Job Motivation Test Report

Many people struggle with the frustration of working in a job that either does not interest them or that does not meet their needs in some other important way. The best way to ensure long-term work satisfaction is to choose a work environment that meets your specific motivational needs. While it is often the case that people have to take whatever job they can get, especially in a tough economy, ending up in a career that is a good match is something to strive for over time.

The result below is an overarching personality profile based on your motivators. It will provide a general overview of what is important to you in a job, and what inspires you to do your best.

Your Personality Type: The Tycoon

People with a Tycoon personality are destined to reach the top, no matter the obstacles they encounter along the way. These fearless individuals are motivated to conquer all challenges and beat others to the top. They want power and all the rewards that come along with it – financial security, status and prestige. Tycoons know that to reach the top they have to work their tails off, and they are willing to put all their efforts into their work.

Your Motivation Details:

Dominant	Motivators

- Change and Variety
- Financial Reward
- Independence
- Mobility
- Power

- Recognition and Appreciation
- Status
- Fun and Enjoyment

Secondary Motivators

- Balanced Lifestyle
- Responsibility
- Social Factors
- Job-Hopping

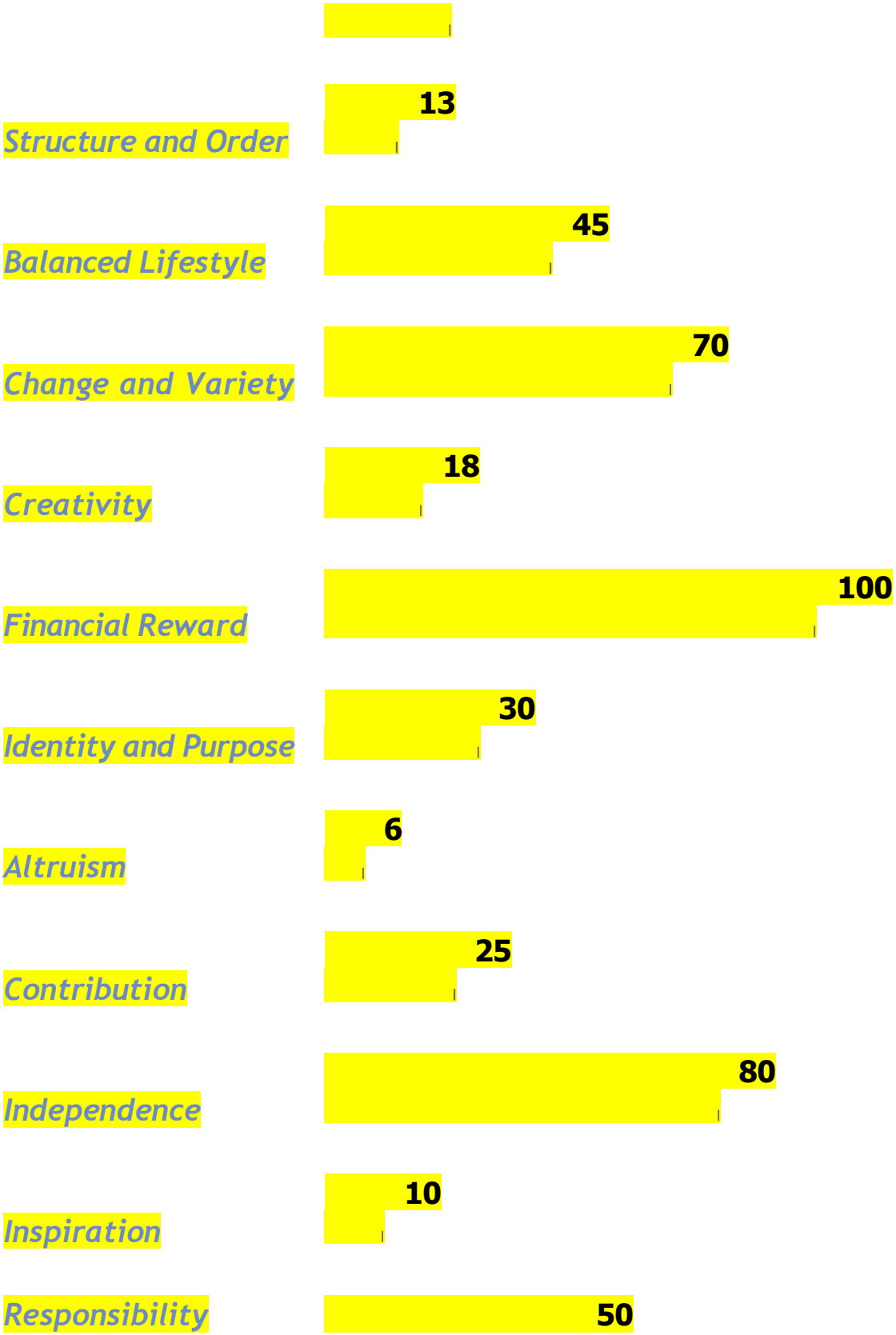
Minor Motivators

- Achievement
- Structure and Order
- Creativity
- Identity and Purpose
- Altruism
- Contribution
- Inspiration
- Learning
- Stability
- Customer Service
- Active/High-pressure Work Environment

