

The Motivation Factor® PinPointer

The Motivation Factor PinPointer is neither a personality test nor is it a kind of typology.

The Pinpointer is an internet-based assessment that reveals the individual’s fundamental motivation factors and provides actionable insight into what the individual need to avoid and pursue to get and stay motivated in any situation.

The Pinpointer are exploiting the same powerful research and proven methods that drive all our programs – from building resilience and emotional intelligence to identifying and applying inherent talents and passions for lasting motivation.

The Pinpointer is based on the Hierarchy of Motivation. Recent brain research supports the theory that your ability to incorporate new learning and to manage change grows proportionally with how well you are able to take care of each level in the Hierarchy of Motivation. The Hierarchy of Motivation is based theoretically and empirically on positive and cognitive psychology, on well-established motivation theories, and recent discoveries in neuropsychology.

The underlying philosophy behind the Hierarchy of Motivation is that in order to achieve lasting motivation you must:

- Identify and act on the things that drain your energy.
- Understand the impact of, and assume responsibility for your needs.
- Actively apply and leverage your innate talents.
- Become purpose-driven in your contributions, goals and choices.



Calculated from the response to 112 questions the PinPointer report will provide insight into:

1. The level of individual motivation in the form of Motivation Capabilities and Intrinsic Motivation
2. The Individual’s motivation factors in the form their top 3 needs and top 3 talents

1. Level of Individual Motivation

The PinPointer measures on a score from 1-100 the individual’s motivation capabilities and intrinsic motivation. The score is benchmarked against the aggregated customer database.

Motivation Capability

This equals the two lower levels on the Hierarchy of Motivation (energy and needs). Motivation Capability measures to what extent an individual is able to get and stay motivated towards their goals. This includes the ability to identify and address what is prohibiting them to succeed as well as the ability to be aware of, and responsible for, the impact of their personal needs to achieve your goals.

The score on motivation capabilities reflects how capable the individual are at identifying what they need and what they should avoid in order to remain highly motivated.

Intrinsic Motivation

This equals the two upper levels of the Hierarchy of Motivation (talents and purpose). Intrinsic motivation is based on taking pleasure in an activity itself rather than working towards an external reward. This includes the ability to feel connected to, or finding joy in one’s work, and actively leveraging one’s personal talents.

The score on intrinsic motivation reflects the extent to which an individual are able to optimally utilize their talents and the extent to which the individual feel they are contributing to something meaningful.

Validation

Content Validity

An assessment is considered to have *content validity* if its items are a suitable representation of the dimensions that are to be measured by the assessment. The panels of experts, used by Motivation Factor to ensure the content validity of the questionnaire, are experts in conducting the Motivation Factor Workshops, Customers, master coaches and experts in the field of neuroscience, positive and cognitive psychology.

Based on the completion of hundreds of Motivation Factor workshops and coaching sessions we found that there were some recurring patterns and behaviors when people were low or average on Motivation Capabilities and Intrinsic Motivation.

The behaviors linked to low or average Motivation Capabilities were characterized by:

- Interpersonal conflicts
- Defensiveness, blaming of others or outside circumstances for lack of progress
- Misalignment of goals and expectations
- Frustration with or lack of tolerance for diverse ideas and approaches
- Participating in “Hallway conversations” where communication or decisions are made outside of formal channels
- Lack of initiative or resourcefulness
- Performance problems
- Irritation, erratic behavior
- Low productivity due to stress

The behaviors linked to low or average Intrinsic Motivation were characterized by:

- “What’s in it for me?” focus instead of “How can I contribute”
- Lack of connection to stakeholders/customers
- Lack of sense of community or camaraderie
- Progressively less passion for the work or direction
- External motivation factors like benefits and compensation becomes more important
- Resistance to organizational or functional changes
- Low productivity due to boredom
- Silo thinking

Construct Validity

Construct validity answers the question: Are we actually measuring (validity) what (construct) we think we are measuring?” To answer this we asked Boston Research Group <http://www.bostonresearchgroup.com> to conduct a factor analysis based on the responses from:

Individuals	Country
200	United States

A few key points about a factor analysis:

- Factor Analysis is a data reduction method that allows us to move from many individual variables to a smaller number of themes or factors
- Factor Analysis examines patterns of data and groups variables that are highly correlated
- Highly correlated variables tend to represent a higher level theme or construct (i.e., they always go together in a person’s mind)
- Factor loadings are the degree to which a variable loads on (or contributes to) a factor: the higher the loading the greater the contribution. When evaluating the factor and trying to understand what it means, greater emphasis should be placed on the variables with the highest factor loadings.

We asked Boston Research Group to factor analyze the question related to the motivation capabilities and intrinsic motivation. The questions related to Motivation Capabilities variables formed a clear factor with other Motivation Capabilities variables and the same applied to Intrinsic Motivation. This confirms the basic concept that Motivation Capabilities and Intrinsic Motivation address unique areas within the respondents’ way of thinking.

Factor	Factor Loadings - from/to
Motivation Capabilities	0.453 – 0.822
Intrinsic Motivation	0.460 – 0.808

Reliability

Cronbach’s alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable.

The following displays scores and interpretations (the interpretation is a general rule of thumb):

Cronbach’s Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.8 \leq \alpha < 0.9$	Good
$0.7 \leq \alpha < 0.8$	Acceptable
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

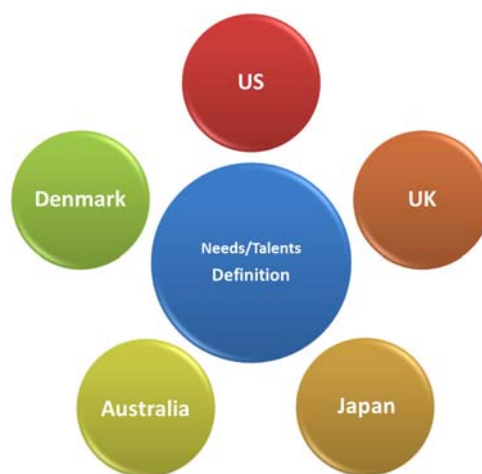
Cronbach’s alpha ratings for the Motivation Measurement

Cronbach’s Alpha	Internal Consistency
Motivation Capability	0.8545
Intrinsic Motivation	0.9604

2. Identifying Individual motivation factors

Our research showed that individual needs and talents forms a Identifying individual motivation factors has been tried and tested on individuals in Europe and North America before commercial. Its foundation includes:

- Four years of research and development
- Primary and secondary research and analysis of motivation factors
- Research and empirical data from the fields of neuropsychology
- Research and empirical data from the fields of emotional and social intelligence
- Research and empirical data on the development of strengths and talents
- Empirical studies conducted in each of the countries listed below in combination with current literature on needs and talents.



Our research identified a total of about 200 needs and 170 talents. The results were grouped into 30 “main categories”. Further research was conducted across each of the above countries to achieve culture-neutral names for each of the main categories.

As an example, the words supporting the need main category of Order are: Perfection, Symmetry, Consistent, Sequential, Structure, Unvarying, Rightness, and Literalness.

This is why the need Order, depending on the individual, can mean any of following:

- structure, process and guidelines
- physical alignment of objects
- chronological steps taken

Likewise, the talent Mastery and the words supporting the talent main category of Mastery are: Expert, Dominate field, Adept Superiority, Primacy Preeminence, Greatest, Best, Outdo, Set standards, Excellence.

This is why the talent Mastery, depending on the individual, can mean any of following:

- to be the expert in a given area
- to know every detail
- to set new standards within a field of interest

Validation

Content Validity

An assessment is considered to have content validity if its items are a suitable representation of the dimensions that are to be measured by the assessment. The panels of experts, used by Motivation Factor to ensure the content validity of the part of the questionnaire related to motivation factors, are experts in the field of neuroscience, positive and cognitive psychology, and master coaches.

