



MOTIVATION FACTOR

SURVEY PLUS

Sullivan LTD

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Sullivan LTD – Executive Summary

On this page you will find a summary of the **Motivation Factor Survey Plus** result, and on the following pages we take an in-depth look at the comprehensive content of the report.

Enjoy!

Team’s Total Motivation

How motivated is the team overall? (Weighted average of Motivation Capability, Intrinsic Motivation and Strategic Connection)



Team’s Motivation Capability

(Indicates the team's responsiveness to extrinsic factors) (see page 8)



Team’s Intrinsic Motivation

(Indicates how intrinsically motivated the team is) (See page 9)



Team’s Strategic Connection

(Indicates how well the team feels connected with the strategy) (See page 10)



Highest scoring questions

Questions for which team members score the highest

1. I feel respected for the work I do
2. My work is valued by my organization
3. My work is appreciated by my colleagues or partners
4. I know my colleagues' strengths and how to leverage them
5. My work is appreciated by my manager

Lowest scoring questions

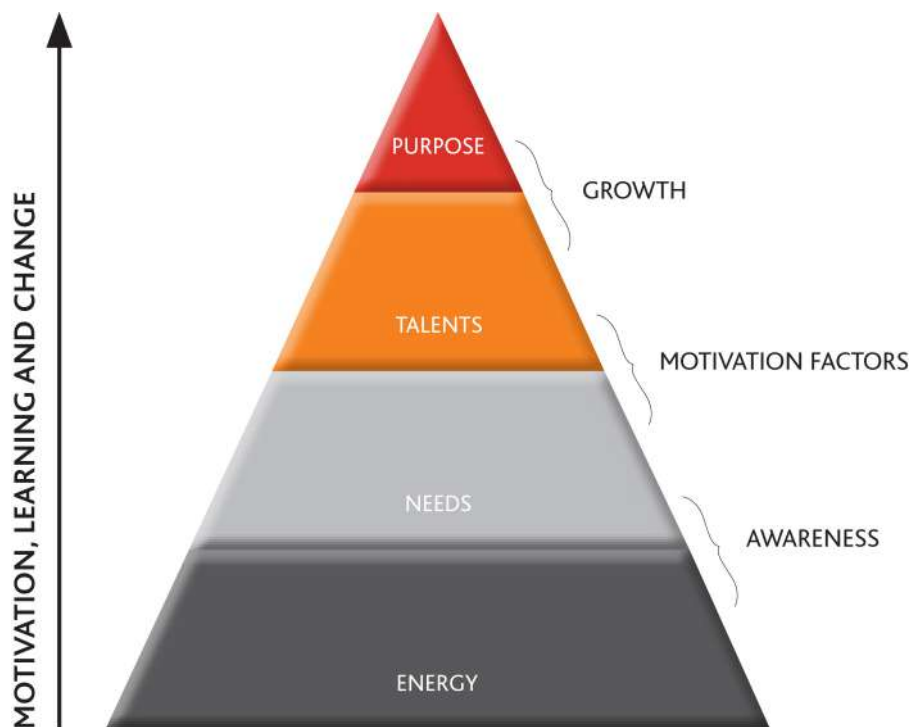
Questions for which team members score the lowest

1. I rarely experience frustrations related to my work
2. I feel energized by my work
3. I am inspired by my organization’s overarching purpose
4. I am motivated by my organization's strategy
5. I rarely experience frustrations related to my organization

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This report is the result of the consolidated data from the completed Survey Plus. The report provides insight into the team's motivation level and may form the basis for a discussion on where efforts should be made to develop and sustain team motivation.

Motivation, happiness and effectiveness are inextricably linked. When team motivation is high, it leads to greater levels of happiness and effectiveness, and from recent brain research we know that motivation is a reflection of the individual's ability to address every level of the Hierarchy of Motivation®.



HIERARCHY OF MOTIVATION®

Hierarchy of Motivation

The Hierarchy of Motivation defines how a person's ability to stay motivated, absorb new learning and handle change increases proportionally with the ability to address each individual level of the pyramid.

The two lowest levels of the Hierarchy of Motivation are linked to Motivation Capability and the two highest to Intrinsic Motivation.

Sound knowledge of the Hierarchy of Motivation is essential to individual and team development and to supporting dedicated motivation development going forward.

Enjoy.

