

9 ways to understand what motivates us

Carita Nyberg



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CONTENTS

	Preface	6
1	Motivators	7
1.1	Definition	7
1.2	Benefits from Knowing your Motivators	8
1.3	Positive and Negative Poles	8
2	Our 9 Motivators	10
2.1	Exchange – Information and Communication	11
2.2	Security – Anticipation and Planning	12
2.3	Adventure – Excitement and Variation	13
2.4	Influence – Power and Decisions	14
2.5	Expression – Individualism and Performance	15
2.6	Freedom – Independency and Alternatives	16
2.7	Expansion – Visions and Development	17
2.8	Recognition – Affection and Collaboration	18
2.9	Communion – Socialising and Events	20

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3	Motivators in the Workplace	21
3.1	Lack of Certain Motivators in the Workplace	21
3.2	Motivators and Team roles	23
3.3	Tasks at Work	23
3.4	Workplace Cases – The Benefit of Knowing	25
4	Motivators at Home	28
4.1	Motivators in Relationships	28
4.2	Motivators and Travel Plans	29
4.3	Motivators and Hobbies	34
4.4	How to Support Each Motivator	35
5	Combinations	38
5.1	Exchange-combinations	38
5.2	Security-combinations	39
5.3	Adventure-combinations	40
5.4	Influence-combinations	41
5.5	Expression-combinations	42
5.6	Freedom-combinations	43
5.7	Expansion-combinations	44
5.8	Recognition-combinations	46
5.9	Communion-combinations	47
6	Motivators – The Test	49
7	Motivators in Practice	54
7.1	Supporting Motivators Weekly	54

PREFACE

The author, Carita Nyberg, MSc. Economics, has further developed the Keys2Balance[□] method to assist workplaces in improving communication and leadership, in order to enhance the working climate.

The method is based on José Steven's, PhD., PersonEssence – Understanding People concept that has been utilized for more than 30 years in the US, both in one-to-one and group training sessions. After completing intensive training on this subject during the summer of 2002 in New Mexico, Carita Nyberg has continued to develop this method further, providing a variety of training and coaching for a wide range of workplaces and individuals.



Photo: Marja Kasanen

Keys2Balance[□] is a versatile program that offers inspiring insights into self leadership, management, team building and successful collaboration. The program contains nine keys that cover communication, motivation and wellbeing. Each key can be put into effect separately or combined with others. They are applicable to all individuals, giving recommendations on a wide range of working situations in a practical format. These suggestions can be put into immediate use both at work and elsewhere.

The Keys2Balance[□] provides keys for anyone looking for a challenge and interested in advancing their people skills. From leadership to team building, the keys can assist, helping the individual to develop their performance, people skills and collaboration abilities.

For more information about the Keys2Balance[□] method go to www.keys2balance.com.

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1 MOTIVATORS

Reading this book can give you many insights about yourself and those around you, as when you get to know your key motivators, you can improve your understanding of individuals and what drives them. Throughout the book there are also practical tools on offer, to assist you in leading yourself and others.

Knowing your strengths and areas in need of improvement can be very rewarding as they can set you on a path to a more fulfilling life.

This book explains motivators and is part of the Keys2Balance[□] method, that gives you versatile and practical insights into your natural strengths, and stress behaviours. Understanding motivators has proved very important for many people, both at work and privately, as through understanding comes awareness, and the ability to change and improve.

The book is divided into six chapters. It begins with some of the basics about motivators, then an explanation of each of **the 9 motivators: exchange, security, adventure, influence, expression, freedom, expansion recognition and communion**. The third chapter explores the motivators in the workplace, and the fourth looks at them at home and through hobbies. The fifth chapter describes the combinations and how they affect each other, and in the sixth chapter you can do a self score test and find out your top motivators. You can start the book by doing the test if you like.

You will also find examples and hints to improve your awareness at the end of each chapter. Please put them into practice, as this will reinforce your memory of the motivators and give you a better understanding of how they work.

Motivators is one of the practical keys in the Keys2Balance[□] method and is strongly linked to self-leadership and being motivated.

For more information about the Keys2Balance[□] method go to: www.keys2balance.com.

1.1 DEFINITION

Motivators is a topic that is essential for all of us. We all know how it feels when we are not motivated; we procrastinate, leave work unfinished, and often become drained of energy when doing activities we don't feel naturally drawn to do. We all have motivators, in other words needs, that must be met for us to get a sense of satisfaction from life.

We are not addressing your biological needs here; this e-book is all about your psychological needs and how you can recognise and support them in your daily life. It can be very helpful to be able to recognise your primary needs, we will also call them your top needs. When these are met, you are happier and more at ease with things in life. However, if they are not met, you may feel stressed, bored and unable to accomplish your work to the best of your ability. This can eventually lead to unhappiness and unnecessary illness, increasing the likelihood for the need for sick leave.

Hint

Some of your top needs are visible at work and some might become apparent at home or in a hobby. Ideally you should attend to them on a daily basis, if this is not possible, then weekly attention can still be effective.

1.2 BENEFITS FROM KNOWING YOUR MOTIVATORS

Motivators are very important for your wellbeing. These motivators can also be called your needs, as they represent traits that you should pay close attention to on a regular basis. They are cross-cultural and universal.

Why is it important and useful to get to know your top motivators? First of all, you can better attend to your needs when you are aware of them, and this can bring you great joy and a feeling of accomplishment. It can also increase your productivity and overall satisfaction with life. The other great benefit is that you can come to appreciate other people more than before. This is because the motivators of others are no longer something you consider weird. You can instead appreciate that some people have a natural inclination towards something that you yourself do not prioritise. If you are a manager or parent, it is very helpful to know what triggers another person and how to support them with the help of motivators. There are many case studies that show how motivators can free up energy to help you to be more productive at work and have more fulfilled in relationships.

1.3 POSITIVE AND NEGATIVE POLES

When you are in balance the positive pole is visible. This is the place to be, as this benefits both you and everyone around you. When you are experiencing stress or something activates your fear patterns, you act from the negative pole. This list explores the different motivators, and the positive and negative behaviours they produce at opposite poles.

Exchange:	+ give and receive	- gossip
Security:	+ trust	- fear
Adventure:	+ presence	- drama
Influence:	+ authority	- bossy
Expression:	+ creativity	- lies
Freedom:	+ independence	- non-committal
Expansion:	+ prosperity	- uncontrolled growth
Recognition:	+ accessible	- manipulative
Communion:	+ sharing	- indiscriminate

Hint

Which of the poles are easier to relate to? Pay attention to your own behaviour and look out for the different poles within yourself.

2 OUR 9 MOTIVATORS

There are nine motivators, and they represent our psychological needs and the themes that have meaning in our lives. There is not one motivator that is more important than the other. However, each combination is quite unique, and defines what is really important for you to feel happy and satisfied with your life. You have access to all nine to some extent, but usually three of them are far more important, these are your primary needs. When you become aware of your own top motivators, you can incorporate them consciously into your daily life, which is likely to result in you being happier and more at ease. This piece of knowledge can also be useful when interacting with others.

Each motivator has also a positive and negative pole. The positive pole traits show when we are balanced. When we can't use our strengths or feel unbalanced, we tend to use the negative pole. It is vital for your wellbeing to break that negative pattern and act from the positive pole, as this will not only benefit you, but also those around you.

