

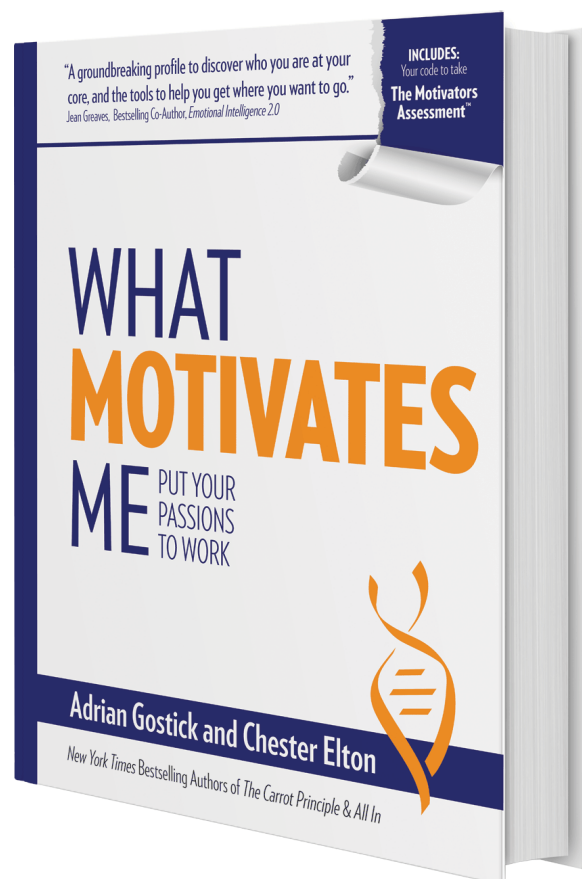


# WHAT MOTIVATES ME

PROFILE REPORT PREPARED EXCLUSIVELY FOR

## JASMINE MCTIGUE

*Assessment Completed:*  
**November 12, 2014**



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# WELCOME

Thank you for completing *The Motivators Assessment*<sup>™</sup>. Based on your responses, this personalized report has been prepared to identify your highest-ranking Motivators and Identities. This report will not only reveal what drives you as an individual, but will also share ideas on how to do more of what you love and less of what may limit your growth and happiness at work and in life.

You can access your report at any time with the following log-in information:

**URL address:** <http://TheCultureWorks.com/test>

**Passcode:** BA86GAS7N9

## What are Motivators?

The Culture Works team of behavioral scientists and licensed clinical psychologists has identified 23 unique fundamental drivers that all human beings share in common. The nuances in a person's specific nature comes not only in which specific Motivators are most important to him or her, but the particular order of priority from 1 to 23.



## What are Identities?

Using a factor analysis, our team of scientists has identified Motivators that are linked closely to others—reducing the list of 23 to a more actionable group of motivational "types" that have commonalities.

## How the Motivators cluster into Identities

Here's how the Motivators align with the Identities. While the factor analysis does show some Identities with six Motivators and some with three, through empirical weighting we are able to statistically balance the results on a person's Profile.

The good news is the science of the Identities has been rigorously tested with our team of behavioral scientists, and was proven out with real working adults in our testing rounds.

Thanks to the classification of these Identities, each Motivators Assessment Profile Report will not only show a person's Motivators (ranked from 1 to 23), but also their Identities (ranked from 1 to 5).

The mathematical probability of a person getting just the same top five Motivators as a friend is more than one in one hundred thousand.

**THE ACHIEVERS**  
Challenge  
Excelling  
Ownership  
Pressure  
Problem Solving

**THE BUILDERS**  
Developing Others  
Friendship  
Purpose  
Service  
Social Responsibility  
Teamwork

**THE CAREGIVERS**  
Empathy  
Family  
Fun

**THE REWARD-DRIVEN**  
Money  
Prestige  
Recognition

**THE THINKERS**  
Autonomy  
Creativity  
Excitement  
Impact  
Learning  
Variety

# YOUR MOTIVATORS

## STRONG

- 1. EXCELLING** This motivator leads people to crave the feeling of successfully completing a task, especially when the bar is set high. They want to feel they're doing the highest quality work and are meeting or exceeding expectations. They want to get things done on time and will do pretty much whatever it takes to do so.
- 2. CHALLENGE** This motivator leads people to thrive when tackling difficult issues and overcoming obstacles or roadblocks. When things get really hard, those motivated by challenge feel they're at their best. They will usually keep going no matter what they face, and they revel taking on the perplexing, difficult, or even seemingly impossible.
- 3. PRESSURE** Those highly motivated by pressure tend to believe that stressful situations bring out the best in them; that they do some of their best work when deadlines are looming or they are asked to multitask. Some might admit that they do require a push now and then from supervisors to get started—that kind of external pressure helps them focus.
- 4. AUTONOMY** This motivator leads people to want to be their own boss (inside or outside a corporate setting) and have a degree of freedom in their work. They tend to prefer working alone to working on a team; nine times out of ten they'd opt to work by themselves because they feel they just get more done that way. For the autonomous who work in corporations, red tape and rules can drive them crazy.
- 5. LEARNING** Those for whom this is a major driver thrive on trying new things and growing. For some, the pursuit of knowledge is its own goal, while for others the emphasis is on making themselves better at what they do. The stimulation of making new discoveries and seeking out new information outweighs any hesitation to be seen as a bit dorky.
- 6. EXCITEMENT** Those strongly driven by this motivator want some sense of adventure and at least a little risk in their work. No one ever accused them of being boring or shirking opportunities to put themselves out there, and they get frustrated quickly by stale routines.
- 7. OWNERSHIP** This motivator leads people to want to be the person in charge, not only having the ability to control their own destiny, but also to directly influence the behavior of others. It gives them great satisfaction when people ask for their buy-in, and they have little problem making a final decision. They also tend to feel a great sense of personal accountability.

