

OCCUPATIONAL MOTIVATION OF COLLEAGUE

COLLEAGUE'S NAME:

YOUR NAME:

INSTRUCTIONS: Study the 18 motivational factors below. Using the descriptions on the right-hand side of the chart, rate your colleague's apparent motivation on the 1 - 10 rating scale. Where you give a high score, you believe that factor has considerable effect on your colleague's motivation to work harder.

		LEAST EFFECT					MOST EFFECT						
		1	2	3	4	5	6	7	8	9	10		
	Level of Activity - Takes time over tasks, works best without pressure. Demotivated by being rushed.	*	*	*	*	*	*	*	*	*	*	Level of Activity - Invests energy readily. Thrives on time pressure. Always on the go. Pushes to get things done.	ENERGY & DYNAMISM
	Achievement - Seeks moderate rather than extreme challenges. Meeting goals is not a major issue.	*	*	*	*	*	*	*	*	*	Achievement - Needs to achieve targets. Strives to overcome difficult challenges.		
	Competition - Finds competitive environments unpleasant, even demotivating. Outperforming others is not a motivator.	*	*	*	*	*	*	*	*	*	Competition - Tries to do better than others. Comparison often spurs performance.		
	Fear of Failure - 'Switches off' rather than increasing effort when faced with failure or criticism.	*	*	*	*	*	*	*	*	*	Fear of Failure - Needs to succeed to maintain self-esteem. Prospect of failure increases activity.		
	Power - Does not seek out positions of power, influence or authority.	*	*	*	*	*	*	*	*	*	Power - Needs scope to influence and exercises authority. Demotivated when not given responsibility.		
	Immersion - Demotivated by intrusion of work requirements into personal life.	*	*	*	*	*	*	*	*	*	Immersion - Thrives on feeling involved. Invests energy in job. Prepared to work extended hours.		
	Commercial Outlook - Demotivated by over-emphasis on profits and finance.	*	*	*	*	*	*	*	*	*	Commercial Outlook - Likes creating wealth and profits. Demotivated when work is not linked with cash value.		
		1	2	3	4	5	6	7	8	9	10		
	Affiliation - Limited need for interaction with others.	*	*	*	*	*	*	*	*	*	Affiliation - Thrives on meeting people, harmonious team work and helping others.	SYNERGY	
	Recognition - Has less need for recognition than most. Praise and congratulations are not prime motivators.	*	*	*	*	*	*	*	*	*	Recognition - Likes good work to be noticed and achievements recognized. Becomes demotivated without support.		
	Personal Principles - Unconcerned about moral and ethical issues or quality of work.	*	*	*	*	*	*	*	*	*	Personal Principles - Needs to feel that the organization's work is sound. Demotivated when asked to compromise ethical standards.		
	Ease and Security - Not overly concerned by an element of risk. Does not mind inconvenience.	*	*	*	*	*	*	*	*	*	Ease and Security - Needs to feel secure about job and position. Does not easily tolerate unpleasant conditions.		
	Personal Growth - Not motivated by opportunities for new learning and self-development.	*	*	*	*	*	*	*	*	*	Personal Growth - Motivated by work which provides opportunities for development and acquisition of new skills.		
		1	2	3	4	5	6	7	8	9	10		
	Interest - Not greatly affected by degree of interest or variety in work.	*	*	*	*	*	*	*	*	*	Interest - Values stimulating, varied or creative work. Demotivated by too many routine tasks.	INTRINSIC	
	Flexibility - Motivated by existence of clear work systems and structures. Intolerant of ambiguity.	*	*	*	*	*	*	*	*	*	Flexibility - Favours a fluid environment without imposed structure. High tolerance of ambiguity.		
	Autonomy - Amenable to guidance and supervision from above.	*	*	*	*	*	*	*	*	*	Autonomy - Needs to work independently, organize own approach. Demotivated by close supervision.		
		1	2	3	4	5	6	7	8	9	10		
	Material Reward - Less concerned with having financial benefits linked to the job.	*	*	*	*	*	*	*	*	*	Material Reward - Links salary, perks and bonuses to success. Demotivated when remuneration is perceived as unfair or poor.	XTRINSIC	
	Progression - Less driven to seek advancement. Promotion prospects not important.	*	*	*	*	*	*	*	*	*	Progression - Career progress and appropriate advancement are motivating. Slow promotion is demotivating.		
	Status - Relatively unconcerned with issues of rank and position. Status symbols not important.	*	*	*	*	*	*	*	*	*	Status - Concerned with position and status. Demotivated by lack of respect from others.		
		1	2	3	4	5	6	7	8	9	10		