The motivators can usually be grouped in three groups of three. The top three require your main attention, then there is a mid-group which have some relevance, and lastly the bottom group of 2 or 3 needs can often be overlooked as they offer little to no satisfaction. When you pay attention to your top needs, you feel happy and fulfilled. However, if you are missing one or more of them, it can make you feel uncomfortable and you will have an unconscious need to pay attention to it in at least some aspect your life. The combination of motivators is different and unique for each of us, with some of the traits showing up at work and some in the home or in a hobby. As you become more aware of them, it will help you to understand what you are missing and give you the tools to activate your motivators in your weekly program.

Some of the motivators are fairly common and some are rare. Among the most common are security, exchange and recognition. The rarest needs are expansion and influence. If your top three includes one of the rarest motivators, this may help you understand why your interests are not being supported on a larger scale. One key understanding is that it is you who is responsible for catering for your needs, not your boss or your spouse. However, it is helpful if you can communicate your top need so that they may support you as best they can.

One of the most common errors people make is to assume that everyone else has the same top motivators as themselves. It is very helpful to develop an understanding how these motivators play out at work and in relationships.

2.1 EXCHANGE – INFORMATION AND COMMUNICATION



People with exchange as their top motivator are happiest when they have access to information and have an environment and people with which they can discuss this information. They are great communicators and value open sharing of thoughts and ideas. They want to learn and educate themselves, but also teach and share with others. Small talk is not enough for a person with exchange.

Positive traits of exchange:

- great communicators
- teaching, sharing
- team-players

Negative traits:

- slander and gossip

How to identify:

- they ask a lot of questions
- enjoy discussions, negotiations and debates
- read a lot and seek out information

What Motivates them: having learning opportunities and good communication tools.

Avoid isolation and a bad working atmosphere.

Exercise

How can you support your need for exchange?

Hint:

Pay attention to your working space, is it supporting your need for exchange?

2.2 SECURITY – ANTICIPATION AND PLANNING



People with security as their top motivator are more at ease when they know what to expect. They want to know things in advance and like to anticipate changes. They are good at planning and keeping things in order. Change is a big challenge for people with security on top.

Positive traits of security:

- great planners
- commitment to routines, schedules
- protective team-players

Negative traits:

- anxiety and fear of risk-taking

How to identify:

- they ask a lot of questions, as they worry easily
- enjoy planning and forecasting
- overestimate budgets and time lines

What motivates them: clear schedules and a framework for action.

Avoid chaos, constant changes and bad planning.

Exercise

How can you support your need for security?

Hint:

Pay attention to people around you, can you recognise those who have this need on top?

2.3 ADVENTURE – EXCITEMENT AND VARIATION



People with adventure as their top motivator need novelties and excitement to prosper. They are active and like to take risks and promote change. These people enjoy taking on new challenges and new hobbies, and are easily bored when dealing with regular routines.

Positive traits of adventure:

- curious and bold
- spontaneous, active
- ready to try out new things

Negative traits:

- drama and excessive risk-taking

How to identify:

- eyes light up when adventure is offered
- dynamic and often athletic
- takes own initiative and wants to create change

What motivates them: new challenges, moving and travelling.

Avoid routine work and inflexible schedules.

Exercise

How can you support your need for adventure?

Hint:

What new activity can you bring to your life? Boredom is really something to avoid.

2.4 INFLUENCE – POWER AND DECISIONS



People with influence as their top motivator really enjoy being in charge or considered as the authority. They like to make a difference and be trusted with responsibility. Influence gives them credibility and they are often role models for others.

Positive traits of exchange:

- opinion leaders, strong
- ability to lead, organisational skills
- empower others

Negative traits:

- over-control, tactlessness, opportunists

How to identify:

- display confidence and take charge
- they like to meet up with authorities and power figures
- many with influence enjoy leadership work roles

What motivates them: having options and additional responsibility.

Avoid bureaucracy or punishment for showing firmness.

Exercise

How can you support your need for influence?

Hint:

Do you have ways to put your need for influence to use? Maybe join an association or a group where you can take responsibility in some area or another.

2.5 EXPRESSION – INDIVIDUALISM AND PERFORMANCE



People with expression enjoy being seen and heard, and often stand out from the crowd. They are creative and usually have an artistic flair. You will see these people in great numbers in the art, entertainment, music and fashion industries.

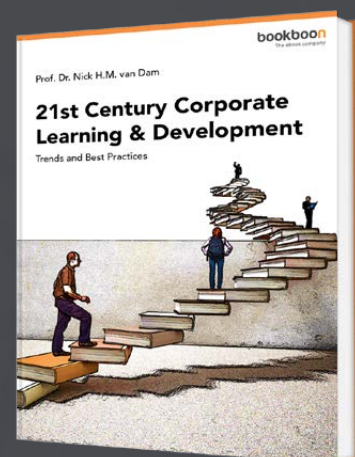
Positive traits of exchange:

- creativity, novelty
- inspiring, humorous
- great with materials and tools

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Negative traits:

- selfish, rebellious, untrustworthy

How to identify:

- often colourful in appearance
- innovative and imaginative
- personalises their workspace

What motivates them: personal expression and encouragement to innovate

Avoid suffocating creativity and tight control.

Exercise

How can you support your need for expression?

Hint:

Do you let your artistic side show? If not, look for a way to give this need more attention.

2.6 FREEDOM – INDEPENDENCY AND ALTERNATIVES



People with freedom as their top motivator really enjoy alone time. They are very independent and like defining their own schedules and ways of doing things. Having flexibility and the opportunity to choose are key to support this need.

Positive traits of freedom:

- independence, own initiative
- liberated, self-reliant
- responsible and flexible

Negative traits:

- fear of commitment, antisocial

How to identify:

- they want a long leash from their supervisors
- they often take on solo projects
- working from distance is appreciated

What motivates them: lots of flexibility and having their own space.

Avoid strict orders, micromanaging and demanding long commitments.

Exercise

How can you support your need for freedom?

Hint:

Create alone time, even if you have a busy schedule.

2.7 EXPANSION – VISIONS AND DEVELOPMENT



People with expansion as their top motivator enjoy innovations, big projects and big ideas. They are constantly looking for ways to improve or expand their horizons, be it a franchising concept or hobbyist collection. They are the visionaries that want to conquer the world.

Positive traits of expansion:

- far reaching visions and plans
- active and on the lookout for new opportunities
- good at scaling up and developing

Negative traits:

- uncontrolled growth, hoarding

How to identify:

- they have big visions and ideas
- they are always looking for new ways to grow
- large scale, long range plans

What motivates them: allowance for visions and thinking big.

Avoid non-negotiable rules and restricting thinking.

Exercise

How can you support your need for expansion?

Hint:

Find a big project with several options, look for ways to use expansion.

2.8 RECOGNITION – AFFECTION AND COLLABORATION



People with recognition are very friendly, smiley and easy to approach. They like to nurture others and smooth over conflicts. Collaborating is preferable, and they are good at creating a welcoming and receptive work environment.