## MODERATE

8. Variety
9. Prestige
10. Purpose
11. Creativity
12. Recognition
13. Impact
14. Problem Solving

## NEUTRAL

15. Empathy
16. Social Responsibility
17. Friendship
18. Money
19. Teamwork
20. Fun
21. Service
22. Developing Others
23. Family

# YOUR IDENTITIES

## STRONG



### THE ACHIEVERS

Challenge  
Excelling  
Ownership  
Pressure  
Problem Solving



### THE THINKERS

Autonomy  
Creativity  
Excitement  
Impact  
Learning  
Variety



### THE REWARD-DRIVEN

Money  
Prestige  
Recognition

- 1. The Achievers:** Those who thrive on tight deadlines, tackle ambitious goals, and love a good challenge and solving a problem. Often type A personalities, Achievers usually like to be in charge of others, or at least in control of their own destiny.

- 2. The Thinkers:** Those who are often more creative, who love to learn, enjoy a varied routine, and like to feel an adrenaline rush now and then. Most Thinkers get frustrated with red tape and bureaucracy, and they want their work to make an impact on the world around them.

- 3. The Reward-Driven:** Those who are typically more extrinsically motivated, driven to compete and win prizes—whether money or applause or the admiration of others. Many of the Reward-Driven believe that the cocktail-party question, "What do you do?" is extremely important.

## MODERATE



### THE BUILDERS

Developing Others  
Friendship  
Purpose  
Service  
Social Responsibility  
Teamwork



### THE CAREGIVERS

Empathy  
Family  
Fun

- 4. The Builders:** Those purpose-driven individuals who are hardwired to develop others and serve those around them. They cultivate loyal friendships and thrive in strong team environments. The Builders typically believe it's important to speak out on significant issues.

- 5. The Caregivers:** Those caring souls who are often more tuned in to others' emotions. They are more motivated when they have regular fun at work, and they believe balancing time at work and time with their families is important.

# YOUR #1 IDENTITY: THE ACHIEVERS



## THE ACHIEVERS

### WHO ARE THEY?

Achievers are often go-getters who do well under pressure, enjoy rising to a challenge, and love to solve problems. One strong commonality among this identity is that they set themselves lots of goals to strive for; it seems some times they live to hit their goals. And in the pursuit of a goal, Achievers can appear hell-bent not to let anything or anyone get in their way.

Achievers are valuable to any organization, primarily because so many are "attainment-oriented," which means they are motivated to finish tasks on time and to high standards, especially if there's what is called intrinsic-value or utility-value allocated to those assignments. In other words, Achievers usually must feel there's a sense of importance to attaining the sought-after results, importance that's imposed by the collective corporate culture, by themselves, or by an overall sense that the task is useful.

Those in this identity are typically action-oriented and determined, pressure- and challenge-driven, and often want to be in control. They tend to be high-energy people who are disciplined and focused.

### CHARACTERISTICS

- **They love a good challenge.** Achievers typically crave the feeling of accomplishment that comes from solving a problem—whether at work or elsewhere in their lives. They accept that problems will arise in the pursuit of their goals, and they tend not to be especially frustrated as they work through them, keeping their eyes on the prize. In fact, they tend to see problems as opportunities, welcoming the challenges that break up the doldrums and give them a rush.
- **They are driven to excel.** Being in the top group of performers when compared with peers is important to those in this identity, as is surpassing their own past performances. They thrive when expectations are raised regularly.
- **They thrive under pressure.** Rather than avoiding high-pressure goals and situations, they usually look for them. They are not people who "choke" when things get intense; instead, they often do better and rise to the challenge.
- **Completing tasks is crucial.** Achievers want to get a lot of things done every day, and they tend to love to cross things off their lists.
- **They feel guilty if they aren't giving their all.** If they aren't going the extra mile, Achievers typically don't feel right about things. They don't thrive during periods in which they can coast at work.
- **They want to be in control.** Achievers usually want to be the one calling the shots. They more often like to take responsibility for setting the course, preferring to lead rather than follow.
- **They believe in their own talents.** Achievers usually are confident about their abilities, and they tend not to need much coaching or handholding. They don't typically need to have others tell them what they are good at.
- **They set ambitious goals.** Whether they write them down or not, most Achievers habitually set short- and longterm goals for themselves and have a plan to reach them.
- **They take deadlines seriously.** Many Achievers can't remember the last time they missed a deadline. Much more than a suggestion, deadlines are almost a sacred promise to these Achievers. They will move heaven and earth to get things done on time.
- **They are willing to take a few risks.** Risk-taking may not be a primary trait of Achievers—that's more of a pure Thinker characteristic—but most are not averse to "pushing the envelope" if they're convinced it will produce results. However, they will tend to carefully assess potential rewards before they leap.
- **They don't wallow.** Like anyone, Achievers are prone to become negative when things aren't going well and may vent about how lousy a situation is. But a distinguishing feature is that they usually won't drop anchor in that negative place and allow the emotion to feed on itself for very long. Instead, most will recognize that whatever caused the pain (a business or personal problem or failure) is something to learn from and they move on.



# YOUR #1 IDENTITY: THE ACHIEVERS

## WHERE THEY THRIVE

Those driven by Achievement are happiest and most successful working in organizations or on teams that are meritocracies—environments that value individuals based on their performances and contributions.

In the most satisfying roles for those in this identity, results matter more than effort, interpersonal relationships, or political games. That's not to say being kind and respectful to others, as well as being savvy about politics, won't be important in Achievers' careers, it's just that when tangible outcomes are the most important arbiter of success they will tend to thrive.

Achievers who are unhappy with their work should think about ways in which they may be held back from the sources of satisfaction listed in the previous characteristics, and also about ways in which their strong need to achieve may be causing clashes with colleagues or their boss.

A few sources of friction to note:

- Achievers can sometimes get on colleagues' nerves as their desire to be in charge can lead them to assert control where they don't really have the authority.
- Some Achievers can have a tendency to bite off more than they can chew, not quite seeing the dividing line between stretch-but-not-break goals and the simply undoable, which few bosses are enamored of.
- Achievers' natural confidence can be perceived as arrogance. They must be careful about this pitfall and develop much-needed humility.

Achievers tend to be happiest working with colleagues who don't misinterpret their drive and competitive spirit. Their best bosses will find ways to keep the Achievers chalking up successes.