Motivation Factor Survey Plus

Before reading the report, please note the following points:

- Motivation Factor Survey Plus is based on team members' individual responses to the Motivation Factor Survey Plus
- Motivation Factor Survey Plus is not a personality test
- Motivation Factor Survey Plus does not clarify how you react in different situations or whether or not there is leadership potential
- The report puts into words and explains what motivates the team and how the different factors come into play in daily life
- The report does not judge anyone. It is up to management and team to jointly acknowledge, evaluate and utilize advantages and minimize disadvantages
- To which extent any factor is an advantage or a disadvantage depends on the context in which it is used
- It is up to management and team to jointly decide to which extent the report should influence future development
- All comparative numbers (benchmarking) are based on data from all those who have completed Motivation Factor's test tools until now.

The purpose of the Motivation Factor Survey Plus is to:

- Provide feedback on team motivation – right now!
- Provide inspiration for the way in which management and team can work together to increase team Motivation Capability, Intrinsic Motivation and Strategic Connection
- Identify the team's significant needs and talents (motivation factors)
- Provide inspiration for the way in which team needs can be fulfilled and team talents brought into play

Everything in the report is based on team members' individual responses to the Motivation Factor Survey Plus. It may be a good idea to reflect further on those parts of report results that you find it most difficult to recognize. You may ask for feedback from others who know the team. In that way, the report's statements and results may be further validated.

Highest and lowest scores

Questions to which the team scores "Highest" and "Lowest", respectively, are relative to the team's total scoring of the questions.

- For example, take an elite high-jumper who in three record-breaking attempts jumps 2.25, 2.26 and 2.27 cm, respectively.
- The lowest score of 2.25 does not make him a poor high-jumper but, relatively speaking, it is his lowest score.
- If, hypothetically, all team members scored maximum points (5 of 5) to all questions except for one, to which one single team member scored 4 of 5, then that question would be "Lowest score".
- If all team members scored maximum points (5 of 5) on all questions, the overall lowest validated and the overall highest validated question would emerge as "Lowest and Highest scores", respectively. Read more about validation [here](#).

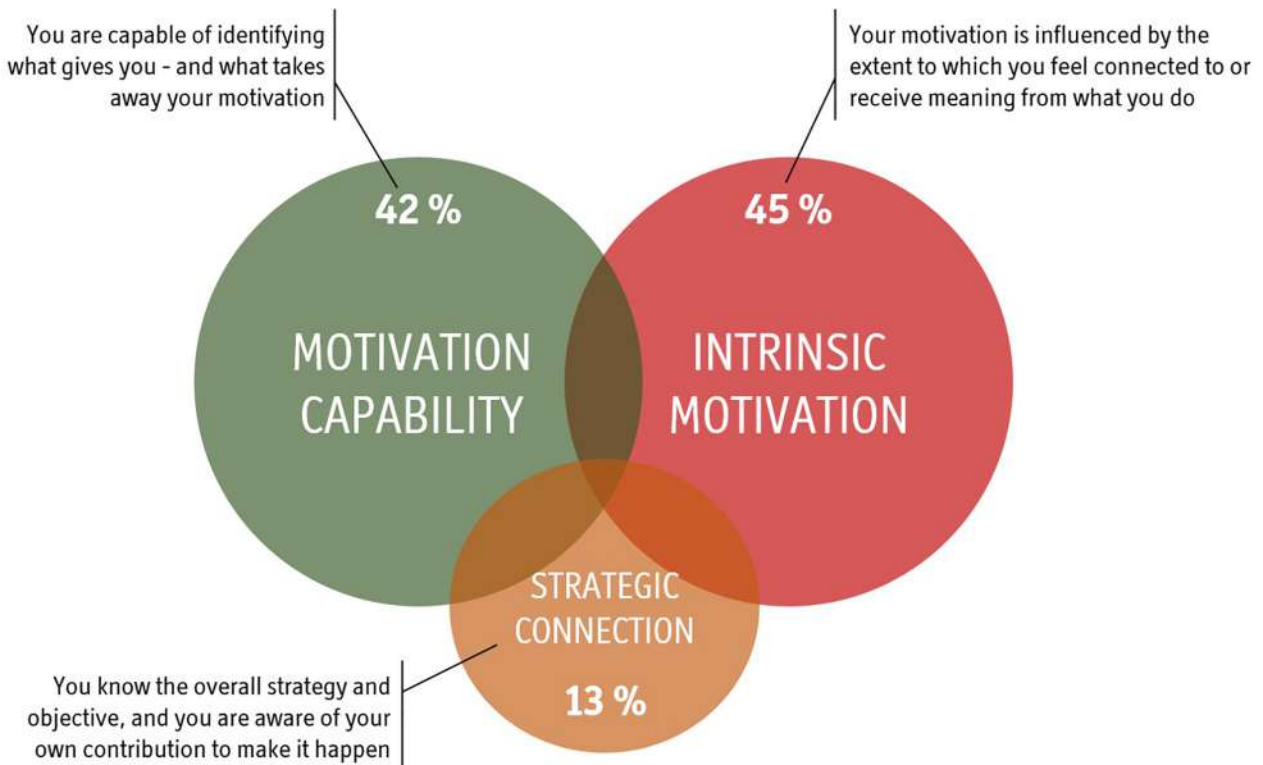
Report

Motivation Factor Survey Plus is developed from experience from Motivation Factor's tested assessment tools.

