momentum
elemental motivation

A unique psychometric assessment of intrinsic drivers

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Motivation: what is it?

Motivation has been studied by psychologists since the 1930s in an effort to understand what drives people to do what they do.

These pioneering theories focused on intrinsic drivers which are quite different from extrinsic motivators such as money and material benefits. They are the individual's personal needs and goals, formed in early adolescence, which may lie dormant within them until 'fired-up' by an appropriate environmental trigger.

Elemental is an assessment technique based on many different approaches to motivation stemming from these original theories. It is designed to discover individuals' intrinsic drivers in the workplace.

What will Elemental do and why is it different?

Most assessment processes focus on people's competence (the 'can-do' factor, their skills and abilities) and personality (their everyday work style). Elemental assesses the 'will do' factor in order to predict what people will want to do, not just what they can do.

It assesses what will inspire and challenge them, bring life to their work, give them a sense of personal fulfilment and, ultimately, lead to their best performance.

Combining the different theories has resulted in ten fundamental dimensions of intrinsic motivation which can be applied to any managerial or professional job. Scores on the Elemental Profile chart are used to predict the individual's involvement in each aspect of the job.

What are the 10 dimensions?

The ten dimensions present the individual's unique motivation profile which is quite different from a personality profile. It shows the fundamentals of what makes them tick and therefore what will give them the buzz in work situations:

Needs

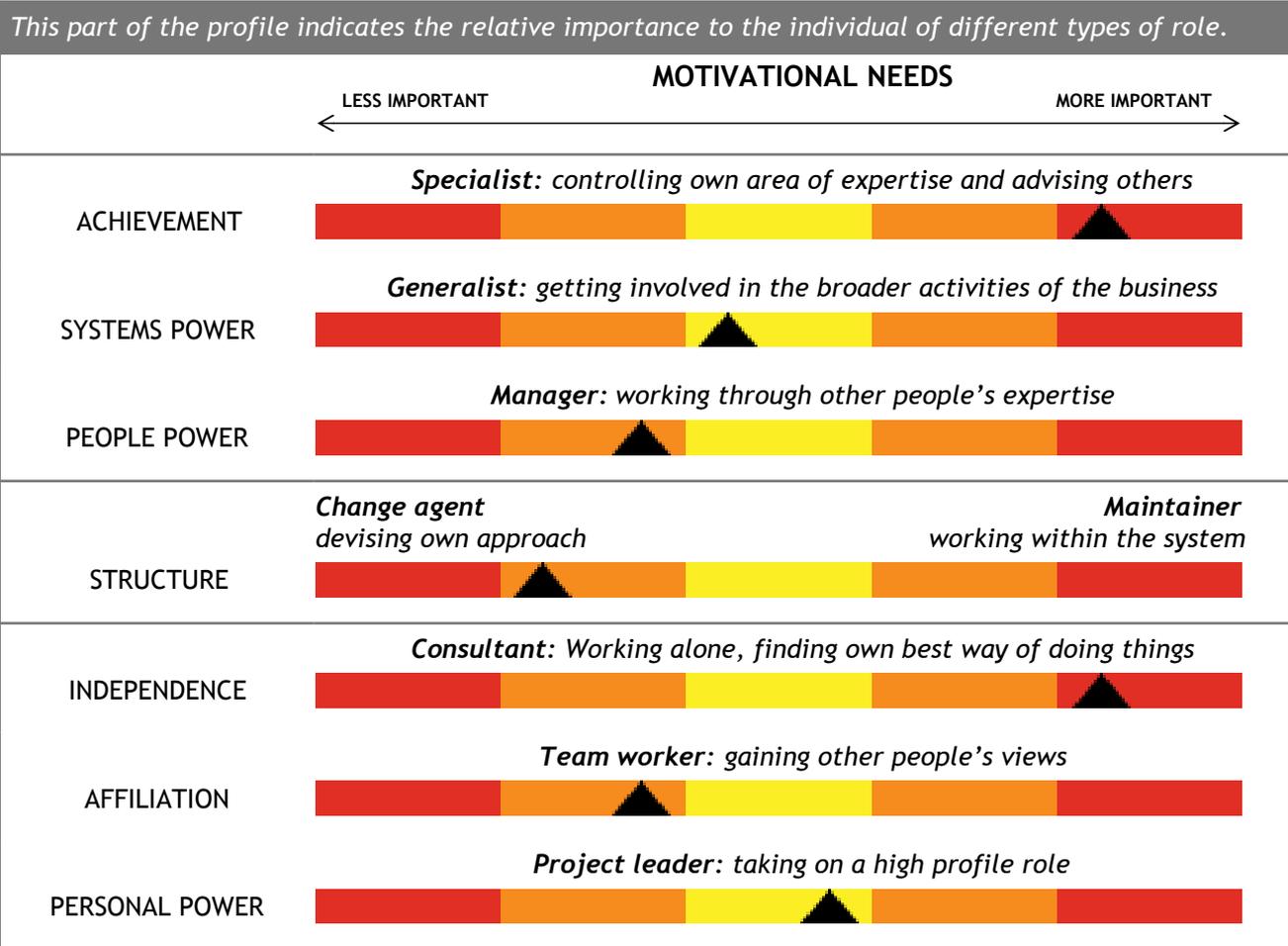|	
Achievement	controlling own area of expertise
Systems Power	getting involved in broad ranging activities
People Power	making good use of others
Structure	having a framework within which to operate
Independence	finding own best way of doing things
Affiliation	gaining other people's views
Personal Power	having a position of authority and influence