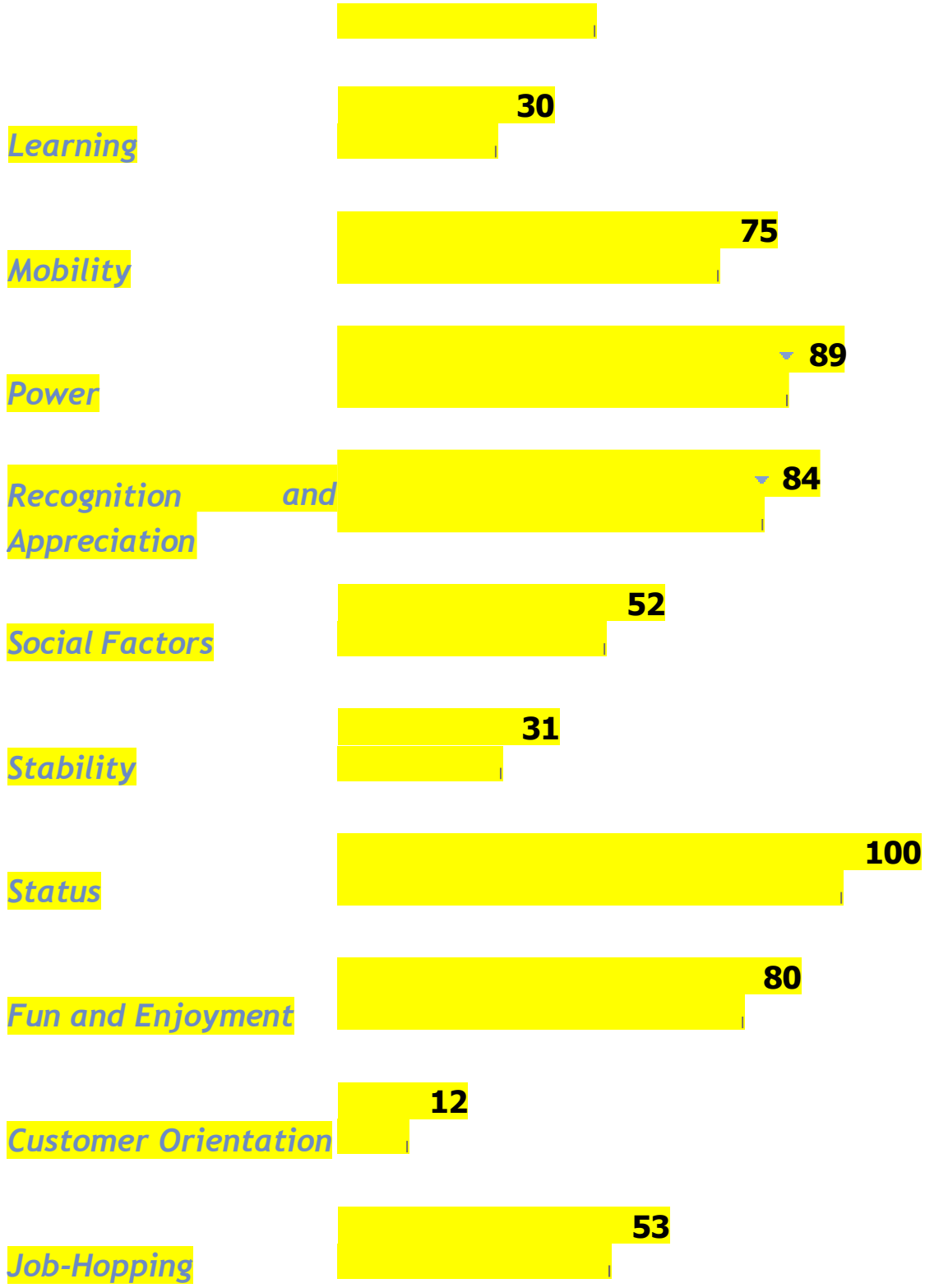
Your Motivational Graph:

Achievement 24

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Active/High-pressure Work Environment **22**

Achievement (score 24)

People with high Achievement Motivation are driven by a sense of satisfaction at reaching goals or rising up to meet challenges at work. What those challenges are depends specifically on each individual – they could range from making a big sale to successfully managing a large team or designing a new product. Individuals motivated in this manner like to see solid results for their efforts and therefore, prefer to clearly define objectives of projects before they begin as well as keep close tabs on what has and has not been accomplished. They are typically energized by the opportunity to move up or advance in their career in some way, and enjoy excelling at their chosen endeavor. If they work in an engineering firm, for example, they want to be able to look ahead and envision being the head engineer or playing an important role in management. They may become bored or restless if they don't feel that their career is following an upwards trajectory. Their own personal objectives as well as those set by the company they're working for give them the fuel they need to progress.

Pros:

Individuals who place importance on achievement keep their eyes on the prize and are likely to be very productive workers. With a constant goal in mind, they are able to stay on track and keep their mind and efforts focused on their objectives even in the face of adversity. What makes individuals with an achievement orientation so effective is their ceaseless effort to improve and challenge themselves. People with this profile don't wait for things to happen – they make them happen.

Cons:

Individuals with an achievement motivator should be careful that their desire for achievement does not result in boredom or impatience during slower work periods, when they're not progressing towards a specific goal. During these times, they should try setting personal goals to keep themselves motivated, like improving a skill or taking steps to maximize efficiency. They should also be on the lookout for burnout; high achievers often become so focused on a goal that they push other important things, such as their mental or physical health, to the side.

Those with an Achievement motivator thrive in work environments that provide:

- Opportunities to take on tasks they find personally challenging.
- Opportunities for advancement within the company.
- Regular goal setting with concrete ways of measuring progress.
- Opportunities to introduce new ideas.
- Regular job evaluation/feedback so they know how they are progressing.
- Encouragement to develop new skills.
- Training in areas they're interested in.
- Recognition for work well done.
- Guidance on work/life balance and healthy habits if the worker shows sign of burnout.

Structure and Order (score 13)

People who are motivated by this element have a strong preference for working in a company with an established system for performing tasks and duties and a clearly structured hierarchy of employees. They do not cope well with ambiguity or a lack of clearly defined work tasks and roles. These individuals like nothing more than being given a checklist of what exactly to do and how to do it. Given vague instructions these individuals would likely flounder, anxious and worried about what needs to be done. They also need to know exactly where they stand in the company, i.e., who they are senior to

and who they report to and they can rely on for guidance.

Pros:

Individuals who place importance on structure and order respect authority, processes and rules. Instead of being put off by being told what to do, they actually thrive on such clear instruction. They also respect their role in the organization and will not rebel when they are managed by others.

Cons:

The main concern for individuals who desire structure and order would be the ability to cope with a job that does not match their needs. As mentioned, people motivated by structure and order prefer to be told exactly what to do and how to do it, and they dislike ambiguous instructions. The trouble is, in the real world, employees are often asked to solve problems without one `right` solution or easy, quick fix. These individuals' black-and-white thinking could cause problems for them. Another area of concern is that they may be hesitant to speak up to managers or executives out of respect for the hierarchy, and this can keep their voice from being heard. It could also frustrate managers with a more modern, less structured approach to management who either seek input from employees at all levels, or expect employees to be more autonomous.

Those with a Structure and Order motivator thrive in work environments that provide:

- Clear, concise instructions and rules.
- To-do lists of what they need to accomplish.
- Mentors to guide their progress if the company lacks a hierarchal structure.
- Regular goal setting with concrete ways of measuring progress.
- Regular job evaluation/feedback so they know how they are progressing.

Balanced Lifestyle (score 45)

People motivated by a balanced lifestyle need to feel that they have an active, fulfilling life outside of work. Although their careers may be important to them, they don't want to sacrifice their personal needs for job success. Despite their seemingly laid-back attitudes, they may be just as productive as other workers because the balance they maintain in their lives helps prevent burnout and makes them more well-rounded. These individuals seek equilibrium, and would feel frustrated if they had to choose between their personal lives and work. Their desire to seek balance may be motivated by wanting quality time to spend with family and friends, or to have time and energy to pursue hobbies or other activities outside work. Put simply, they don't want their life to revolve solely around their job. While this balance is certainly important to most people, it is particularly essential to individuals who choose this as one of their top motivators.

Pros:

With the motivation of a balanced lifestyle, people know how to get their priorities straight. Equally devoted to work and family, they can buckle down and put their nose to the grindstone when necessary, and let loose when it's appropriate. While some people have a lot of difficulty keeping their work and home life separate, people with this orientation can generally shift from one realm to the other with ease. They are also less likely to suffer symptoms of burnout than workaholics.

Cons:

Individuals motivated by a balanced lifestyle need to be sure that they are able to fully participate in their work life and not let their outside life distract them. They should also understand that most companies, especially in a period of high unemployment or recession, demand certain sacrifices of personal time (like working overtime during important projects), and there may have to be some compromise in some situations. If an employee cannot work overtime during a certain period because of other obligations, for example, he or she

may be able to collaborate with the employer to find another way to get the job done. Open communication and setting expectations ahead of time can prevent some of these work/personal life conflicts.

Those with a Balanced Lifestyle motivator thrive in work environments that provide:

- Flextime to pursue other interests in their lives.
- Generous vacations.
- Work-sharing programs.
- Flexible benefits package.
- Encouragement to pursue personal hobbies, or out-of-work activities (a gym membership, company social activities that the family is invited to).
- Inclusion of family in the workplace as much as possible ("bring your child to work day", on-site daycare, etc.).
- Stress reduction methods (yoga classes, sports games, etc.).

Change and Variety (score 70)

People motivated by change and variety are generally curious and crave the thrill of experiencing, learning or doing something new. They thrive on diversity and are likely to get bored or restless in a position that involves a set routine. One of their greatest fears is being stuck in the day-to-day grind, without any change of rhythm or any excitement to shake things up. They are generally well-rounded people who don't like to limit themselves to one narrow range of activity, but prefer playing different roles and tackling varying challenges. Of course, there are likely certain elements of the job that they are more comfortable doing, and tasks they are better able to handle, but their flexible nature generally helps them adapt well to change. One result of their change-seeking behavior is the development of a certain level of flexibility and an ability to recover quickly in the face of fluctuations in the workplace. These individuals may also be risk-takers, as they possess the self-confidence to go out on a limb and try new things.

Pros:

While many people tend to fear change, individuals with this motivator embrace it. They're chameleons; they can deal with ambiguity, and adapt relatively well to whatever circumstances they find themselves in. Handling innovation and new, challenging projects is a total breeze for them.

Cons:

Individuals who crave change and variety may be easily bored, and have trouble coping during periods of idleness and routine – which will be a part of almost any job to some extent. To avoid becoming restless, they should incorporate their own challenges into even routine work (i.e. improving skills, setting efficiency goals) and mix things up as much as they can. Rather than spending all day on mundane tasks, for example, they could break them up by spacing them between more interesting responsibilities. They can even add an element of variety to routine tasks by doing them at different times of the day, in a different way, etc. If their need for change is not satisfied in their work, they may eventually seek new challenges by changing jobs or companies completely.

Those with a Change and Variety motivator thrive in work environments that provide:

- Innovation, flexibility, and different types of projects.
- Rotation of routine tasks among employees – or as little routine as possible.
- A non-restrictive job description; opportunity to get involved in projects outside of usual domain.
- Opportunities for training to learn new skills.
- Possibility of lateral moves within the company.
- Opportunity to express new ideas.

- Variety integrated into the usual routine (team lunches, social activities, chunks of time off, different approaches to meetings, etc.).

Creativity (score 18)

People with a creativity motivator are driven by a desire to express their originality, which may be through "typical" creative endeavors (art, writing, decoration, etc.) or by coming up with innovative approaches or solutions in work settings. Such individuals are energized by watching an idea that started out as a little seed in their mind take shape and blossom into something more tangible. They would typically feel stifled and frustrated if they had to stick to the tried-and-true at all times, or if they weren't involved in any creative processes as part of their work. Their creativity can be in various forms, from a flair for design to the ability to come up with groundbreaking business tactics. While we often assume that we can spot these inventive types from a mile away, there are a lot of hidden creative types in every field, from cooking to accounting. They tend to have an innovative approach to their work and a need to express those unique ideas.

Pros:

The ability to think "outside the box" is an invaluable trait - and that's what makes creative people so effective at their jobs. While most people would prefer relying on experience or past solutions to solve a problem (it is, after all, generally easier), individuals with a creative orientation can view the same problem from so many different angles. Individuals who are motivated to express their creativity are a fountain of ideas and innovations. They can shed a unique light on numerous issues, are master brainstormers, and can be the perfect people to bounce ideas off of, since there are so good at seeing things from a perspective that no one else can.

Cons:

There are certain tasks that individuals may have to carry out as part of their work that will not seem very creative. Even freelance writers or artists, for

example, have to manage their financial statements and send out business queries. One trick that people who value creativity can try to keep themselves motivated is adding their own creative touch to routine work whenever appropriate (e.g.a unique twist on a newsletter, a different approach to a meeting or social activity for work). Another danger to be aware of is the possibility of focusing so much on the creative that the practical, routine part of their jobs gets neglected. Finally, sometimes, the best approach is the tried-and-true one, and people who always try to be creative may not accept this.

Those with a Creativity motivator thrive in work environments that provide:

- Involvement in projects or tasks that require creative thinking.
- An environment conducive to creativity; less rigid guidelines.
- An atmosphere of openness to new ideas and encouragement of "out of the box" thinking.
- Supervisors who are open to (and encouraging of) innovative approaches.
- The downtime necessary to play with new ideas (it may seem that they are not working, but they need that time for the ideas to take seed).
- Access to opportunities for nurturing creativity (brainstorming sessions, creativity training, etc.).
- Opportunity to showcase creative endeavors.

Financial Reward (score 100)

People motivated by Financial Reward strive for the big pay-off that comes as the fruit of their labor. They want to feel that their salary and benefits equal the value of the time and energy they invest in their work. While this is a common motivator that most people identify with (who wants to work for peanuts?), these individuals place more importance on remuneration than the average worker. This is not to say they are only after the big bucks; it's having the money to afford a certain lifestyle that gives them the drive to succeed. They are willing to invest themselves, but will not do so without significant pay-off. They don't necessarily have to make an extremely high salary in the short-term to feel happy, especially when starting out, but they want to see

the long-term reward for the personal investment they put into their career.

Pros:

Provided with the right incentive, people with a financial motivator are extremely productive and hard-workers. They know what they want and aren't afraid to be direct and assertive. Individuals who use money as a motivator are great competitors with a "Never-say-die" attitude. Give them what they need to feel satisfied in their job, and chances are they won't disappoint.

Cons:

While financial reward is important to almost everyone, individuals who have this as their top motivator may miss out on other important components of work fulfillment. They should be sure to consider their other motivators along with the financial, or they may find themselves unsatisfied – even with a big paycheck. It's important people with this motivator step back and consider their career choices separately from the financial aspect. They might choose to take one job over another because of a higher salary without considering other important factors (project opportunities, work environment, side benefits, etc.). Finally, focusing too much on raises and other monetary rewards can lead their employer to question whether they are dedicated to their career, or simply their paycheck.

Those with a Financial Reward motivator thrive in work environments that provide:

- Competitive salary and benefits according to industry standards.
- An established system for raises that the individual can work towards.
- Commissions or salary graded on performance.
- Extra goodies: incentives, bonuses, stock options, profit sharing, expense account, company car, living allowance – whatever is within the company's means.

Identity and Purpose (score 30)

For people who are motivated by a sense of identity and purpose, their career is generally more than just a job – it is, in fact, important to the whole idea of who they are and how they fit into the world. Their career and role in the workplace give such people a sense of meaning and play a key role in their personal identity. Their success at work contributes to their feelings of personal worth and value, and they tend to take their jobs quite seriously. For people with this motivator, their sense of self and their job are intricately linked together, and if they are not doing well in their career, they likely feel it on a very deep, personal level. They generally invest a great deal of themselves into their work. These people feel a strong connection with the values of their chosen career and, as a result, are typically highly dedicated.

Pros:

Job satisfaction is highly dependent on the ability to find some sort of relevance to our occupation. It's what makes us want to get up in the morning and deal with hectic traffic. For people who strongly identify with their job, the job itself – the pride they take in their work, their belief that they can really make a difference – is what keeps them going. Some people work because they believe they have too; individuals motivated by identity and purpose work because they want to.

Cons:

While there's no doubt that our jobs play a big role in how we identify ourselves (the first thing we often say about someone when we introduce them is their profession) – who we are, in reality, is so much more than our career. If individuals with this motivator depend on their work to define who they are, a career setback of any kind (layoff, demotion, poor evaluation) could result in an identity crisis. By recognizing and nurturing all the other important aspects of who they are, people with this motivator will have much more to bring to their job.

Those with an Identity and Purpose motivator thrive in work environments that provide:

- A job description and title that fits their values and self-identity – and that is publicized within the company.
- The opportunity to play a role in developing their job description.
- Regular recognition of the importance of their role.
- Opportunities to "shine".
- A job that makes the individual personally proud; some personal connection to their role.
- Freedom to choose projects with personal meaning/importance.

Altruism (score 6)

People who are motivated by altruism are ready to give their all for the satisfaction of knowing they have helped make the world a better place. They may wish to do anything from teach young children to educate the world about a cause they care deeply about. They could carry out this wish by changing the world at a macro level, through developing laws or social programs, or by working directly with the people who they wish to help (the sick, the homeless, etc.). Whatever their approach, they are energized by the idea of contributing to the world in a positive way. Such individuals are typically empathetic, caring, compassionate, and generous. If they are not working in an industry that is typically considered a "helping field", they should be given opportunities to improve conditions within the company or assist co-workers in some way. They could also organize company events to raise money for charity. In a nutshell, people with this motivator need to see that their actions are somehow doing good for someone, somewhere.

Pros:

Company ethics have become a major concern for the public. Whether it relates to the environmental issues, financial fraud or human injustices, organizations that don't live up to some sort of moral standards can forever tarnish their reputation in the eyes of their employees and the public. People

motivated by altruism are dedicated to making their company and the world a better place. With such a person in the ranks, they can present an image of the organization that will appeal to the public. Individuals motivated by improvement are not afraid to stand up for what they believe in, and can set an excellent example of integrity for others to follow.

