

introducing...


intrinsicTM
Measuring motivation


Getfeedback

contents

□ introducing Intrinsic™	page 3
□ a short history of Intrinsic™	page 4
□ why choose Intrinsic™?	page 6
□ when should i use Intrinsic™?	page 6
□ the science behind Intrinsic™	page 8
□ buying Intrinsic™ from Getfeedback	page 9
□ how much does Intrinsic™ cost?	page 10
□ case study: 1 – KBPB	page 11
□ case study: 2 – Alfred McAlpine	page 12
□ case study: 3 – Solace	page 13
□ case study: 4 – Chemisty	page 14
□ contact	page 15

introduction

introducing intrinsic™

Most people work better when they feel good about it; optimal performance depends on the individual getting that apparently inexplicable 'buzz'. The way that individuals will make use of their ability and personality, and the extent to which they do, comes down to what motivates them in their work situation.

Intrinsic™ is an exceptionally powerful predictor of how well people will convert competency into performance by identifying an individual's ideal role from a motivational standpoint. It doesn't measure 'extrinsic' motivation - drivers such as salary or bonuses as these can be assessed during an interview. And unlike ability tests it doesn't measure what someone can do. Intrinsic™ measures what someone will do. Intrinsic™ uses scientific methodology to discover a person's deep-rooted internal drivers. Then it matches these motivational drivers to a particular role, to determine whether that role will give them that 'buzz' to work well.

All too often, organisations' motivation programmes boil down to the 'carrot and stick' approach; do well and all this is yours, fail and we'll need to chat about whether this really is the place for you. This method does not take into account what really makes people tick. What really makes them turn up for work every day? In an economy with near full employment, people have a lot of personal freedom to be selective about the type of organisation they want to work for. When people do not act on this freedom (as the majority do not), their inner unrest will impact on their ability to perform. Therefore, organisations need to look more intensively at what people 'will do' and not just what they 'can do' and ensure that the role they are offering will match the individual's inner motivational needs.

Intrinsic™ is the tool that enables organisations to do just that.

“

Money was never a big motivation for me, except as a way to keep score. The real excitement is playing the game.

”

Donald Trump

a short history of intrinsic™

Intrinsic™ is a new and improved measure of motivational drivers. It is the latest version of the Motivational Styles Questionnaire (MSQ), developed by Dr Roland Tarleton in the early 1990s, and now features a “Job Profile” chart which enables users to match up the individual’s profile with a particular job situation. The selection report also includes a “High Potential Motivation Chart” as an indicator of ‘high flyer’ potential.

Intrinsic™ has been developed against the background of many different approaches to motivation theory from the 20th Century. These include:

- Adler, Maslow and Herzberg’s work on self-actualisation;
- Lewin, Vroom and Porter & Lawler’s theories surrounding level of aspiration;
- Murray, McClelland & Atkinson, Weiner, Rosenberg and Rotter’s work relating to achievement motivation

For more detailed information on these theories, visit www.getfeedback.net/intrinsic

Unlike other motivation tools, Intrinsic™ has a coherent framework which makes it possible to relate each of the ten scales to a particular type of role or way of working (see figure 1: Sample Job Profile Chart). All job descriptions can therefore be set out under the ten scale headings.

history

preferred role & task description

	Lesser Priority	Average Priority	Clear Priority	Strong Priority	
Less concerned about personal expertise & hands on involvement		■			Technical specialist / analyst: Being well informed, understanding, advising, keeping knowledge up to date
Prefer to avoid high risk, unpredictable situations		■			Generalist / business leader: Broad ranging responsibility, large scale implementing, co-ordinating, influencing
Less attracted to line management responsibilities	■				Line manager / coach: Managing other people's expertise, organising, supervising, developing staff
Maintainer: Achieve objectives in a systematic & orderly manner		■			Change agent: Flexibility, new initiatives, problem-solving, innovation, culture fit
Prefer to interact with colleagues and/or staff			■		Consultant: Working alone, finding own best way of doing things, independent decision-making
Less inclined to get involved in team situations			■		Team worker: Consulting colleagues, building effective relationships, forming partnerships, networking
Less concerned about personal impact		■			Project leader: Focus on personal responsibility, making an impression, high profile communication

