

# ***Business Motivators***

## **Business Motivators for:**

Ray Abril

Wednesday, March 10 2004

## **Report Contents**

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Conceptual

Aesthetic

Economic

Power and Authority

Social

Doctrine

Graphic Profile

## **This Report Is Provided By:**

**Lewis Associates Inc.**

225 S Ridgeland Ave

Oak Park, IL 60302

708.386.3377

monte@lewisadvantage.com

## Introduction to Business Motivators

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

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

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

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

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

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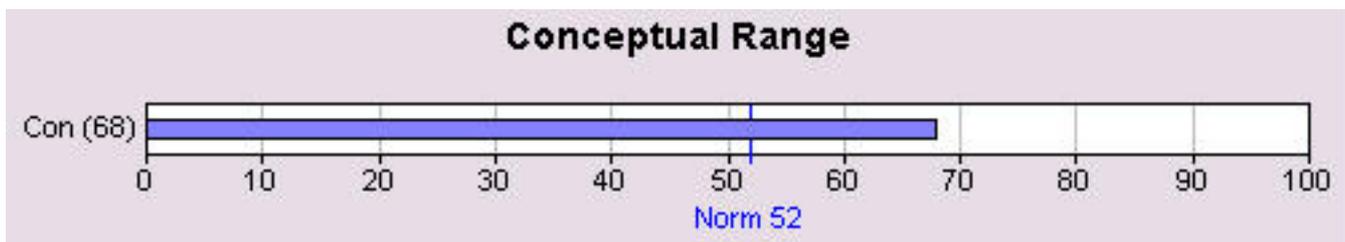
NOTE: If this report is being used in the selection process, it is important to remember that it is not designed to recommend or not recommend any person for employment or hiring for a specific job or position. It is provided only as a tool to help those involved in interviewing a candidate develop interview questions for the interview and candidate evaluation process. A hiring decision should not be based only on this report or any other comparable report. This report and all selection reports should be used in accordance with applicable employment laws.

## Conceptual

Ray Abril

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

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



This indicates that Ray will often seek “knowledge for knowledge’s sake.” He is usually intellectually curious. He likes to search for additional information about a specific topic or project. He performs best in an environment that encourages open questioning and discussion, to gain additional information. He can be disciplined in his approach to study and research. This personal discipline can be coupled with an ability to take a strategy and put it into real-world application. Ray’s need for knowledge is for personal satisfaction and he will normally not use his knowledge to gain an advantage in a particular situation. Ray is comfortable around people who share his interest for knowledge and especially those with similar convictions.

### Strengths

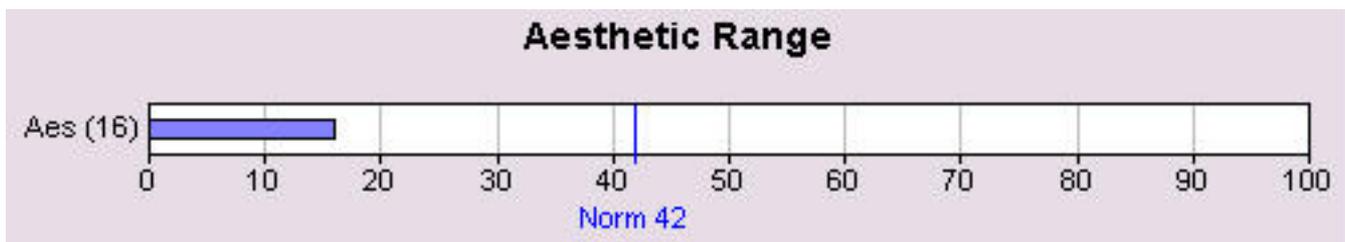
- 1) He is good at integrating knowledge to solve problems.
- 2) He will have data, facts and information to support his convictions.
- 3) He will talk with experts to gain further knowledge.
- 4) He will focus his research in the development of new opportunities.

## Aesthetic

Ray Abril

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

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



Ray does not have a need to be stimulated by a pleasing work environment. Ray's needs are based on his inner sense of what it will take to make a project successful. He is, more often than not, quite practical in his approach to problem solving. He thinks time should be invested developing the strategies necessary for achieving success, rather than worrying about whether things look nice. He will often feel that getting the job done is better than making it perfect, unless it involves an area that can impact his work or personal environment. Then he can be demanding regarding the neatness of a presentation or design of a product to avoid personal embarrassment. Ray will judge products, projects or programs by their usefulness or ability to generate a reasonable financial return. He is often willing to sacrifice some "bells and whistles" to ensure success.

### Strengths

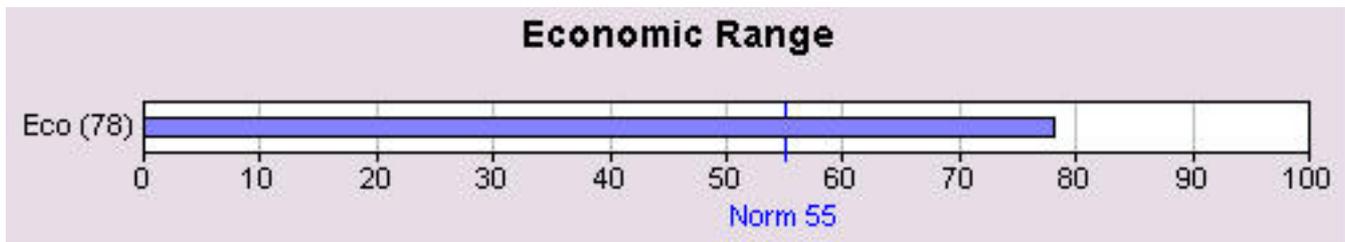
- 1) Ray will take a practical approach to decision making.
- 2) He will not be affected by volatile or unpleasant surroundings.
- 3) Ray will be realistic in his approach to problems, products and projects.
- 4) He will base his judgments on facts, data and information, rather than subjective feelings.