Motivation Factor Survey Plus measures:

Team Motivation Capability, Strategic Connection and Intrinsic Motivation on a scale from 1 to 100.

- The Motivation Capability score reflects how well the team identifies what is needed and what should be avoided in order to become or remain highly motivated.
- The Internal Motivation score reflects if the team is using its talents optimally and if the team feels that it contributes to something meaningful.
- Strategic Connection. Motivation Factor Survey Plus measures to which extent the team is capable of associating with corporate strategy. The measurement is based on three core factors: Knowledge, attitude and behaviour



Traditional employee satisfaction analyses focus on External Motivation. A study by the Boston Research Group concludes that 55% of total employee motivation is linked to external factors, whereas the remaining 45% is linked to Intrinsic Motivation and Motivation Capability. Motivation Factor Survey Plus measures Motivation Capability and Intrinsic Motivation.

Highest and lowest score

Motivation Factor Survey Plus identifies which of the 118 questions have received the highest and lowest scores in the team and provides inspiration for how to improve the score. Questions that the team scores "Highest" and "Lowest", respectively, are relative to total team scoring of the questions. (Read more on page 5).

Intrinsic Motivation and Motivation Capability

Motivation Factor Survey Plus measures the team’s total Intrinsic Motivation (how intrinsic motivated are we?), Motivation Capability (Our ability to motivate ourselves) and Strategic Connection (How do we relate to the strategy?). Just like Motivation Factor’s methodology, Motivation Factor Survey Plus is based on recognized research results and well-known theories.

Recent brain research concludes that a person’s ability to assimilate new learning and deal with change increases proportionally to how well each level of the Hierarchy of Motivation is addressed. The theoretical and empirical foundation of the Hierarchy of Motivation is positive and cognitive psychology, recognized motivation theories and the latest neuropsychological research.



It is the underlying philosophy of the Hierarchy of Motivation that in order to sustain motivation, you must:

- Become conscious of and act on the things that drain you of energy
- Know and take responsibility of your needs
- Use your talents
- Rise from being goal driven to being purpose driven

The two lowest levels of the Hierarchy of Motivation are linked to Motivation Capability and the two highest to Intrinsic Motivation.

Motivation Factor Survey Plus score:

Scoring has been done using a scale from 1 to 100 and indicates to which extent the team is capable of handling two factors: Motivation Capability and Intrinsic Motivation.

The average was calculated based on previous users of Motivation Factor measuring tools and is dynamically adjusted.

Note: The score is a snapshot, depending on the team’s present situation. Maybe the team is going through a period of restructuring, downsizing or other changes? It will be reflected in the score if team motivation factors are not brought into play right now. The score is therefore not indicative of the team’s motivation in a new situation.

	MOTIVATION CAPABILITY LOW	MOTIVATION CAPABILITY HIGH
INTRINSIC MOTIVATION HIGH	<p>This score can mean that you are motivated, productive and passionate in your work.</p> <p>That you are motivated in your present circumstances, but not necessarily motivated by change.</p> <p>You like to act and solve problems when they arise.</p> <p>Your motivation is to some extent governed by external circumstances.</p>	<p>This score can mean that you thrive and feel that you have influence on things.</p> <p>You can see the purpose of what you’re doing and you feel that you contribute to the whole.</p> <p>You are proactive and solution- oriented and have a high tolerance for new ideas.</p>
INTRINSIC MOTIVATION LOW	<p>This score can mean that you are unmotivated and frustrated and may not be able to put your finger on why.</p> <p>You may feel you don’t have the opportunity to influence your situation and you are easily influenced by external factors.</p> <p>Your motivation is greatly influenced by external circumstances.</p>	<p>This score can mean that your strengths are not being used optimally.</p> <p>You may have a hard time seeing how you can contribute to the whole.</p> <p>You feel that you have control of your own situation and are aware of what gives you motivation, and what does not.</p>

Team's Motivation Capability

(Indicates the team's responsiveness to extrinsic factors)



This score shows to which extent the team is capable of becoming and staying motivated towards its goals. In other words: The ability to identify and address what is needed and what should be avoided to become or remain highly motivated.

The score is a calculated average of team members' individual Motivation Capability.

