you like to be rewarded, and the lens through which you see the world.

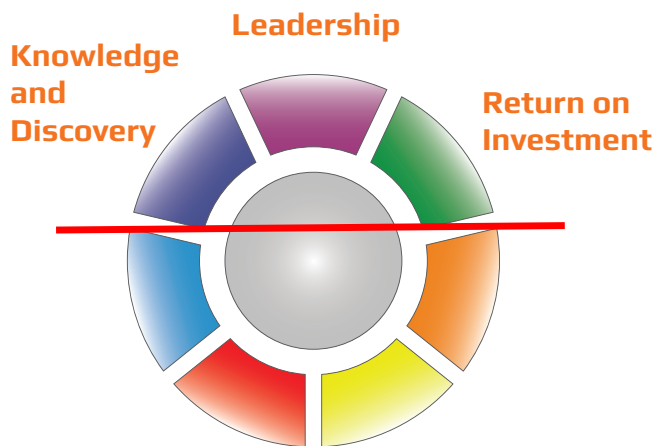




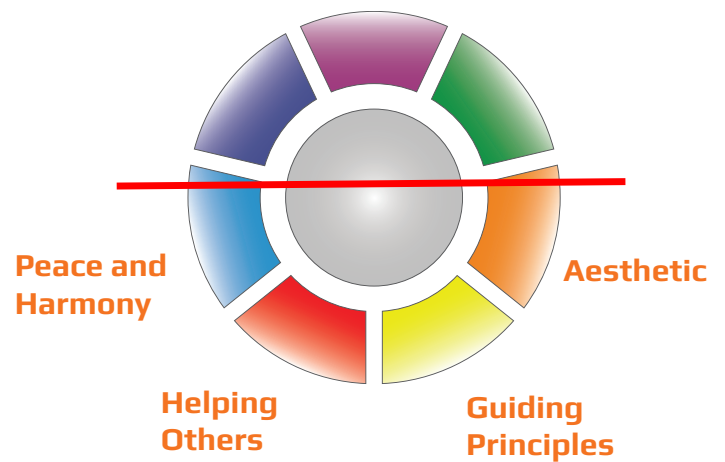
## Motivators – WHY People Do What They Do

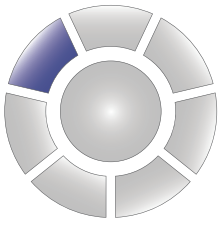
We look at the seven motivators in terms of two categories:

At the top of the wheel we have Knowledge and Discovery, Leadership, and ROI which are considered “business” values. They are measurable, tangible, short-term, and self-oriented.



At the bottom of the wheel we have the “humanistic” values of Aesthetics, Guiding Principles, Helping Others, and Peace and Harmony. These are intangible, feelings-oriented, philosophical, and more concerned with the “meaning of life.”



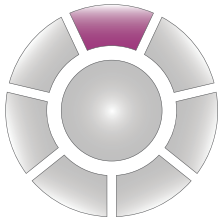


## Knowledge & Discovery

<b>Goal</b>	Gain knowledge and understanding
<b>Passion</b>	Discovery of truth, constant learning
<b>Preference</b>	Specific and/or general knowledge
<b>Overextension</b>	Neglect of practical matters (analysis paralysis)
<b>Stress Factors</b>	Not knowing, having to make a decision quickly without all of the information
<b>Preferred Work Environment</b>	<ul style="list-style-type: none"><li>• Knowledge and innovation is appreciated and rewarded</li><li>• There is open communication and a flow of information</li><li>• Opportunities for continuous improvement are provided</li><li>• Time is given to study data and relevant facts before making decisions</li></ul>
<b>Motivation and Rewards</b>	<ul style="list-style-type: none"><li>• Recognition and rewards based on knowledge, understanding, and innovation</li><li>• Continuous learning opportunities, including tuition reimbursement</li><li>• Opportunities to be the go-to person, expert, “guru”</li></ul>
<b>Value to the Team</b>	<ul style="list-style-type: none"><li>• Focus on accuracy and fact-checking</li><li>• Innovative and knowledgeable</li><li>• Studies data to offer decision options and risk analysis</li><li>• Will research things such as the market, competition, and historical data and offer insights</li><li>• Follows a logical thought process</li></ul>

