What Motivates You Worksheet

Do you understand what motivates you at work? Do you understand the motivation of other team members? Completing this diagnostic will give you an insight into the motivations of yourself and others, which will increase your chances of negotiating effectively.

Motivation is a very relevant issue when considering how you communicate, particularly if you need to influence or persuade another individual or group. The knowledge gained will help you to take a more considered approach to communication and to tailor your methods appropriately.

If you are using the diagnostic to analyse someone else, there are two ways you can go about it. You could photocopy the questionnaire and ask him/her to complete it and return it to you. Alternatively, you could place yourself in his/her shoes and respond to the statements as if you were him/her. The circumstances, your purpose and how well you know the individual will help to determine your approach. However, remember that, if you ask the individual to complete the questionnaire, you will probably have to explain why and give him/her appropriate feedback.

Task

1. Read all the statements and tick those which best describe you.

2. Take the response grid and circle those numbers which correspond to the statements that you ticked. You should find that your answers cluster around one column. This reveals your motivational orientation.

3. The sheet entitled 'interpretation' briefly describes the approach which you have identified.

Statement	
1. I like to set realistic challenges and get things done.	
2. I tend to behave non-assertively.	
3. I am concerned about how others regard me.	
4. I tend to dominate conversations.	
5. I am systematic in my approach to tasks.	
6. I avoid cold people, and dislike indifference.	
7. I want others to see me as effective at work.	
8. I like to act as a representative for the group.	

Statement	
9. I am businesslike and prefer dealings to be to the point.	
10. I tend to start conversations with a social discussion.	
11. I am cautious about changes which will affect me.	
12. I enjoy public recognition for my successes.	
13. I take great pride in a completed task.	
14. I concern myself with colleagues' happiness.	
15. I set targets that can be comfortably met.	
16. I take any opportunity to present ideas to management.	
17. I am good at taking risks.	
18. I actively seek out company.	
19. I react to rather than initiate opinions.	
20. I will volunteer for leading positions.	
21. I actively plan my own development and progression.	
22. I avoid conflict with others, if possible.	
23. I wait until I know people well before I introduce new ideas.	
24. I am concerned about my status at work.	
25. I look forward to performance reviews.	
26. I dislike silences, and try to keep conversations going.	
27. I play safe when making decisions.	
28. I form opinions quickly, and try to persuade others to share those opinions.	
29. I like to set measurable targets.	

Statement	
30. I try to create warm personal relationships.	
31. I am concerned about the organisation's financial soundness.	
32. I like to have a high profile at work.	
33. I do not work well under close supervision.	
34. I prefer working with a group.	
35. I lack confidence.	
36. I like to take the lead in situations.	
37. I enjoy new learning situations.	
38. I sympathise with those less fortunate than myself.	
39. I do not take criticism well.	
40. I enjoy debating, and competing, with people.	

Response Grid

Achievement-orientated	Affiliation-orientated	Security-orientated	Influence-orientated
1.	2.	3.	4.
5.	6.	7.	8.
9.	10.	11.	12.
13.	14.	15.	16.
17.	18.	19.	20.
21.	22.	23.	24.
25.	26.	27.	28.
29.	30.	31.	32.
33.	34.	35.	36.
37.	38.	39.	40.

Interpretation

The questionnaire is based around four distinct approaches to motivation:

1. **Achievement-orientated:** These individuals need to perform well, and are motivated by achieving challenges that they have set for themselves. Self-motivated, they take great pleasure in a job well done, and work best when they are in control of their own tasks.

2. **Affiliation-orientated:** These people need to develop and maintain good relationships with work colleagues. Highly sociable, they drive social interaction within their teams, and enjoy interaction whilst avoiding conflict.

3. **Security-orientated:** Security-orientated people need to feel that their job, and the future of the organisation, is secure. They are motivated by the recognition of their skills by others, and resist challenges in the interest of being sure that they will deliver the task comfortably. Lacking confidence, they can take criticism and conflict badly, and will generally play safe in work situations.

4. **Influence-orientated:** These people are motivated by the need to impress others through power and influence. They regularly take control of groups, and like to present their activities to management. They are consistent volunteers for leadership positions, and will try to draw others to their point of view. They enjoy debate and competition, and are keen to maintain high status at work.

Your own approach to motivation will have a major impact on how you try to influence and communicate with others. The juxtaposition of your approach and that of the individual(s) with whom you wish to communicate will make the situation even more complex. Knowing your own motivational orientation can be a useful starting point when seeking to improve your communication with others.

STELLAR