How can Motivation Capability be improved?

Get rid of energy drainers

80% of that which drains people's energy has to do with external factors such as other people's behaviour, decisions made by others or similar limitations. Unfortunately, we rarely control such factors ourselves. Motivation, commitment and, ultimately, success depend on the ability of the team to identify energy drainers, see opportunities and take action to get rid of them.

The team may ask itself:

- What drains our energy? (E.g. lack of progress, negative people, blown deadlines)
- What do we want instead of this energy drainer and what would that give us?
- What options do we have to achieve that?
- What will we do to achieve that?
- When?

IMPORTANT! – The team should focus only on the options that are within their control.

Needs (Emotional triggers)

The ability to recognize and react on own and others' needs is not just important for motivation, it is also important for stress prevention. The more we are conscious about our needs and their effect on our behaviour, the more our relational understanding is improved, and the less we are influenced by other people's behaviour.

The team may ask itself:

- Which type of behaviour do we not like?
- How does this behaviour threaten our needs and how can we avoid it?
- How can we get better at fulfilling our own needs?

What do we achieve by working with Motivation Capability?

- Less silo mentality
- More proactivity
- Opportunity oriented culture
- More "out of the box" thinking
- Lower absenteeism
- Better cooperation
- Increased self-motivation ability

Team's Intrinsic Motivation

(Indicates how intrinsically motivated the team is)



The level of Intrinsic Motivation indicates to which extent the team is intrinsic motivated. Intrinsic Motivation is driven by the extent to which an individual feels connected to, or finds meaning in, his or her work, as well as how good he or she is at bringing own talents into play.

The score is a calculated average of team members' individual Intrinsic Motivation.

How can Intrinsic Motivation be improved?

Optimize the use of talents

The ability to acquire new competences and sustain motivation depends on the degree to which you utilize your talents. Once you understand the value of utilizing your talents and using them actively, you will experience greater capacity and commitment.

The team may ask itself:

- How do we use our talents?
- How can we use our talents to get more of what we want?

Define team purpose

Our ability to stay motivated towards our goals depends on two significant factors:

1. We must be passionate about them
2. They must be associated with a higher purpose

Knowing the team's passions and purpose enables you to choose the best way forward and achieve great satisfaction as a result of team efforts.

The team may ask itself:

- What are we passionate about in relation to our goals?
- What does our team contribute to in addition to our goals?

Examples of "team purpose"

- "Through customer focus, creativity and presence we help generate ongoing success"
- "We contribute to a winning culture based on trust and the courage to succeed"
- "With openness and honesty, we contribute to a transparent business where service and innovation are a priority"

What is achieved by working on the Intrinsic Motivation of the team?

- Increased job satisfaction
- Increased creativity
- More focus
- More satisfaction and commitment
- "How can I contribute" culture
- Greater flexibility and desire to go the extra mile

Team's Strategic Connection

(Indicates how well the team feels connected with the strategy)



Strategic Connection indicates to which extent the team knows, understands and can relate to company strategy and goals. The measurement is based on three core factors: Knowledge, attitude and behaviour

The score is a calculated average of team members' individual responses

How to improve Strategic Connection?

In order to root the strategy it is essential that:

1. Everyone knows the strategy and knows how goals are related to it
2. The strategy makes sense to individuals and team
3. Individuals and team are motivated by the strategy and feel responsible for its implementation



The model shows the coupling between individual and/or team energy, needs, talents and purpose and overall company goals. The coupling is crucial to employee/team motivation as well as the realization of corporate goals.

The team may ask itself:

- How do we ensure that the strategy and goals are communicated sufficiently well?
- How do we ensure that everyone has understood how to contribute?
- How do we ensure that everyone knows his or her role and contribution to strategy?
- Can team agility be increased so we get better at handling change/strategy revisions?

Your needs control your behaviour

Motivation Factor Survey Plus measures individual team members' needs and subsequently identifies the five needs that are significant to the team. In other words, the report identifies overrepresented needs among team members.

When our needs are threatened

When our needs are threatened, the brain releases stress hormones. That happens when:

- We believe that our needs will not be met
- We believe that someone is preventing us from meeting our needs, or
- It turns out that we have the opportunity to meet our needs if we fight for it

As motivation factors, our needs are very strong. Just as they can “drag us down”, they can also “pull us up” and guide us towards our goals.

The team's ability to recognize and respond to own and others' needs is not just important for motivation. It is also effective at preventing stress.

Snapshot

Needs change during a lifetime, depending on work and life circumstances. This will become evident if you choose to conduct a team analysis again in e.g. 6 or 12 months.

