

Business Motivators

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Introduction to Business Motivators

Motivators are a collection of learned attitudes and beliefs. They provide an individual with information regarding which motivators are most important to him at the present time. There are many attitudes and beliefs. This report provides feedback on motivators identified originally by Edward Spranger and additional research by Gordon W. Allport and Philip E. Vernon. Individuals and corporations use motivators for goal setting, management development, team building, decision-making, and other important areas throughout an organization. Recent studies indicate that motivators are flexible. As a result this allows employees to adapt to the motivational system of an organization.

There are six motivators in this model: 1. (Conceptual) 2. (Aesthetic) 3. (Economic) 4. (Power & Authority) 5. (Social) 6. (Doctrine). Motivators, like behaviors, can be viewed in degrees of intensity. Your personal motivators are reported here on a 100-point scale.

The intensity of each motivator is determined by the importance placed on it by our personal priorities. Motivators can be flexible and will often change throughout our career and life. As an individual's situation changes, the priorities of their motivators tend to change also.

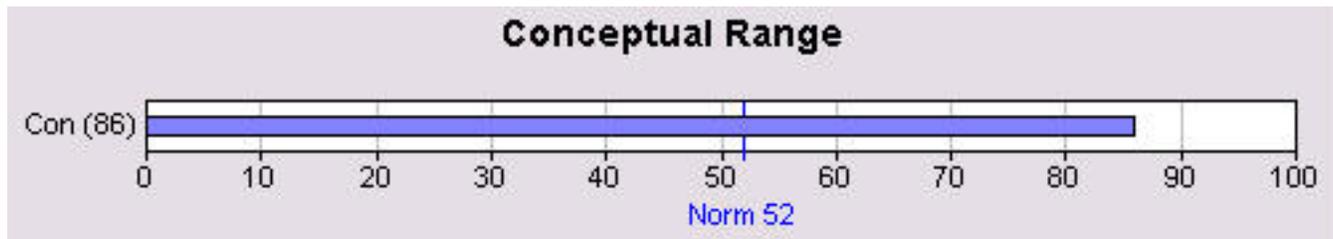
The closer an individual's motivators are to the norm, the easier it becomes for individuals to understand and appreciate the motivators that are charted on their graphic scale. The further an individual's score is from a specific motivator's norm, the greater emotional investment individuals have in that particular motivator. Having a motivator with a score below the 50th percentile on the graphic scale does not necessarily indicate an individual has little interest or emotional feeling invested in this motivator, but that at the present time it has a lesser priority. Individuals will often have more difficulty understanding the motivators of others that are very different from their own.

Since motivators are judgment free, they are suggestive of what we hold as individuals to be important. They are what give us a sense of satisfaction and accomplishment. Motivators add depth and dimension to behaviors by providing insight into "why we do what we do." Psychologists often refer to the motivators as the initiators of behavior.

Conceptual

Individuals who place a greater priority on this motivator can be identified as those who are in search of fact and reality. They are objective and critical, while seeking to separate fact from opinion. They are interested in the logical progression of reasoning. These individuals attempt to order and classify knowledge through investigation and validation. They often prefer ideas, concepts or things to people.

Individuals who place a lesser priority on this motivator tend to form opinions rather than using facts. They prefer to trust their instincts and do not feel the need for excessive study or investigation. They will often accept the conclusions of others at face value. They feel more comfortable dealing with the emotions of people rather than the science of factual investigation.



Joe is motivated by the need for knowledge as it relates to his business and personal interests. He wants to read any and all information on a specific job, product or service that will allow him to become the expert. A quest for knowledge is his main goal. His "need to know" will often come before work tasks. Often he may pursue additional knowledge and information even when it is not necessary. He has a tendency to take a theory and work it beyond its obvious conclusion. The inner satisfaction that Joe receives, just from knowing as much as possible about a certain subject, is important to him. He feels it is acceptable to move at a pace consistent with the volume of available knowledge. Joe will be most comfortable in a job that challenges his knowledge. Joe enjoys the process of learning and feels most secure in his position with vast amounts of knowledge. He will often initiate in-depth conversation with others as a way of providing himself with additional sources of information. If Joe's knowledge on a subject or topic is greater than those he is talking with, he will have a tendency to politely dominate the conversation.

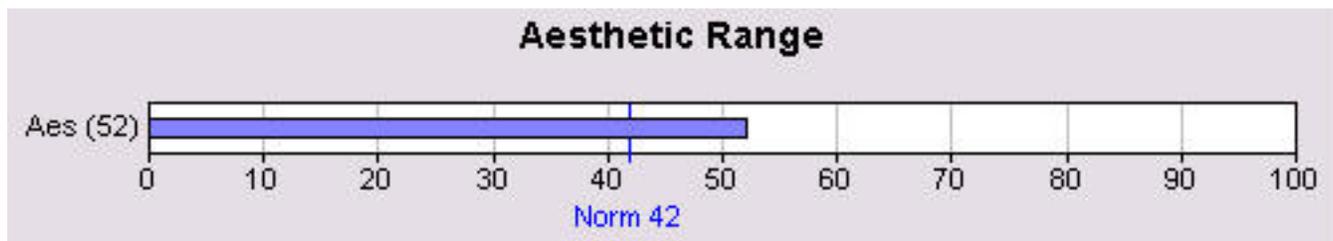
Strengths

- 1) He has a good information gathering process.
- 2) Joe will be prepared with critical information.
- 3) He will ask theoretical questions that will assist in problem solving.
- 4) He will have the information and data to support his recommendations.

Aesthetic

Individuals who place a greater priority on the Aesthetic motivator have a visual awareness of their environment. They have a strong sense of color, form, beauty and symmetry. A higher priority, however, does not suggest the individual has creative or artistic talents. They experience pleasure in an environment, which is aesthetically appealing in nature and man-made creations simply for the mental, and emotional stimulation they provide.

People who place a lesser priority on this motivator tend to be more practical. They are not necessarily interested in things having form, function and artistic beauty. They can live in their environment as it is and have little interest in changing it. They judge things by their utility and usefulness.



Joe appreciates the need for a product to have form and function, but that need is balanced by the desire to produce successful results. He will want to work in a business environment that is both realistic and practical. Joe may have a specific area that can fuel his passion for harmony and beauty. This is determined on an individual basis and will not be universally applied to the world in general. For example, he may concentrate his aesthetic passions on the beauty of the outdoors. He may be very concerned about having harmonious relationships within a specific group, but not be as concerned with the depth of his relationships with others. Joe may have a desire to have the finer things in life, but he will balance that desire with the economic realities of his financial situation. He may at times make decisions based upon the expediency of the situation and not on the aesthetic value of the product or relationship.

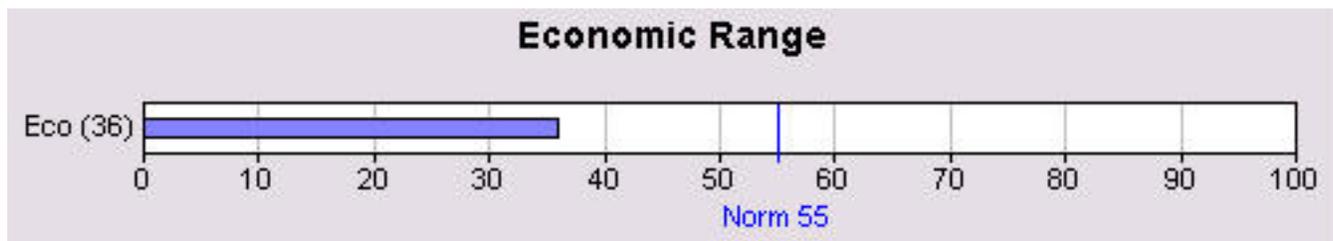
Strengths

- 1) Joe can balance the need for form and function with the usefulness required of products and projects.
- 2) He can reach a compromise in evaluating the esthetic value of a product versus production and cost constraints.
- 3) He will use intuition and information to make a decision.
- 4) Joe may balance two opposing factions, fostering harmonious relationships to accomplish tasks.

