

YOUR PERSONAL DRIVING FORCE ANALYSIS

– shows what motivates you

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Introduction : Carrot

Why is it important to know what motivates an employee? Simply because motivation is about personal values and about what is meaningful in life. Different individuals see things differently. For employees to be motivated, the environment and salary system in the workplace must support people's personal driving forces. Motivation is about winning employees' "hearts", not appealing to their intelligence!

Is capital punishment right or wrong? Should we apply gender quotas when recruiting? Is it good or bad if a person is interested in power and personal success? These are all emotive questions. There are arguments both for and against. A value is a fundamental conviction that involves

- judgments and assessments
- it indicates what is right/wrong/desirable
- it tends to be relatively stable and lasting
- it is established early in life through the influence of parents, teachers, friends and others
- guidance on preferred behaviour, both from a personal and a social perspective

Attitudes are a measure of our state of mind, our views and judgements on the world we live in. They reflect the point of view we have adopted on the basis of our values and are more flexible than values. An attitude involves emotive statements on things/occurrences, events or people. "I like my job" is an example of an attitude I may have towards my work.

Attitudes consist of three components:

- A cognitive component: a conscious thought, e.g., "It's wrong to discriminate against people on grounds of race, sex or religion."
- An emotional component: an emotional content, e.g. "I don't like my boss because he discriminates"
- A behavioural component: an intention to behave in a certain way in relation to something/someone, e.g. "I avoid the boss because he discriminates"

Introduction : Carrot, continued...

Attitudes fulfil various functions for an individual:

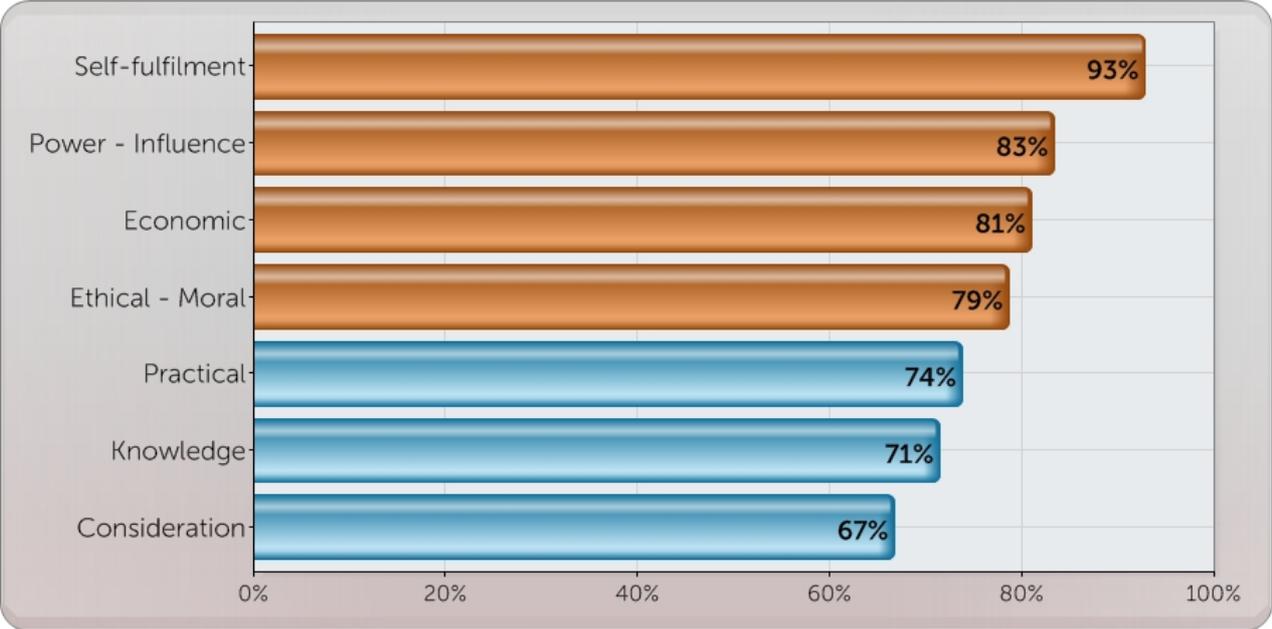
- Attitudes give meaning to life (knowledge). Politics or religious ideologies often fulfil this function.
- Attitudes help us express ourselves. They help us define who we are and thereby make us feel good
- Attitudes also have an instrumental function. We make use of certain attitudes because we think we will be rewarded or punished, e.g. when we flatter someone, or when we keep our ideas to ourselves if we think our opinions may be unpopular.
- Attitudes defend our ego. We can use an attitude to justify an action that would otherwise make us feel guilty. We may, for example, have conflicting feelings towards a parent or a partner, though our values tell us that we must love them wholeheartedly.