Cons:

There is very little to warn against in regards to this motivator, as it is one of the noblest of human pursuits. Some altruists, however, go so far in their goal to help others that they sacrifice their own well-being. They have to be sure that they take care of themselves; the stronger they feel as individuals, the better they will be able to contribute to whatever cause they are dedicated to. They need to be aware of the symptoms of burnout and take time for themselves if they start to become exhausted. Finally, people motivated in this manner may not fit in with all colleagues or a corporate mindset in general; at its most extreme, altruism may be incompatible with being successful in a cut-throat industry. Altruistic employees may become frustrated if colleagues or the company as a whole don't share their interest in helping make the world a better place.

Those with an Altruism motivator thrive in work environments that provide:

- Chances to improve conditions for customers or employees.
- Charity opportunities (e.g. organizing a company sponsorship or charity).
- Involvement in projects that have some positive effect on the community or wider society.
- A connection between their work and the causes that are important to them.
- Recognition and encouragement of their giving nature.
- Opportunity to see how the company's work is beneficial.

Contribution (score 25)

Employees who place importance on making a contribution want to make a name for themselves in their field – creating a new invention, making an important discovery, or contributing to other similar advancements. They bask in the respect of their colleagues and the public at large, and would love the idea of having their theories or ideas adopted as accepted wisdom. Typically, these individuals value education, training and experience and are quite dedicated to their work. In particular, people working in the scientific or creative fields may be motivated by making a contribution, but this motivator could be important to people working in any type of field.

Pros:

Many of the greatest minds of our time had the desire to make a contribution and further their professional reputation – it gave them the fire needed to succeed and accomplish great things. This motivator encourages people to work hard, live and breathe their work, and immerse themselves in learning about their particular area of interest. They are self-motivated and are always learning and willing to do what it takes to advance their knowledge.

Cons:

A person who values making a contribution will certainly be motivated to work hard and achieve great things. A downside of this type of motivation might be that these people need external validation to feel good about their work, instead of being motivated by the work itself. If they do something great but it does not garner praise or further their reputation, employees who value contribution are likely to feel let-down and disappointed.

Those with a Contribution motivator thrive in work environments that provide:

- Recognition when their work garners praise from experts.
- Encouragement to try to publish their work.
- Opportunities to advance their knowledge – conferences, educational courses, etc.

- The resources necessary for them to achieve great things, like research funding.

Independence (score 80)

People motivated by Independence want the freedom to make important decisions, work on their own schedule and choose their own approach to projects. Such people have an "entrepreneurial" spirit, although they can be perfectly happy working within a company framework if given the room to call the shots for themselves. Essentially, they desire a high level of autonomy and flexibility. They do not like the feeling of being closely monitored or controlled, and are driven by a feeling of personal empowerment. People with this motivator are typically independent thinkers, and would feel stifled by a rigid environment. This is not to say that they cannot work well with others or are "rebels" of any kind – in fact, their independence is often a valuable asset. They generally take complete personal responsibility for what they do and exhibit high levels of internal motivation. Essentially, they want to mold their work life to their preferences. This normally requires a high level of self-confidence and persistence, which is conducive to success.

Pros:

Some managers are reluctant to delegate their duties to employees, whether it's out of fear that the job will not be done to their satisfaction or that the individual will not be able to handle the extra responsibility. People who place importance on independence, however, thrive on empowerment – there is no need for hand-holding for these individuals. Inspired by their own success, they don't need external rewards to motivate them to get the job done. As long as they can do their own thing, people who thrive on independence are extremely useful and valuable employees.

Cons:

If those motivated by independence work in a structured environment, they may have to make some compromises in order to fit into a company's

framework. It may be difficult to let go and allow others to take charge, but they will have to do so from time to time in order to succeed. One person, after all, cannot possibly handle everything.

Those with an Independence motivator thrive in work environments that provide:

- The opportunity to take personal responsibility for their work (this requires trust on the side of the employer).
- Flexible work schedules or the ability to work from home.
- As little direction as possible – let them develop their own plan of action.
- A sense of control over their day-to-day duties, decisions, etc.
- Supervisors who are open to new ideas.
- The possibility to turn projects into entrepreneurial endeavors or giving them ownership of a project.

Inspiration (score 10)

People with an inspiration motivator are driven by the satisfaction of knowing they have inspired others, either through creative means (artwork, literature) or by opening minds to new ideas (through teaching, personal coaching, etc.). Essentially, they want to affect people in some way or move them to feel or experience something. Although, at first glance, this appears the same as the Improvement or Altruism motivators, inspirers are not necessarily trying to change the world or help people – they simply want to be the catalyst that pushes people to feel or think new things. An example would be a photographer who is driven to take a photo of a sad scene in order to encourage people to take action on a crisis, or a teacher who gets students involved in a charity to spark the desire to improve the lives of others. Inspiration could also involve a desire to mentor others which, obviously, can take place in any profession. People motivated by inspiration are often creative and able to think "outside the box".

Pros:

Individuals with an inspiration motivator would make an invaluable addition to any team, whether at work, on the playing field, or any other area where morale and motivation are important. Individuals motivated by inspiration make great mentors, coaches and teachers. Their "pay-it-forward" model of inspiration is their ultimate masterpiece and legacy. While the kudos and praise they may receive for their work is an undeniable reward, it's watching the people they have inspired blossom that is the only true repayment. These are the type of people that make things happen – they are the sparks that start the fire.

Cons:

Inspiring others can be a very fulfilling goal, but individuals who with this motivator need to be patient, as some of the people they wish to inspire can be slow to change. Unfortunately, the immediate effects of an inspirer's work may not always be visible.

Those with an Inspiration motivator thrive in work environments that provide:

- The opportunity to take personal responsibility for their work (this requires trust on the side of the employer).
- Opportunity to express their ideas and perspectives; either verbally, through writing, or in some art form.
- Opportunity to interact with others in a meaningful way.
- Mentoring opportunities.
- Regular feedback on their work.
- An environment that encourages of "out-of-the-box" thinking.

Responsibility (score 50)

Employees who are motivated by responsibility wish to take on a great deal in their job. They want to be able to take ownership for how well a project turns out or be able to back their product or service 100%. This motivation may stem from a desire to achieve a powerful position or further their reputation, but in

itself it does not mean that the person is power hungry or wishes to dominate others. Rather, individuals with a responsibility motivator are often natural leaders. They are usually willing to be the one to take the fall if things go wrong, because that is just one of the important duties of a leader.