# YOUR #1 IDENTITY: THE ACHIEVERS

## HOW TO ENHANCE YOUR VALUE AND ACCOMPLISH MORE



*Achievers intrinsically feel better about themselves when they give their all*

### ✔ **Make every assignment a challenge.**

A unique ability cultivated by some talented Achievers is to look at each big project not only as getting things done but also as an opportunity to expand their skill set. That means they do more than the minimum required: researching industry trends relating to their assignments; talking with colleagues inside and outside the organization for best practices; and taking the time to dream up innovative ideas that might help their projects.

When evaluating those ideas, they'll look in terms of the potential value that could be generated for the organization—the return on the investment of time or resources—then cull the list down to one or two that have the most potential to help them personally excel as well as have a meaningful organizational impact.

The bottom line: the amount and quality of work an Achiever contributes to the organization will most likely be valued; but even if it's not, Achievers intrinsically feel better about themselves when they give their all.

### ✔ **Keep Score.**

Many highly fulfilled Achievers realized at some point in their careers that part of pushing themselves included measuring and reporting on a regular basis. It didn't really matter whether they worked in a fast-paced environment or one that was laissez-faire, they knew they needed to keep score and hold themselves accountable for hitting goals. That meant establishing performance benchmarks, and not being afraid to share those goals and their progress with teammates and, gulp, even the boss.

The best benchmarks are ones that make people stretch but are not unrealistic (keeping them from getting discouraged), they are goals that can be measured without the need to wait for a third-party to give numbers: I will keep my daily development meetings to no more than fifteen minutes, or I will shave thirty minutes from my personal production time by September 1.

When Achievers focus on measuring their own progress, they will always know where they stand. But remember, we get what we measure—so Achievers should take the time to ensure they are measuring and reporting on the right things—those that are valued by the organization or clients. A good way to ensure measurements are on target is to keep in mind the acronym: SMARTER. Goals should be specific, measurable, attainable, relevant, and timely; but also regularly evaluated and revised as needed. SMARTER goals need all seven qualities to be effective.



*Achievers should take the time to ensure they are measuring and reporting on the right things*



# YOUR #1 IDENTITY: THE ACHIEVERS



*It's never too late  
to achieve those  
early aspirations*

## ✔ Recall early ambitions.

A fun idea for Achievers is to take a few minutes to recall their first day at work in their current positions, then ask themselves these two questions: What did I hope to accomplish by working here? What goals did I have professionally for this job?

They then should write down those remembered ambitions and assess if they have changed at all or if they've been reached or abandoned. If they are still viable goals but haven't been attained, it's time to set a course to go after the highest priority items. It's never too late to achieve those early aspirations.



*Decide on the minimum  
amount of time that  
should be spent on  
nonessential goals or  
projects each week*

## ✔ Keep nonessential tasks moving.

Since many Achievers are driven to reach lofty goals, it can be easy for them to let non-urgent or development activities slip week-to-week. Time coach Elizabeth Grace Saunders suggests achievement-oriented individuals plan "acceptable minimums" into their calendars for fringe activities. In other words, decide on the minimum amount of time that should be spent on nonessential goals or projects each week.

For example, perhaps an Achiever is charged with a website redesign but it's become a low priority. Also let's say she wants to continue developing her skill set and expanding her expertise despite a crazy-busy schedule. She might plan to spend at least two hours a week on the website project and one hour a week reading about trends in her industry, and she'll make these blocks of time recurring events on her calendar.

Ideally these blocks will fall early in the day and early in the week so they won't fall off. "Although an hour or two may seem like too short a time to make real progress, it's amazing at how much can get done when time is invested consistently in these areas," says Saunders.

## ✔ Do some influence expanding.

Once upon a time companies could move high achievers from job to job to keep them challenged and groom them for larger responsibilities. That's not nearly as viable an option today due to downsizing, cost cutting, and the need for job specialization; and in small firms those opportunities never existed and probably never will.

Organizations that are growing, developing new products, opening additional markets, or acquiring other business may offer Achievers more opportunities to be involved in cool new projects and ventures. But even if an organization is less dynamic and more mature, there are still ways for Achievers to flourish. They can volunteer to head up a project that's over their head, one where they know they'll have to grow, solve complex problems, and meet tough deadlines to have any hope of success. Or they can seek out chances to serve on multidisciplinary teams, task forces, or committees. For instance, an assignment to a team evaluating customer service improvements could help improve their research, presentation, and leadership abilities.

*(continued)*



*The most successful, happy  
Achievers do more and  
accomplish more*

# YOUR #1 IDENTITY: THE ACHIEVERS

Another option for Achievers looking for a challenge is to volunteer for assignments outside the organization. "On loan" executives or volunteer board members can support a charity, gaining valuable experience not available in their work environment, while also helping strengthen their company's relationship with the community.

Achievers are usually the most motivated when they are expanding their sphere of influence, so they should identify where their skills need improvement and then seek out every training and educational opportunity offered by their organizations—or opportunities they can find on their own. The most successful, happy Achievers do more and accomplish more throughout their careers, and that means along the way they recognize the need to fill skill gaps and constantly enrich their abilities to reach lofty goals.

As a starting point, they might set up meetings with people they admire, either within their company or outside, to learn how those people invested in learning their trade. They could visit with human resources and their corporate training departments to find opportunities they may have missed at work.

And finally, they shouldn't forget the free options. For instance, many ask mentors or bosses to tutor them every week in specific skills—such as budgeting or cold calling.

## ✔ Get a good coach.

Even high-achieving sports superstars like Tiger Woods or Gabby Douglas need coaches. Every great Achiever needs to be pushed to find what he or she is truly capable of, which means Achievers need someone to instruct, guide, and push them. Achievers should choose a mentor, whether it's their boss, a senior colleague on their team, or someone else in the organization or even someone outside work, like a family member. They need to ensure that there's trust in the relationship, the mentor has sufficient time to invest, and there's good chemistry.

Then, week by week, the Achiever should ask the coach to help her understand what success looks like, honestly assessing strengths and weaknesses, and assisting in defining the next steps in the person's career progression. The pace at which Achievers work is often supersonic, so it's important they and their coach get their aim right, and then adjust as needed.



*It's important they  
and their coach get  
their aim right*

# YOUR #1 IDENTITY: THE ACHIEVERS

## HOW TO ADDRESS BLIND SPOTS AND POTENTIAL CONFLICTS



*We all know people who are highly driven but think nothing of running others over along the way*

### ⊗ Learn to achieve with respect.

Achievement-oriented people who are most successful long-term develop a heightened sense of respect. David DiSalvo explains in *Forbes*, "The intersection between drive and respect is an important one, because we all know people who are highly driven but think nothing of running others over along the way."

So while many Achievers are habitually tenacious, not allowing challenges to stop them because they've trained their thinking to immediately seek out other ways of reaching a goal, DiSalvo says respectful Achievers always keep the well-being of others in mind. If one of those alternate routes will harm someone, then that route isn't an option, period.

In line with this, it is also critical that Achievers show respect to others by learning to express their plans clearly and well in advance of an undertaking—getting buy-in and help. After all, some Achievers can have a tendency to go into Tasmanian-devil mode all by themselves and be hard to steer or stop once they get rolling.

### ⊗ Balance with softer skills.

Endeavoring to achieve is not by its nature unhealthy behavior; but it can become so when a need to achieve and control one's environment drown out a person's other dominant identities. That's called perfectionism; and there is no such thing as healthy perfectionism.

Now it's relatively easy to peg the perfectionists: they strive unhealthily with most activities in life, pushing themselves to excel because they won't allow any other outcome. They are the people who are hard to feel comfortable around because they seek almost constant approbation, and yet never seem satisfied with the reinforcement they receive.

Achievers must carefully avoid crossing over the line between a healthy striving for excellence and clinical perfectionism. Clinical psychologist David D. Burns from the University of Pennsylvania has examined business executives, lawyers, high-level athletes, and other Achievers. He concludes that perfectionist strivings tend to actually hamper success, and that the most successful people stop short of perfectionism because, in part, self-punishment is an ineffective learning tool.

Of course, not all Achievers are doomed to a miserable existence. Hardly. Pursuing goals with fearless abandon can be highly rewarding. Chances are we all know high Achievers who maintain healthy stress levels and have rich social and family lives if—it's a big if—they balance their need to achieve with their softer side.

*(continued)*



*Self-punishment is an ineffective learning tool*

# YOUR #1 IDENTITY: THE ACHIEVERS



*Stop and smell  
the roses*

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## ✘ **Learn patience regarding career development.**

Most Achievers acknowledge they need to foster greater patience regarding their career development. It's not unusual for highly driven individuals to get frustrated when raises and advancements don't come on their timetables.

Remember that increased responsibility looks just about as good as a promotion in today's economic climate. Achievers will do well to polish up their resumes and internal credibility with increasingly challenging assignments and some notable and cool accomplishments.

Achievers—like everyone else—should stop and smell the roses, to live in the moment. They will be happier if they appreciate how far they've come and celebrate their successes—and quit fixating so much on the next step up the ladder.

# YOUR #2 IDENTITY: THE THINKERS



## THE THINKERS

### WHO ARE THEY?

Some people are drawn to jobs with clear responsibilities; they feel comfort in following a set of rules. After all, rules are easy to understand and follow, and they keep you out of trouble. But for other people, being allowed to exercise their imagination is much more appealing. They long to be autonomous, free to take risks, and follow their own interests now and then. These people are the Thinkers, those who tend to challenge the status quo, who crave opportunities to explore and discover, and who can grow bored and frustrated if their work becomes routine.

As a group, these people are resourceful and more artistic, and many say they can become unhappy and uninspired when they aren't creating. Thinkers need to constantly put new stuff out into the world; and they do their best work when they get to try out new tools and techniques of thinking and developing.

Creative Thinkers can be the lifeblood of innovation in an organization, and unless companies learn to get the best out of them they will sooner or later stem the flow of great ideas. Yes, some can be a handful to manage, but giving them time to discover and pursue ideas, and making some exceptions for them amid the rigid rules, tends to pay off in many surprising ways.

### CHARACTERISTICS

- **They dislike bureaucracy.** Some managers say their Thinkers balk at deadlines, but that's usually not completely accurate. Most say they do need and crave structure—understanding timelines, project strategy, and so on. But what they hate is red tape, obstructionism, and silly rules that get in the way of doing new, better things. When leaders give them clear goals, keep them intellectually engaged on the journey, and help remove obstacles from their way, they'll usually shine for them.
- **They want to know the "why."** Thinkers tend to want to know why something is important. They are not the type to just accept that what a boss or organization wants makes good sense without compelling reasons why it will benefit customers or coworkers. After all, understand they are drawn to discover if there might be a better way, so they need all the details they can get.
- **They value novelty.** Thinkers are often described by their friends and family as adventurous, which means they generally crave jobs with a little pulse-pounding excitement now and then. They thrive when forced to learn something new, tasked with breaking new ground, and when their work changes regularly.
- **They like to see the impact of their innovations.** Coming up with new ways of doing things or developing new product ideas is very satisfying to most Thinkers, especially when they can actually see the final improvement they've brought about.
- **They think before they act.** Thinkers tend to want to play with different possibilities for a while before making a decision. They typically like to ask lots of questions and to test various scenarios, and this often leads them to push the envelope on deadlines, or even to blow past them if they aren't careful.
- **They like to draw on a wide range of experiences.** Those in this identity tend to be good at making unexpected connections, and they like to bring even seemingly unrelated information to tasks at hand—maybe a movie or play they just saw, a recent climbing trip to Yosemite, or a sermon they heard at church.
- **They like to keep things interesting.** Few things are worse for a Thinker than to be stuck in a rut, doing the same things day in and day out. Most Thinkers thrive when their routines regularly change, when they get to discover new things, and even try new work roles.
- **They don't like being told *how* to do their work.** Thinkers usually want the freedom to figure things out for themselves and like to be their own bosses, even when they work in traditional organizations. They don't do their best work with onerous oversight, and they tend not to believe in preconceived notions of how work gets done.