Research shows that people strive to achieve agreement between their attitudes (driving forces) and their behaviour and wish to appear rational and consistent. We feel uncomfortable when this is not possible. We try to recover the balance between attitudes and behaviour through changing either our attitudes or our behaviour. When fundamental values and attitudes of individuals are known, it is possible to predict their behaviour and understand why they behave as they do. An employee normally has a higher level of performance and satisfaction if his/her values agree with those of the organisation. Leaders may try and act in such a way as to create positive attitudes towards work.

Description of the seven driving forces

- Individuals whose main driving force is **knowledge** are mainly interested in discovery, fact-finding and information. "It is a pleasure to know things!" These individuals like to adopt contemplative attitudes and often ignore an object's beauty, practical use or financial value. Individuals whose driving force is knowledge want to find and understand the relationships between things. They observe reality through critical and rational eyes.
- Individuals whose main driving force is **economic** have a strong interest in money. They focus on profitability and want to see financial returns on their investments. Investments can be in the form of both time and money. People whose driving force is financial strive to achieve the security brought by financial success. They may feel the need to outdo others when it comes to financial and material success.
- Individuals whose main driving force is **self-fulfilment** are keenly interested in personal development and wellbeing. People who are driven by self-fulfilment value environments which leave room for creativity and innovative thinking. The need for personal development may be expressed as a wish to put one's own or other people's ideas to the test. Internal reflection and feedback are natural working methods, which means that these individuals will appreciate environments which allow this.
- Individuals whose main driving force is **practical** appreciate careful creation and a sensible use of resources. Manufacture and creation are key concepts in this driving force. People with a practical driving force have an eye for things which may come in handy and be put to practical use. They are often good with their hands and have the capacity to start up, manage and complete projects. They like to show others what they have produced or created.
- Individuals whose main driving force is **consideration** are interested in other people, their teamwork and their wellbeing. They are often seen as friendly, pleasant and unselfish. They are occasionally willing to sacrifice their own profit (making money) if it would turn out to be a loss to someone else. People who have such a strong sense of consideration may feel that people who are driven by forces such as knowledge, practicality and leadership are indifferent and insensitive.
- Individuals whose main driving forces are **power - influence** seek control and power. The need for control can be expressed in different ways, partly as self-control and partly as control over other people. Individuals whose driving force is leadership look above all for personal power, influence and praise. With influential people it is often important to understand the ground rules and maintain a good relationship. Their driving force can also be expressed as a desire to control important decisions and decide when and how resources are to be used.
- Individuals with an **ethical - moral** driving force are characterised by a desire for justice. This can appear as a wish to work in organisations with clear structures, rules and common standards and values. The main interest behind this can be described as wanting to support the "good forces" behind the organisation or the society as a whole.

On the basis of your answers in the analysis, you have obtained the following percentage distribution of the various driving forces.



Your strongest driving force: Self-fulfilment

Individuals with self-fulfilment as a strong driving force have a great interest in personal development and well-being. An individual with self-fulfilment as his driving force values environments that allow space for creativity and fresh ideas. Personal development can take the form of a wish for space to try out one's own or others' ideas. Contemplation and feedback is a natural working method. That means that individuals appreciate surroundings that allow time and space for that.

Standard marks denoting driving forces:

- see work as a way of fulfilling themselves
- expressive and communicative as far as innovation is concerned
- can become passive and evasive in situations that involve personal failure or discomfort
- appreciate people who express their creativity

Example of overuse of driving force:

- their own development can be at the expense of the job/unit
- excessively broad and "over the top ideas" where risk assessment is weak
- do not listen to suggestions from those around them

Situations or factors that can lead to discomfort or stress:

- people who only value a rational, objective approach
- perceived obstacles to personal development
- when those around them are critical of ideas or unwilling to listen to them
- when the strongest driving forces are not fulfilled, the individual will show some lack of interest.

Important things you can convey to those around you which increase your motivation:

- encourage your wish for personal development
- see your suggestions for change as a positive contribution to the job
- understand that not everything has an answer and allow time for consideration and reflection
- that you can work in open, sympathetic surroundings where people can express themselves freely
- allow you access to training so you can continue with your personal development

Your next strongest driving force: Power - Influence

Individuals with power - influence as their driving force seek control and power. The need for control can take different forms. It may partly involve self-control, but can also include control over others. An individual with leadership as a strong driving force primarily seeks personal power, influence and renown. It is often important to understand the rules of the game and have good contacts with influential people. The driving force can also be expressed as a wish for control over important decisions and how and when resources may be used.

