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DRIVERS  
DEVELOP

Pat Participant

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# Introduction



## This Assessment

Drivers is a measure of personal work values, drivers, and motivations. It considers the aspects of work that are more likely to motivate individuals. It focuses on the eight areas of organisational culture and work motivation identified by Edgar Schein in addition to financial compensation. These areas are detailed below.





## This Report

The purpose of this report is to give information about the aspects of work that are most likely to motivate or demotivate Pat at work. The report identifies his top drivers and provides self-reflection questions to help managers or coaches explore his work drivers and the types of environments, teams, roles, or incentives that are most likely to motivate him.

The contents of this report can be used to help improve Pat's engagement, job satisfaction, and performance. This can be facilitated by considering the motivational characteristics of the environment or role in relation to his drivers. Once this is understood, changes to the role or environment can be considered to align more closely to his drivers. It can also be used to support Pat's career decisions if he is looking for a change.

It is unlikely that any job role will perfectly match a person's drivers and motivating factors, but engagement, satisfaction, and performance can be maximised by seeking the greatest correspondence possible. While developmental changes may be required, these can be implemented incrementally, where step changes are not possible for pragmatic reasons.

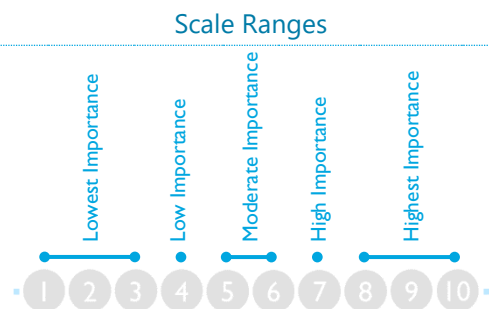
This is a confidential assessment report. It was requested for a specific purpose and has influenced the information and conclusions drawn. The information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

Drivers is an indicator of preference only. The publishers, therefore, accept no responsibility for decisions made using this assessment and cannot be held responsible for the consequences of doing so.



## Rating Scale

Scales in this report are described in terms of their relative importance to the participant and are represented on a 10-point scales. As a guide, scores of 1 to 3 are considered of lowest importance, while scores of 5 to 6 are of moderate importance, and scores of 8 to 10 are considered of highest importance.



## Profile Summary

Detailed below is a summary of Pat's results. What this means on-the-job is detailed more fully in the remainder of this report.



## Results in Detail

This section provides detailed descriptions of Pat's results for all drivers' scales.

### Description

Drivers are described below in terms of their relative importance to Pat.



#### Autonomy

High Importance Band

- Autonomy is a fairly strong driver for Pat.
- He may want to have some freedom to define what he work on and how that work is carried out.
- His need for autonomy in his work may include the desire to work independently of others.
- Given the strength of this driver, he may become demotivated by roles that do not offer a fair degree of autonomy.



#### Stimulation

Low Importance Band

- Having stimulating work is not likely to be a strong driver for Pat.
- He may not be strongly motivated by working on a variety of exciting, complex and challenging tasks.



#### Opportunity

Lowest Importance Band

- Being able to pursue opportunities in his work is not likely to drive Pat.
- He is not likely to be motivated by having the freedom to take risks, innovate, push boundaries, and drive his own success.
- Rating this driver as being of very low importance to him, he may not mind working under strict guidelines where he is not allowed to demonstrate ingenuity and resourcefulness.



#### Security

High Importance Band

- Security is a fairly important driver for Pat.
- He may need variety and change in his work.
- His need for security and stability may include the desire to have career and financial stability. It may also include the desire to work in a safe and stress-free environment.
- Given the strength of this driver, he may become demotivated by uncertainty, volatility or working in roles that lack job security.

**Description**

Drivers are described below in terms of their relative importance to Pat.

**Purpose**

Low Importance Band

- Service is not likely to be a strong driver for Pat.
- He may not be strongly motivated by making a positive impact or achieving something of value through his work.

**Authority**

Low Importance Band

- Achieving a position of power and authority is not likely to be a strong driver for Pat.
- He may not be strongly motivated by leading others, influencing them, or making important decisions.

**Work-Life Balance**

High Importance Band

- Work-Life Balance is a relatively strong driver for Pat.
- He may want to achieve a work-life balance, where he is able to focus on his personal relationships and interests.
- His need for fulfilment in his personal life may include the desire to focus on family, friends, interests, or hobbies.
- Given the strength of this driver, he may become demotivated by demanding roles that don't offer clear boundaries between his personal and work obligations.

**Technical Achievement**

Moderate Importance Band

- Technical Achievement is a moderate driver for Pat.
- While Technical Achievement is not likely to be a strong driver for Pat, he may want to have some scope to develop and demonstrate his technical competence.

**Compensation**

Highest Importance Band

- Compensation is a leading driver for Pat.
- He is likely to want to achieve financial success in his work.
- His strong need for financial reward may include the desire to have a high salary compared to others in his field or receive commissions, bonuses or other financial incentives for his work.
- Given the strength of this driver, he is likely to be demotivated by roles where he feels he is not adequately compensated.

## Top Drivers

Use the following points to help design work and work incentives that cater to Pat's drivers.