Team's significant needs

Calculated on the basis of team members' responses to the Motivation Factor Survey Plus

1) 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.

2) 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 disingenuous.

3) 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.

4) 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.

5) 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.

Needs, Cloud

The team's top five needs have been associated with a series of value-laden words which are shown graphically positioned in the image below.

Use the graphic as an inspiration; print it out, hang it on the team's noticeboard and study it frequently.



We feel good when we use our talents

Motivation Factor Survey Plus measures individual team members' talents and subsequently identifies the five talents that are significant to the team. In other words, the report identifies overrepresented talents among team members.

5 things we must know about talents

- **Everyone has talents**

Our talents are defined by where our brain synapses are the strongest. Every time we do something over and over, our brain synapses get stronger.

- **We feel good when we use our talents**

Using our talents releases the brain's production of endorphins

- **We can use our talents to learn more efficiently**

The brain always seeks out the fastest way to new knowledge and competences. We can build up new competences more efficiently and with greater self confidence when we draw on our existing talents.

- **We should focus on our talents**

Latest research supports the idea that focusing on our talents is more effective than focusing on our weaknesses

- **We can overuse our talents**

We can easily overuse our talents so they turn into weaknesses instead. If, for instance, we have the talent "Master", we probably get too detail oriented very easily, and if we have the talent "Initiate", we may tend to launch too many initiatives.

Significant team talents

Calculated on the basis of team members' responses to the Motivation Factor Survey Plus

1) 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.

2) 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 or to a cause.

3) Communicate

The talent communicate can mean that you have a natural sense for how to convey information whether by teaching, writing or speaking. You may have a way with words or just know the best way to convey a message.

4) 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.

5) Creativity

The talent for creativity can mean that you tend to look at things differently, see possibility and are on the lookout for the "new". Building something out of nothing whether a new product or a new way of doing things most likely fascinates you.

Talents, Cloud

The team's top five talents have been associated with a series of value-laden words which are shown graphically positioned in the image below.

Use the graphic as an inspiration; print it out, hang it on the team's noticeboard and study it frequently.



What next?

What next?

Motivation Factor Survey Plus has now measured and weighed the level of motivation in your team, and maybe you have spotted something that needs improvement or something that you should focus more or less on going forward.

Based on the result of the analysis, Motivation Factor offers a broad range of solutions that can contribute to strengthening and sustaining team motivation. Our solutions are modular and can be tailored to your and your team's situation, size and ambition level.

MOTIVATION FACTOR

TEAM WORKSHOP

A self-evident way to proceed is to arrange a Survey Plus half-day workshop. We conduct the workshop based on the result of the Motivation Factor Survey Plus. The agenda for the half-day workshop will typically be:

Motivation introduction

- Interactive presentation on Motivation and recent brain research

The objective is to raise awareness of the mechanisms in the Hierarchy of Motivation

Team result

- Introduction to and presentation of the Motivation Factor Survey Plus

The objective is to foster a dialogue on the results; what seems familiar, what is noteworthy, etc.

Work with the team result

- Workshop where we work on the questions that score highest and lowest through discussions of how the highest/lowest influences results and the outcome the team wants to achieve

The objective is to identify what supports and what stands in the way of team performance, as well as put actions and deadlines to what we can do.

The workshop can be extended to a full day where we also work with needs and talents in relation to motivation. Contact us for prices and further information.

Comments?

Do you want to proceed? Do you have comments, questions, criticism or praise? Send us an [email](#) and we will soon get back to you.

Do you want to proceed?

Motivation Factor in your business

These days, all management is change management. That is why it is essential that the individual employee contributes with ownership and responsibility, and that management is able to enlist the full potential of the business. Only in that way is it possible to create powerful teams and results.

The Motivation Factor methodology can be used to great effect by businesses wishing to work consistently on:

- Anchoring of business strategy, goals and values
- Implementation of organizational changes
- Realization of change management in practice
- Team building and team optimization
- Management and employee development

A Motivation Factor process structures and targets corporate development and change processes, gets managers and employees to cooperate towards a common goal and generates sustained motivation and commitment. The process is modular and consists of workshops and individual conversations that focus on the goal and make the process far more transparent and manageable for employees, managers and teams. All participants get to verbalize on what motivates the individual and the process ensures solid internal anchoring – instantly and over time.

Advanced Motivation Factor

Motivation Factor offers certification courses, coaching and consultancy services. Read more about what Motivation Factor offers on <http://www.motivationfactor.com>.



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Survey Plus - Additional Questions

Below you will find the respondents score on your additional Survey Plus questions – on a scale from 1 – 5. 1 = “I do not agree” 5= “I agree”