

GMITM

Glowinkowski Motivation Indicator

Sample Report

Prepared for Specimen Client
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Introduction

What motivates us has occupied the minds of many writers. The definition of motivation varies too. But there is one thing that is clear, and that is that what motivates us is a complex series of factors or drivers.

What we have done with the Glowinkowski Motivational Indicator (GMI™) is try to provide an indication of those drivers in a simplified form so that it can be:

- Used as part of a performance management discussion, as our motivational drivers can have an impact on our behaviours at work
- Incorporated into career discussions to ensure that our career choices consider carefully what our drivers are, so we make the best informed choices

Charles Murray (1938) and David McClelland (1985) both defined motivation as:

"... a recurrent set of concerns that drives and orientates behaviour in certain ways"

More recently Dörnyei in 2001 defined motivation as (abbreviated in order to simplify):

"The changing cumulative arousal in a person that initiates, directs, coordinates and evaluates the cognitive processes whereby initial desires are selected, prioritised and acted out"

These definitions indicate a set of drivers (potentially unconscious) which influence our behaviours. With the more recent Dörnyei definition suggesting that motivations do and will change over time, they provide a constantly moving base that depends on the circumstances in which you find yourself. The priorities of these drivers will also change over time. For example: If you find yourself very hungry, your priority and thus your motivational drivers will relate to satisfying that hunger. As circumstances change, i.e. you've eaten; your drivers will turn to other things that are important to you.

Our concern is to understand those other drivers. We assume our basic needs, i.e. hunger etc., are met. As a result, we have developed this model to be relevant in the world of work to enable career planning and personal development discussions to be held.



A Six Factor Model of Motivation

From our extensive research and factor analysis, we have identified that there are six critical factors of motivation, which cover both extrinsic and intrinsic aspects.

Intrinsic motivation is about the desire to work for internal satisfaction, e.g. "I find my role intrinsically rewarding", and gives rise to a range of ways in which we can find those roles satisfying. In our experience, it is often these drivers that have greater significance than just the extrinsic motivators, i.e. pay/reward.

The six factors of motivation are:

1. **Power** - this concerns the extent to which an individual is motivated to have influence and control over the actions, thoughts and behaviour of others. This can be simply limited to absolute authority and control, which is termed Personalised Power, i.e. power for power's sake, or extended to include the power achieved by influencing others for the greater good of what is trying to be achieved, termed Social Power.
2. **Relationships** - this concerns the development of deep and significant relationships with others. It is where relationships are considered to be truly motivational in themselves rather than simply being needed in order to deliver a particular outcome. This dimension recognises individuals who are highly motivated to avoid circumstances that may disrupt the harmony of the relationship to the extent that it can be regarded as a strong desire to be liked or approved.
3. **Achievement** - this is about the extent to which an individual is motivated by their own activities and efforts, which result in successful outcomes. We are not considering more general achievements, i.e. those delivered by the team or group of which the individual is a member, but are focusing distinctly on the individual's own contributions, relating to how they have responded to challenges and managed their own growth and development. This factor also considers ambition, in the sense that striving and achieving ambitious goals is, in itself, motivational.
4. **Status** - this is the extent to which an individual is driven to attain a 'position in life' evidenced by tangible measures of success, which encompass the visible signs that the person has 'done well'. Demonstrating such success is important to such an individual. Social status is also important as this reflects an individual's position within the organisation or community.
5. **Recognition** - this reflects the extent to which an individual is driven by a need to be recognised and appreciated by others i.e. those respected by the individual. An individual attaches importance to perceiving that 'significant' others (close friends and colleagues) value and respect them. This differs from Relationships, as Recognition is about value and respect as opposed to being liked. It also includes being valued by a wider range of people, so being recognised in the broader social network.
6. **Esteem** - this concerns the need to be encouraged through acquiring positive feedback. Such praise, which confirms to an individual that they have performed well, can also serve to overcome any potential fear of failure. For some, avoiding failure can be a big motivator.

Each of these six factors comprises a number of facets, which are detailed in the charts that follow.