Goals

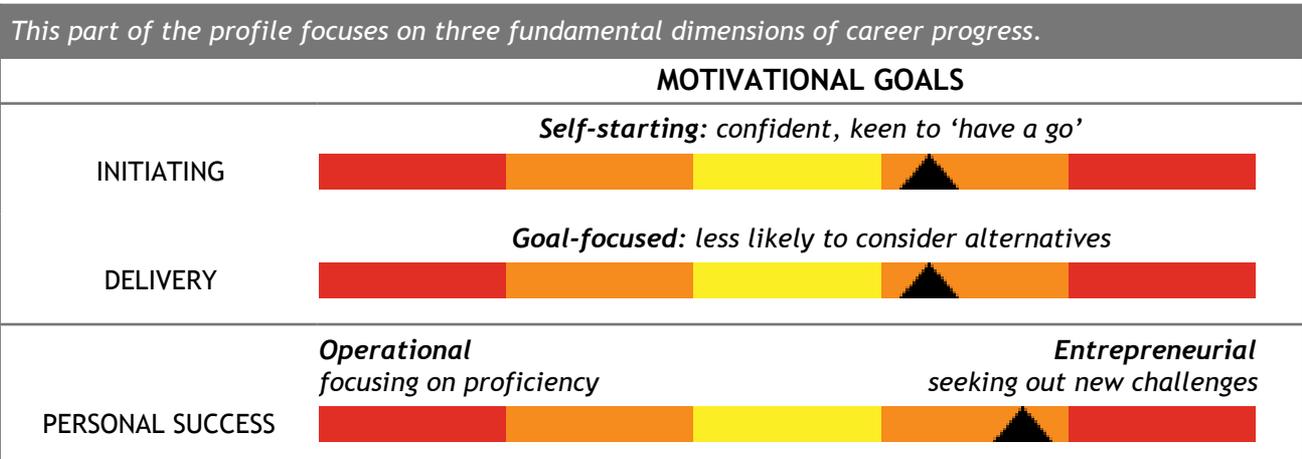|	
Getting things moving	short-term striving: confident vs careful
Delivery	medium-term striving: goal-focused vs cautious
Personal success	general orientation: delving into new areas vs consolidating

What's in the report?

Page 3	**The Elemental Profile chart** presents the results from the questionnaire, giving an overall picture of the individual's motivation in real life work situations.
Page 4-5	**A detailed breakdown** of the chart describing the implications of the results in each section.
Page 6	**Highlighted Main Drivers** with additional information on how people who score in this way describe themselves and how they are generally described by their colleagues.
Page 7	**Career Level and Fast Track ratings** indicate the individual's current level of aspiration and rate of career progress.
Page 8	**The Job Matching page,** an indication of how well your current job matches your motivational needs and preferred ways of working.
Page 9	**The Technical Background** explains how the 10 dimensions were derived directly from the theory.

