

99 Energy and Dynamism

| | | 1 2 3 4 5 6 7 8 9 10 | | RS |
|---|---|----------------------|--|----|
| 6 | Takes time over tasks, works best without pressure. Demotivated by being rushed. | | Invests energy readily. Thrives on time pressure. Always on the go. Pushes to get things done. | 24 |
| 2 | Seeks moderate rather than extreme challenges. Targets not a major issue. | | Needs to achieve targets. Strives to overcome difficult challenges. | 24 |
| 8 | Finds competitive environments uncongenial, even demotivating. Outperforming others is not a motivator. | | Tries to do better than others. Comparison often spurs performance. | 32 |
| 7 | Switches off rather than increasing effort when faced with failure or criticism. | | Needs to succeed to maintain self-esteem. Prospect of failure spurs activity. | 24 |
| 5 | Does not seek out positions of power, influence or authority. | | Needs scope to influence and exercise authority. Demotivated when not given responsibility. | 26 |
| 8 | Demotivated by intrusion of work requirements into personal life. | | Thrives on feeling involved. Invests energy in job. Prepared to work extended hours. | 24 |
| 4 | Demotivated by over emphasis on profits and finance. | | Likes creating wealth and profits. Demotivated when work not linked with cash value. | 24 |

Synergy

| | | 1 2 3 4 5 6 7 8 9 10 | | RS |
|---|---|----------------------|--|----|
| 3 | Limited need for interaction with others. | | Thrives on meeting people, harmonious team work and helping others. | 24 |
| 2 | Has less need for recognition than most. Praise and congratulations not prime motivators. | | Likes good work to be noticed and achievements recognised. Becomes demotivated without support. | 24 |
| 4 | Unconcerned about moral and ethical issues or quality of work. | | Needs to feel that the organisation's work is sound. Demotivated when asked to compromise ethical standards. | 28 |
| 2 | Not overly concerned by an element of risk. Does not mind inconvenience. | | Needs to feel secure about job and position. Does not easily tolerate unpleasant conditions. | 24 |
| 2 | Not spurred by opportunities for new learning and self development. | | Motivated by work which provides opportunities for development, and acquisition of new skills. | 24 |

Intrinsic

| | | 1 2 3 4 5 6 7 8 9 10 | | RS |
|---|---|----------------------|---|----|
| 2 | Not greatly affected by degree of interest or variety in work. | | Values stimulating, varied or creative work. Demotivated by too many run of the mill tasks. | 24 |
| 7 | Motivated by existence of clear work systems and structures. Intolerant of ambiguity. | | Favours a fluid environment without imposed structure. High tolerance of ambiguity. | 24 |
| 2 | Amenable to guidance and supervision from above. | | Needs to work independently, organise own approach. Demotivated by close supervision. | 24 |

Extrinsic

| | | 1 2 3 4 5 6 7 8 9 10 | | RS |
|---|--|----------------------|---|----|
| 2 | Less concerned with having financial benefits link to the job. | | Links salary, perks and bonuses to success. Demotivated when remuneration is perceived as unfair or poor. | 24 |
| 2 | Less driven to seek advancement. Promotion prospects not important. | | Career progress and just advancement are motivating. Slow promotion is demotivating. | 24 |
| 2 | Relatively unconcerned with issues of rank and position. Status symbols unimportant. | | Concerned with position and status. Demotivated by lack of respect from others. | 24 |

Likely impact of job attributes on Sample Candidate's level of motivation to work:

