

# Motivation at Work

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	Low				High
Development					
Purpose					
Control					
Recognition					
Status					
Failure Aversion					
Reward					
Achievement					
Stability					
Interaction					

## YOUR RESULTS:

<b>Development</b>					
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You got a high score on development, indicating that you:

- are likely to put more time and effort into your work when you see opportunities to learn and develop
- may be more motivated to complete activities that you expect to increase your knowledge and skills
- probably sustain your efforts better when they are linked to a longer-term learning opportunity
- feel more engaged with work when you are aware you are developing as a person

## Tips

- Ensure you review your personal development from time to time: are you consciously updating your development goals or plan? What active steps do you need to take to ensure you are using development opportunities at work?
- If your work is not providing enough development for you, consider how else you can meet this need. Evening classes, reading, e-learning, coffee with a knowledgeable friend are all good ways to develop. You could even take up something completely new – ever tried bell ringing, a language class or a dancing group, for example?
- In job interviews, enquire as to what provision there is for personal development and be prepared to discuss your own learning aims.
- If you are contemplating a career change, you are likely to need new skills or knowledge. You will probably be energised by the need to develop and find that this helps to sustain you through the change.
- Consider what sorts of personal development are important to you in your next role. Are you looking for particular training, the chance to address a known gap or to gain a certain type of knowledge? Or maybe you have no specific development goal, but will look for roles with knowledgeable colleagues, a positive approach to learning and/or support and resources for personal development.

<b>Purpose</b>					
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You scored highly on purpose, indicating that you:

- are energised by the prospect of working for an employer with high standards and ethical principles
- are likely to put more effort into work where you feel your efforts are benefitting the wider society
- will probably experience demotivation if asked to do something that is not in tune with your core values
- are likely to put additional or voluntary effort in when you can see a direct link to a cause you believe in, such as worker's rights, environmental protection or anti-poverty issues

## Tips

- Within your current role, to what extent are your principles being met? Perhaps you could find more ways to act in accordance with your values, such as joining the eco-working working group, supporting an under-dog, putting in a business case to review the ethical working practices of off-shored production or call centre sites or fund-raising for charity.
- Remember that your own role may have a slightly different value-set to the organisation as a whole. You may feel comfortable, for example, working for an investment bank if your role concerns employee wellbeing rather than direct commercial gain.

- Review your experience to see how strongly you are prepared to stand up for your values. How well would that approach sit with a prospective employer?
- Consider how important this is to you in relation to other motivators – would you compromise your principles in order to earn a higher salary, for example, or would you seek a role with a high degree of control that might allow you to exercise your principles despite the prevailing culture?
- You may feel pulled towards work related to a particular cause you feel strongly about, such as animal welfare, public sector or policy work, or medical research.
- Look for jobs in organisations with clearly displayed values or codes of conduct so that you can check they align with your own principles.
- When applying for a job, try to meet some of your prospective colleagues. Can you get a sense of what is important to them at work? What kind of standards are they aiming for?
- If you feel passionately about a certain cause, consider how to put this across to a prospective employer. Can you convince the interviewer that you will further the organisation's goals as well as pursue your cause?

#### Control

You scored in the high range on control, which suggests:

- you are energised by the freedom to organise your work, your way and to your timescales
- you are likely to invest effort in directing and shaping events
- you will put more into your work when you have responsibility for the way things are run
- you are likely to be demotivated by close supervision and the need to follow other people's orders
- you will seek out positions of influence

#### Tips

- How can you fulfil your need for control within your role? Even when you have limited direct authority, you can look out for opportunities to influence, to join working groups or to take on involvement with new or junior staff such as buddying or coaching.
- Where you feel you have insufficient control over your work, consider discussing more autonomy with your Line Manager. Perhaps once you demonstrate your competence in some respects you may be afforded more say in the way you go about your job or maybe even where deadlines are fixed, you might be allowed more discretion in how you go about meeting them.
- When looking for a new job, look out for roles that include influence or responsibility. Line management is the obvious way to achieve this, but be open to other aspects of influence as well, such as being an expert spokesperson, lobbying opportunities, advising senior stakeholders or writing policies.
- Think about your best examples of taking charge, exercising responsibility or structuring your own work to describe at interview.
- Enquire as to how closely you will be supervised when considering a new job. What can you find out about the management style of your new boss? Will he or she give you the right level of autonomy?
- If you are considering a career change, what will this mean for your autonomy? Going freelance, for example, will give you much more control over your day to day activities, whereas starting a new profession may mean you have much less control at least for the first year or two while you learn the ropes and work your way up. Offset the short-term against the long-term - could you handle being closely supervised for a period if you know that means you will ultimately have much more influence?

#### Recognition

You have obtained a high score on recognition, which suggests that:

- your energy levels at work go up when your work is appreciated
- you value being praised for your efforts
- you will work harder in order to gain notice from people who matter
- you may become demotivated when you feel taken for granted

#### Tips

- If you are feeling demotivated at work through lack of recognition, you can always ask for feedback or take more conscious steps to bring your work to the attention of people who matter to you.
- Showing appreciation yourself is a good way to role-model the behaviour that you hope to receive.
- If you tend to be overly modest and respond to recognition with a throwaway comment, people may assume that you do NOT like it or don't need it. Learning to say 'thank you' or to acknowledge that their recognition does mean a lot to you will help to reinforce the behaviour so that they do acknowledge your efforts again in the future.
- When applying for a new role, try to find out about the culture of the organisation you are joining and the style of your prospective boss. Do they seem to recognise good work? Do they take high standards for granted and only mention problems?
- If you are considering a career change, you are likely to go through a period where you are learning new skills. Your achievements will, out of necessity, be lesser during this time, although your efforts may be great. How can you gain or substitute the recognition you would like? Maybe a mentor will acknowledge your efforts or you personally can keep track of and reward incremental milestones. Publicising your efforts, perhaps through a blog, may mean your friends and family can acknowledge your hard work even while you are little known at work.

#### Status

You obtained a high score on status, indicating that:

- you are likely to work hard in order to improve your standing within a group

- opportunities to increase your rank are likely to motivate you to put in extra effort
- a competitive environment may be energising for you, so that you can demonstrate where you have done better than other people

#### Tips

- You are likely to enjoy roles that carry prestige or impressive titles. You may also be attracted to certain organisations that you perceive to command respect, such as a leading brand, a government agency or specialist body.
- You may want to consider the sort of status that is important to you when choosing a job. Do you want to rise above your erstwhile peers? Are you looking for more respect in the organisation or do you want status within your wider profession?
- If your current role does not afford you as much status as you would like, how can you fill this need out of work? Perhaps you could become a School Governor, a Magistrate or Chair of your hobby group.
- If you are considering changing career, you may be looking at a drop in status whilst you get up to speed in your new area. Think about how you will handle that; what aspects of your career change are motivating enough to make up for it?
- Conversely a change to becoming self-employed may give you the opportunity for more status: you could become Director of your own limited company, for example.
- In interviews, it may be useful to bear in mind the relative status of your interviewers. It is quite common to be interviewed by more senior people, so there is a risk that they may be irked by your making too much of your own status. Ensure you keep things factual and support examples that demonstrate your status with actual evidence of what you have done.

#### Failure Aversion

Your score is in the middle range for failure aversion. It indicates that:

- your levels of motivation are not particularly affected by the prospect of failure
- when the chips are down, you neither put in lots of energy or give up, but carry on as usual
- your self-esteem is not reliant on constant successes
- at work, you are probably known for remaining fairly stable during crises

#### Tips

- You may respond constructively to criticism rather than switching off or over-reacting, so you can use this to your advantage when applying for roles. Treat each selection process as a learning process and glean as much feedback as you can to help improve your performance in the next interview.
- When going through the process of applying for jobs, your self-esteem is likely to remain fairly stable despite meeting with some rejections.
- In choosing your next job role, think about the culture of the organisation you are applying for. Some workplaces put a lot of value on personal effort in order to make things work, and you would need to consciously motivate yourself to do that as it is not your natural approach.
- If you are considering a career-change, your moderate stance on failure aversion is likely to be an advantage to you as you will probably steer an effective middle course between burnout and giving up as you tackle the challenges associated with the change.

#### Reward

You obtained a high score on reward, indicating that:

- the prospect of earning more money or other rewards spurs on your efforts to work
- you are likely to put more effort in to work when you see a direct link to rewards, e.g. the chance to earn more bonus
- you may become demotivated if you perceive that your rewards package is unfair

#### Tips

- Within a role, challenge yourself to think about the different types of reward available. It can be helpful to keep a broad view of reward rather than just salary in order to keep up your motivation. You may find it helpful to let your manager know that this is a key driver for you, and discuss what sorts of reward are realistically achievable.
- Consider what for you represents 'enough' reward. Whilst some people keep on pursuing more money, others may only be motivated by money until they have got enough to achieve a particular goal, such as buying a certain car, getting the deposit on a house or affording school fees. If your motivation is linked to a particular goal, you may find that your level of drive drops off once you reach it. So make sure you have chosen a job that taps in to other areas of motivation for you as well, perhaps the chance to develop or plenty of interaction.
- You are likely to thrive in a role that directly links your efforts to your rewards, for example where there is an individual bonus scheme. You will probably also look for the opportunity to increase your salary over time. So when looking for a new role, enquire about how soon you might get a salary review or promotion.
- Changing your career is likely to involve a drop in salary while you take time to build up your new expertise. Ensure you have carefully considered how you will handle this, and that you have researched your likely earning power carefully so you have realistic expectations. It may be worth a few years' lower wages in order to gain the prospect of a much higher salary once you have qualified, for example.
- Freelancing or running your own business may be an attractive option, as your efforts will be very directly linked to your earning power. Again, do your homework on what kind of income is realistically likely before taking the plunge, as self-employment obviously carries risks alongside potential rewards.