way of working

	Lesser Priority	Average Priority	Clear Priority	Strong Priority	
Slow-starting, careful to consider nature of task		■			Self-starting: Getting things moving, enthusiastic attitude, inspiring others
Cautious, keen to ensure that on the right track		■			Goal-focused: Ensuring delivery, meeting deadlines, working under pressure
Operational: Achieve objectives quickly & efficiently, consolidators			■		Entrepreneurial: Attaining high standards, continuous improvement, developing self

Figure 1: Sample Job Profile Chart

benefits and uses

why choose intrinsic™

- Intrinsic™ assesses the fundamental dimensions of intrinsic motivation which will profile any job
- Intrinsic™ helps predict how individuals will perform in a job by identifying whether it will motivate them intrinsically and give them that 'buzz' to perform
- Intrinsic™ adds value to your existing psychometrics package - measuring motivation is the missing link in recognising whether someone will perform, not yet covered by ability and personality testing
- Intrinsic™ is quick and easy to complete online, it can be completed in a lunch hour
- Getfeedback offers a flexible package to meet your needs – Intrinsic™ can be tailored to a specific company and role with different levels of administrative support

when should i use intrinsic™?

If you understand what makes someone tick, it is easier to place them to the best advantage of the organisation and themselves. Intrinsic™ is extremely valid as a pre-interview selection tool, a corporate culture benchmarking tool and a career planning tool:

Selection

Combined with ability and competence testing, Intrinsic™ provides employers with a wider and more balanced spectrum for assessment. An indication of an individual's intrinsic motivators helps employers differentiate between candidates. It also helps a business decide whether an individual will fit within the organisational structure and culture associated with the specific job being offered, and whether they will actually perform in that particular role. See Solace and Chemistry case studies.

Assessment and Development Centres

Intrinsic™ can be used as part of an assessment or development centre. Assessment and development centres use a number of different tools that measure different aspects of a person; these can include psychometric tests, face to face interviews, group tasks and individual tasks.

benefits and uses

Corporate culture benchmarking

Intrinsic™ can provide a different world-view to the way an organisation behaves. Revealing motivation patterns of behaviour among employees, Intrinsic™ adds another dimension to a corporate review of 'how things are done here', answering the question 'why are things done like this?' Intrinsic™ can highlight where segments of the organisation need a change management programme to enhance performance, for example during company mergers.

Talent management, succession planning, promotion and career planning

Intrinsic™ helps the individual to assess and contemplate the possibility of complete career revisions or whether minor tweaks within an existing occupational career path might be better than wholesale change. For example, Intrinsic™ enables graduates, without a strong view on their ideal work environment, to make more informed choices about the sort of job they'd like to do and the sort of place they'd like to work in.

Intrinsic™ is a core component of Getfeedback's Talent Pool Offering. Our talent identification and assessment process provides critical benchmark data to enable companies to manage their talent pipeline. Intrinsic™ provides data that differentiates the level of motivation individuals have to different types of roles and the speed that individuals want to progress. This information is invaluable for evaluating the strength and depth of your talent pipeline against future business needs.

technical information

the science behind intrinsic™

Normative data

Intrinsic™ is designed primarily for use with managers and professionals so its normative data has been compiled to reflect that population. During the development of Intrinsic™, 1,269 managers and professionals completed the questionnaire. Job functions of those in the trial process included technical, commercial, finance, legal, IT, general management, administration, production, consulting and personnel professionals. The age range and salary splits are reflective of the UK population for this group.