Positive traits of recognition:

- easy going, warm and friendly
- approving of others and unselfish
- great collaborators

Negative traits:

- manipulative, attention craving

How to identify:

- they ask you how you feel
- enjoy getting to know the people around them
- they need a lot of feedback

What motivates them: regular feedback and praise. Encourage the creation of a nurturing work environment.

Avoid harsh competitiveness or isolation.

Exercise

How can you support your need for recognition?

Hint:

Is there an area in your life where you are lacking recognition? If so, think of creative ways to change the situation.

2.9 COMMUNION – SOCIALISING AND EVENTS



People with communion as their top motivator enjoy people and love socialising with those around them. They can connect with new people easily and they are great at hosting meetings and gatherings.

Positive traits of communion:

- great social skills
- big social networks
- good at planning events

Negative traits:

- superficial, afraid of being alone

How to identify:

- they enjoy small-talk and making new connections
- social, caring, talkative
- often organising get-togethers and events

What motivates them: arranging gatherings and planning events.

Avoid insolation or making the working environment too serious.

Exercise

How can you support your need for communion?

Hint:

Think of the different ways you can socialise in all the areas of your life. Can you incorporate communion at work as well as during your free time?

3 MOTIVATORS IN THE WORKPLACE

The following pages briefly describe each motivator in the workplace. Once you recognise your own primary motivators, you can focus your attention on them more consciously. Understanding your motivators can be useful in both your role at work, as well as, in other fields of your life. Once you take notice of your motivators, they will keep you content and able to cope with many everyday situations. It is also very good to know the motivators of your team at work or project group, and your close friends and family members. You may then be more able to consciously put the needs of others in front or alongside your own to support the bigger picture during a project, work place or life in general.

At work it can be very helpful to draw on your top motivators, as this will improve productivity, job satisfaction, and increase your feeling of ease.

If you don't feel valued or happy in your workplace, it is very likely that your motivators are not finding the space to be fully present.

3.1 LACK OF CERTAIN MOTIVATORS IN THE WORKPLACE

Workplaces have different cultures and dynamics and motivators add a layer of understanding to the themes that either support or suppress the functionality of the workplace. By attending to the motivators that are important for your workplace, you can create a work environment that is more effective and enjoyable for those working there.

In leadership it is common that the primary motivators of the management team affect the whole atmosphere. However, the lack of space for certain motivators can also play a huge part in understanding what is going on at work. Let us discuss how the lack of motivators can affect the working environment.

If exchange is not given high enough focus, it is guaranteed that people in that workplace will suffer. Exchange is such a common need, that there is normally a big demand for openness, possibilities to share ideas and thoughts, as well as, a necessity for structured meetings and easy access to information.

Security is also a typical need for many people. If it is lacking in the workplace, it emerges as poor planning and bad preparation for meetings and projects, often resulting in short term thinking and reacting instead of planning strategically. Many people become stressed by last minute rotating and delayed or slow holiday confirmation.

Adventure gives workplaces the opportunity and wiliness to test and change things. If it is completely lacking in the workplace, it results in a stale working environment, where new ideas or improvements are not encouraged, and in some cases, are even avoided. When a manager has adventure as one of their top needs, it may cause turmoil within the organisation, as they will create and agree to multiple changes. This will push people who are not comfortable with quick or extensive changes in stress mode.

With influence lacking there might be issues with leadership, and a lack of clarity on how to make decisions. People with low influence will prefer not to step in or take the lead. When there are many people with influence as a top need, it may cause excessive competition for control and create confusion concerning who oversees what, leading to a breakdown in responsibility.

Expression is more common in workplaces with a creative focus, typically in artistic fields. A strict, authoritarian culture with, for example, identical working uniforms for staff, can be demotivating for people with the need to be individualistic, and for those who enjoy the possibility to express their personality through clothing.

When freedom is lacking in the workplace, people are not encouraged to work independently or do their own work at a distance. This can be very annoying for people with freedom high up on their motivators list, as they would ideally have their own work space, so they can focus without people working too closely around them.

Expansion is a rare motivator; therefore you don't see it in all workplaces. Where it is lacking, big expansion plans or long-term visions are often also lacking. A manager with this need as one of their top motivators must be really careful, as they might shake things up too extensively. This can leave many of the workforce unable to understand why they have all these big ideas, and why they are so focused on moving forward with them.

When recognition is lacking in the workplace, you may have an atmosphere that is neither supporting nor enabling of teamwork. Feedback is often lacking, too. People with the recognition motivator are great at building bridges between people and teams. They provide an important set of skills, enabling a workplace to work better together and improve each other's performance.

Communion is the need to gather people together and to socialise. If this need is lacking in the workplace, then there won't really be any unofficial possibilities for staff members to attend events together and get to know each other, e.g. an afterwork Friday social or a teambuilding day trip. If a workplace is too overly work oriented, then people with this motivator will not thrive and the whole team will miss out.

3.2 MOTIVATORS AND TEAM ROLES

Team efficiency can be boosted by knowing the strengths of each team member. If you are leading a team, you may assign roles that match the individual team members' motivators. This will assist you in getting energetic, committed people, who usually perform much better than those who are reluctant to take on their team role. In project groups it is also useful to pay attention to those who have a natural inclination for something.

Here are some examples of how you can take the differing motivators into account and therefore deal with them better:

- Exchange. Give them a role to gather information or administer the project.
- Security. Let them be the planner and give them responsibility for the structure of the project.
- Adventure. They enjoy coming up with bold ideas and testing them out, have them start by mind mapping new ideas.
- Influence. Being responsible for part of a project will be very rewarding for them, so let them take on a visible role.
- Expression. Have them come up with original ways of presenting the project.
- Freedom. Allow them to have an independent role in a project, with a flexible schedule.
- Expansion. Encourage them to think big and let them envisage how to scale up the project.
- Recognition. These people are great with people. Let them create a good atmosphere and allow them to support the group.
- Communion. Think about the possibilities for celebration during different phases of the project and let people with communion plan the big launch.

3.3 TASKS AT WORK

How can you use your top motivators more deliberately when you are at work? For the first step, it is important for you to become aware of whether you are actually using your motivators or not during your working day. It is also good to reflect whether you could do more to enable your motivators in the workplace.

- If you find exchange highly motivating, make sure you have good access to information, know whom to ask for help and do your best to create an open, communicative atmosphere. You will be thriving when communicating or researching as part of your day to day working experience. Salespeople, communication officers and educational support assistance commonly this need.
- With security, you'll find you want to plan in detail for all eventualities and be aware of what could happen. Therefore, you like to be well prepared for a project or a meeting. Routines are something you like, and you often want to keep things

simple and predictable. Look for a role where you can keep things in order, in an environment where you feel safe. Public sector, insurance and banking jobs are typical and offer mostly long-term employment.