**“Not to know is bad,  
not to wish to know is worse.”**

- African Proverb



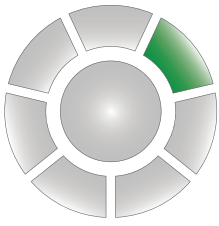
## Leadership

<b>Goal</b>	Assertion of self, to win
<b>Passion</b>	Attaining and using position and power
<b>Preference</b>	Leading self to success and/or leading others to achieve
<b>Overextension</b>	Abuse of power
<b>Stress Factors</b>	Loss of power, position, or authority
<b>Preferred Work Environment</b>	<ul style="list-style-type: none"><li>• Freedom to make decisions</li><li>• Rewards and recognition for a job well done</li><li>• Focus on strategic planning and leadership initiatives</li><li>• Rewards for being the go-to person</li></ul>
<b>Motivation and Rewards</b>	<ul style="list-style-type: none"><li>• Freedom to lead the group as they see fit</li><li>• Additional power, control, and responsibilities granted based on performance</li><li>• Being promoted, given a higher title, being publicly recognized for a job well done</li></ul>
<b>Value to the Team</b>	<ul style="list-style-type: none"><li>• Provides leadership to a team to keep everyone moving in the same direction</li><li>• Ability to manage different communication styles and personalities</li><li>• Thinks strategically and sees the “big picture”</li></ul>

**“Victory has a hundred fathers.  
Defeat is an orphan.”**

- Chinese Proverb



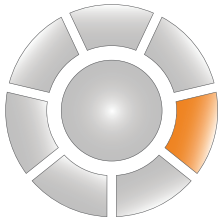


## Return on Investment (ROI)

<b>Goal</b>	Find the usefulness of things
<b>Passion</b>	Utility and practicality
<b>Preference</b>	Gaining or saving money and/or good return on an investment of time and effort
<b>Overextension</b>	Workaholic, self-preservation, short-term thinking
<b>Stress Factors</b>	Wasted resources, gaining no return
<b>Preferred Work Environment</b>	<ul style="list-style-type: none"><li>• Focus is on the bottom line (high utilitarianism)</li><li>• Rewards based on the amount of energy and effort put in</li><li>• High financial returns</li><li>• Focus on being practical</li></ul>
<b>Motivation and Rewards</b>	<ul style="list-style-type: none"><li>• High compensation and generous bonus structure</li><li>• Recognition and advancement based on effort, not seniority</li><li>• Competitive challenges with valuable rewards</li></ul>
<b>Value to the Team</b>	<ul style="list-style-type: none"><li>• Focus on sales, expenditures, timelines, and ROI</li><li>• Focus on the bottom line of the business</li><li>• Practical thinker</li><li>• Will optimize the time of the group and keep the team on task</li></ul>

**“Money swore an oath that anyone  
who didn’t love it should never have it.”**

- Irish Proverb

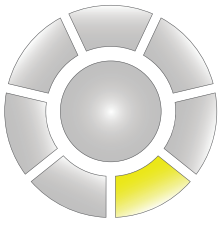


## Aesthetics

<b>Goal</b>	Form over function
<b>Passion</b>	Seeing, experiencing, or creating beauty
<b>Preference</b>	Personal beauty and/or beauty in the world
<b>Overextension</b>	Lack of awareness of reality or practicality
<b>Stress Factors</b>	Utilitarian environment, lack of beauty
<b>Preferred Work Environment</b>	<ul style="list-style-type: none"><li>• Surroundings are beautiful and there is the ability to add decorative flair to the workspace</li><li>• Creativity and an aesthetic eye are appreciated, and even rewarded</li></ul>
<b>Motivation and Rewards</b>	<ul style="list-style-type: none"><li>• Rewards for creative input on projects and products</li><li>• Opportunity to utilize aesthetic value on the job</li><li>• Being allowed flexibility and self-expression in work output</li></ul>
<b>Value to the Team</b>	<ul style="list-style-type: none"><li>• Presents fresh perspectives and creative ideas</li><li>• Assesses and understands the importance of aesthetic user interfaces, products, and marketing materials to improve the customer experience and perception</li></ul>

**“A wildflower on the mountain would  
not change places with a rose  
in the garden.”**

- Armenian Proverb

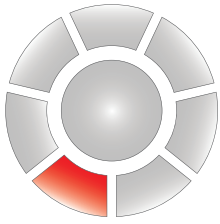


## Guiding Principles

<b>Goal</b>	Search for the highest value in life
<b>Passion</b>	Finding meaning in life (a system of living)
<b>Preference</b>	Following one's own belief system (religion or personal philosophy) and/or ethics and laws
<b>Overextension</b>	Sacrifice of self and others for beliefs, close-mindedness or inflexibility
<b>Stress Factors</b>	Others with opposing beliefs
<b>Preferred Work Environment</b>	<ul style="list-style-type: none"><li>• Ethics and integrity are highly valued and rewarded</li><li>• Majority share the same code of conduct and principles</li><li>• Adhering to high standards and regulations is required</li></ul>
<b>Motivation and Rewards</b>	<ul style="list-style-type: none"><li>• Recognition for adhering to a high level of standards</li><li>• Incentives and rewards for maintaining attention to detail and following rules and procedures</li></ul>
<b>Value to the Team</b>	<ul style="list-style-type: none"><li>• Focus on complying with laws and regulations as well as maintaining ethical standards</li><li>• High level of ethical and moral principles and will ensure integrity and compliance</li><li>• Eye for quality control and adhering to high standards</li></ul>

**“Better to die standing  
than live on your knees.”**

- Yiddish Proverb

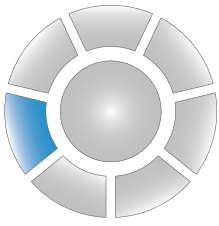


## Helping Others

<b>Goal</b>	To help another person or group
<b>Passion</b>	Investment of self in others
<b>Preference</b>	Helping an individual and/or helping a group or cause
<b>Overextension</b>	Focus on others at the expense of self
<b>Stress Factors</b>	Individualistic behavior, insensitivity
<b>Preferred Work Environment</b>	<ul style="list-style-type: none"><li>• Organization is socially active and supports the community</li><li>• Opportunities to help others through training and mentor-ship</li><li>• Rewards for making a difference in other people's lives</li><li>• Culture of caring</li></ul>
<b>Motivation and Rewards</b>	<ul style="list-style-type: none"><li>• Support for outside activities, such as sponsorship or personal time allowed for supporting social causes</li><li>• Opportunity to become a trainer or coach to others in the organization</li></ul>
<b>Value to the Team</b>	<ul style="list-style-type: none"><li>• Supportive team member</li><li>• Focus on the social responsibilities of the company and its products and services</li><li>• Focus on the need for training and development of others</li></ul>

**“The best passion is compassion.”**

- Jamaican Proverb



## Peace and Harmony

<b>Goal</b>	Finding peace and balance in life
<b>Passion</b>	Tranquility and harmony
<b>Preference</b>	Internal balance (work/life balance) and/or balance in the world
<b>Overextension</b>	Laziness, sounding “preachy”
<b>Stress Factors</b>	War, conflict, disturbance
<b>Preferred Work Environment</b>	<ul style="list-style-type: none"><li>• Culture of open communication and working in harmony</li><li>• Little stress or conflict</li><li>• Encouragement to maintain a balance between work life and personal life</li></ul>
<b>Motivation and Rewards</b>	<ul style="list-style-type: none"><li>• Rewarded with additional paid time off or personal time</li><li>• Access to free counseling or life coaching</li></ul>
<b>Value to the Team</b>	<ul style="list-style-type: none"><li>• Maintains emotional control and composure even in stressful situations</li><li>• Calms down others and reduces stress levels</li><li>• Creates win-win solutions</li><li>• Resolves conflicts and mediates disagreements</li></ul>

**“Just as light brightens darkness,  
discovering inner fulfillment can  
eliminate any disorder or discomfort.”**

- Deepak Chopra





# Motivators at Work

The top two or three attitudes are what move a person to action. They are the key motivators a person wants to satisfy.

Lowest attitudes can evoke an indifferent or negative response.

Middle attitudes may be situational.

Misaligned motivators between people may result in conflict or misunderstanding. They are, in effect, speaking different languages.

People are often disengaged in roles that do not satisfy at least one of their top motivators.

On the assessment map, the inner ring are lower scores, the middle ring are moderate scores, and the outer ring are high scores, getting more passionate as we move closer to the outer edge.

**HIGH**  
**(8.0+ = PASSIONATE)**

**6.9 – 10.0**

**MODERATE**

**3.2 - 6.8**

**LOW**

**0.0 - 3.1**





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[aboutlay@strategictalentmgmt.com](mailto:aboutlay@strategictalentmgmt.com)  
[www.strategictalentmgmt.com](http://www.strategictalentmgmt.com)



(207) 373-9301  
[solutions@strategictalentmgmt.com](mailto:solutions@strategictalentmgmt.com)  
[www.strategictalentmgmt.com](http://www.strategictalentmgmt.com)