# YOUR #2 IDENTITY: THE THINKERS

## WHERE THEY THRIVE

Thinkers are typically happiest and most successful working with fewer bureaucratic strictures placed on them, in places where they're not always required to follow established processes.

Many believe they'll only find true happiness as their own bosses, but in reality they can absolutely thrive in corporations when they are given a little latitude about how things get done and are encouraged to bring out their creative sides.

Environments that are best for them encourage unconventional thinking, where people take the quality of their work they do very seriously but themselves not so seriously.



# YOUR #2 IDENTITY: THE THINKERS

## HOW TO ENHANCE YOUR VALUE AND ACCOMPLISH MORE



*Imaginative brains do their best work when they work on multiple problems over time*

### ✔ Incubate ideas.

Many Thinkers are most productive when they have multiple projects going at once. Remember, part of the creative process is incubating ideas, and Thinkers often say their best ideas are nurtured when they research an assignment, do a few hours of work, and then stop and move on to something else. They may have hit a wall and suddenly they are waiting at the auto mechanic and kapow—they think of something brilliant. That's because many imaginative brains do their best work when they work on multiple problems over time.

This type of variety also can help keep them from burning out, but more importantly gives their brains time to focus on bigger problems and innovative solutions. With that said many Thinkers work evenings as well as weekend after weekend to get their projects done and make an impact with their clients. It's more important for Thinkers than anyone else to take their vacation days, turn off the computer for at least twenty-four hours on the weekend, and go out regularly with friends or family to recharge their batteries. Thinkers must learn to balance; and another part of that means getting enough sleep. Studies show that creativity declines the less sleep a person gets.

### ✔ Push for specifics.

Few things frustrate a Thinker more than statements from bosses or clients such as: "That's not it, but I'll know it when I see it." Or, "Something is missing, I'm just not sure what." Those in this identity will accomplish more when they gather the courage to push, and push again if necessary, for clarifying feedback—all with a positive, receptive attitude, of course. They should start with affirming statements such as, "I want to do great work for you, and I find that the more specific you can be at this point will help me get this that much closer to perfect for you." Then they might explain what their intentions were with each area of the assignment and ask if each part is on target or off.

However, if they still aren't getting clear feedback, they could try a Hail Mary such as, "If you were pushed to give just two suggestions for improving this, what would they be?" As they receive feedback, Thinkers need to be open and not defensive. There's an equal and opposite reaction that happens: as Thinkers reduce the amount of self-justifying comments they utter, the more others around them begin to trust that they have a thick skin and can actually receive honest, constructive feedback in order to improve their work.

### ✔ Chase down rabbit holes.

Thinkers can boost their value and impact by making sure their imaginations get regular exercise, at least so say Shelley Carson, a professor at Harvard University, and composer Bruce Adolphe. These two luminaries suggest Thinkers should frequently play "what if" games—imagining some difference in the normal world; for instance, what would happen if all the grass turned red, or what if all cars could suddenly fly? What would the consequences be?

*(continued)*



*Talented Thinkers are typically not myopic, but are willing to look far and wide for inspiration*

# YOUR #2 IDENTITY: THE THINKERS

They suggest Thinkers give themselves planned time every day to think like this and turn off the critical, self-censoring parts of their brains. Carson and Adolphe say also to shut off anything electronic during these creative interludes, allowing the brain time to digest and synthesize what it has seen and experienced recently.

The most creative people look for ideas in a wide variety of fiction and nonfiction books—about their industry and the world at large. Talented Thinkers are typically not myopic, but are willing to look far and wide for inspiration: they read a variety of newspapers and magazines, chase ideas down various rabbits holes online or at the library, and attend varied cultural events. Rather than simply collecting information, they let their brains play with it. Cultivating curiosity in all aspects of life drives innovation in the workplace.

## ✔ Grasp the latest trends.

Yes, there are Thinkers who don't own or even understand the latest technology, social trends, or popular culture, but they are rarely the most successful. Learning-driven people ensure they continually embrace the modern world and know what others are talking about when they rave about their new smart phone or the latest social media craze. If Thinkers have no idea what a popular trend is when coworkers bring it up, or have no desire to find out about it because it's outside their comfort zone, they aren't enhancing their value to their organization.

The most successful in this identity understand the modern consumer and what their world is all about to solve real problems on the job, and they take time to read, learn, and experiment in their work. Thinkers, to be effective, must gather ideas and store them mentally before they are needed.

## ✔ Rate what is boring.

A great idea for Thinkers comes from Jill Leviticus of Demand Media, who recommends those in this identity write down each of their job functions and rate them on a boredom scale. She suggests they rate tasks that are very interesting as fives and jobs that are completely uninteresting as ones. The chart will help people identify which tasks they find the most dull and uninspiring, helping them devise ways to complete boring work quickly, find a way to make it more interesting, or avoid monotonous projects in the future if given a choice.

Of course, part of sculpting is asking a supervisor for projects in areas that do interest them, or volunteering to help on a committee or with a new project. Even taking a break during the workday to attend a seminar or read a book about the latest advances in their field, or taking ownership of office tasks that are interesting to them—from running brainstorming sessions to watering plants to teaching coworkers how to use software.

## ✔ Understand what motivates.

When Thinkers are dissatisfied at work, they might take the time to understand not only what they do well but also how they do it best. Here's an example: Certain Thinkers respond well to healthy competition and tight deadlines, while others prefer having a long leash and time to really create something amazing.

(continued)



*The most successful in this identity understand the modern consumer to solve real problems*



*Write down each job function and rate them on a boredom scale*



*Under what circumstances do I do my best work?*

# YOUR #2 IDENTITY: THE THINKERS

Thinkers learn how they do their best work by answering questions such as: "Under what circumstances do I do my best work?" and then pushing themselves with, "Why exactly do those circumstances make me better?" Their jobs may not always be able to meet those preferred requirements, but they'll have a better grasp of what makes them tick, which will help when assignment choices do come along.