- Adventure enjoys variety and novelty. You get excited when there are opportunities to grow, new experiences and flexitime is an option. Confined, routine work is not good for you as you appreciate lots of action and schedule change. Entrepreneurs, cutting edge researchers and inventors often have this trait.
- When influence is a top motivator, you prefer tasks where you can be in charge. It comes naturally to you to take the lead, so if this not possible, you may feel empty and the negative need for excess attention will manifest itself. Politicians, executives and board members enjoy this motivator.
- Expression often sees you in creative roles and you want to be recognised for finding new ways of doing things. Decorate your office space and share your innovative ideas. Arts, education and advertising provide good work roles for strong expression.
- Those of you who have freedom upfront, need space and time in solitude. You enjoy having your own tasks and using a mobile office. Entrepreneurs, consultants and freelancers are typical roles.
- With expansion comes a need to see the bigger picture, looking at how you may duplicate or re-work a project for new markets and/or systems. Your visionary skills may come in handy in a work setting where new ideas and possibilities are valued. Franchising chains, international companies and large sales areas work well.
- If recognition scores highly on your motivators list, you really enjoy people and creating a warm and welcoming work environment. Look for ways to collaborate and be the smiley, friendly person that you are. Customer service, sales support and HR are good environments.
- Communion looks for tasks with both official and unofficial gatherings and enjoys planning fun things to do. Find ways to be social and work closely with a group of people. Sales, marketing and event planning suit communion well.

Exercise

Which of your motivators show up when you are working? Are they different from those the company you work for is emphasising?

Hint

Find ways to make more room for your top motivators, in your home life, but also at work.

3.4 WORKPLACE CASES – THE BENEFIT OF KNOWING

A business manager with exchange as a low priority need will lack communication skills. Therefore, people in their organisation may feel left out or feel they have too little information to proceed with their job. This will cause friction and it might lead to gossip and a fabrication of the facts, to make up for the lack of real facts. For example, in one workplace the overall team scored very highly when testing for exchange as a motivator. One of the managers however, did not. This manager was directly in charge of updating the intranet, however, new information was rare, and updates were often slow to arrive or late. This insight into the motivation of individuals in their organisation enabled the director to give this information heavy role to another team member, resulting in an instant change and increase of work satisfaction for the whole team.

In another example, a company had a HR-manager who scored zero when testing for security as a motivator. It was a true revelation for them to notice how this played out across the whole organisation. Last minute projects announcements and changes of information were common place, and this caused panic among the majority of employees, for which security scored high as a priority need. This new understanding increased the HR-manager's awareness and resulted in them putting more effort into planning and information dispersal. The staff responded by giving great feedback and reported higher job satisfaction during the next round of staff appraisals.

When a manager has adventure as one of their top three motivators, they really enjoy shaking things up. This may involve the creation and implementation of a new organisational model, the switching of clients, or any number of changes they like to try out. These changes are problematic for staff when security is one of their top priorities and the changes may backfire due to lack of shared motivation. For example, a newly appointed CEO of a business started 30 projects in the first month they joined the team. This created chaos and caused panic for those working in middle management. In less than a year, most of their projects had been unsuccessful or left unfinished. The CEO soon left the company unfulfilled and de-motivated.

Influence is not very common, but when it is present, it is quite a visible motivator. For example, in a company where the head of the team scores very low on influence, but one of their team members had it as their top motivator, there can be problems. This dynamic often leads to frustration, as in this case, the team member was tempted to over step their boundaries as they felt their boss was weak. After the team had some training, the boss realised that the team member with influence was an asset, not a troublemaker, and assigned them more responsibility.

If expression scores highly as a motivator then this can make it more difficult to work in an environment where there are strict dress codes. In one case, a person with expression rebelled against the procedures and got themselves into some trouble several times. When some flexibility was allowed, the situation calmed down.

The ability to work from home or at a distance was under discussion in a company for several months and didn't seem to be reaching any conclusion. For the management team, freedom did not rank highly as a motivator and therefore they hadn't seen the need or urgency to create clear rules to allow working from a distance to be possible. On finding out that this was causing much annoyance for many key people in their organisation, they changed the procedure to allow distance working. This led to better work satisfaction for those with freedom as a top priority.

In one case, a business owner had expansion as their top motivator, whereas for the rest of the staff, expansion featured quite low down on the list. This insight gave the staff an understanding as to why the owner was constantly branching out and creating new offices in different cities. The friction diminished as the staff could understand their boss's actions, and therefore felt less annoyed by the changes.



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Recognition is like a bridge between people. In one case, where a team scored very highly for this need whilst their manager didn't, the need to create a welcoming and warm atmosphere was not supported and the lack of feedback became an issue. On learning this, the team used the knowledge to change the environment themselves. They started giving each other more feedback to compensate their boss, resulting in a better working climate, which the manager could also appreciate.

An example of communion is a workplace where three out of 30 staff members had communion as their number one need. When the business owner understood the meaning of this and they were eager to delegate some event planning to these people. Both parties were very happy with the outcome and the events were a huge success.

4 MOTIVATORS AT HOME

4.1 MOTIVATORS IN RELATIONSHIPS

It is extremely helpful to be aware of the motivators of your closest friends and family. The things you agree or disagree on very often reflect your priorities. If, for example, you have freedom at the top of the list, you will really value your alone time. However, people can have a hard time understanding this need if they score freedom as low to non-existent. As a whole, we tend to assume that we all have the same primary needs and this can lead to misunderstanding and wrong conclusions. Another example might be a spouse who has a high need for communion, with a partner for which it is a low priority. You can be assured that this will be a topic that causes much frustration for both parties, as one wants to invite people round and go out all the time (high communion), whilst the other one would much rather stay at home and have a cosy evening in without other people around (low communion).

Whenever there is a clash in a relationship, where one person has a motivator as high scoring, whilst the other has the same motivator low scoring, it will create tension. If your top motivators are not compatible, then you need to make clear what is important to you and listen to what is important for the other person. You can solve this tension by letting go of the expectation that they will change their behaviour, and instead find a good friend or a hobby where your need can be expressed.

Here some examples of needs that might cause friction in relationships:

Example 1. Person A: Adventure-Freedom & Person B: Security-Recognition

Example 2. Person A: Exchange-Communion & Person B: Freedom-Expansion

In example 1, Person A has adventure and freedom. This means they will want to do extreme things regularly and they won't mind being alone. Person B, with security and recognition, is happier with routines and being with the people they care about. The compatibility is a challenge and asks for great flexibility on both sides to keep it working.

In the second example, Person A is very talkative, loves people and attending events. However, this is not motivating for Person B, as they rather be planning big projects independently, perhaps thinking of ways to renovate their house or garden themselves.

As a final remark, remember that compatibility is a sum of many qualities and motivators is just one theme. However, it is the case that compatible motivators act like glue between people. It makes life so much easier when you have a natural understanding of what is important for yourself and others.

Hint

Do the test with a friend or colleague. Discuss the results, as this might give some aha moments for both of you.