Pros:

These are individuals who are willing to step up and take on a leadership role when necessary as well as take responsibility when things go wrong. Every department or branch needs someone who is not only comfortable taking on a lot of responsibility, but will do so effectively.

Cons:

Although motivated less by being power than an ambitious desire to take on greater responsibility, individuals with this motivator may try to grab responsibility prematurely. It needs to be made clear when they have to answer to others and when to treat colleagues as peers and not subordinates. Also, just because these are people who are willing to take responsibility when things go wrong, this doesn't mean that they should do so all the time. Sometimes blame needs to be assigned to the appropriate person in order to prevent negative events from happening again.

Those with a Responsibility motivator thrive in work environments that provide:

- Projects, departments or other areas where they can take charge.
- The opportunity to prove their input on important decisions.
- The opportunity to respond both to satisfied and dissatisfied customers.
- Increasing degrees of responsibility as they continue to prove themselves.

Learning (score 30)

Individuals with a learning motivator are driven by the desire to gain new knowledge and insight as well as learn new skills. Overall, they are motivated by a "thirst for knowledge", which may be specific to their field or extend to all domains. They are generally very curious, enjoy intellectual stimulation, and need to keep their thinking skills in tip-top shape with regular practice. They may enjoy the feeling of being an expert on certain topics, and naturally stay on top of developments in their area of expertise. These people may feel energized by learning in the typical "book" sense or in an unusual way - a baker, for example, learns by regularly experimenting with new techniques and recipes. Learning, after all, can take place in many different forms. In a nutshell, people motivated by a desire to learn evaluate their performance based on how much their knowledge base has been "stretched" - if it has not budged, they consider their work a dead-end.

Pros:

Many people believe that we never stop learning, and those with this motivator are no exception. Their eagerness to learn and explore new skills is their biggest advantage - they're likely a Jack-of-all-trades and are more than willing to add to their repertoire of abilities. This allows them to fulfill practically any role in an organization. Being able to share their fountain of knowledge with others would likely provide twice the reward, because as the knowledge base of those they coach and train expands, so too will their own. As Edward Bulwer-Lytton put it, "The best teacher is the one who suggests rather than dogmatizes, and inspires his listener with the wish to teach himself."

Cons:

Individuals who place importance on learning may get bored in jobs where they are not learning new things, or are forced to work on projects that they are already familiar with. If they go through periods when they are not learning much at work, they should keep their mind (and curiosity) active outside of

work. They might also consider approaching management with ideas for projects that will allow them to expand their knowledge base.

Those with a Learning motivator thrive in work environments that provide:

- Job tasks that require gaining new knowledge.
- Training and courses in areas of interest.
- An intellectually-stimulating atmosphere that encourages growth.
- Fewer routine and mindless tasks.
- Research-related tasks.
- Opportunities for movement within the company (different positions).
- Opportunities to share new knowledge.

Mobility (score 75)

People with a mobility motivator are driven by the desire to see and experience new places. They want the opportunity to travel regularly or even relocate to a completely different place every few years. Such individuals are generally curious, have a thirst for adventure, and seek variety. They are typically open-minded and adaptable to new situations. The extent to which they want to travel depends on the individual - some may, for example, wish to participate in conferences in nearby cities on a regular basis, while others would like to be sent to work on different long-term projects in far-away countries. Whatever the case, the common core of this motivator is the drive to get out and see new places and meet new people.

Pros:

There aren't many people who like the idea of having to travel from place to place for their job, so people with this motivator are definitely an asset to any company where mobility is required. Their adaptable and open attitude can also help them adjust to other kinds of change in the workplace.

Cons:

Individuals motivated by mobility should be sure to "feed" that part of them that longs to travel so they don't become overly restless when they have to stick close to home. They should also be sure to consider the impact of traveling on their personal life – family, friends, hobbies, etc. – before they embark on a "mobile" career. The reality could be less exciting than the fantasy, and it could negatively impact their social life.

Those with a Mobility motivator thrive in work environments that provide:

- Opportunities to travel through work, even if only occasionally.
- Opportunities to attend conferences, training, or retreats in different places if travel is not required as part of the job itself.
- Possibilities for relocation, like starting up a satellite office in a new place.
- Vacation time or sabbaticals.

Power (score 89)

People motivated by power feel energized being in a leadership position. They likely find it difficult to step back and play a small role in any team efforts, and tend to gravitate towards dominating others. They need to feel that they have a certain level of influence over others, enjoy making important decisions, and have a healthy dose of competitiveness running through their veins. Power-driven individuals would likely feel frustrated and trapped in any position where they had no say, no clout, or no leadership role. While being "power-hungry" is sometimes viewed as a negative trait, organizations need these type of people to get ahead and compete in an often harsh economic climate. As long as they keep their power-seeking in check, they could play a very valuable role in a company and team. In fact, they would be the employees most likely to work their way up to the top of the ladder. Such people are typically very confident and, in combination with good people skills, can motivate others to succeed.

Pros:

Individuals motivated by power know what they want and aren't afraid to go out and get it. They know how to take charge; when they talk, it's hard not to listen. During tough business times or even emergencies, it is essential to have someone who can gain control of the situation and lead those involved. When push comes to shove, individuals inspired by power know how to push back, and are definitely not afraid to take the reins.

Cons:

Individuals with the drive for power must be careful not to "trample" on the toes of others as they blaze their way to the top of the food chain. Although a desire for power can be a valuable characteristic for a successful career, it is also a quality that should be balanced with empathy and sensitivity to the needs of others. People who go on "power trips" can cause serious damage to morale and interpersonal harmony. Being hungry for power, without the hard work and discipline to back it up, is a recipe for disaster and may cause dissention or stress, and even compel some colleagues or subordinates to quit.

Those with a Power motivator thrive in work environments that provide:

- Leadership opportunities.
- Management training.
- Some decision-making power.
- Job titles/descriptions with some clout.
- Opportunity to lead projects.
- Opportunity for advancement.
- Healthy competition.