	Drivers <i>Things that are most likely to motivate him.</i>	Blockers <i>Things that may demotivate him.</i>
 <p><b>Compensation</b> Highest Importance Band</p>	<ul style="list-style-type: none"> <li>• Having a high salary compared to others in his field.</li> <li>• Receiving commissions, bonuses or other financial incentives or benefits for his work.</li> </ul>	<ul style="list-style-type: none"> <li>• Being paid less than others in his field.</li> <li>• Working for an organisation that does not pay well.</li> <li>• Not being offered financial incentives or bonuses for his work.</li> </ul>
 <p><b>Autonomy</b> High Importance Band</p>	<ul style="list-style-type: none"> <li>• Having the freedom to define his own work goals and targets.</li> <li>• Having the freedom to determine what he works on and how he works on it.</li> <li>• Having the freedom to set his own work schedules.</li> </ul>	<ul style="list-style-type: none"> <li>• Having limited flexibility to set his work goals and plans.</li> <li>• Having little say in what he does and he does it.</li> </ul>
 <p><b>Security</b> High Importance Band</p>	<ul style="list-style-type: none"> <li>• Having job security and stable employment.</li> <li>• Working in a safe and stress-free environment.</li> <li>• Working in a stable industry, organisation, or environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Having to face uncertainty.</li> <li>• Working in a volatile industry, organisation, or environment.</li> <li>• Working in an unsafe environment.</li> <li>• Not having employment or financial stability.</li> </ul>
 <p><b>Work-Life Balance</b> High Importance Band</p>	<ul style="list-style-type: none"> <li>• Having clear boundaries between his personal and work obligations.</li> <li>• Being able to prioritise his personal relationships and interests.</li> <li>• Being able to focus on family, friends, interests, or hobbies.</li> </ul>	<ul style="list-style-type: none"> <li>• Having work obligations consume his life.</li> <li>• Being unable to switch work off at the end of the day.</li> <li>• Being unable to focus on or support his personal relationships, interests, or hobbies.</li> </ul>

## Exploring Drivers

Use the questions provided in this section as a guide to probe what aspects of work Pat is motivated by. This section also provides several recommendation to redesign organisational strategies, roles or incentives to better motivate Pat.

### Self-Reflection Questions

Use these questions to gauge Pat's work needs and their impact on his motivation at work.



#### Compensation Highest Importance Band

- Are you motivated more by salary and benefits or by experience and fulfilment at this stage in your career? Can you explain why?
- Have you ever declined a position because it didn't pay as much as you were asking?
- If you could design an incentives package that would motivate you, what would you include?



#### Autonomy High Importance Band

- How much autonomy (e.g. ownership of your work and how it is carried out) do you like to have in your work and why?
- Give me an example of planning your own work and activities. How did this make you feel and what did you do?
- Give me an example of working in a role in which you had to follow strict work guidelines. How did this make you feel and how did you respond?
- Tell me about a situation in which you were assigned a task but not given clear instructions on how to accomplish it. How did this make you feel and what did you do?



#### Security High Importance Band

- How do you feel about the level of security and stability of the industry and organisation you work for. How important is this for you and what would you recommend could be done to improve it?
- Describe the most dynamic and changing work environment you worked in. How did you feel working in this environment and what did you do to adjust?



#### Work-Life Balance High Importance Band

- How important are your personal obligations or interests to you compared to your work obligations?
- Do you feel your work obligations hinder your ability to adequately focus on your personal needs?
- Do flexible working arrangements such as working from home or having flexible working hours appeal to you?
- How often do you make personal sacrifices for your work or your organisation? What did you sacrifice how did this make you feel?
- What would you look for in role that was able to deliver a good work-life balance for you?



## Optimising Engagement

Consider the following structural or job redesign suggestions.



### Compensation Highest Importance Band

- Consider different pay programs such as variable pay, bonuses, or other financial incentives programs where pay is tied to individual, group or organisational performance and can be catered to each employee.
- Review industry salary information to see where your organisation stands and what you could offer based on Pat's skills and contributions.
- While money may be important to Pat, it is not strongly linked to job satisfaction and its effects can be short-term, which is why it is important to explore other drivers in addition to financial incentives to improve Pat's engagement, job satisfaction and performance.



### Autonomy High Importance Band

- Explore job enrichment activities with Pat. Such activities can increase the degree to which employees feel in control over the planning, execution, and delivery of their work.
- Discuss areas of Pat's job or even dedicated projects where he can have a sense of ownership.
- Consider areas where you can provide Pat with the freedom to choose how he carries out his work.



### Security High Importance Band

- Increase the frequency of regular check-ins which provide employees with an opportunity to be heard and where they can express their concerns and state their needs.
- The need for security can be heightened during times of uncertainty. Review your company's communication to address employees' sense of security.
- Confidence in the organisation can be built by sharing good-news stories, company successes and plans of action with clear milestones for overcoming turbulent times.



### Work-Life Balance High Importance Band

- Examine the possibility of providing flexible working hours for Pat.
- Explore the options for remote working where Pat could either work partially or fully from home.
- Explore job sharing arrangements where Pat can reduce his hours by sharing his duties with someone else.
- Discuss Pat's personal goals and how some of them could be achieved through his work. For example, if he values travel and is interested in other cultures, then perhaps an overseas placement or training may help him achieve some of his personal goals.



## Development Plan

Understanding the aspects of work that drive Pat can help identify the following aspects of work:

- the organisations he is most likely to want to work for,
- the teams he is likely to want to work with,
- the activities he is likely to enjoy, and
- the incentives that he is likely to be driven by.

Use Pat's top drivers to list the aspects of work that are most likely to drive him. This list can be used to identify the types of environments or roles he is likely to thrive in, or they could be used to change the structure of his work or incentives to be better aligned with his drivers.

### Organisation

What aspects of a current or future organisation are most likely to motivate him?

### Team

What aspects of a current or future team are most likely to motivate him?

### Role

What aspects of a current or future role are most likely to motivate him?

### Incentives

What aspects of a current or future incentives scheme are most likely to motivate him?