Face Validity

The ultimate, practical validation of the individual motivation factors is the unique personal interpretation the respondent ascribes to the needs and talents. A questionnaire can be said to have face validity if it looks as if it is going to measure what it is supposed to measure. 400 people helped us evaluate the questionnaire linked to the needs and talents in order to demonstrate face validity. The following feedback and criteria had to be true from the respondent’s perspective:

- the questionnaire should make sense regardless of personal or professional context
- the questionnaire should be based on what the respondent currently finds motivating, important and energizing
- the questionnaire outcome should be adaptable in any current life situation
- the questionnaire outcome should apply regardless of personal or professional context
- the questionnaire outcome should reflect words that describe what the respondent’s know about himself or herself.

Construct Validity

Construct validity answers the question: “Are we actually measuring (validity) what (construct) we think we are measuring?” To answer this we asked Boston Research Group <http://www.bostonresearchgroup.com> to conduct a factor analysis based on the responses from:

Individuals	Country
357	United States
1265	Denmark
213	Other countries

A few key points about a factor analysis:

Factor Analysis is a data reduction method that allows us to move from many individual variables to a smaller number of themes or factors

Factor Analysis examines patterns of data and groups variables that are highly correlated

Highly correlated variables tend to represent a higher level theme or construct (i.e., they always go together in a person’s mind)

Factor loadings are the degree to which a variable loads on (or contributes to) a factor: the higher the loading the greater the contribution. When evaluating the factor and trying to understand what it means, greater emphasis should be placed on the variables with the highest factor loadings.

Boston Research Group found 31 factors main categories. The results strongly confirmed Motivation Factor’s identification of needs and talents. Needs variables formed a clear factor with other needs, and talents formed a clear factor with other talents. This confirms the basic concept that needs and talents address unique areas within the respondents’ way of thinking.

Further, needs were found to be unique from talents and did not correlate or form factors. The data also confirmed that the respondent interpret needs and talents as very different ideas and that Motivation Factor has created an instrument able to express these two very different ideas, with the set of needs and talents generated by the Indicator.

It turned out that 23 factors (main categories), stood out with exceptional high factor loadings and we ended up with 9 main categories for Talents and 14 main categories for Needs.

Factor	Factor Loadings, from/to
Honesty	0.716 – 0.862
Certainty	0.546 – 0.737
Recognition	0.796 – 0.823
Respect	0.470 – 0.540
Be appreciated	0.500 – 0.732
Order	0.735 – 0.791
Be active	0.772 – 0.802
Personal Power	0.516 – 0.611
Control	0.621 – 0.724
To succeed	0.567 – 0.747
Balance	0.665 – 0.739
Freedom	0.599 – 0.636
Be right	0.583 – 0.692
Be heard	0.417 – 0.504
Lead	0.637 – 0.674
Catalyze	0.527 – 0.588
Discovery	0.753 – 0.777
Mastery	0.542 – 0.713
Communicate	0.565 – 0.730
Connecting	0.567 – 0.605
Contribute	0.636 – 0.728
Creativity	0.635 – 0.739
Win	0.717 – 0.767

Reliability

Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable.

The following displays scores and interpretations (the interpretation is a general rule of thumb):

Cronbach's alpha	Internal Consistency
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$\alpha < 0.5$	Unacceptable

Cronbach's alpha measurement for talents and needs.