Economic

Individuals who place a greater priority on this motivator share a common interest in economic gain. They are interested in what is useful in the business world of production, marketing, consumption of goods and generating a profit. In a business setting they strive for positive results and profit. They are motivated to achieve monetary gain.

Individuals who place a lesser priority on this motivator are not driven to accumulate wealth and material things. They do not use them as a measure of their success. They will work to achieve a standard of living that is acceptable to them. In business their main concern is service and support.



Joe is not driven by a tremendous need to accumulate great sums of money. He wants to be able to maintain his income at a level suitable to his perception of an acceptable social standing. Others will not be able to persuade Joe to pay the price to achieve greater wealth or social status. He will normally attempt to provide for his own financial security by being competent and dependable in his work. Joe will attempt to solve problems by making do with available resources. He will not expect to have or use the latest and greatest innovations. Joe does not view economic independence as an immediate necessity, but rather a long-term project or goal.

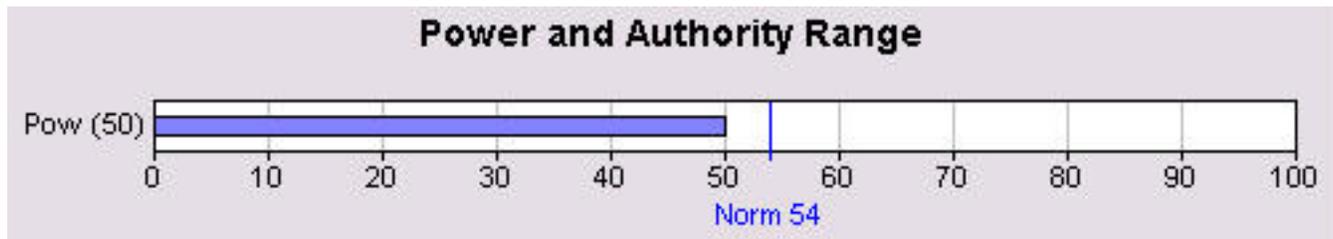
Strengths

- 1) Joe does not need to be motivated with money or financial gain.
- 2) He prefers to set long-term goals to achieve financial success in the business arena.
- 3) He is good at mentoring or coaching others, expecting nothing but their success in return.
- 4) He will attempt to live within his income.

Power and Authority

Individuals who place a greater priority on this motivator enjoy being influential and in positions of power. These individuals are willing to take the risks involved in accepting a leadership role. They want the authority to be in command, to exercise management functions and responsibilities. They display the material trappings that demonstrate success and accomplishment. These individuals are energized by competition, to be first or most respected in a given arena, including business.

Individuals who place a lesser priority on this motivator feel that having power and authority is not worth the adversities one must face to gain them. They are aware of the risks involved in leadership roles. It is important to note that these individuals will be supportive of causes behind the scenes and will enjoy contributing to an organization's success. They do not seek public recognition of their work and accomplishments.



Joe is not driven to seek out roles or positions of leadership. He does, however, want to be in control of his own destiny. Joe understands the logic to exercise control over others, and at the same time, the need to delegate without close supervision. He will want to attain a balance between giving orders to others and allowing them to do things on their own. When a particular project is important to him, he will want to take charge and be in control. He is willing to listen to the ideas of others and will encourage them to make decisions based upon their own conclusions. Joe understands that not everyone wants to be a leader. When others exhibit the desire or potential for leadership, he will coach and mentor them in mastering the skills and abilities required to become an effective leader.