#### Achievement

You obtained a high score on achievement, indicating that:

- you are likely to work harder when you have stimulating and interesting work

- achieving a challenging target is likely to increase your drive for work
- you may become demotivated if your work is not stretching enough to keep you engaged

#### Tips

- You are likely to need stimulation and interest in your role. If you have been in a role for some time, consider, perhaps with your Manager, how you can increase the variety, by taking on new projects, for example.
- Within your current organisation, you may consider a sideways or diagonal move in order to gain new interests in your work.
- In applying for new roles, consider those with plenty of challenge. You may want stretching targets to work to or to focus on the inherent interest of the work itself, perhaps allowing you to exercise your specialist knowledge.
- Look ahead when considering a potential role: what is the likelihood of this role keeping you stretched and interested after a year? Two years? Five years? What opportunities will there be to take on new challenges? Similarly find out what you can about your prospective boss and the management culture; are you likely to be given challenges or will you have enough autonomy to find and set stretching targets for yourself?
- Changing career is likely to be an appealing option as there will be plenty of stretch and challenge for you in taking on a new area. You may need to think ahead before you commit to the change and consider for how long that is likely to keep you stretched? Be aware that whilst portfolio careers are becoming more common, many employers will be put off by a CV or Resume with too much variety in it and each change of career may have a further impact on your earning potential. Consider your other motivations and weigh up the benefits of the change against other factors that are important to you.

#### Stability

You have scored in the low range on stability, which means:

- you are likely to gain energy from an ambiguous or changing workplace
- you may be demotivated by highly predictable and structured work
- you are likely to enjoy an element of risk-taking and uncertainty in your approach to work

#### Tips

- Within your current role, you may want to seek out involvement with change. Perhaps you can join a working group on change, get involved in more strategic decisions or take responsibility for researching something new. Discuss your preference with your manager, as your preference can be a useful complement to others who prefer more structure and predictability.
- In considering new roles, look for organisations or bosses that embrace ambiguity. More creative, innovative and fast-moving cultures are likely to welcome a more unstructured approach.
- In interviews, be prepared to sell the benefits of your comfort with open-ended situations. Conversely, however, you may need to provide a prospective employer with reassurance that you can handle the demands of more predictable business-as-usual. Do your homework on the organisation: are they going to value someone with stickability or a more free spirit?
- The drive you gain from risk is often associated with entrepreneurship. You may consider setting up your own business or taking on the challenge of changing career.

#### Interaction

You have scored in the mid-range on interaction. This indicates that:

- your level of drive to work is not particularly affected by the amount of contact you have with other people
- requirements to help or meet people neither motivate nor demotivate you
- you are unlikely to actively seek out work involving helping others

#### Tips

- In job interviews, prepare for the need to demonstrate that you can interact well with people. Ensure you can describe examples of your experience where you have worked in a team, got to know a customer or forged relationships across departments.
- Consider how extreme the requirement to work alone or to work with people needs to get before it would impact on your energy levels at work.
- When looking for a new role, the amount of involvement with other people is unlikely to sway your decision. If applying for roles with a very large amount of interaction, however, do ensure that your needs are met through other motivators.

#### ABOUT THIS ASSESSMENT:

Motivation has been the subject of a great deal of research for over a hundred years. It concerns the drive to act in a particular way. The level, direction and sustainability of that drive are all aspects of motivation. In a work context, this comes down to the amount of effort someone is prepared to put in, to what tasks and for how long.

Psychologists and scientists have devised many different ways to consider motivation. Some of the most dominant theories for classifying different motivators are:

- Need theories. Psychologists Maslow and Herzberg proposed that people are motivated by unsatisfied needs. Factors such as Stability motivate until the individual has achieved the level necessary to them, after which point the level of motivation tails off. Then a higher-order motivator, such as Purpose, can become more dominant.
- Intrinsic versus Extrinsic motivation. Intrinsic motivation comes from the task itself, such as Development and Purpose. Extrinsic motivation comes about as a result of the task, such as Reward, Recognition or Status. Intrinsic motivation is usually more powerful than extrinsic.
- Approach versus Avoidance. Approach motivators are based on a drive to experience a positive outcome, such as Recognition, whereas Avoidance

motivation is a drive not to experience a negative outcome, for example Failure aversion. Avoidance tends to be more powerful, because people expect a loss to have more powerful emotional impact than equal sized gains.

- Goal-setting is the idea that individuals are driven to reach a clearly defined end-state. Achievement is a type of approach-goal.

This assessment is based on 10 motivators: Control, Achievement, Development, Interaction, Stability, Purpose, Recognition, Status, Failure Aversion and Reward.