Motivational driver outputs

A number of charts are provided in the following pages, which summarise the data from the GMI™ questionnaire that you have completed.

These charts are:

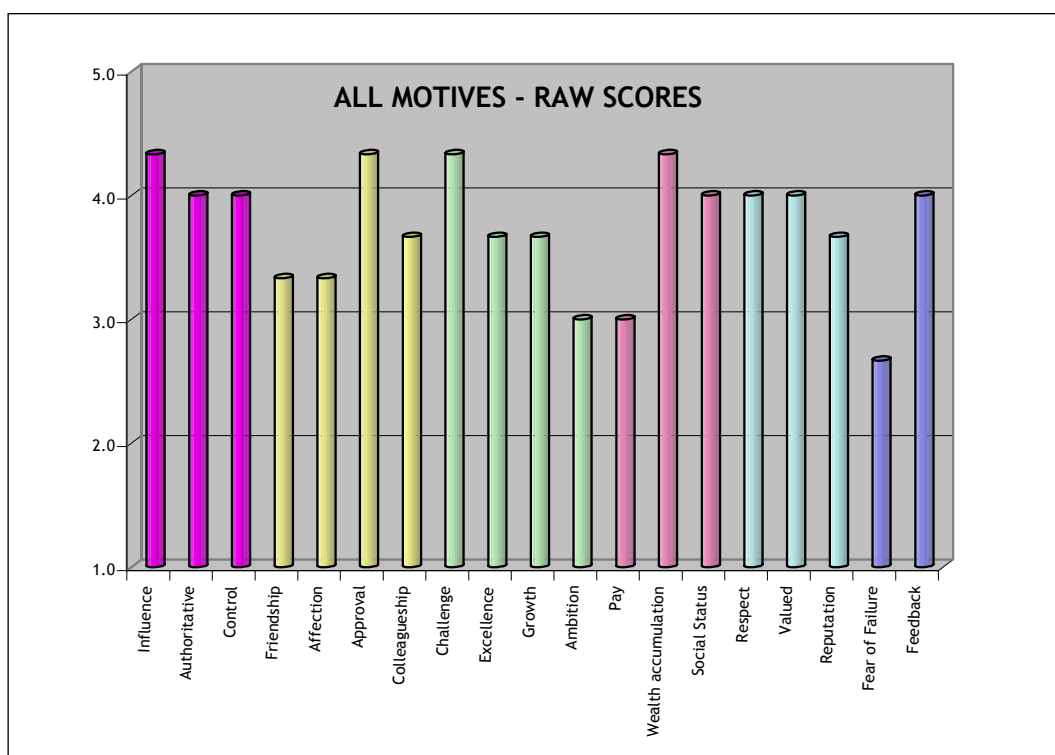
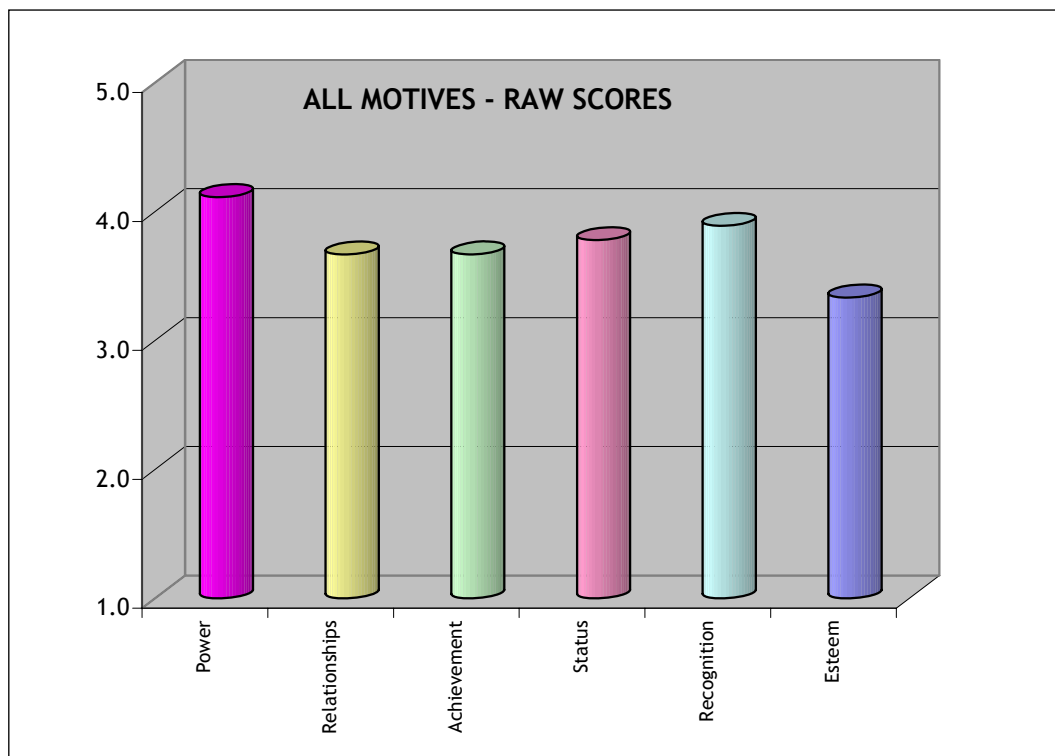
- **Raw data results** - these show a summary of the six primary factors and the more detailed facets reflecting how you scored your answers to the 'raw' questions in Section A of the questionnaire. The charts illustrate how motivated you are generally across the different dimensions.
- **The hierarchy of motives** - these charts show the order of importance you attach to the different drivers when you were asked to rank them through the questions posed in Section C of the questionnaire. This data highlights the relative importance of the drivers against each other.
- **The work activity dimensions** - this chart shows the types of activities that are important to you in any role you undertake or are considering doing, and reflects how you scored your answers in Section B of the questionnaire.