Elemental Profile for Sam Sample

Preferred role

This part of the profile indicates the relative importance to the individual of different types of role.

MOTIVATIONAL NEEDS

LESS IMPORTANT ← → MORE IMPORTANT

ACHIEVEMENT
Specialist: controlling own area of expertise and advising others

SYSTEMS POWER
Generalist: getting involved in the broader activities of the business

PEOPLE POWER
Manager: working through other people's expertise

STRUCTURE
Change agent
devising own approach — *Maintainer*
working within the system

INDEPENDENCE
Consultant: Working alone, finding own best way of doing things

AFFILIATION
Team worker: gaining other people's views

PERSONAL POWER
Project leader: taking on a high profile role

Way of working

This part of the profile focuses on three fundamental dimensions of career progress.

MOTIVATIONAL GOALS

INITIATING
Self-starting: confident, keen to 'have a go'

DELIVERY
Goal-focused: less likely to consider alternatives

PERSONAL SUCCESS
Operational
focusing on proficiency — *Entrepreneurial*
seeking out new challenges

Scores are derived from comparison with a large group of
managers and professionals from a wide variety of organisations

# Part 1: Preferred Role

Advising & Implementing
The first three scales are grouped together because they are the basic advising and implementing roles. Note that the relationship between scores on these scales is of particular significance for the profile.

Specialist: controlling own area of expertise and advising others

ACHIEVEMENT

Generalist: getting involved in the broader activities of the business

SYSTEMS POWER

Manager: working through other people's expertise

PEOPLE POWER

Sam's profile suggests that he is primarily concerned with operating as a specialist in his field and an adviser to others. He will gain a sense of personal fulfilment from controlling his own area of responsibility and building up his expertise, and he will be keen to understand all aspects of situations he is involved in. He may tend to be more content when given some scope for thinking things through rather than having to rush into situations before he feels ready. preferring to work alone rather than having to place too much emphasis on achieving objectives through making use of staff.

Working Within Systems
This is a special category with just one scale because of the clearly defined roles at either end.

Change agent   *Maintainer*
devising own approach   *working within the system*
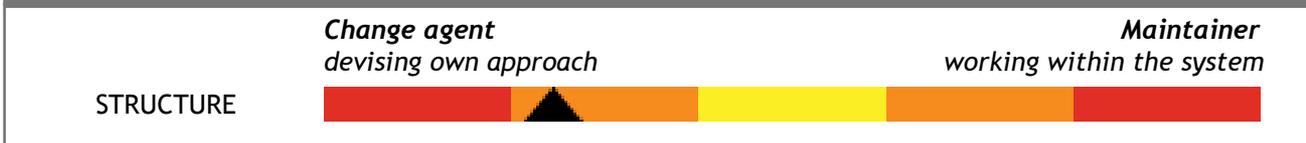
STRUCTURE

Sam does not have a high need for support from organizational structure to back up his efforts, but he will work within existing systems providing they seem to make reasonable sense. He will not want to have targets and objectives set out for him, preferring to devise his own approach to some extent, and he may seem rather less rigid than most people about following procedures and routines.

Team Working & Communicating
These scales are grouped together because they all refer to working with or relating to others.

Consultant: Working alone, finding own best way of doing things

INDEPENDENCE

Team worker: gaining other people's views

AFFILIATION

Project leader: taking on a high profile role

PERSONAL POWER

Sam also has a relatively low need for team support, and he is clearly more inclined towards working alone and finding things out for himself than depending on other people. He has the profile of an independent consultant in that he will value being in a position to do things his way rather than having to go along with group decisions or constantly seek the advice of colleagues.

Part 2: Way of Working

Taking Action
The two scales here relate to the individual's confidence in starting new tasks and their speed of delivery (getting things done vs getting things right).
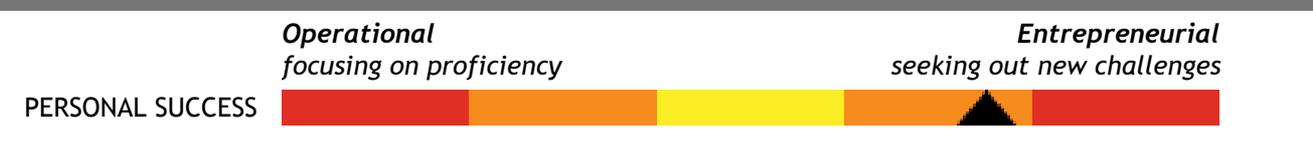
INITIATING

Self-starting: confident, keen to 'have a go'

DELIVERY

Goal-focused: less likely to consider alternatives

Sam is confident of his ability and will be quick to get started on new tasks in less familiar areas. He will want to 'have a go' rather than hold back until all the parameters have been thought through, and may sometimes be inclined to say he can do things before he is entirely clear about the nature of the task.

In the medium term, Sam will aim to drive projects through to completion in a goal-focused manner rather than spend time on considering all possible influences on the situation. He will be prepared to act on limited information, and may tend to place more emphasis on getting things done than on getting them right first time at this stage. More cautious individuals may therefore accuse him of rushing ahead without giving matters due consideration, and he may seem somewhat unwilling to listen to others once his mind is made up.

Striving for Success
This category explains where the individual's priorities lie overall (doing the best job possible vs focusing on results).

PERSONAL SUCCESS

Operational
focusing on proficiency

Entrepreneurial
seeking out new challenges

Overall, Sam seems keen to keep taking on new challenges in his career rather than concentrate on consolidating his position within one particular area. This means that he will generally aim to do the best job possible rather than the minimum necessary to achieve the objective, and that he will prefer to set his own objectives and 'do his own thing' to some extent. He will want to come up with new ways of doing things rather than go along with existing systems, and he will attach a good deal of importance to self-improvement. He is likely to become somewhat frustrated and restless in a back seat role or if denied the opportunity to make a significant impact on the business.

Summary

These are the key features of Sam's profile.

- Ideal role: specialist/consultant, bringing his expertise to bear on the business
- Less attracted to routine line management responsibilities
- Relatively low need for structure and team support from colleagues - prefers to work alone and devise his own approach to some extent
- Keen to get things moving even in less familiar areas, and to drive ahead with tasks in a goal-focused manner
- Will want to seek out new challenges more than consolidate his position within one particular area

Main Drivers

The highlighted boxes below indicate Sam's main drivers with reference to the relevant roles. They also show how people who score in this way describe themselves and how they are generally described by their colleagues.

Needs (Preferred role)

Personal achievement (Specialist)
Respondents: experts, specialists
Colleagues: specialists, not managers; keen to understand exactly what other people are doing

Power relating to organizational systems (Generalist)
Respondents: risk-orientated; less concerned about details; good at coping with pressure
Colleagues: implementers; enjoy power and influence and up-front dealings with people

Power relating to organizing people (Manager)
Respondents: leaders, organizers, consultative, democratic; not specialists in their own right
Colleagues: managers; get things done by making use of other people's expertise

Low need for structure (Change agent)
Respondents: innovative; inclined to reject existing systems
Colleagues: ambitious; like to set their own objectives

High need for structure (Maintainer)
Respondents: routine orientated; good at working within the system
Colleagues: traditional; comfortable in a well-structured environment

Independence (Consultant)
Respondents: independent specialists; keen to work without support from others
Colleagues: specialists, not managers; particularly interested in personal expertise

Affiliation (Team worker)
Respondents: team players, participative; keen to share the decision-making process
Colleagues: keen to focus on one thing at a time; uncomfortable when on unfamiliar territory

Personal impact (Project leader)
Respondents: high flyers; keen to do things their way
Colleagues: tenacious; more content 'doing their own thing' than doing a good job for the company

Goals (Way of working)

Getting things moving (Self-starting)
Respondents: self-confident; keen to 'have a go'
Colleagues: quick to get started on new tasks; keen to make things happen

Delivery (Goal-focused)
Respondents: keen to put their ideas into action; not inclined to get side-tracked
Colleagues: determined; unwilling to listen to others once their minds are made up

