

## The Motivation Factor® Indicator

In order to identify personal needs and talents, Motivation Factor® has developed the Motivation Factor® Indicator. The Motivation Factor® Indicator is an internet-based assessment that reveals your fundamental motivation factors and provides actionable insight into your personal level of motivation in any situation.

Calculated from your responses to 73 statements, the Motivation Factor® Indicator allows you to articulate precisely those personal factors which motivate you in terms of your top 5 personal talents and your 5 most dominating personal needs.

Rather than labeling participants as a style or type, the Indicator suggests a name for the respondent's needs and talents which they themselves then go on to define. In this way, the participant is ultimately responsible for articulating his or her own needs and talents and assumes personal accountability as to how they play out in their life and work.

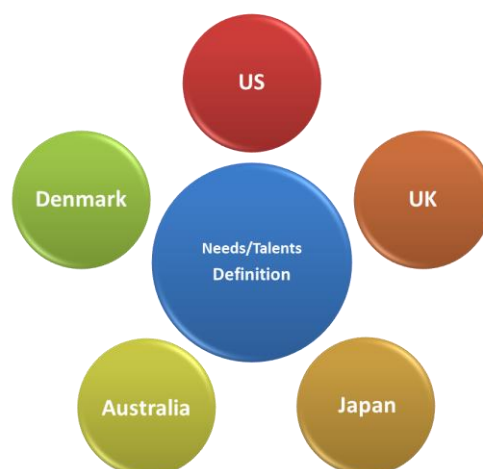
The Motivation Factor® Indicator is neither a personality test nor is it a kind of typology. Through the exercises participants define and assign their own meaning to each of the suggested words. Greater value is assigned to the outcome of the exercises by participants, as they are actively constructing the definitions for themselves as opposed to being told what pre-determined type or category they belong to. The end result is a greater sense of ownership of and individual accountability for one's own needs and talents.

## The research behind Motivation Factor Indicator

The Motivation Factor Indicator 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

The Motivation Factor Indicator has been developed from empirical studies conducted in each of the countries listed below in combination with current literature on needs and talents.



The research identified a total of about 200 needs and 170 talents. The results were grouped into 30 “main categories”. This was done in order to provide the flexibility necessary for the participant’s self-definition of the results in the exercises. 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

As noted earlier, each term (main category) provided by the Motivation Factor Indicator, when used in conjunction with the Motivation Factor Methodology, is also validated personally by the participant, as he or she articulates the aspects of the word that have personal meaning.

### Deployment

The Motivation Factor® Indicator is an essential component of the Motivation Factor® Method and is taken prior to the Needs workshop. The Indicator results are a focal point in each of the Needs and Talents workshops.

The Motivation Factor® Indicator is used in many different contexts including:

- In conjunction with a Motivation Factor® development program
- As a supplement to other assessments including MBTI, DISC, BarOnEQ-i and others
- As a supplement to other development programs supplied by our Partners
- As a tool to facilitate dialogue for employee performance reviews

### The Motivation Factor® Indicator 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 the field of neuroscience, positive and cognitive psychology, and master coaches.

## Face Validity

The ultimate, practical validation of the Indicator results 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 Motivation Factor Indicator questionnaire 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 interprets 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
Networking	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
$\alpha \geq 0.9$	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 measurement for Motivation Factor Indicator 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
Networking	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.
Networking	The talent networking 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.