We hope you find this report helpful to you in whatever context it is being made available.

The Six Factor Model of Motivation Raw Data Scores

These show the raw scores of how, on average, you expressed your needs against each of the motivational factors and

facets. Following these charts are the definitions of each facet to aid understanding.



It is worth emphasising two things with these particular graphs:

- i. You will probably find that you are positively motivated by a range of factors. This is entirely normal, and indeed demonstrates the fact that no one motivational driver alone would be enough to keep one satisfied fully. The point is that this section helps you understand each of the significant motivational drivers.
- ii. They do not really provide a clear sense on what are the most important drivers for you. That comes later in this report when we examine the hierarchy of motives.

Each of the six factors are broken down into individual facets, for which full descriptions are provided below:

Power

- **Influence:** this relates to the extent that an individual is highly motivated to influence others to improve their performance and so achieve successful outcomes.
- **Authoritative:** this reflects the extent to which an individual enjoys taking charge of others and has a high degree of influence and control over their behaviours and actions. People so motivated will be attracted to roles that provide significant direct management and leadership of others.
- **Control:** this concerns the need to possess control over their own activities and the actions of others in so far as they relate to them.

Relationships

- **Colleagueship:** this relates to the extent to which an individual wants to establish and maintain relationships with colleagues and the general network of acquaintances that form part of their overall work environment.
- **Friendship:** this relates to the extent to which an individual is driven to establish a wide range of close friendships outside of their work environment.
- **Affection:** this concerns the extent to which an individual is driven to develop deep, meaningful and affectionate relationships with a deliberately selected group of others. In many respects this aspect of relationships will probably relate to the family and, perhaps, one or two highly significant, long-term friendships.
- **Approval:** this relates to the extent to which an individual wants others to like them. It is not to do with being recognised or respected either generally or by specific others. In this context, an individual wants to avoid situations that may disrupt the quality and harmony of their relationships as this motivator is about personal liking.