Standard marks denoting driving forces:

- make use of power factors as a means of achieving success
- seek opportunities for your own advancement
- take a leading role in teamwork
- feel comfortable in a hierarchical power system where there is a clear distribution of roles

Example of overuse of driving force:

- insensitive to how others may perceive, e.g. a decision
- can take the credit for others' work
- own success can be more important than the well-being of others
- can in certain situations overestimate his own position in issues of authority and power

Situations or factors that can lead to discomfort or stress:

- decisions and/or orders from someone who does not have the right authority
- discussions that do not lead to anything
- not be consulted in a decision-making process that affects your sphere of work
- when the strongest driving forces are not fulfilled, the individual will show some lack of interest.

Important things you can convey to those around you which increase your motivation:

- point out possible advantages to you in an issue
- keep to the subject
- be prepared to defend and stand up for your opinions
- gives you authority and space for decision making
- that you are given challenges that lead to promotion and greater authority
- let you take part and be consulted before decisions affecting you are made
- career planning with a clear goal

Your third strongest driving force: Economic

Individuals with a strong economic driving force have a great interest in money. They are orientated towards what is profitable and want a financial yield on their investments. "Investment" may refer to both time and money. People with a strong financial driving force strive after the security that financial assets bring. They may have a need to outdo others as far as financial and material assets are concerned.

Standard marks denoting driving forces:

- efficient in terms of economising or use of both time and money
- seldom or never leave anything to chance in negotiations
- seek discounts or special offers but are seldom willing to offer these themselves

Example of overuse of driving force:

- in certain circumstances can make others feel that they are in debt if they ask for help
- can spend too much time finding the "best deal", which can lead to time-wasting and suboptimising

Situations or factors that can lead to discomfort or stress:

- when someone consciously or unconsciously wastes time or money
- when investments do not give the intended yield or dividend
- when the strongest driving forces are not fulfilled, the individual will show some lack of interest.

Important things you can convey to those around you which increase your motivation:

- they are interested in the result, the outcome
- economise with time and money/investments
- an attractive system of remuneration
- give feedback that your investments are yielding the expected result
- acknowledges your good use of resources

Your fourth strongest driving force: Ethical - Moral

An individual with an ethical - moral driving force has a pronounced sense of fairness. This may take the form of a wish to work in organisations with clear structures, rules and mutual standards and values. The primary interest behind this driving force can be described as a wish to support the "forces of good" in work or in society as a whole. Individuals with a strong ethical - moral driving force have an overriding system of values relating to what is "right and wrong", which they use as a guiding star.

Standard marks denoting driving forces:

- have a clear system of values
- decision-making is based on a clearly expressed system of values
- defend values that are essential for a "good" organisation

Example of overuse of driving force:

- may come into conflict with excessively greedy surroundings
- can be something of a "guardian of virtue"
- can in certain circumstances be perceived as a person who judges others by his own standards

Situations or factors that can lead to discomfort or stress:

- unethical business transactions
- unfair treatment of employees
- decisions in which it is impossible to identify the consequences for yourself or for others
- when the strongest driving forces are not fulfilled, the individual will show some lack of interest.

Important things you can convey to those around you which increase your motivation:

- do not omit or distort facts that could undermine an organisation's good image
- be clear on how people are to interact so that everyone can do his/her best and achieve mutual success
- allows you to take part in an activity that contributes to creating a better world for everyone
- that your company has clear values and where you practice what you preach
- openness and honest discussion of difficult issues involving ethics or morals

Description of various combinations of driving forces

Self-fulfilment/Power - Influence

- uses his influence to enable others to fulfil their personal potential
- likes to finish things off neatly
- it is important for leaders to set a good example

Economic/Self-fulfilment

- making time for communal interaction and exchange of ideas is an investment in the future
- resources invested in giving people opportunities for development pays dividends as far as work is concerned
- money gives freedom - self determination allows people to go on 'adventures'

Self-fulfilment/ Ethical - Moral

- personal development is about creating a good reputation
- creativity and fresh ideas can be used to create common basic values
- everyone has the ability to become a "better" person

Economic/Power - Influence

- how one uses resources depends on what alliances one can create to obtain power and achieve financial success
- both heroes and tyrants can have this combination, it all depends on their view of ethics and morals
- those who have money often have power, those who have power also determine the rules of the game

Power - Influence/Ethical - Moral

- leading others places great demands on a person's honesty
- I can use my influence to promote 'good causes'
- I want to lead an activity that generates positive surplus value for many people

Economic/Ethical - Moral

- strong conviction is supported by both good time scheduling and financial resources
- financial knowledge can be used for "good purposes"
- salary systems must be fair - equal pay for equal work