



selection report

name:

Sample Example

date:

01/Mar/07

Get feedback 

introduction

This report describes intrinsic motivation. Intrinsic motivation is the critical factor that determines what individuals will do and how they will focus their effort in the reality of a work situation. Unlike other psychometric tests which measure whether an individual can do a particular job, Intrinsic™ measures whether the individual will want to do the job.

This information will help to predict performance. Even if a candidate is fully able to fulfil a role, they may not be motivated enough, intrinsically, to actually do the job.

PERFORMANCE = MOTIVATION x ABILITY

about the intrinsic™ report

Intrinsic™ is used to predict future performance by comparing the content of the report with opportunities that exist within the job itself, the work environment, and the culture of the organisation. Comparing the report content with the job opportunity is necessary because a successful workforce depends upon individuals being motivationally fulfilled by the challenges of the job role. The more likely the nature of the role matches their motivational needs and goals, the more likely they are to be engaged by that role.

Intrinsic™ measures ten motivational factors which each relate to a distinct type of role or way of working. For ease of interpretation, the ten motivational factors are grouped according to the different types of work they represent: Understanding and Implementing; Working within Systems; Teamworking and Communicating; Taking Action; and Striving for Success.

Understanding and Implementing

1. **Achievement** – technical specialist / analyst: controlling own area of expertise
2. **Systems Power** – generalist / business leader: comfortable with broad ranging responsibility
3. **People Power** – line manager / coach: making good use of others

Working within Systems

4. **Structure** – change agent vs maintainer: prefer to work without imposed structure vs content to work within existing systems

Teamworking and Communicating

5. **Independence** – consultant: preference for working alone
6. **Affiliation** – team worker: consulting colleagues vs self-reliant
7. **Personal Power** – project leader: comfortable with project responsibility and a high profile role

Taking Action

8. **Short-term striving** – self-starting: confident vs careful
9. **Medium-term striving** – goal focused: getting things done vs getting them right

Striving for Success

10. **General Orientation** – entrepreneurial vs operational: doing the best job possible vs focusing on results

Scores on the two parts of the report can be matched up with the job description in order to judge the way in which and the extent to which the individual will be motivated to perform.

contents of the report

section 1: job profile

This chart summarises the individual's preferred role and preferred way of working. Use this to help you understand what is most and least important to the individual. This is a summary of the kind of tasks that the individual will focus on.

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section 2: profile part 1 -preferred role

Identifying with a particular kind of role. This section describes what is most important to the individual in the work situation. The first seven scales of the job profile are grouped into three distinct categories. Use this part of the report to view in more detail:

- The degree of motivation the individual has to be a specialist, generalist or line manager
- The degree of structure required
- The motivational importance the individual attaches to different ways of interacting with others

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section 2: profile part 2 -way of working

Response to different kinds of challenge. This section describes the way the individual likes to operate. The final three scales of the job profile are grouped into two distinct categories. Use this part of the report to view in more detail:

- The individual's likely rate of progress in tackling tasks
- The extent to which the individual will seek out new challenges vs seek to consolidate.

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section 3: self & colleague ratings

This section summarises the difference between how individuals with this motivational profile see themselves and how they are viewed by others.

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section 4: high potential motivation chart

This chart presents summarised combined scores to show the motivational elements in performance potential.

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appendix: background to intrinsic™

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section 1: job profile for Sample Example

reading the chart

Pay attention to both the grouping of the scales and the colours of the chart. The thick white horizontal lines on the chart mark distinct sub-categories of the type of job that Sample will do and the way in which she will do it. The different colours indicate the level of priority or motivation to do a particular job and the likelihood that Sample will work in a particular way. The black squares indicate Sample's position within a category.