Achievement

- **Challenge:** this relates to an individual being motivated by new and novel experiences, which provide them with the opportunity to develop their skills, knowledge and expertise.
- **Excellence:** this relates to a person being driven and motivated to outperform against a previously defined level or standard. It is also important to point out that confirmation of excellence would be through actual measurement rather than via feedback (see Esteem below).
- **Growth:** this relates to an individual being energised by learning new skills and knowledge or enhancing existing ones so that they can make an enhanced performance contribution. Such individuals enjoy developing themselves.
- **Ambition:** this relates to an individual being motivated to attain higher levels of accountability, responsibility and authority in their work in order to gain both the opportunity to improve themselves and provide the space and scope to help others.

Status

- **Pay:** this is the principal extrinsic motivational driver that reflects the totality of the financial reward package received by an individual. It includes salary as well as other monetary based payments. Put simply, if this driver scores highly, then it is unlikely that taking on a role with lower pay would result in satisfaction, unless there was a clear route to then getting higher pay later on. In other words, a good level of pay represents a critical requirement before an individual takes on a role. Those not highly motivated by pay are much more interested in the intrinsic aspects of the role.
- **Wealth Accumulation:** this is another extrinsic driver, possibly underpinned by an individual's need for longer term financial security and stability. It is also influenced by the extent an individual wants to acquire symbols of success in the longer term. Whilst Pay concerns immediate needs, Wealth Accumulation relates to the longer-term.
- **Social Status:** this reflects the extent to which social position and status are considered important by an individual. How an individual perceives they are seen by others is important, explicitly evidenced by their displaying a range of relevant success symbols such as job title, company car, travel class permitted, club memberships.



Recognition

- **Respect:** this concerns an individual being highly motivated when their colleagues and friends behave and act in a way that shows they respect them for their specific contribution, skills and qualities that they possess. This is distinct from being liked by others (under Approval above).
- **Valued:** this relates to an individual enjoying feeling an overall sense of being valued and appreciated for what they do. It is important for them that their colleagues and friends regard what they do as important and significant.
- **Reputation:** this refers to the importance attached by an individual to the broad community in which they engage regarding them highly and holding them in high repute. Their image and external profile in their everyday life is important to them. In the context of their professional expertise, this relates to an individual's reputation across the whole of their industry or profession. Additionally, an individual wanting to cultivate a positive profile would seek to avoid any situations that would harm their reputation.