Personal success (Entrepreneurial)
Respondents: seek out new challenges and devise new ways of doing things; determined to do well
Colleagues: unconventional; like to set their own objectives and to work without tight time constraints

Avoiding operational failure (Operational)
Respondents: consolidators, do-ers; inclined to accept existing systems
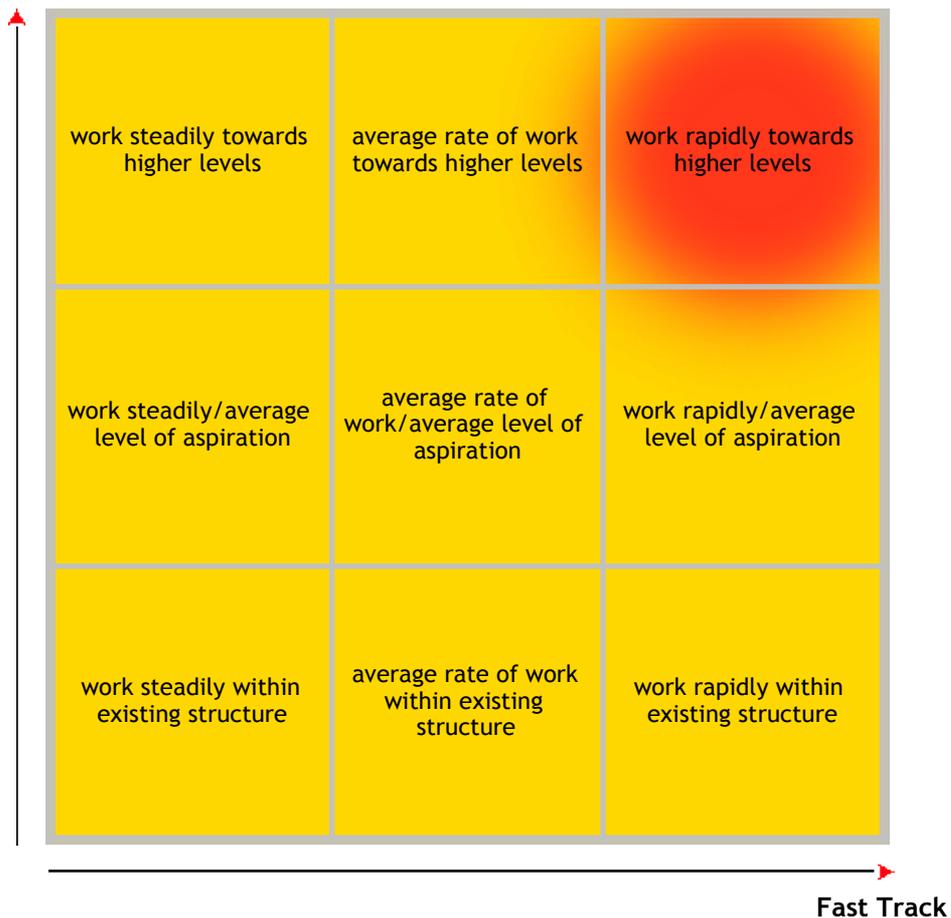*Colleagues:* organizers; content when involved in everyday work and to remain at the same level

Career Aspiration and Fast Track Rating

The Career Aspiration and Fast Track rating highlighted in the chart below is an indication of Sam's current level of career motivation.

The Career Aspiration rating is based on the Structure and Affiliation scales. Low scorers on these scales see themselves as 'high flyers' and their colleagues see them as 'ambitious' and inclined to 'set their sights high'. Whereas the lowest scorers tend to be radical change agents and very self-reliant, high scorers attach more importance to working within existing systems and consulting colleagues.

The Fast Track rating is based on the Initiating and Delivery scales. High scorers on these scales also see themselves as 'high flyers' and colleague descriptions include 'determined' and 'keen to make things happen'. Whereas top end scorers can be over-confident and inclined to rush into things, lower scorers attach more importance to considering the nature of the task and ensuring that they are on the right track.