Main Categories Talents	Cronbach's alpha	Main Categories Needs	Cronbach's alpha
Catalyze	0.71	Honesty	0.80
Lead	0.74	Certainty	0.80
Discovery	0.82	Recognition	0.88
Mastery	0.74	Respect	0.73
Communicate	0.73	Be appreciated	0.72
Connecting	0.80	Order	0.83
Contribute	0.73	Be active	0.83
Creativity	0.76	Personal Power	0.78
Win	0.84	Control	0.76
		To Succeed	0.71
		Balance	0.73
		Freedom	0.73
		Be right	0.76
		Be heard	0.73

Needs, Phrases

Need	Phrases
Honesty	The need for honesty can mean that you feel comfortable in an open, loyal and frank atmosphere. Dishonesty drains your energy and behaviors you dislike can include lying, not telling the whole truth or being disengenuous.
Certainty	The need for certainty can mean that you feel most comfortable if you are apprised of all aspects of a situation. You might like to consider in advance every possible issue that can come up and may dislike situations where surprises are likely.
Recognition	The need for recognition can mean that you are energized when others notice and or acknowledge your achievements. You may be discouraged when accomplishments are not appreciated.
Respect	The need for respect can mean that you are most comfortable in an environment where mutual respect is highly valued. It might be important for you that others care about your opinion and contributions and you may have a strong aversion to being discounted or diminished.
Be appreciated	The need to be appreciated can mean that you are most comfortable when you feel valued by or close to others. Being ignored or feeling disconnected may cause you discomforts.
Order	The need for order can mean that you like when things are organized. You might be most efficient with a structure and when everything is in its right place. You may be uncomfortable with chaos or change.
Be active	The need to be active can mean that you like to be busy, have lots of activities and a full calendar. You may even get restless if you don't have a lot of items on your to do list.
Personal power	The need for personal power can mean that you want to have an impact on things. Being able to influence your circumstances is most likely crucial for you. You may dislike apathy and be frustrated by "victims" of circumstance.
Control	The need for control can mean that you will seek perfection in what you do. It might give you energy when you feel that you have the complete picture, without room for mistakes for misunderstandings. You may be uncomfortable when you don't have all the answers or when situations depart from the plan.
To succeed	The need to succeed can mean that setting and reaching goals is an important driver for you and a measure of success. When you have a goal, you go for it. You may feel unfocused without a clear objective.

Balance	The need for balance can mean that you will tend to strive for equality in many situations. It might be balance in your personal or professional life but it can also be balance in work assignments, conversations or relationships. You may feel uncomfortable in situations where attention is not being given equally.
Freedom	The need for freedom can mean that independence fuels you. You are likely most comfortable when you have a high degree of influence over how you use your time and choice regarding which tasks to work on. You may feel constrained by rules and limitations.
Be right	The need to be right can mean that it is important for you to feel that others understand your point of view and trust that you've done your "homework". You may be frustrated when others resist or reject your ideas or opinions.
Be heard	The need to be heard can mean that you feel a natural urge to contribute your thoughts, ideas and opinions and you may love to be the one whose advice is sought. You may feel frustrated when others don't listen or if you don't have an opportunity to voice your thoughts.

Talents, Phrases

Talent	Phrases
Lead	The talent lead can mean that being in charge feels natural to you. It may feel natural for you to take the lead and be the one other people follow. To lead can be related to leading people or assignments.
Catalyze	The talent catalyze can mean that you have a natural ability to make things happen and you induce other people to take action. You may love to set new initiatives in motion and are always on the lookout for new exciting things to do.
Discover	The talent discover can mean that you tend to uncover things never seen before or have a curiosity about new concepts or opportunities. Research and "behind the scenes" information may be especially appealing.
Mastery	The talent mastery can mean that you prefer to be the specialist rather than a generalist. You might naturally seek to be the best in your field and you most likely strive to become the expert.
Communicate	The talent communicate can mean that you are always looking for the best way to convey information. It might not matter if it is by teaching, writing or communicating messages – as long as it is about communication.
Connecting	The talent connecting can mean that you love to make new connections and build new relationships. It is through your relationships with others that you create results.
Contribute	The talent contribute can mean that you love to help and support others. You may feel compelled to contribute to other people's wellbeing.
Creativity	The talent for creativity can mean that you are always on the lookout for the "new". Creating something new whether it is a new product or a new way of doing things most likely fascinates you.
Win	The talent to win can mean that you just love competitions. For you, catching a glimpse of victory is like pouring gasoline on a fire.