Esteem

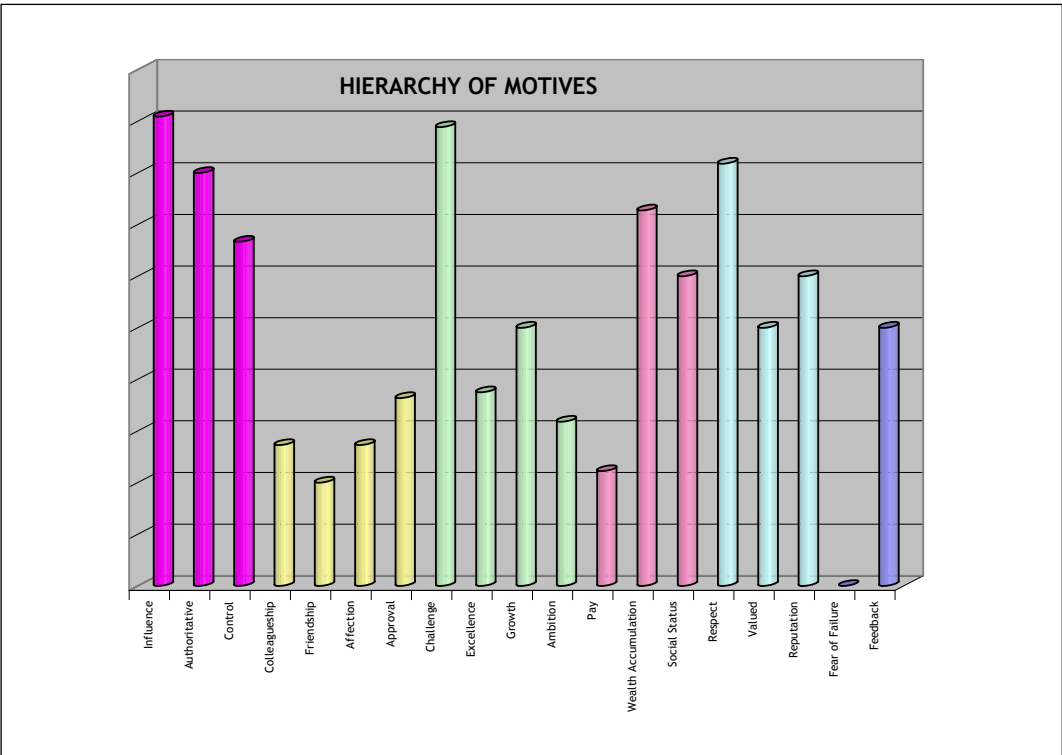
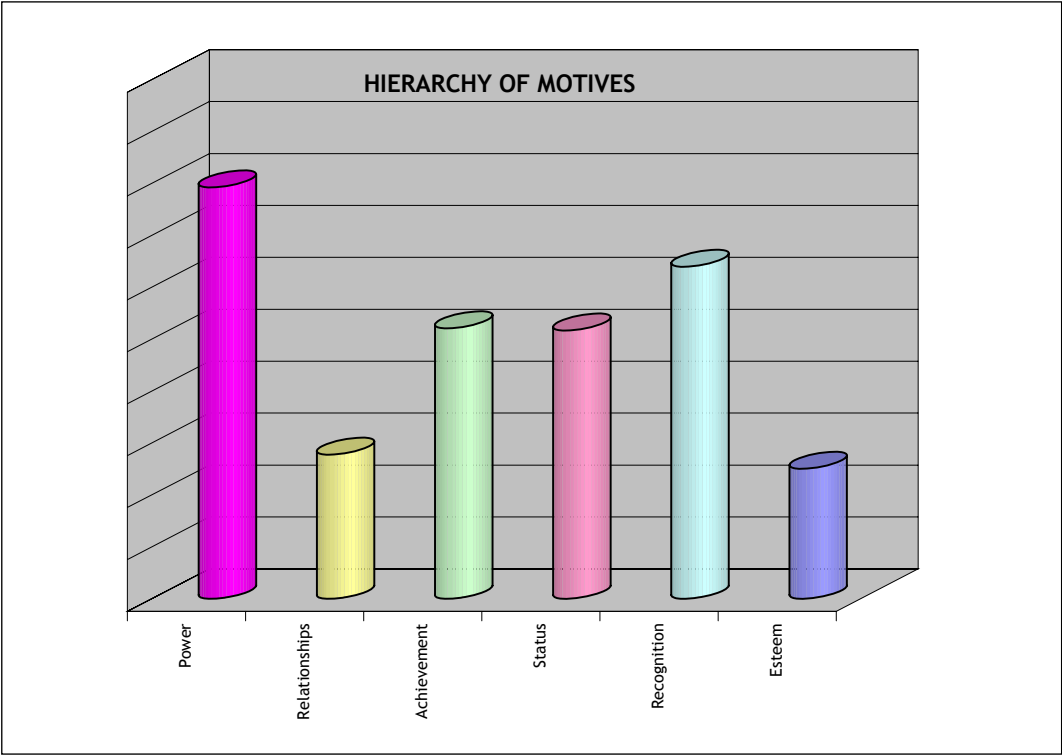
- **Feedback:** this concerns the extent to which an individual wants to receive positive feedback, be that verbal or written, about how they are doing. Such feedback recognises their contribution. Such an individual wants to be held in esteem by that person providing the feedback. (This is distinct from constructive, developmental feedback, which relates to having a need to develop). Essentially, this style of feedback enables an individual to know they have done the right thing.
- **Fear of Failure:** this relates to how avoidance of failing, i.e. not achieving aims, goals or objectives, provides the motivational energy that underpins an individual's behaviour in the pursuit of outcomes. As a result, such an individual will usually have a higher need to receive positive feedback.