## ✔ Share crazy ideas first.

Most Thinkers tasked with a big project usually have a few sets of ideas to present when they meet with their bosses, the team, or clients. They have first a set of conventional ideas that will work within the established order, and second they usually have a few less conventional ideas—the kind that come out of left field. Smart Thinkers present them in reverse order: crazy first, conventional second. Why? While no one is ever going to be laughed at for coming up with an idea that is in keeping with the norms of the culture (whether it is society, school, or a workplace), then again very few boring, conventional ideas have ever changed the world for the better.

When sharing the outrageous, Thinkers might set up the reviewers to listen with a receptive spirit. For instance, they may preface the idea by saying, "I have some solid ideas that I think are going to work well in our system. But I want to start with a wild and exciting idea that might really break some new ground if we are willing to take a chance on it." Then they'll passionately explain why this idea would resonate with the intended audience.

## ✔ Ask the right questions.

While others might tend to view Thinkers as free spirits who wear cool, thick-rimmed glasses as they sit around in coffee shops, there is a large group in this identity who are highly logical. Reason, not emotion, rules for these people. The very traits that make some of these logical Thinkers so successful in fixing computers or balancing books for instance, can make them struggle at times relating to other people. And that is why analytical departments like IT can have more than their share of individuals who prefer to hang out by themselves.

Some of the more analytical Thinkers—often in STEM positions—say they care deeply about the emotions and opinions of the select group whom they respect, but perceive most others they meet as dull or boring, perhaps because they can't hold a conversation on the same cerebral level. As the saying goes, they don't suffer fools gladly.

However, many successful Thinkers are not only logical but have evolved their more sensitive sides to become, gulp, likeable. People who are likeable are masters at Social Jiu-Jitsu, the art of getting people to talk about themselves without ever knowing it happened. Likeable people use their social graces to cast a spell on others, and they get people to like them for it. It begins with asking the right questions and allowing room for description and introspection. In other words, they ask *how*, or *why*, or *what*. So, as soon as they learn about a person's specific accomplishments, they ask *how* they did it, or *why*, or *what* they liked about doing it, or what they learned from it, or what they would do differently if they were in a similar situation.



*Very few boring, conventional ideas ever changed the world for the better*



*People who are likeable are masters at Social Jiu-Jitsu*

# YOUR #2 IDENTITY: THE THINKERS

## HOW TO ADDRESS BLIND SPOTS AND POTENTIAL CONFLICTS



*Patience with persistence is most effective*

### ⊗ Learn patience when pitching.

Thinkers must be sold on their own ideas before they have a hope of selling them to others. After all, people are drawn to those who have a genuine passion and belief in what they do. Now, with that said, the minute a Thinker shares one of his cherished ideas he needs to be less shocked when audiences don't jump up and say, "Let's do it!" Sometimes less-creative people need a little time to realize that a brilliant idea is, ahem, brilliant.

The most successful Thinkers are patient when making a pitch. They give others time to think about their unconventional ideas. But if they believe enough in their concepts, then they are respectfully persistent. Patience is important for a Thinker, but patience with persistence is most effective. After all, it took Christopher Columbus—a Thinker if there ever was one—a decade to convince Queen Isabella to finance his mission. Thinkers need to ask smart follow-up questions to better understand their audience's concerns, and also spend time further clarifying their vision.



*Enlightened individuals are always open to constructive comments*

### ⊗ Consider smart criticism.

One common mistake of Thinkers is to filter out everything but the most positive comments that reinforce their own points of view. Yes, all of us have to avoid negativity from the born pessimists around us, but enlightened individuals are always open to constructive comments from customers and coworkers that make their work better. After all, it will cost much less in time and money to listen and fix problems in the prototype stages than to start over when an idea is already in production.

When others do offer advice, Thinkers might take a note or two, not only for later reference but to show respect. Also, they should avoid any form of criticism during this idea phase such as, "I understand, but . . ." or "In my opinion . . ." And finally they can use the tried but true method of repeating back what's been said to ensure they are really clear on the thoughts being suggested.

### ⊗ Don't be domineering.

Nobody is a saint when it comes to being overbearing, and everyone can have a tendency to be domineering to other people at various times—maybe when they know something in great detail, or they are in a position of authority, or they may just feel a little pushier than usual due to anxiety or pressure. Thinkers can fall prey to the know-it-all-ism syndrome more than other identities.

They will do well to recognize when they are being overly controlling at work or home and try to understand the reason behind the behavior and especially notice the reactions of other people when their domineering behavior appears. When they do see it happening, they might back up and if necessary apologize to the person whose boundaries they crossed. This can cultivate healthier friendships and relationships in their lives. Most importantly, it helps to analyze why the controlling behavior is rearing its head—is it insecurity or fear, or has another party truly acted inappropriately and needs to be corrected?



*Thinkers can fall prey to the know-it-all-ism syndrome*



# YOUR #3 IDENTITY: THE REWARD-DRIVEN



## THE REWARD-DRIVEN

### WHO ARE THEY?

Whether it is vying for marbles, gold stars, money, or simple bragging rights, those who are strongly Reward-Driven tend to be highly competitive and have been since childhood. Their determined natures can help them accomplish great things for organizations.

Those in this identity tend to take the initiative and can be engines of productivity, which can also spur others around them to produce at a higher level. They can get a huge amount done, and are generally good at winning new clients and improving stalled processes. It's not rocket science to figure out what will propel the Reward-Driven to achieve more, in most cases you just have to ask them—they'll let you know what rewards they value.

Now, with all that said, their strong emphasis on rewards can lead some to see them as one-dimensional. Their competitiveness—which can cause them to trumpet their superior performances—can at times rile others. But it's important to understand that there is no rule that says people who are motivated by rewards can't also care about their jobs or coworkers and want to see them flourish, too. In fact, many of the Reward-Driven tend to prefer their team members also to be driven (so they can glean big rewards together); and many in this identity do feel a true passion for their work, strongly believing in the goals of the organization or in the product or service they are selling.