Item development

Intrinsic™ is in 2 parts. Part 1: Work Style Preferences items were derived from an original version with 96 items and just 3 scales labelled Achievement, Security, and Power. Responses from over 300 managers and professionals were factor analysed to explore the component parts of each of the three dimensions. From this analysis a more sophisticated series of scales emerged including, for example, 3 different types of power that were labelled Systems Power, People Power, and Personal Power. The analysis across all scales led to a revision of the items to more accurately reflect the different types of relationships experienced in the real world.

Development of Part 2: Work and Life Attitudes began with 105 items and the same 3 scales as in the present version (Short-term striving, Medium-term striving, and General Orientation). Following the factor analysis the short-term scale, based on Rosenberg's (1965) Self-Esteem Scale, was extended from 10 to 20 items; the medium-term scale based on Rotter's (1966) Internal-External Control Scale underwent a significant revision in how the items are used, and the General Orientation scale was completely revised to present a clear choice between two sets of priorities or ways of operating.

Intrinsic™ conforms to British Psychological Society and American Psychological Association guidelines on personality test construction and use.

buying intrinsic™ from getfeedback

Administration

Published by Getfeedback, Intrinsic™ can be tailored to meet your company's requirements, whether you wish to administer the questionnaire yourself or need more support. Getfeedback offer a number of different ways of deploying psychometric assessments to meet the needs of our clients.

Getfeedback gives you the technology you need, when you need it

We take a modular approach so that you can buy the bits you need, as and when you need them. You can link them together with other tools at any point in the future - for example your existing e-recruitment systems, talent management reporting and succession planning technology.

Outsource the entire process to Getfeedback

We can set up and administer the tests on your behalf. The process is very simple:

- You give us a candidate list
- We set up and administer the tests
- You receive the results on an agreed date
- You get an hour with an occupational psychologist to help you make the most of the data or each candidate gets an hour with us to run through their feedback (optional if you have Level B accreditation)
- You get the right people in the right roles

Equip your team with a quality testing system

If you prefer to manage the service yourself we can train your team to use our system. You'll be given access to set up tests and administer reports whenever you need them.

Brand your tests

Provide your candidates with a customised online testing centre branded with your company's logo. All the tests are available in one place with detailed instructions and information to ensure a hassle-free process.

Intergrate into your own talent reports

Getfeedback's psychologists can design intergrated reports bundling data from multiple psychometric tests to create your own bespoke designed reports including Intrinsic™ and data from other validated tools such as personality, culture fit and critical and numerical reasoning.

how much does intrinsic™ cost?

Questionnaire and report units

Selection report	£ 30.00
Development report (formerly MSQ)	£ 30.00
Professional users' chart	£ 12.00

Tests are conducted online and reports are provided in pdf.
Pencil and paper questionnaires are available. Contact Getfeedback for more information.

Administration

Administration per candidate	£ 50.00
------------------------------------	---------

Bulk purchase discounting is available. Contact Getfeedback for more information.

Training

2 day course (Level B trained)	£ 695.00
3 day course (non Level B trained)	£ 995.00

case study: 1

■● Kleinwort Benson

client:

Kleinwort Benson Private Bank (KBPB)

Organisational restructure to meet business growth

Key Concern: As part of an industry sector undergoing major change with competitors growing and consolidating rapidly, KBPB needed to retain market share and achieve equally rapid growth. This required restructuring of the business from one which encouraged people to be motivated by title and seniority to one which focused on being motivated by output and associated reward.

Objective: KBPB needed a common language to articulate the change in terms of business and objective processes and accurate selection tools to get the right people in the right jobs in the leadership and key customer facing teams.

Solution: Getfeedback interviewed the executive committee to establish what 'good' looks like, in terms of talent required to achieve the change programme and establish a behavioural model framework against which senior executives were assessed. Intrinsic™ was then used to identify what really motivated KBPB's people and see whether they would thrive in their new working environment or if they would need additional training and support.

Results: "We've gone from a hierarchical structure with various boards, executive committees and committees based around directors with no management responsibility to a two level management structure. We've opened three offices regionally to add to our City of London and Channel Islands presence and in 2007 we'll be building on this success by opening two further offices."