## Economic

Ray Abril

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

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



Ray is internally motivated by the need to have economic rewards in terms of money that will allow him to achieve economic security and financial freedom. He is willing to pay a price to go beyond the basics of surviving financially and allowing himself to achieve financial goals and rewards. Accumulation of physical wealth by itself is not his goal. Ray uses financial accomplishments as a means of being secure and respected. He will evaluate business opportunities, projects and processes in terms of their required investment of time, effort and energy versus bottom line results and the potential for profit. His goal is to obtain better financial results for himself and the organization through the effective management of expenses and resources.

### Strengths

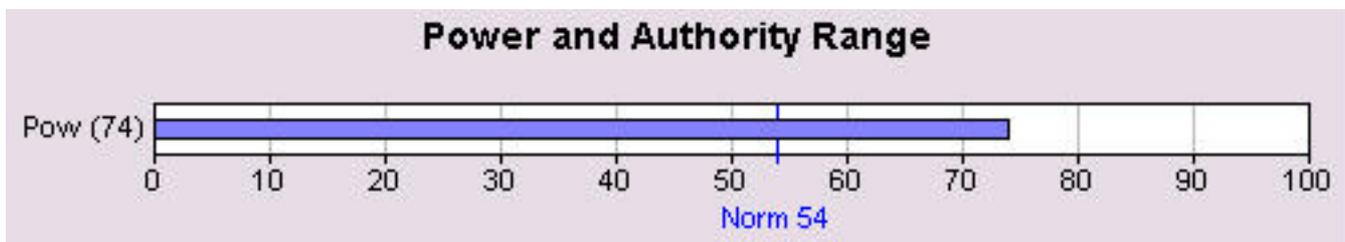
- 1) Ray will evaluate business opportunities in terms of their usefulness and economic return.
- 2) He will work to protect his and the organization's present and future assets to insure economic security.
- 3) Ray will work to reduce waste, limit expenses, save time and money to provide a larger financial return for him and his organization.
- 4) He is willing to work long hours on projects that have the potential to provide financial rewards.

## Power and Authority

Ray Abril

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

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



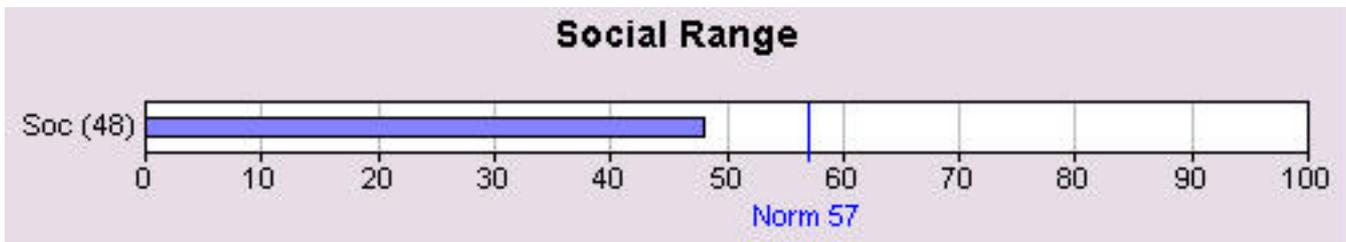
Ray is at ease in the role of leading others. A leadership role provides satisfaction and fulfillment for him. He is willing to put forth great effort to achieve recognition from his manager and others he holds in high regard. He is happy to be in the spotlight and enjoys the material things that accomplishment can bring. In business he is energized by the competition to be first or the most respected. He will invest his time and energy to deliver results from externally established goals and objectives. He prefers to have full control of his situation and people in daily business activities. Ray is independent, not needing the encouragement or support of others to voice his opinions or ideas.

### Strengths

- 1) He projects self-confidence, authority and enthusiasm.
- 2) He will establish goals, objectives and plans of action necessary to produce results.
- 3) He will readily accept leadership roles.
- 4) He is willing to make difficult and unpopular decisions.

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

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



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

### Strengths

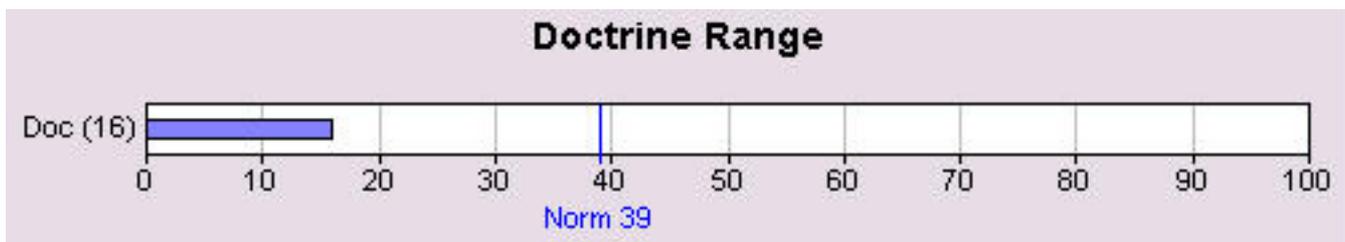
- 1) He works to avoid personal involvement in potentially volatile organizational issues.
- 2) Ray practices the use of common sense.
- 3) He can balance the people vs. performance issues.
- 4) He is careful with the allocation of his time.

## Doctrine

Ray Abril

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

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



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

### Strengths

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

# Business Motivators Graphic Overview

Ray Abril

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