The Hierarchy of Motives

These charts indicate the motivational drivers that are of greatest importance to you. The drivers higher up the chart are the most important. When examining the detailed

graph below, we recommend you consider the top six when considering whether any given role will prove satisfying.



The Work Activity Dimensions

This chart shows the type of activities that stimulate and excite you more than others. The further out towards the edge that the score on any axis lays indicates activities that will provide the greatest level of satisfaction to you.

Accordingly, when you review this chart, it is probably worth focusing on the top four or five scoring dimensions as these are the aspects of your work that are most critical to you. Do these prevail in your current role or in one you are considering for the future?

For each dimension, a brief definition is provided below:

Practical: working with your hands on practical issues.

Ideas: conceiving ideas and working with conceptual and abstract issues.

Investigative: collecting, collating and interpreting information and making conclusions and recommendations.

Artistic: working with artistic applications, such as music, drama or the arts.

People: dealing with and engaging with people, e.g. customers, colleagues, suppliers, partners and immediate reports.

Innovative: trying new ways of doing things in a dynamic, fast paced environment.

Security: having a real sense of security by minimising the risk of not being in continuous employment.

Structured: having clarity about what is to be done through provision of clear policies and procedures.

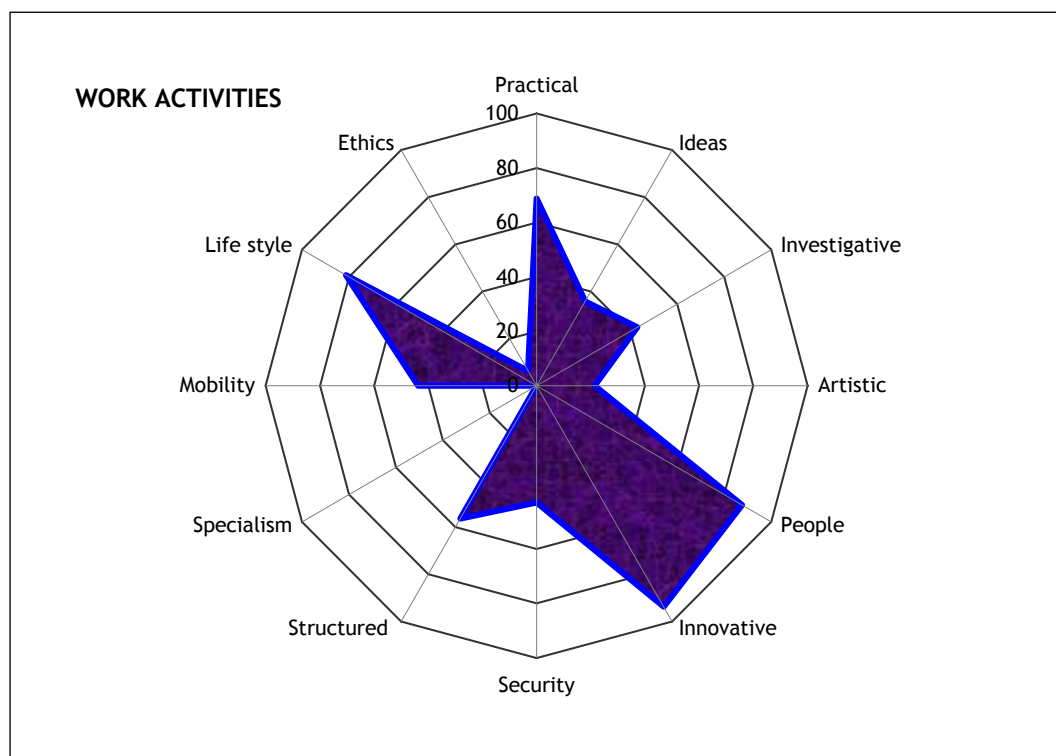
Specialism: having a more specialised role and/or applying specialised skills and knowledge.

Mobility: providing the opportunity to travel and work in different locations rather than in only one place.

Life-style: providing an effective balance between work and home life.

Ethics: working in an environment that is principled and ethical, enabling you to achieve your ethical standards.

We hope you have found this report helpful.





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