### CHARACTERISTICS

- **They are doers.** The Reward-Driven are action-oriented, typically not overly contemplative or philosophical types. They tend to want to be very busy, and will often seek out new opportunities to be recognized for their contributions.
- **They like regular indications of praise.** Those in this identity are most motivated when they receive regular, small touches of approval, rather than the typical management approach of waiting to give positive feedback only after a big achievement, or worse, only at review or raise time.
- **Their identities are strongly tied to their success.** Having a job that garners admiration from others is especially fulfilling to many in this identity, and they tend to seek promotion aggressively.
- **They believe they should get a piece of what they create.** Some in life are happy to have their work go almost anonymously into the betterment of the whole—a company or a cause. The Reward-Driven, however, are much more motivated when they know they'll earn at least a portion of the credit and maybe the profit from their work.
- **They are good stewards of their time.** Many of the Reward-Driven have become good at maximizing their effectiveness by getting a strong return on the investment of their time. They tend to object to their days being wasted, as in inefficient meetings, and when given a voice they can help quicken the pace of work throughout a team.
- **They like to be incentivized.** Those in this identity tend to be very good corporate players, learning to optimize their performance on incentivized goals such as sales achieved, products launched, projects completed, or number of new clients won. The Reward-Driven will put their focus on what gets results and what gets rewarded, and they'll work hard to please customers or come through on deliverables if these will bring them the money, recognition, and prestige they're seeking.
- **They believe in meritocracy.** Some companies or managers stress that all employees make important (if not equal) contributions—from the person who answers the switchboard to the salesperson who lands million-dollar deals. This thinking drives the Reward-Driven crazy. They believe that not all ducks are swans, and that in fact, some people contribute a whole lot more than others—and therefore deserve commensurate rewards.

# YOUR #3 IDENTITY: THE REWARD-DRIVEN

## WHERE THEY THRIVE

Those in this identity are typically happiest and most successful working in environments that offer rewards in the form of monetary incentives and non-monetary recognition. The Reward-Driven generally thrive in work environments that ask a lot of their people, those that encourage them to be competitive with each other as well as outside forces.

Some in this identity are most motivated by monetary rewards and are best suited for jobs where pay is tied to direct performance. For others, the prestige of their job is paramount, and they'll thrive in environments where promotions are regularly given, and where important-sounding job titles, large offices, and perks are rewarded to star performers. Still others will be drawn most to organizations that regularly celebrate great work.

Yes, some of the Reward-Driven may rub managers and their colleagues the wrong way. And of course they must be careful not to be obnoxious in their score keeping or in blowing their own horns. But wanting recognition and rewards for work well done should not be perceived as needy or greedy. Studies of workplace engagement have shown that recognition in particular is a remarkably powerful tool for increasing the engagement and happiness of an entire workforce. And if the Reward-Driven among us help to make managers more aware of the importance of regularly recognizing the contributions of their people, that's worth applauding.



# YOUR #3 IDENTITY: THE REWARD-DRIVEN

## HOW TO ENHANCE YOUR VALUE AND ACCOMPLISH MORE



*Spend some time to enhance the softer side of the ledger*

### ✔ **Develop a softer side.**

For a lot of Reward-Driven individuals, the soft stuff can be the hard stuff. Some in this identity readily admit they are so focused on winning rewards that they don't have time for warm-and-fuzzy stuff at work. But to build stronger relationships with coworkers and eventually be able to effectively lead others (and earn more money, prestige, and recognition) it's important to spend some time to enhance the softer side of the ledger. As such, the Reward-Driven may consider training or self-study in relationship- or team-building, communication, or servant leadership.

The simplest place to start is by learning how to show sincere appreciation to others, which includes letting coworkers know they are truly valued. Those who wield this skill the best look for incremental improvements in others' performances and appreciate small and large steps; and in turn, they build more trust in their relationships. One of the biggest complaints about the Reward-Driven from colleagues is, "He/she hogs all the credit around here."

### ✔ **Have a piece of cake, would ya?**

To progress in their careers, those in this identity might have to learn to stop working and socialize a little more than they may be comfortable with. It's not that these individuals aren't gregarious, they certainly can be if they need or want to, but some have a tendency to be so driven in the pursuit of their desired rewards that they can fail to connect with others on a deeper level.

That means they might need to stop and go to lunch or get coffee/soft drinks with coworkers now and then, rather than working through every break as they may be apt to do—making them seem aloof to teammates. It's ironic that working too hard in pursuit of rewards can actually kill the dreams of some of the Reward-Driven.

### ✔ **Shift thinking.**

Instead of just focusing on daily to-dos or task lists, which will hardly ever satisfy their need to win, those in this identity should spend some time now and then thinking about those bigger rewards they are seeking—what they really want from life—and then apply those to their work tasks right now, whatever they're doing and wherever they do it.

This way, instead of chores that have to get done, like a day spent in a training session or cold-calling prospects, these activities become opportunities to develop and try out skills that they will use to achieve those bigger goals: perhaps winning a sales contest, or earning a promotion, or running a team as a manager. Those rewards are only possible with the right skill set, and work is more fulfilling and engaging when those in this identity believe they are making incremental progress toward ultimate rewards.

### ✔ **Be grateful.**

The Reward-Driven often need to stop comparing themselves with others who have more. Instead, those with strong reward-drives will be happier if they regularly express gratitude for the talents, resources, and relationships they do have, not to

*(continued)*

Jasmine McTigue  
November 12, 2014



*Work is more fulfilling when making incremental progress toward ultimate rewards*



*Psychologists are only just beginning to understand the strengthening mental power of grateful attitudes*

# YOUR #3 IDENTITY: THE REWARD-DRIVEN

mention their health, their friends, their own brilliance, their motivation, and their family who inspire them. Everyone is happiest when they are thankful for the gifts they have been given, and that gratitude also should be offered up regularly to those around them.

Psychologists are only just beginning to understand the healing and strengthening mental power of grateful attitudes. Every person has a lot to be thankful for—especially for those who support them and help them thrive—and the most successful and happy are frequent and specific in their verbal appreciation of not only their colleagues but also family members and friends.

## ✔ Reward yourself.

Some of the Reward-Driven get frustrated when they accomplish something big and don't see rewards from their bosses or company. Even those who work for more aloof managers can still feel a great sense of reward for their accomplishments.