preferred role & task description

| | Lesser Priority | Average Priority | Clear Priority | Strong Priority | |
|--|-----------------|------------------|----------------|-----------------|---|
| Prefer to avoid high-risk, unpredictable situations | | | ■ | | Generalist/business leader: Broad ranging responsibility, large scale implementing, co-ordinating, influencing |
| Less concerned about personal expertise & hands on involvement | | ■ | | | Technical specialist/analyst: Being well informed, understanding, advising, keeping knowledge up to date |
| Less attracted to line management responsibilities | | ■ | | | Line manager/coach: Managing other people's expertise, organizing, 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 concerned about personal impact | | ■ | | | Project leader: Focus on personal responsibility, making an impression, high profile communication |
| Less inclined to get involved in team situations | ■ | | | | Team worker: Consulting colleagues, building effective relationships, forming partnerships, networking |

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 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 |

section 2: profile part 1 - preferred role

identifying with a particular kind of role, work environment, and organizational culture

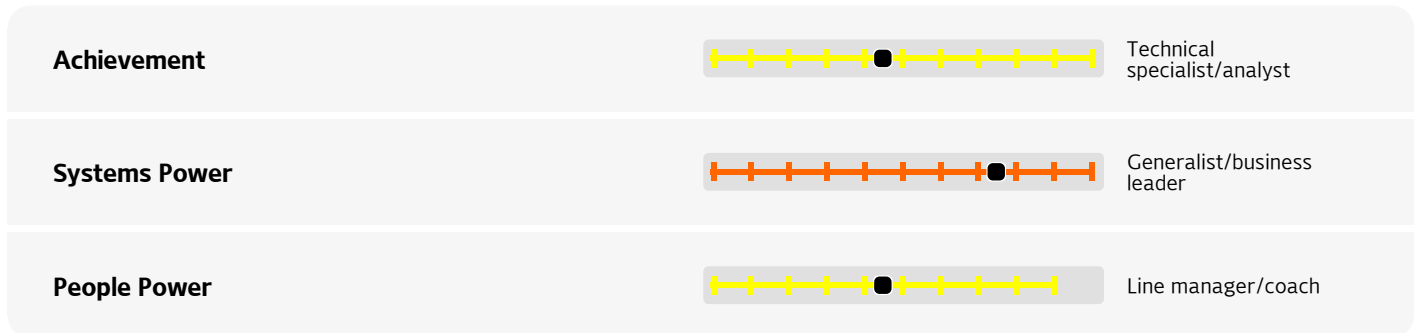
Lesser Priority

Average Priority

Clear Priority

Strong Priority

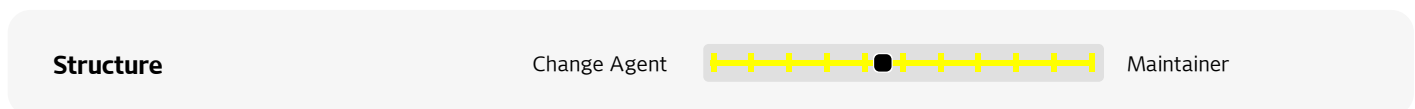
understanding & implementing



Sample's profile suggests that she is primarily concerned with getting involved in the broad activities of the business to achieve large scale objectives. This means that she will be content to operate in relatively unpredictable situations in a general management type of role, and keen to focus her efforts on organizing and implementing to achieve an end result. She will enjoy dealing directly with people at the sharp end of the business, and she also rates line management responsibilities at a moderately high level. She will be comfortable working through other people's expertise in this way, and will aim to get the best out of them with a goal-focused yet consultative style.

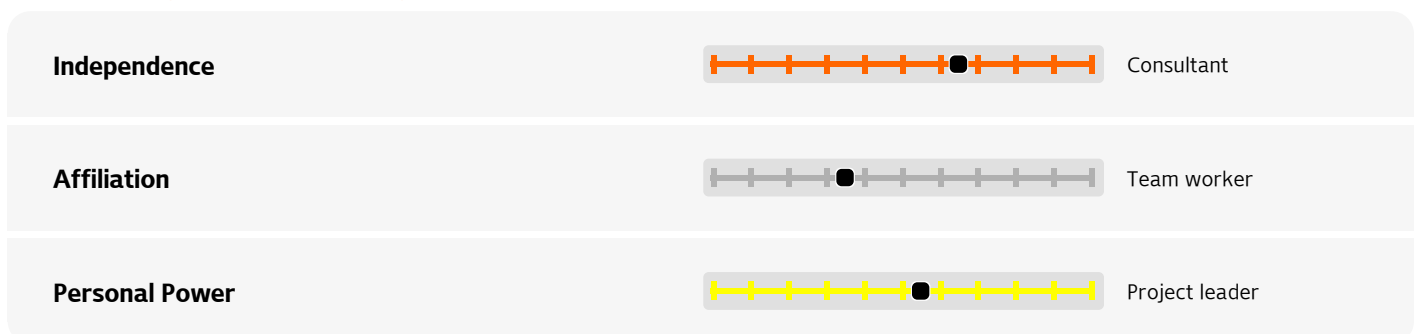
Sample is quite strongly inclined towards controlling her own area of responsibility and keeping a close eye on the activities of others. She will want to be well informed about all aspects of situations she is involved in so that she can build up her expertise and provide information and advice to others.

working within systems



Sample prefers a reasonably well-structured environment within which she can establish effective methods of working. She likes to have clear targets and guidelines so that she knows what is expected of her, and she will go about achieving objectives in a systematic manner.

teamworking & communicating




Sample does not have a high need for team support, and may generally prefer to decide things for herself rather than go along with group decisions or seek the advice of colleagues. She clearly has the profile of an internal consultant in that she will value being in a position to work alone and find things out in her own way instead of having to constantly refer to other people.

section 2: profile part 2 - way of working

response to different kinds of challenge

 Lesser Priority

 Average Priority

 Clear Priority

 Strong Priority

taking action

Short-term striving



Self-starting

Medium-term striving



Goal-focused

Sample seems very confident of her ability and will be quick to get started on new tasks providing she has a reasonably clear idea of what is required. Once she has a framework in place, she will be keen to "make things happen" and may sometimes be inclined to say she can do things before she is entirely sure about her ability to cope.

In the medium term, she will aim to strike a balance between driving through to completion in a goal-focused manner and ensuring that she gets things right. She will spend a reasonable amount of time reviewing alternatives and different influences on the situation, making allowances for other people's different points of view and possible changes to the plan, and she should be good at mediating between those who tend to be too hasty and those who are overly cautious at this stage.

striving for success

General Orientation

Operational



Entrepreneurial

Overall, she seems quite keen to look beyond immediate objectives and spend time on striving to get things right, and she will want to seek out on new challenges rather than concentrate on consolidating her position within one particular area. She will put time and effort into doing a thorough job but without losing sight of core objectives, and she will give equal priority to ensuring operational success as to exploring possibilities for the future. She will clearly appreciate being given the opportunity to take on new responsibilities and make progress in her career.

summary

- Ideal Role: consultant/general management, organizing and implementing
- Relatively low need for team support from colleagues - prefers to work alone and find her own best way of doing things
- Keen to get things moving once on familiar territory

section 3: self and colleague ratings

Note: The colleague ratings presented below are based on evidence from separate validation studies rather than on scores obtained in this assessment.

preferred role

This section summarizes how high scorers (and low scorers on the Structure scale) describe their priorities and how these are interpreted by their colleagues.

Sample's most distinctive scores are highlighted in the orange boxes.

| | |
|---------------------------------|---|
| Achievement: | Technical specialist/analyst |
| Self-rating | Experts, specialists |
| Colleague rating | Specialists, not managers; keen to understand exactly what other people are doing |
| Systems Power: | Generalist/business leader |
| Self-rating | Risk-orientated; less concerned about details; good at coping with pressure |
| Colleague rating | Implementers; enjoy power and influence and up-front dealings with people |
| People Power: | Line manager/coach |
| Self-rating | Leaders, organizers, consultative, democratic; not specialists in their own right |
| Colleague rating | Managers; get things done by making use of other people's expertise |
| Structure -high scorers: | Maintainer |
| Self-rating | Routine orientated; good at working within the system |
| Colleague rating | Traditional; comfortable in a well-structured environment |
| Structure -low scorers: | Change agent |
| Self-rating | Innovative; inclined to reject existing systems |
| Colleague rating | Ambitious; like to set their own objectives |
| Affiliation: | Team worker |
| Self-rating | Team players, participative; keen to share the decision-making process |
| Colleague rating | Keen to focus on one thing at a time; uncomfortable when on unfamiliar territory |
| Independence: | Consultant |
| Self-rating | Independent specialists; keen to work without support from others |
| Colleague rating | Specialists, not managers; particularly interested in personal expertise |
| Personal Power: | Project leader |
| Self-rating | High flyers; keen to do things their way |
| Colleague rating | Tenacious; more content 'doing their own thing' than doing a good job for the company |

This section summarizes how high and low scorers describe their priorities and how these are interpreted by their colleagues.

The scales on which Sample scored high or low are shown in the orange boxes.

Short-term Striving -high scorers: Self-starting

Self-rating Self-confident; keen to 'have a go'
Colleague rating Quick to get started on new tasks; keen to make things happen

Short-term Striving -low scorers: Careful to consider nature of task

Self-rating Not keen on being rushed; inclined to ponder on potential obstacles
Colleague rating Indecisive; inclined to suffer from self doubt

Medium-term Striving -high scorers: Goal-focused

Self-rating Keen to put their ideas into action; not inclined to get side-tracked
Colleague rating Determined; unwilling to listen to others once their minds are made up

Medium-term Striving -low scorers: Cautious, keen to get things right

Self-rating Prone to ponder the relevance of what they are doing; keen to check details and consider alternatives
Colleague rating Not inclined to take on more than they can cope with or to rush into things without thinking

General Orientation -high scorers: Entrepreneurial

Self-rating Keen to seek out new challenges and to come up with new ways of doing things; determined to do well
Colleague rating Unconventional; like to set their own objectives and to work without tight time constraints

General Orientation -low scorers: Operational

Self-rating Consolidators, do-ers; inclined to accept existing systems
Colleague rating Organizers; content when involved in everyday work and to remain at the same level

section 4: high potential motivation chart

The Career Level and Fast Track ratings presented below are an indication of Sample's overall level of aspiration and rate of career progress, the motivational elements in performance potential.

The Career Level rating assesses level of aspiration based on the Change agent and Team worker scales. People with a high Career Level rating see themselves as "high flyers" and their colleagues see them as "ambitious" and inclined to "set their sights high". Whereas top end scorers (red on Change agent and grey on Team worker on the job profile chart) tend to be radical change agents and very self-reliant, lower scorers attach more importance to working within existing systems and consulting colleagues.

The Fast Track rating is a measure of confidence and speed of delivery based on the Self-starting and Goal-focused scales. High scorers on these scales also see themselves as "high flyers" and colleague ratings include "determined" and "keen to make things happen". Whereas top end scorers (red on the job profile chart) can be over-confident and inclined to rush into things, lower scorers attach more importance to considering the nature of the task and ensuring that they are on the right track.

| | | | |
|--------------|------------------------------------|--|--------------------------------------|
| High | Ambitious / Cautious | Ambitious / Average fast track | Ambitious / Determined |
| Career Level | Average career level / Cautious | Average career level / Average fast track | Average career level / Determined |
| Low | Established / Cautious | Established / Average fast track | Established / Determined |
| | Low | Fast Track | High |

appendix: background to intrinsic™

The first part of the questionnaire is presented in forced choice format to indicate what is most important to individuals (i.e. what they will want to do). This format was derived from factor analysis of the 'big three needs' to produce three categories which assess role preferences at the most fundamental level:

Achievement and Independence: does not get involved with other people / systems
(seek fulfilment through becoming specialists and advisors)

Structure and Affiliation: seeks support from other people / systems
(a framework within which to operate and team support from colleagues)

Systems, People, and Personal Power: makes use of other people / systems
(like to be involved in large scale implementing and organising others)

The second part of the questionnaire is concerned with the way individuals like to operate with reference to their process of striving (i.e. how they will want to do it). In other words, this part assesses the goals individuals will set themselves:

Short-term striving: belief in self
(getting started on new tasks)

Medium-term striving: belief in control over situations
(speed of delivery)

General Orientation: where priorities lie overall
(striving for personal success vs avoiding operational failure)