Recognition and Appreciation (score 84)

Individuals motivated by recognition and appreciation want to feel valued and see tangible signs that others are grateful for their work. This does not necessarily mean public recognition, but involves acknowledgment at a root-level of the organization – they want encouragement from their boss, coworkers, clients or anyone else their work might affect directly. Essentially, they are driven by the positive feelings they get from the knowledge that they are making a valuable, recognized contribution to the company. People with this motivator would likely feel unappreciated and unmotivated if they did not receive any kind of positive encouragement, word of thanks, or sign of appreciation. While they don't need their praises sung daily, regular appreciation would keep them energized.

Pros:

Words of encouragement and inspiration are an inexpensive but valuable reward – and that's all people who are motivated recognition and appreciation need to shine. For some people with this motivator, a heartfelt "Thank you" can be just as inspiring, if not more inspiring, than money. As long as appreciation for their work is given on a consistent basis, these employees can likely be extremely productive and hard-working individuals.

Cons:

Individuals with a recognition and appreciation motivator should be sure that they can be satisfied with a personal sense of achievement, because they may not always get the external recognition and appreciation they desire. They also shouldn't take it personally if people are not always as appreciative as expected – others may not realize how important recognition is to the individual, or they could even be uncomfortable giving positive feedback. It's important to remember that employees who are constantly fishing for appreciative words can quickly wear on managers and colleagues, so although it is not a problem to be motivated by appreciation, employees also need to learn to be satisfied with a job well done.

Those with a Recognition and Appreciation motivator thrive in work environments that provide:

- Regular recognition (company awards, like employee of the month).
- Gestures of appreciation (lunches, mention of exemplary performance at a team meeting, etc.).
- Regular feedback.
- A feeling of belonging to a team.
- Bonuses in recognition of job well done.

Social Factors (score 52)

People motivated by social factors want their work to satisfy their need for contact with other people, and they enjoy feeling that they are part of a group or community. They are energized by social interaction and interested in the intricacies of human nature - at least in a practical, day-to-day sense. They like sharing their thoughts and are generally strong communicators. These are people who likely would not handle social isolation well (for example, if they were asked to telecommute as part of their job), and may have chosen a specific career based on its human element - especially if this is one of their main motivators. Individuals motivated by social factors often have strong soft skills and high emotional intelligence, and tend to work well with people. In the workplace, these employees can be useful for building a strong rapport with clients, improving sales, networking or taking part in whatever "social" aspects pertain to the industry. Essentially, they will be motivated by work that allows them to remain in touch with other humans in some meaningful way. They do not want to be cut off from the world.

Pros:

Since the advent of the automated world, making meaningful connections beyond the conference calls or computer screens is lacking and often missed in today's business world. People with a social motivator are the ones who can bring back that human touch. While most business deals are made with the click of a button, it still can't compete with the sense of fulfilment and perhaps

even the comfort that comes with a good old handshake. Moreover, the quality of customer service provided can really make or break a company. This is what makes individuals inspired by social contact so important.

Cons:

Individuals motivated by social factors may have to deal with periods at work when they have no or little interaction with other people. During such periods, these individuals may struggle with boredom and become dissatisfied with their work. There is also the possibility that they will be tempted to use work time to socialize even when it is not appropriate to do so.

Those with a Social motivator thrive in work environments that provide:

- Opportunities to collaborate with coworkers and interact with clients.
- Work social activities.
- A friendly, supportive environment.
- A feeling of belonging.
- Team building exercises.
- Little to no social isolation.

Stability (score 31)

People motivated by stability need job security and are typically uncomfortable taking large risks like starting their own company or working on contract. This need often stems from having responsibilities such as a family to support, a mortgage, etc., but it can also be part of their character. While workers motivated by stability do not necessarily want to stick with the same company for the rest of their career, they do want their job to provide a solid anchor in their lives. They likely prefer working in a stable industry, where they can be assured of having a steady stream of income. Although this typically means that they also require financial security, these individuals may also need a structured, reliable work environment in order to thrive. Chaos or radical changes in the workplace could make them nervous or uncomfortable. Benefits such as medical and dental insurance and a retirement package would

be important components of any job package for these individuals. Essentially, they want to feel safe in the knowledge that they can count on their job. **Pros:**

As long as they can count on the security of their job, people with this motivator will return the favor tenfold. These are often hard-working individuals who can be depended upon to get things done. With the prevalence of employee dishonesty, employers are hard-pressed to find quality workers who are willing to put their time and effort into an honest day's work. Individuals motivated by the comfort of stability tend to value their jobs and won't take it for granted.

Cons:

Individuals who are motivated by stability need to realize that in some cases, taking risks is a necessity in order to get ahead. Some stability seekers, for example, get stuck in jobs they don't like because they are afraid to break free and start fresh. They should also keep in mind that anything can happen in an unstable economic climate. Jobs that were once seemingly stable may suddenly face a financial crisis and initiate layoffs. In essence, nothing is guaranteed in life, so people with this motivator must be willing to deal with some ambiguity.

Those with a Stability motivator thrive in work environments that provide:

- A solid contract.
- Clear communication over any instability that occurs in the workplace (industry trouble, cutbacks, etc.).
- Managers they can talk to.
- A fairly structured, predictable environment.

Status (score 100)

People who place importance on status are driven by the social standing and rank their job will bring them. They likely have a need to feel that they play an important role in society, that they are part of the most elite. They try to "keep up with the Joneses", meaning they are likely to try to live in the most luxurious neighborhood, drive fancy cars, and wear fancy clothes. They also choose their career based on what is considered socially desirable – they might become a doctor more out of a desire to impress others rather than from a desire to help others, for example. Depending on the individual's value system and background, the achievement of status can mean a very different thing. Whatever the goal, however, these folks will not feel satisfied if their definition of status is not reached at some point in their careers.

Pros:

When these individuals achieve a title, they carry it well. Individuals inspired by status take great deal of pride in their achievements and will work hard to stay on top. They are likely strong competitors, and as long as they have the status to back them up, can really make an impact on others and the business world in general. Once they have a goal in mind, their eyes will not waver from the prize. They are likely very focused and tenacious individuals.

Cons:

Individuals with status as a prime motivator run the risk of sacrificing internal gratification for external. While everyone wants to be respected and find their place in society, they also need to feel motivated by their actual day-to-day work.

Those with a Status motivator thrive in work environments that provide:

- A job title that is meaningful to that individual.
- Opportunity to shine through their work.
- Public recognition of work well done.
- Opportunity for advancement within the company.

- Regular public use of their job title and public mention of their role in the company.

Fun and Enjoyment (score 80)

For individuals who are motivated by fun and enjoyment, what they are doing in life is not as important as whether they enjoy doing it. This does not mean that they are not going to work hard; rather, it indicates that they want to work in a position where fun and hard work can coexist happily. These individuals would like to work in an organization where enjoying oneself is part of the corporate culture and encouraged by management. They want the work itself to be inherently entertaining, at least in their eyes! While everyone wants to enjoy their work, to people who are motivated by this factor, it takes on even greater importance. Perhaps they know they are especially prone to boredom, or they just think it's wrong to spend eight hours a day doing something they find less-than-thrilling. Regardless of the reason, it is especially important for these individuals to work in a position well-suited to their interests. It's also essential to give them many opportunities to let loose – they prefer management that encourages socializing, cultivates a fun environment, or offers perks. Above all, they cannot work in an atmosphere where they have to suppress themselves – if they can't giggle a little once in a while they will become very unhappy.

Pros:

Someone who enjoys their job not only has the incentive to get up every morning, but would likely also be able to spread such enthusiasm in others. When it comes to new and exciting work projects, these individuals would make great team members because of their enthusiasm and delight in a novel work project and a desire to have fun. In addition, individuals who are young at heart, who enjoy what they do, and who have an infectious personality can really connect with colleagues and clients alike.

Cons:

Individuals with a fun and enjoyment motivator are likely quite prone to boredom. They need a job that changes enough to hold their interest, with fascinating colleagues and plenty of opportunities for extracurricular fun. If they are bored at work, they might try to shake things up a little bit. They may hop around from job to job, looking for the right one to spark their interest. Finally, they likely have a light-hearted perspective that may not be appropriate in all arenas.

Those with a Fun and Enjoyment motivator thrive in work environments that provide:

- Perks that allow them to have fun outside of work (e.g. concert or sports tickets).
- Generous vacations.
- Occasional workplace gatherings and celebrations.
- Projects based on their interests when possible.
- Back-and-forth feedback about whether they are enjoying their work or desire to alter their duties.
- A light-hearted, fun environment.

Customer Orientation (score 12)

People motivated by a customer orientation place a great deal of importance on performing their job as promised, delivering what they say they will, and treating customers or clients with respect and dignity. These individuals are highly motivated by having happy customers and putting a smile on people`s faces. They obviously tend to be people of integrity who get a kick out of going that extra mile to keep customers satisfied.

Pros:

Employees who care about customers are more likely to have repeat business, to work hard to fulfill promises, and to get along well with clients. These individuals are especially well-suited to jobs that are heavy on customer

service, but there is bound to be customer or client interactions of some kind in almost any field. Customer service isn't always the most pleasant aspect of a business, which makes people who have a customer orientation a true asset to any company.

Cons:

Individuals with a customer orientation need to take care not to promise too much to clients, as this may lead to disappointment if they are unable to deliver, despite their best efforts. They should assess realistically what they can and cannot accomplish given time constraints and their resources, and make realistic promises. Some with a customer orientation may, in an effort to please customers, side with the desires or point of view of customers rather than management's, creating an "us-vs-them" mentality.

Those with a Customer-Orientation motivator thrive in work environments that provide:

- Recognition when a customer compliments the employee, or the employee's good service leads to more business for the organization.
- The resources to offer a high level of customer service (enough staff, rebates, perks etc.).
- Contact with the public.

Job-Hopping (score 53)

Motivated by variety, individuals who are job-hoppers are thrilled by the idea of trying new jobs or moving up the ladder in their current jobs. They are not from the old-school mentality of sticking with one company from entry-level to retirement. Instead, if their motivational needs are not met in other ways, they are likely to jump around from company to company.

Pros:

Job-hopping can eventually lead to a great job fit, resulting in a highly-fulfilling career in which a job-hopper will be fully dedicated. Although it can hurt their resume in some ways, going from job to job can also help people with this motivator to gain experience in a variety of areas.

Cons:

Employers invest a lot into new employees, in the hope that they will stay in the organization for a long period of time. If an employee leaves prematurely, this investment does not payoff. In addition, for the employees themselves, job-hopping can hurt their resume and give the impression that they are not reliable.

Those with a Job-Hopper motivator thrive in work environments that provide:

- Exposure to different positions within the company.
- Varying tasks to help stave off boredom.
- Opportunities for career growth.

Active/High-pressure Work Environment (score 22)

Employees who are motivated by Pressure enjoy a fast-paced environment. They despise being bored and want the day to speed by as quickly as possible. Individuals who value this motivator feel good about being productive and getting a lot accomplished. When there is some barrier that interferes with their work, they are likely to become frustrated with their lack of usefulness.

Pros:

Having someone on the team who thrives in high-stress, busy times can be extremely helpful, as many people tend to have the opposite reaction. These individuals can take up the slack when other employees are stressed or have trouble keeping up with the fast pace.

Cons:

Every job has times that are a bit slower or where employees must do something slow-paced and painstaking. If these individuals cannot be patient during these low-pressure times, they can become dissatisfied or even have poor work attitudes. These employees need to learn to perform equally well in slower, more boring times as they do in exciting, high-paced times.

Those with an Active/High-pressure Work Environment motivator thrive in work environments that provide:

- In slower times, offer short-term challenges and goals to make it a little more exciting.
- Assign these individuals to roles in the organization that are more fast-paced and exciting.
- During high-pressure times, lean on these employees to get through them.