*Forgetting to reward yourself is a subtle form of sabotage*

It may seem a little over-simplistic, but the happiest people in this identity often give themselves something tangible when they've worked hard and reached a goal. They might take themselves to a good lunch, buy something fun they've been wanting, or, if it's a really big deal, go away on vacation. Forgetting to reward yourself is a subtle form of sabotage. When individuals reward themselves their motivation remains higher, and in turn they tend to accomplish more and spread rewards to those around them, too.

## ✔ Serve.

Some of the happiest Reward-Driven people focus their efforts in service of others. With some, it may mean they sell more and achieve more because they truly believe in their products or services and genuinely believe they are serving their customers by putting those goods in their hands—versus those who are simply striving to win a deal and make a buck. It's a subtle change in thinking, but it's important. Psychologists also say people with a reward-drive do better when they focus their energy toward serving their families instead of themselves. What that means is reward-motives based on the pursuit of power, narcissism, or overcoming self-doubt are less rewarding and less effective than reward-goals based on the pursuit of providing security and support for one's family, or being able to give of one's gain to a worthwhile cause.



*The happiest Reward-Driven people focus their efforts in service of others*

## ✔ Take something from everyone.

There is a secret of this life that the most successful people in this identity have discovered: while most of us humans may appear a boring and mundane lot, every one of us can be wonderfully interesting and funny, compassionate and inspiring, helpful and stimulating. The trick is in knowing the right questions to ask to get us out of our shells. Some Reward-Driven people admit they are often too busy to develop deeper relationships at work. They could very well achieve greater success long-term if they take a genuine interest in others.



*Every one of us can be wonderfully interesting and funny*

*(continued)*

# YOUR #3 IDENTITY: THE REWARD-DRIVEN

One way to begin is by writing down a few simple conversation starters and seeing how much they can learn from their coworkers by asking questions such as: What's the most interesting project you are working on? What do people usually complain about over in your team? How did you end up doing what you do here? I'm reading a book about motivation; what would you say motivates you at work? And even more personal questions like: Where are you from originally? What music do you listen to? What's the last book you read?

By being a little more interested in others, the Reward-Driven will inevitably gain relationships that will help them in their careers, but it's also just a nice thing to do.

## 🎯 Turn energies outward.

Another effective way for those in this identity to develop and grow and earn more sought-after rewards is for them to step outside of themselves, which means becoming more genuinely open and friendly and developing positive listening skills. Of course, the harder someone tries to be someone he is not, the more likely he'll fall flat. So this doesn't mean the Reward-Driven try to memorize a string of knock-knock jokes, heaven's no; but they should try empathizing and connecting with those around them.

The prize for the Reward-Driven is to understand the real business and personal advantages of connecting with people—creating stronger relationships at work with coworkers and clients, having more people in their corner, building a greater sphere of influence, and gaining a perceived ability to take on new roles including leading others.

## 🎯 Develop a good close.

"It was nice to meet you" or "Good to see you again" are standard goodbyes after conversations, but they are instantly forgettable. Instead, the most memorable individuals shake hands and say something specific and affirming to close, "You know, I really enjoyed your thoughts on the Bornstein project. You have some really creative ideas. Thanks for sharing." And then they smile—not a cheesy salesperson's toothy smile, but an authentic, appreciative grin.

Making a great first impression is important, but so is making a lasting closing impression. All this sounds simple, right? But it's not so easy for some in this identity. We all have to accept that change can be hard. But when the Reward-Driven become a little more deferential, a little more genuine, a little more complimentary, and a wee bit more vulnerable, they help people around them feel better about themselves, which makes them more likeable. It's a virtuous circle.



*Understand the real business and personal advantages of connecting with people*



*Making a great first impression is important, but so is making a lasting closing impression*

# YOUR #3 IDENTITY: THE REWARD-DRIVEN

## HOW TO ADDRESS BLIND SPOTS AND POTENTIAL CONFLICTS

### ⊗ Reduce the expectation of others' opinions.

Winning can sometimes come at a cost: heightened stress, tension, and anxiety. Those driven to win rewards often spend inordinate amounts of time working and can report a higher incidence of failed relationships with their significant others and children. Some of the Reward-Driven find themselves pushed not by a healthy desire to compete but by an overriding fear of failure, which means they find fault, first and foremost, in themselves.



*Gain freedom from living to please others, which greatly reduces stress*

There is a difference between a healthy need to please and an unhealthy one. A healthy need is not dependent on a particular response. For instance, if a person cleans up the supply cabinet at work because he or she knows it will be helpful to the team, but are not expecting any reward in response, then he or she most likely has a healthy need to please others. That's natural.

On the other hand, if they expect their boss and coworkers to praise or reward their work, and know they'll get upset if these people don't thank them, then they may have an unhealthy need to please. The former response has less anxiety while the latter response offers great anxiety. Overcoming the need to please others takes time and practice. As an important first step, the Reward-Driven should stop the negative self-talk such as, "I'm not good enough" or "They don't appreciate me." By reducing the expectation of others' opinions, people gain freedom from living their lives to please others, which greatly reduces their stress levels.

### ⊗ Curb the need to win.

The most savvy of the Reward-Driven have actually taught themselves to lose, are complimentary of others' abilities, and are impressed by the successes of their peers. In his autobiography, Benjamin Franklin admitted he was arrogant and annoying as a young man. He was crushed when a friend confided to him that while he was unquestionably brilliant, winning every argument, no one liked him. To force himself to become more humble and likeable, he introduced phrases into his vocabulary such as "I conceive" and "I apprehend" rather than words he had been using such as "certainly" or "undoubtedly." Franklin wrote that he afterwards started enjoying conversations more and became a man of greater compassion and humility.



*The most savvy have actually taught themselves to lose*

Like Franklin, the Reward-Driven can most likely stand to add a measure of humility to their conversations, use self-deprecating humor to appear less threatening, and display vulnerability by admitting their own failings or weaknesses now and then. Thus, if an acquaintance says, "I just purchased a new mainframe," the enlightened Reward-Driven individual won't try to win a debate on the role of mainframes in modern technology, but will steer the conversation to something that intrigues them and won't alienate such as, "I'm pretty lousy at getting large purchases approved. How did you pull it off?" People sincerely like genuine interest in their work.

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