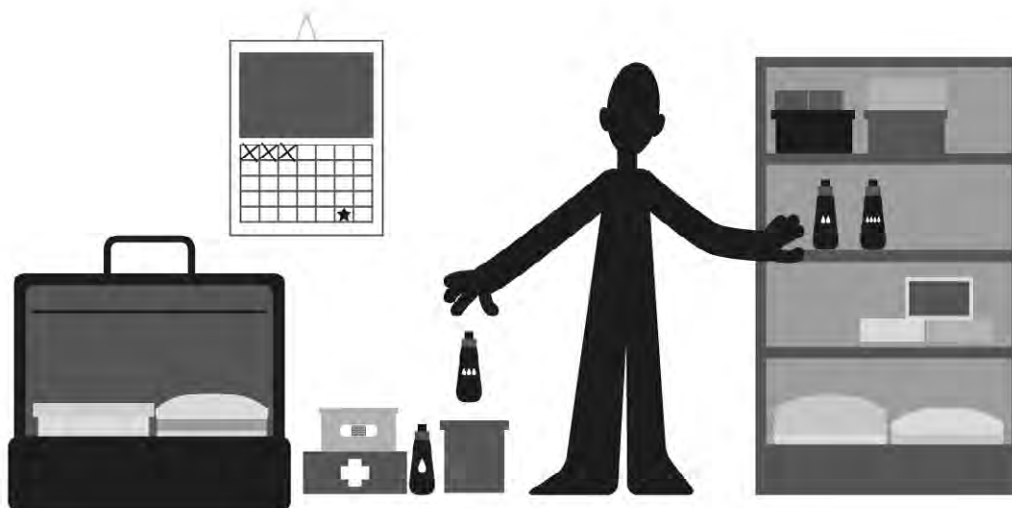
4.2 MOTIVATORS AND TRAVEL PLANS

We all have differing needs in relation to what we appreciate in our day to day lives and these needs are emphasised when we are travelling. Therefore, a playful way to explore which motivators work for you, can be to look out for them whilst planning your holidays or a business trip. From the examples, you may also start to recognise them in the people around you.



Picture 1. Exchange – access to information.

If you score exchange as one of your top motivators, you value having a good book or two on your travels. It is also crucial for you to have access to the internet during your journeys, as well as on arrival at your destination, as you'll want to stay connected, even during your holidays. If you are travelling with someone else, you enjoy having deep conversations with them, where you can both share and learn from each other.



Picture 2. Security – planning ahead.

When security is a top need then you enjoy planning ahead, especially when going away on a trip or holiday. You might start preparing for it weeks before; thinking what you need to pack, what the weather forecast is projecting for the duration of your trip, and how to plan activities once you arrive. You'd rather return to a resort or hotel you've been to many times before, if you felt comfortable there, as opposed to trying somewhere new.



Picture 3. Adventure – love of novelties.

Adventure literally means to take a chance or a risk. Therefore, you don't care much for planning and preparing and you become particularly excited when there is a surprise or a less travelled destination waiting for you. You feel at home with a multitude of activities, and also enjoy challenges. Typically, you will act spontaneously and book a trip last minute, or you will make sure that a holiday you do plan, will be without routines and minimise set activities prior to your arrival.



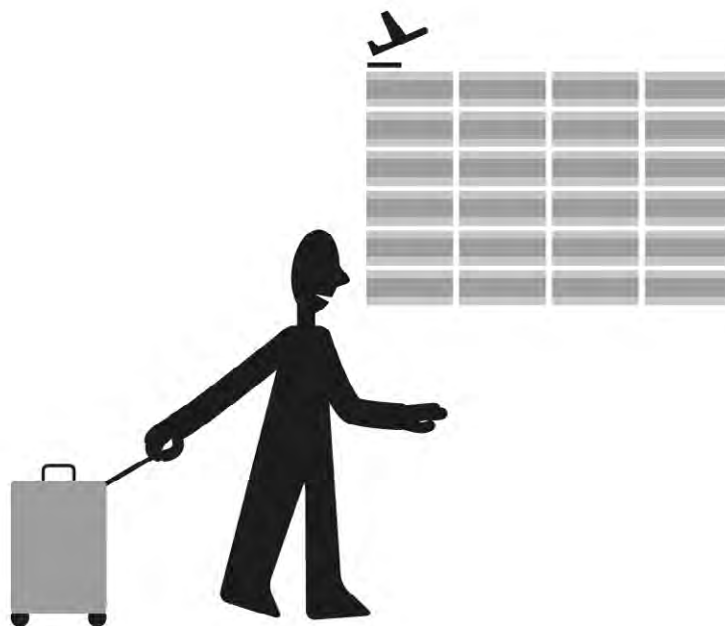
Picture 4. Influence – like to take charge.

Those with influence as their top motivator will take a leading role in most situations, and this includes holidays and trips. They are often the lead traveller, even if the destination is a new one for them. Many people come to them for advice, and they enjoy giving it and sharing their opinion. Travelling is very enjoyable for them, as they feel at home almost anywhere.



Picture 5. Expression – like to stand out.

When expression is a top need, you like to stand out from the crowd, be it with your travel outfit or your luggage. Your personal style also affects the choices you make about your trip. Culture, music and arts come high up on your list and you enjoy destinations that can offer a varied cultural experience.



Picture 6. Freedom – alone time is valued.

If freedom is a big motivator, you often enjoy travelling alone. You have no trouble adjusting to different landscapes and you enjoy the freedom you feel when travelling, even to the point of actually seeking to work from a distance. A relaxed schedule with minimal planned activities makes for a good vacation in your eyes.



Picture 7. Expansion – round the world tours excite them.

With expansion on top, you don't like to settle for a single destination and would rather visit multiple cities or organise a grand tour. You enjoy expanding your horizons and travelling is one way of doing that. No plan is big enough when preparing for your next vacation.



Picture 8. Recognition – getting gifts for back home.

You like to take care of people around you, and this is also true when you're travelling. Sending postcards or buying souvenirs for the people you care about is normal for you and you enjoy doing it. You like travelling with your family or close friends and tend to be very attentive to those you travel with. It is important to create a cosy environment for you and those around you wherever you go.



Picture 9. Communion – where are the best places to hang out?

Those with communion don't like travelling alone. And if they do, then soon enough, they'll end up joining a party or finding the liveliest places in town to hang out. These people enjoy travelling in a large group. Networking is second nature to them, so they tend to make new connections during every trip.

4.3 MOTIVATORS AND HOBBIES

Different motivators show up across a variety of hobbies, however, it is unlikely that all your motivators will show up in this area of your life. Be prepared that some of them won't show up at all, but some of them will. The important thing is to attend to your motivators in some way or another, be it at work, at home or through a hobby.

How can the motivators differ in sports, for example?

- Exchange is typical in sports where you need to strategize or discuss. This need can be fulfilled through team sports and through one to one coaching, where the coach is heavily involved in your improvement and progression.
- Security shows up in sports where you feel supported by a coach, and often also in team sports with the players you trust.
- Adventure often manifests itself in hobbies that excite you, be it scuba diving, rally or other sports where an adrenaline rush can be felt.
- Influence shows up as being the coach or somehow in charge. It might be playing golf or as the captain of some team.
- Expression shows up throughout many art forms, be it music, painting, handicrafts or innovative cooking. In sports, for example, it may be explored through dance, ice-skating, dressage or any of the more performative physical activities.
- Freedom prefers solo sports like athletics, but it can also be expressed through an individual taking on specific positions or duties as part of a team.
- Expansion thrives in a sport where there are possibilities to go far, going from regional to national to international competitions for example.
- Recognition enjoys doing things together, whether that be a tight knit group who goes out bowling or couples playing doubles tennis together.
- Communion is all about group activities and a more the merrier attitude. Team sports or going to sport events with friends can satisfy this need.

Exercise

Focus on your top motivators. Is at least one of them showing up in a hobby? If not, find a way to fill that gap.

