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DRIVERS FEEDBACK

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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 you at work. The report identifies your top drivers and provides self-reflection questions to help you explore your work drivers and the types of environments, roles, and incentives that are most likely to motivate you.

The contents of this report can be used to help improve your engagement, job satisfaction, and performance. This can be facilitated by considering the motivational characteristics of the environment or role in relation to your drivers. Once this is understood, changes to the role or environment can be considered to align more closely to your drivers. It can also be used to support your career decisions if you are 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.

Results in Detail

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

Description

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



Autonomy

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



Stimulation

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



Opportunity

- Being able to pursue opportunities in your work is not likely to drive you.
- You are not likely to be motivated by having the freedom to take risks, innovate, push boundaries, and drive your own success.



Security

- Security is a fairly important driver for you.
- You may need variety and change in your work.
- Your 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, you 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 you.

**Purpose**

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

**Authority**

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

**Work-Life Balance**

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

**Technical Achievement**

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

**Compensation**

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

Top Drivers

Use the following points to help design work and work incentives that cater to your drivers.

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

Exploring Drivers

Use the questions provided in this section as a guide for self-reflection as to what aspects of work you are motivated by.

Self-Reflection Questions

Use these questions to reflect on your work needs and their impact on your motivation.



Compensation

- Are you motivated more by salary and benefits or by experience and fulfilment at this stage in your career? Can you think of 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

- 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?
- Consider an example of planning your own work and activities. How did this make you feel and what did you do?
- Consider 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?
- Think 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

- 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?
- Consider 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

- 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?



Development Plan

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

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

Use your top drivers to list the aspects of work that are most likely to drive you. This list can be used to identify the types of environments or roles you are likely to thrive in, or they could be used to change the structure of your work or incentives to be better aligned with your drivers.

Organisation

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

Team

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

Role

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

Incentives

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