Robert Taylor, CEO, Kleinwort Benson

For more information on how KBPB used Intrinsic™, visit www.getfeedback.net/intrinsic

case study: 2



client:

Alfred McAlpine

Talent Management: Getting the right leaders in the right roles

Key concern: A move into facilities management, from purely construction, meant employees were required more and more to interact with and engage customers to show the 'can do' attitude of Alfred McAlpine.

Objective: Alfred McAlpine needed robust leadership and a positive, values driven culture to connect its people to their clients. Therefore Alfred McAlpine needed a suitable leadership model to apply to all levels of the business and help identify different leaders for different roles.

Solution: Getfeedback assessed the business' top 50 leaders using a combination of tools, including Intrinsic™ to map personality, capability, performance potential and intrinsic motivation. Intrinsic™ results highlighted significant differences in the speed which individuals were motivated to develop as well as the type of leadership role they were motivated by. By studying the motivational components of different work streams, the business was able to decide how to maximise the performance of its talent pool and where best to invest development budget.

Results: "We have very low levels of attrition, satisfaction with career development and overall engagement as measured by our annual employee survey has increased by 9% and the division continues to grow apace." Marlene Boyd, Alfred McAlpine

For more information on how Alfred McAlpine used Intrinsic™, visit www.getfeedback.net/intrinsic

case study: 3



client:

Solace Enterprises

Selecting the right CEO

Key concern: Placing more than a quarter of the high-level local government appointments in the UK, Solace Enterprises need to know that their candidates are suitable for the job so an appointment runs smoothly.

Objectives: Identify candidates who will be happy working in an unstructured environment, as CEOs of local authorities must be comfortable working with very little structure.

Solution: Solace Enterprises uses Intrinsic™ to get a good idea of whether a candidate will be comfortable in a high profiled role. "The ten scales [of Intrinsic™] gives us the information we need to give the client a full and rounded picture of each candidate, and in what situation they'll thrive. Unlike standard tools, Intrinsic™ looks at work rather than general life situations." John Watley, Solace Enterprises.

Results: "I've been using Intrinsic™ to fill such high profile positions as Chief Executives for Somerset County Council, Sunderland Metropolitan Borough Council, Swindon Borough Council and for the Chief Executives of the Standards Board for England. Using Intrinsic™ helps us to ensure that an appointment does not go wrong." John Watley, Solace Enterprises.

For more information on how Solace Enterprises used Intrinsic™, visit www.getfeedback.net/intrinsic

case study: 4

Chemistry^{RC}

client:

Chemistry

Recruiting the right people

Key concern: Chemistry is a new type of recruitment company, responding to a market where 90% of senior appointments fail to live up to expectation. This represents a huge cost to business, especially when you consider the significant sum that will have been invested in induction and training by the time the company realises it's made a wrong hire.

Objectives: To recruit on the basis of fact rather than opinion. Traditionally potential employees are judged for their new employment based on past experiences but this fails to provide an insight into how well they will perform in their new role and how motivated they will be.

Solution: Chemistry has used Intrinsic™ to measure what their candidates prefer to do and how they prefer to do it. This has allowed them to help candidates explore and more clearly define the role in which they will be most motivated to perform.

Results: Chemistry has been using Intrinsic™ on a variety of assignments with blue chip clients such as Cable & Wireless, PepsiCo, Allied Bakeries, Yell and Disney. "Intrinsic™ has enabled us to match the candidate to the position in a much more in-depth and informative way. We can not only understand the way someone will work, but also what challenges they will see as exciting."
Roger Philby, Chemistry.

For more information on how Chemistry used Intrinsic™, visit www.getfeedback.net/intrinsic

contact

for further information on intrinsic™

- Visit www.getfeedback.net/intrinsic
- Call 01491 845532
- Email intrinsic@getfeedback.net

We look forward to hearing from you.