Hint

Think of hobbies that support one of your top needs and try some of them out.

4.4 HOW TO SUPPORT EACH MOTIVATOR

The list below may help you get a quick overview as to how to support each of the motivators. Pay most attention to those you have identified as your top three.



- Exchange – to discuss



- Security – to plan



- Adventure – to experience



- Influence – to lead



- Expression – to stand out



- Freedom – to be independent



- Expansion – to develop



- Recognition – to take care of others



- Communion – to socialise

Exercise

Go through the list and mark those that are your top 3. Are there any surprises?

Hint

Do the test on page 43 to find out your motivators.

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5 COMBINATIONS

Many of the motivators are important to us. When you know which ones are your priority, you can look at the combinations in this chapter to understand how they work together.

Below are some examples to help you to notice the different combinations and be aware of how any two motivators affect each other. The motivators can either boost or lessen each other, depending on how different or similar the qualities are in each need. A good example is security and adventure, as this person could enjoy new and exciting situations, but be more conservative when taking risks than someone without security in their top three. However, another example, communion and recognition, only complement each other, leading to the most social combination of all the motivators. This leaves no question marks as to how important people are for an individual with both in their top three.

5.1 EXCHANGE-COMBINATIONS

If exchange is one of your top motivators, you really appreciate good discussions and having access to information.

Exchange-Security

- It is important for you to receive knowledge through discussion within your areas of interest.
- You have a double need to check things and will ask many questions.

Exchange-Adventure

- You enjoy experimenting with some new hobbies or projects and are a talkative risk-taker.
- When things get boring, you are ready for the next adventure.

Exchange-Influence

- This combination gives you authority, as you like to take charge and lead discussions.
- You need to pay attention to your control, to make sure you do not come across as bossy.

Exchange-Expression

- This is a very creative and artistic pair of needs. You will want to put your own mark on things and share your ideas with others.
- You are constantly looking for ways to express yourself and you enjoy studying your field of interest.

Exchange-Freedom

- Freedom gives you the need to take some alone time, e.g. reading or investigating by yourself.
- You like to study things at your own pace without long commitments, but also enjoy sharing your findings.

Exchange-Expansion

- You think big and want to share your visions and ideas.
- Sometimes others won't understand your line of thinking as expansion is such a rare need.

Exchange-Recognition

- This combination makes you easily approachable and you are often a mediator between people and in groups.
- You want to create a nice ambiance and need to receive feedback in order to feel valued and productive.

Exchange-Communion

- This combination is very social. You love people and gatherings, both informal and formal.
- You really enjoy conversations and being alone is not for you.

5.2 SECURITY-COMBINATIONS

When you have security on top, you have a huge need to do some planning and preparing in all you do.

Security-Exchange

- It is important for you to feel safe and you enjoy good discussions.
- Being prepared and doing your research comes naturally to you.

Security-Adventure

- This is a combination with opposites. Normally you have some areas in your life where the need for security is strong, but you also have a need for trying new and bold things.
- You are very prepared for your adventures and will play it safer than others with adventure as their top priority.

Security-Influence

- You want to have control of things, both by feeling organised, but also by being in charge.
- You enjoy routines and are happiest leading people that are close to you.

Security-Expression

- Planning your artistic endeavours is a way to move ahead.
- You like to do things with your own flair, but nothing too risky.

Security-Freedom

- With security you like to know what is happening, however, freedom has you longing for the space and time to do things by yourself.
- You have things under control and a clear plan of how your flexible time will work.

Security-Expansion

- This combination puts the brakes on expansion, as although you long for big visions, you restrict them. This way they do not become too overwhelming.
- You prepare carefully as to how to expand your plans.

Security-Recognition

- With this combination you are sure to take care of people that matter to you.
- You enjoy preparing for things, be it trips, events, hobbies and aim to create a good atmosphere everywhere you go.

Security-Communion

- It is natural for you to plan events and gather people around you.
- You like to have the space and time to organise parties or other meetings.

5.3 ADVENTURE-COMBINATIONS

With adventure as a top motivator, you enjoy excitement. You are a risktaker who is constantly on the lookout for new things to explore.

Adventure-Exchange

- You want to do your adventurous things with a good friend so they can share in the excitement.
- Going on courses and learning new, different skills and information excites you.

Adventure-Security

- You prepare in advance for your adventures, as you want to know what is most likely to happen.
- Calculated risks are better for you than just going for it without planning.

Adventure-Influence

- You are a risk-taker who also wants to take the lead.
- Leadership roles and new challenges are both rewarding for you.

Adventure-Expression

- You are an experimental individual. It is easy for you to explore and have a go at completely new skills and situations.
- It is tempting for you to play around with many ideas, doing what you like in your style.

Adventure-Freedom

- You are truly a free bird who can't be locked up and you enjoy doing daring things alone.
- Excitement drives you, and you feel that new adventures are always waiting around the corner.

Adventure-Expansion

- This is the most daring combination as you do not shy away from trying out anything new, no matter how big.
- Many people are amazed as to how you live your life, as you are full of surprises and spontaneity.

Adventure-Recognition

- You like doing new and fun things with close friends or your family.
- It is easy for you to get excited and you tend to be the caretaker of your family and friends.

Adventure-Communion

- You enjoy life and aim to do exciting things with a variety of people.
- You can easily throw a sudden party or improvise a group activity if put on the spot.

5.4 INFLUENCE-COMBINATIONS

When you have influence as one of your primary motivators, it shows as a need to be in charge. You really enjoy taking responsibility and having control.

Influence-Exchange

- You are the leader and take command of a situation verbally.
- Having in-depth conversation is meaningful to you.

Influence-Security

- You want to have control, both by planning, but also leading.
- Routines create safety for you and leading people comes naturally.

Influence-Adventure

- You take strong, courageous actions and enjoy being in charge.
- Both excitement and having control gives you an energy boost.

Influence -Expression

- Taking the lead in a unique and individualist manner is typical.
- You enjoy expressing yourself and controlling the stage.

Influence-Freedom

- You are a lone wolf type of leader, enjoying your solitude regularly.
- Being in charge is important, but you also enjoy the flexibility of choosing when and how.

Influence-Expansion

- Nothing is too large for you to take charge. You enjoy envisioning the big projects you could lead.
- Expansion in its many forms attracts your interest and you love to execute big plans.

Influence-Recognition

- You like to be in command, in a team or any smaller group setting.
- You are very considerate of the needs of others and can give feedback easily.

Influence-Communion

- Speaking at social events gives you purpose. You enjoy networking and can easily start a group yourself.
- The more people the better in any team or activity, and you are happiest when you have a visible role within a group.

5.5 EXPRESSION-COMBINATIONS

When expression is a top motivator, there is always an individualistic approach to doing things or showing up.

Expression-Exchange

- You are very creative and communicative, and this is great for sharing your ideas.
- You are constantly looking for ways to express yourself alongside studying your interests.

Expression-Security

- It is natural for you to plan your projects and leave your own personal touch.
- You like to do things with creativity, but also play it safe.

Expression-Adventure

- You stand out in a crowd and it is easy for you to experiment.
- You like coming up with new, bold, creative ideas.

Expression-Influence

- You are good at taking the lead in your own way.
- Being on the stage is something you enjoy.

Expression-Freedom

- It is crucial to have your own space and schedule for your creative ideas.
- You are the do it yourself type of artist.

Expression-Expansion

- Big, creative solutions are your line of thinking.
- You enjoy expressing your visions and exploring the large-scale possibilities of your ideas.

Expression-Recognition

- Having creative moments with people you like and respect is very important to you.
- You take care of the people around you, maybe providing them with some creative fun.

Expression-Communion

- You are great at arranging creative events.
- Networking suits you well and you love to stand out from the crowd.

5.6 FREEDOM-COMBINATIONS

Freedom is the need to have alone time in some form or another, enjoying flexibility and independence.

Freedom-Exchange

- Freedom means you enjoy solitude, reading or working on a solo project.
- You like to do research without commitments and to have flexible schedules.

Freedom-Security

- Security means you are well prepared, and freedom has you longing for the opportunity to do it alone.
- You enjoy a solid plan where it is clear how much space and time you will have to complete your tasks.

Freedom-Adventure

- You really enjoy working free-form and doing things your own way, and risk-taking is no big deal.
- You are excited when something new shows up.

Freedom-Influence

- You need your alone time, even if you are leading a variety of groups and projects.
- You take control easily, but also enjoying having flexibility and making your own choices.

Freedom-Expression

- You really need your own space and to find your own way of creating.
- Solo projects are rewarding for you, as they give you total freedom of expression.

Freedom-Expansion

- A long leash from others combined with the possibilities of a big vision is what motivates you.
- You thrive when you can expand into new territories, without having to sacrifice your alone time.

Freedom-Recognition

- Having both your own time, but also the time to take care of people around you is important.
- You like getting feedback, as well as, having great flexibility in your work and home life.

Freedom-Communion

- This is not so common as you love solitude, but also want to be part of a bigger crowd. You need to strike a balance with these two opposite needs.
- Your alone time should not to be sacrificed even though you are very social.

5.7 EXPANSION-COMBINATIONS

Visions and planning big is what expansion is all about. You are always looking for ways to shake things up, enter new markets or start innovative projects.

Expansion-Freedom

- A big vision and plenty of independence is what motivates you.
- You enjoy expanding into new areas on your own terms.

Expansion-Exchange

- Your plans are always big and you like sharing your ideas with those around you.
- You manage to keep your head even under pressure. It is rare to have expansion, so it can feel like people don't always understand your process.

Expansion-Security

- You act out your plans more carefully, as your security need wants to plan ahead.
- You like to prepare your moves and anticipate challenges in all the big projects you're involved in.

Expansion-Adventure

- You go for it big time, willing to try out anything new, on any scale.
- It is easy for you to adapt, as for you, it is a thrill to have something new and big come up.

Expansion-Influence

- You enjoy taking the lead on big projects.
- Expansion is important for you and you love to use your skills to negotiate great results.



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Expansion-Expression

- You play big and like to do it with a creative twist.
- Expressing your visions on a larger scale is fun for you.
- A big vision and plenty of independence is what motivates you.
- You enjoy expanding into new areas on your own terms.

Expansion-Recognition

- Working on a large project with a group of colleagues or partners is enjoyable for you.
- You like to care for the people around, even whilst you are expanding, no matter how big the expansion.

Expansion-Communion

- A big network and number of events to organise and attend keeps you going. You are a great networker.
- Creating events across many markets is one way of combining these two needs.

5.8 RECOGNITION-COMBINATIONS

There is a natural need to take others into account and create ambiance when recognition is one of your top motivators.

Recognition-Exchange

- You are easily approachable and often described as the ‘glue’ that holds people together.
- It is easy for you to create a good atmosphere, and the giving and receiving of feedback is very important for you.

Recognition-Security

- You enjoy supporting the people around you.
- Good solid planning in a nice atmosphere is very motivating for you.

Recognition-Adventure

- Close friends and family are often part of your daring plans.
- You get excited easily, but also enjoy catering to what others need and want.

Recognition-Influence

- You can lead any small group with ease.
- Taking care of others is what you do, and you like to lead by example.

Recognition-Expression

- Completing creative tasks with the people you like is very rewarding.
- You enjoy supporting people around you in a creative way.

Recognition-Freedom

- Taking care of the people around you without sacrificing all your alone time is important.
- You are keen on feedback, but also need your own space and schedules.

Recognition-Expansion

- Working on a large project with a group of colleagues or partners is enjoyable for you.
- You like to care for the people around you, even whilst planning your next bold vision.

Recognition-Communion

- You are very social, with great skills in connecting with people.
- All social events are good fun and you rarely need alone time.

5.9 COMMUNION-COMBINATIONS

Having communion in your top three, means it's important for you to focus on the social aspect of most activities. It is no fun being alone.

Communion-Exchange

- This is a very talkative and social combination. You rarely prefer alone time, as you always love to have a chat with those around you.

Communion-Security

- You are good at planning events and easily find people to be around.
- It is easy for you to plan and organise a good party.

Communion-Adventure

- Having fun is your main goal and the more people around you, the better.
- You find it easy to connect with new people and start a conversation.

Communion-Influence

- You are the leader of the pack and enjoy attending gatherings.
- You are likely to oversee the social events and networking in your organisation

Communion-Expression

- You put your personal touch to any social meeting and love using your creativity to arrange events.
- You enjoy networking that is combined with creative or artistic experiences and events.

Communion-Freedom

- This is a contradictory pair, but you can strike a balance by choosing how often you give in to the need for alone time and stick to it.
- You are interested in networking and being with others most of the time, so it is important give yourself time plenty of time to socialise.

Communion-Expansion

- The bigger the network and group of friends the better. You can make new contacts with ease.
- Arranging big events and parties could be one way of combining these two motivators.

Communion-Recognition

- This is the most social combination, as you just love people and doing things as a group.
- You are at home in situations with crowds and love social events.

Exercise

Try to recognise your combination. How does it show up in your daily life?

Hint

Do the motivators test to find out your most important motivators. Also, pay attention to those that come last.

6 MOTIVATORS – THE TEST

Instructions

Read quickly through the statements and put a mark next to any statement that applies to you most of the time. Use your first instinct and do not overanalyse. Mark the sentences that you feel represent who you really are; not what you'd like to be or what you think is valuable.

Then, add up the marks for each group.

Group one

- In social situations, I prefer to be involved in a stimulating discussion rather than social chit-chat.
- I believe I have something to teach, and something to learn from almost everyone I meet.
- I prefer talking to one person in depth as opposed to meeting a roomful of people.
- Discussing the news is something I enjoy.
- When I take a class or a course in something, I try to learn as much as possible and enjoy passing on what I have learned to others.
- I like to have as much information as possible about a person, before I work with him or her.
- Good communication and a constant exchange of information is essential at work.

_____ statements marked

Group two

- I like to know exactly where my family members are and what time they are expected home.
- When travelling, I like to know where I will be spending the night, and exactly who will pick me up and at what time.
- I feel better if I have savings in the bank that are easily accessible.
- Before I go out, I like to have a clear idea about the dress code and who will be paying for the evening.
- I think it is important for me to feel as though I have a secure position in my job.
- I feel better when all the bills are all paid.
- I like the grounded feeling that being in a relationship offers me.