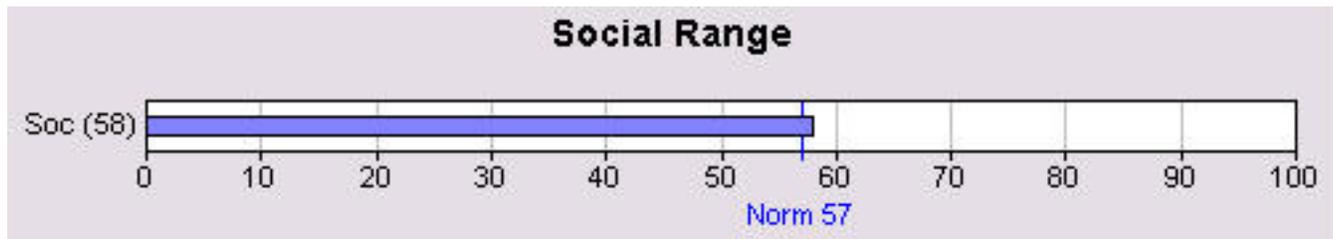
Strengths

- 1) Joe has a balanced understanding of the role of leadership.
- 2) He will coach and mentor others to achieve leadership positions.
- 3) Joe is willing to share authority and will delegate to others.
- 4) He will lead others with his personal and position power.

Social

Individuals who place a greater priority on the motivator exhibit a genuine concern for others. They feel that giving equal opportunity to people enhances an organization. These individuals seek to improve the welfare of others. They have a strong sense of social justice, and prefer to set themselves apart from others based on their efforts to help those seen as less fortunate.

Individuals who place a lesser priority on this motivator tend to be more restrained in their concern for the welfare of others. They feel an organization should not have an obligation to provide others with an advantage. They believe everyone should get what he or she deserves. These individuals generally think that extra effort and hard work leads to success. They will help others, but only when they feel others can no longer help themselves.



Joe has an average need and desire to focus on organizational issues involving people. He is not necessarily motivated to be out front pushing for initiatives like diversity, corporate culture programs or programs that may give one group an advantage over another. Then again, he will not strongly oppose those same initiatives that involve providing assistance to others. It could be said that he will be tolerant of reasonable initiatives in the support of the corporate well being of his co-workers. He will often suggest that "common sense" is his guide concerning these types of initiatives. He does care about others, but he will exercise caution in deciding whom to contribute to financially or with his personal time and effort.

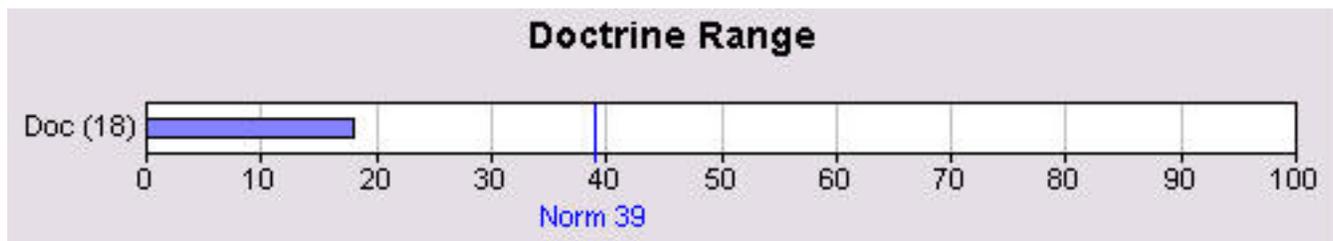
Strengths

- 1) He works to avoid personal involvement in potentially volatile organizational issues.
- 2) Joe practices the use of common sense.
- 3) He can balance the people vs. performance issues.
- 4) He is careful with the allocation of his time.

Doctrine

Individuals who place a greater priority on this motivator have a strong belief system centered on tradition and customs. They see things from a moral and philosophical point of view. They seek to conduct their lives and business activities within a system of accepted principles and standards. They are generally seen as traditionalists.

Individuals who place a lesser priority on this motivator tend to be independent thinkers and non-traditionalists. They feel comfortable making decisions apart from established codes, traditions or customs. They prefer to be seen as non-conformists, who do not seek to impose their moral standards and principles on others.