Career Aspiration

work steadily towards higher levels	average rate of work towards higher levels	work rapidly towards higher levels
work steadily/average level of aspiration	average rate of work/average level of aspiration	work rapidly/average level of aspiration
work steadily within existing structure	average rate of work within existing structure	work rapidly within existing structure

Fast Track

THE JOB MATCHING CHART

This chart shows how the requirements of your current job match with your motivational needs and preferred ways of working. The ten areas described below correspond with the the main types of task and ways of working described in many job descriptions and person specifications.

The 'Match with Job' column shows how your Elemental profile matches with your current job as follows:

- ✓✓ indicates a perfect match - a clear preference (above average score) in an area that is essential for success, or a lower preference (below average score) in an area that is not required for success.
- ✓ indicates a good match - a clear preference (above average score) in an area desirable for success or a moderate preference (average score) in an area essential to success.
- ? indicates an area where there may be a mismatch between the requirements of your current job and your motivational needs and preferred ways of working.

In considering the implications of this matching process, bear in mind that your preferences may be moderate. Whilst a high 'match with job' score implies that your current role will satisfy most or all of your motivational needs and you should therefore thrive in the role, a lower 'match with job' score need not imply that you won't find aspects of your current role satisfying and engaging.

TYPE OF TASK / WAY OF WORKING	Job Requirement	Match With Job
Acting as a technical specialist, developing a specific area of expertise and providing specialist advice to others (ANALYSIS)	Occasionally	✓
Getting involved in broad ranging activities that span the whole organisation, seeing the 'big picture' (DIRECTING)	Often / Always	✓
Achieving business objectives by planning, organising, allocating resources and making use of other people's skills and expertise (MANAGING)	Occasionally	?
Looking beyond existing systems, processes and structure to innovate and develop new ways of working (VISION)	Often / Always	?
Working on your own with little or no support, to fix problems and develop solutions (INDEPENDENCE)	Occasionally	✓
Building a broad network of relationships, bringing people together from different areas in order to share knowledge and collaborate (NETWORKING)	Often / Always	?
Taking the lead in a highly visible way, acting as a figurehead in high profile work or projects (IMPACT)	Often / Always	✓
Getting things started quickly without pausing to think too much about details, plans or alternatives (SELF-STARTING)	Occasionally	✓
Pushing forwards towards the goal with determination and pace once things are moving, without getting distracted by new information or options (DRIVE)	Occasionally	✓
Stretching yourself to learn new things and taking on new challenges without necessarily having time to practice and consolidate existing knowledge and skills (AMBITION)	Often / Always	✓✓

Overall match with job = **75%**

(50% is good, 75% very good)

Technical Background

The common theme running through several decades of research on intrinsic motivation is *identifying with the nature of the task and encountering appropriate challenge*.

Elemental is therefore in two parts which present respondents with an objective view of *what they want to do* and *how they want to do it*:

Part 1: Preferred Role

The first part of the questionnaire is presented in forced choice format to indicate what is most important to individuals and hence their focus of attention (what they will want to do). This format was derived from factor analysis of the 'big three needs' (Achievement, Affiliation, Power) to produce seven needs grouped into three categories. These categories assess role preferences at the most fundamental level as follows:

Achievement and Independence: *do not get involved with other people/systems*
(seek fulfilment through becoming specialists and advisors)
vs
Structure and Affiliation: *seek support from other people/systems*
(a framework within which to operate and team support from colleagues)
vs
Systems, People, and Personal Power: *make use of other people/systems*
(like to be involved in large scale implementing and organizing others)

Part 2: Way of Working

The second part of the questionnaire is concerned with the way individuals like to operate (how they will want to do it). It assesses three fundamental dimensions of career striving relating to the goals they will set themselves compared with managers and professionals generally:

Short-term striving: *belief in self*
(getting started on new tasks)

Medium-term striving: *belief in control over situations*
(speed of delivery)

General Orientation: *where priorities lie overall*
(striving for personal success vs avoiding operational failure)

Each of these ten factors relates to a distinct type of role or way of working as shown on the Elemental Profile chart:

Achievement - specialist	Short-term striving - self-starting
Systems Power - generalist	Medium-term striving - goal-focused
People Power - manager	General Orientation - operational vs entrepreneurial
Structure - change agent vs maintainer	
Independence - consultant	
Affiliation - team worker	
Personal Power - project leader	