_____ statements marked

Group three

- I love the adrenaline rush of an exciting new experience.
- Traveling to new and different places is high on my priority list.
- I love taking risks, including romantic ones.
- I don't mind hazardous conditions if the experience is thrilling.
- I love to try exotic restaurants and foods, or interesting sports and games.
- I quickly become bored if I don't have something immensely interesting or stimulating to do.
- I constantly seek new encounters, and will take risks for the chance to gain new knowledge and experience .

_____ statements marked

Group four

- Feeling like I can influence people and pull all the strings is very important to me.
- I enjoy feeling capable and in charge.
- I like to be the authority in matters requiring big decisions.
- I'm confident and capable of shouldering most responsibilities.
- I enjoy it when people listen to me and trust my professional skills.
- I want to participate in groups where I can really make a difference through my input.
- I like to be around powerful people.

_____ statements marked

Group five

- I would be miserable if I was not able to create and express myself regularly.
- I have a strong need to be seen and heard by others.
- I am happiest when I am creating something that other people can appreciate.
- I am good at generating new ideas that reflect my beliefs and attitudes.
- I have a need to change my style repeatedly.
- I like to demonstrate my thoughts and feelings through gesture, art, song, music or speech.
- People say I have versatile creativity.

_____ statements marked

Group six

- I like to have an open schedule with lots of room for change.
- I must be very interested in something or someone to commit to it, otherwise, I'd rather keep my time free.
- I like being my own boss.
- I do not do well in situations that are very structured and planned.
- I like to be able to move or change my plans at a moment's notice.
- Spontaneity and having a lot of flexibility are key things for me.
- I would rather not be saddled by a lot of obligations.

_____ statements marked

Group seven

- I enjoy watching things grow, e.g. my bank account, my team or the size of my family.
- I like to plan and develop far-reaching projects.
- I constantly increase my collections.
- I can't just rest on my laurels; I want to keep expanding to new areas.
- Why stop if you can grow larger and expand faster?
- Everything I encounter seems to grow and expand.
- The bigger the project, the more it interests me.

_____ statements marked

Group eight

- I feel friendly and sympathetic to almost everyone I meet.
- I work for an immediate resolution to conflict when it arises.
- People say I am very understanding and sympathetic.
- I like to be neighbourly and make people feel welcome and at home.
- Being liked and loved is very important to me.
- I am acutely uncomfortable around people who are arguing.
- I love getting frequent feedback concerning my activities and projects.

_____ statements marked

Group nine

- I thoroughly enjoy the companionship of a social group.
- I like socialising with workmates and customers, and love to chat with all kinds of people.
- I feel comfortable at a party or in a crowd.
- I would rather be in a houseful of people I like, than be by myself.
- I prefer working with a team or group, as opposed to working by myself.
- I enjoy the feeling of togetherness more than the actual subject of my conversations with people.
- I am a good host and social organiser.

_____ statements marked



Did you find your motivators?

How many statements did you mark in each group? Fill in the table below.

Find the top three scores and mark them with one, two, and three in the chart below. These are your top motivators.

Mark with a 'minus' the groups that contain the least marked statements (or none). You may have difficulties understanding people who have these motivators in their top three.

	Motivators	Statements marked	Top three / Least marked
1	Exchange		
2	Security		
3	Adventure		
4	Influence		
5	Expression		
6	Freedom		
7	Expansion		
8	Recognition		
9	Communion		

You can read more about the motivators in chapter 2. It may also be helpful to learn about the combinations of motivators in chapter 5.

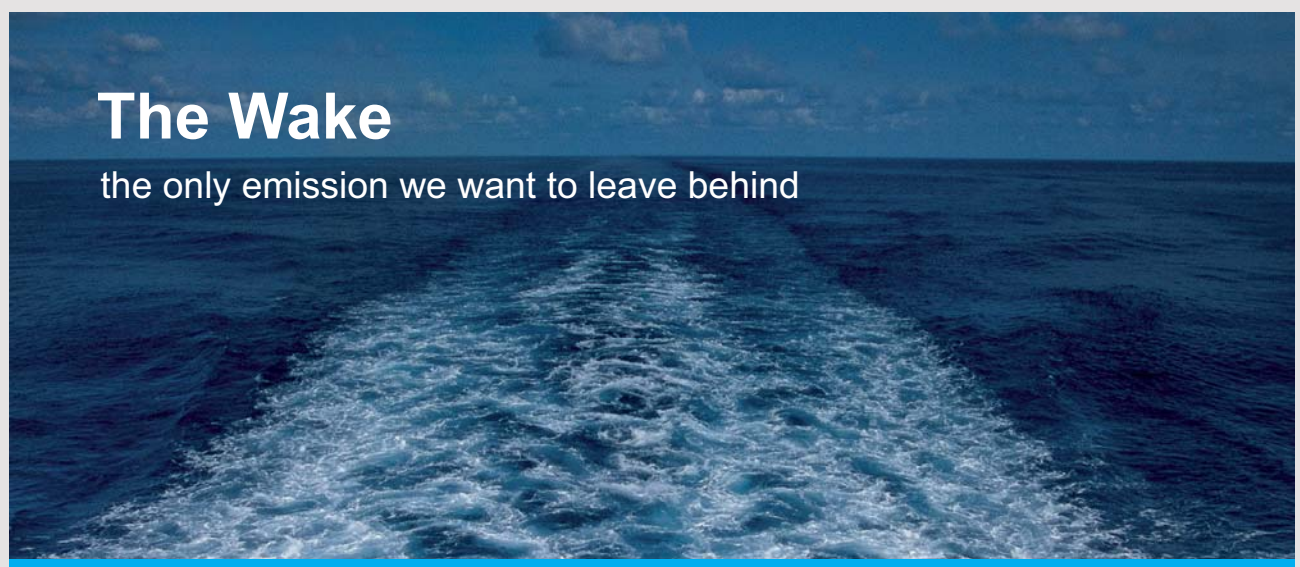
7 MOTIVATORS IN PRACTICE

You have now read about all the different motivators and how to recognise them, what is important to support them and how the combinations affect each other. Now it is up to you to decide if you want to put this practical knowledge into personal practice. The exercises will help you to start noticing how you may support your top motivators. Be assured that the attention you give to these needs will pay off, as you will feel energised, happier and more relaxed in your day to day life.

Good luck and enjoy your journey.

7.1 SUPPORTING MOTIVATORS WEEKLY

If your motivators get neglected week after week, you will begin to feel that something is out of balance. It might be difficult to put a finger on what is missing. However, once you do, you should feel much better as you attend to your top needs. They are like traffic




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lights, changing places throughout different periods of your life and never radically shifting. The red light can be thought of as the highest scoring motivator and it is important to pay special attention to this one.

It is not simply enough to be aware of one of your primary motivators. Only when you find ways to support them all, will you see the positive results. Consistency is key here, it will not suffice to only pay attention to your motivators every now and then, you need to create a frequent way of nourishing them, if not daily, then at least weekly.

Hint

When you acknowledge your top motivators, pay attention to how they are nourished on a weekly basis. Have a plan as to how you can support them even more, as this will be very rewarding.