Joe will not be tied to a single set of guidelines or philosophy or governed by established thinking. He will challenge accepted practices and traditions, while wanting to explore new approaches to resolve business issues and problems. He will demonstrate considerable flexibility, fresh and imaginative thinking in his quest to develop non-traditional solutions. He will want to make decisions independent of established codes or customs. Joe is alert to new opportunities, techniques, and approaches, while working to find new and better ways of doing business. He will want the opportunity to experiment with various business philosophies like Six Sigma, MBO, Deming and Drucker.

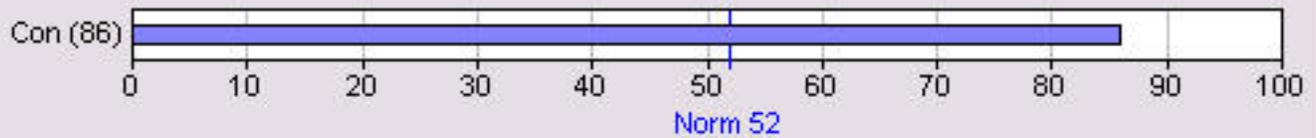
Strengths

- 1) He demonstrates self-reliance and resourcefulness in reaching a conclusion.
- 2) He will use various sources to test the assumptions of others.
- 3) He does not think in "black and white" terms.
- 4) He will use commonsense to reach workable solutions.

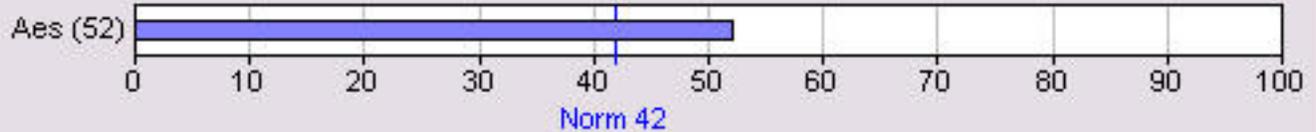
Business Motivators Graphic Overview

The six motivators are displayed on this page using percentile graphs. Each graph has a range from 0 to 100. Based on your responses, the graphs rank the present importance you give each motivator at the present time.

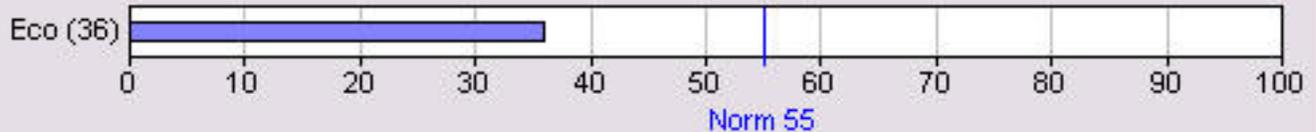
Conceptual Range



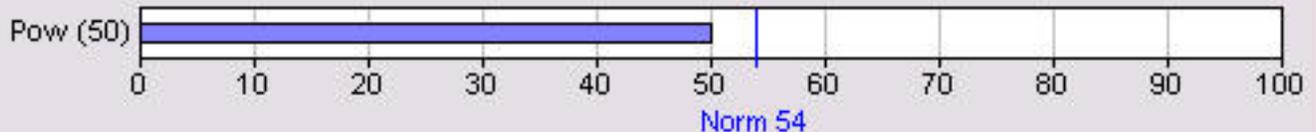
Aesthetic Range



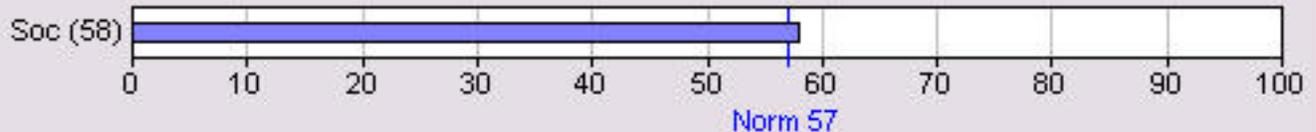
Economic Range



Power and Authority Range



Social Range



Doctrine Range

