Motivators Assessment™
Technical Manual

Motivators Assessment™ (MA)
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I.   <u>Introduction</u>

The aim in developing the MA was to provide a valid and intuitive assessment of what motivates people at work. By identifying one's top motivators, the MA helps individuals build upon what motivates them to be the most engaged at work. The MA was not designed or validated for use in employee selection or mental health screening. For project managers putting together a team, creating a mix of motivators among team members will enhance team performance, but no specific score or motivator-mix is recommended within the MA results report. Those decisions are situation-specific and more appropriately made by the project manager or team leader.

A. <u>ASSESSMENT AUTHORS:</u>

Chester Elton, Author and Managing Partner
For the past twenty years, Chester Elton has been one of the world's most influential voices in workplace trends. A *New York Times, Wall Street Journal,* and *USA Today* bestselling author, he has now spoken to more than a million people on six continents, spreading the how-tos of building great cultures to leaders everywhere.

Adrian Gostick, MS, Author and Managing Partner
Adrian is an internationally recognized leadership expert and author whose books *The Carrot Principle, All In,* and *The Best Best Wins* have sold more than 1.5 million worldwide. As a *New York Times, Wall Street Journal,* and *USA Today* bestselling author, Adrian speaks every year to groups as diverse as Fortune 500 leaders, international trade associations, and non-profits.

Jean Greaves, Ph.D.
CEO and co-founder of Talentsmart—the world's leading provider of emotional intelligence tests and training. She is co-author of *Emotional Intelligence 2.0*. She holds an M.A. and Ph.D. in industrial-organizational psychology from the California School of Professional Psychology and a BA in psychology from Stanford University.

Travis Bradberry, Ph.D.
President and co-founder of TalentSmart and co-author of *Emotional Intelligence 2.0*. Dr. Bradberry is a world-renowned expert in emotional intelligence who holds a dual Ph.D. in clinical and industrial/organizational psychology from the California School of Professional Psychology.

The Culture Works® and TalentSmart Research Teams were composed of graduate trained scientists who specialize in statistics and industrial organizational psychology. This team is integral to the rigorous validation that stands behind the Motivators Assessment.

B. **THEORETICAL FOUNDATIONS**

Over a period of 10 years, the *What Motivates Me* authors Gostick and Elton and their team at The Culture Works conducted more than 850,000 interviews to compile a list of motivators that drive people in the work place. This data was the foundation for the Motivators Assessment. Assessments such as this typically focus on specific traits, or highly related clusters of traits, in the hope that participants can increase their understanding in areas of personal weaknesses and strengths.

C. **DEVELOPMENT OF THE MOTIVATORS ASSESSMENT**

After 10 years of research, the development and validation for the MA began early in 2013, with an attempt to capture what motivates employees without an excessive number of questions needed to achieve statistical and face validity. *What Motivates Me* authors partnered with TalentSmart, an assessment development firm with decades of applied assessment experience, to develop a pool of items. This combined team of subject matter experts and assessment development experts used an iterative process of writing draft items, testing each against specific motivation constructs, and then reworking or discarding those that did not fit key motivation constructs.

Once the set of items met face validity criteria, they were presented to subject matter experts to polish content validity. Subject matter experts directly involved with item writing included Ph.D. and Master's trained industrial/organizational psychology practitioners and MBA-level business people with management experience.

The next phase included piloting the assessment with groups of working adults around the world, seeking input and feedback regarding face validity, and finally running exploratory statistics. This process included reviewing results and making final adjustments to the assessment prior to norming the assessment with working professionals at organizations worldwide. Section II of this document summarizes the results of this normative study.

D. **ASSESSMENT MODEL**

The Motivators Assessment provides a ranking of 23 motivators distributed across 5 identities. The motivators are unique fundamental drivers that all human beings share in common. The nuances in a person's specific nature comes not only in which specific Motivators are most important to him or her, but the particular order of priority from 1 to 23.

Motivators that are linked closely to others are group of motivational "types" that have commonalities. These are:

Table 1

1.The Thinkers	2.The Builders	3.The Reward-Driven	4.The Caregivers	5.The Achievers
Autonomy Excitement Variety Creativity Impact Learning	Developing Others Friendship Purpose Service Social Responsibility Teamwork	Money Prestige Recognition	Empathy Family Fun	Challenge Excelling Ownership Pressure Problem Solving

E. RATING SCALE AND ADMINISTRATION TIME

The precise scoring of the MA is proprietary to The Culture Works organization. The following general description of the scoring method is provided so readers can begin to understand the extensive thought and analyses that contributed to the development of the assessment. The MA is an online assessment in which each respondent is presented with 96 paired responses to the question "I am more motivated by...." The responses are placed as if anchoring opposite poles of a continuum. The respondent chooses the response that motivates them more, as well as the extent to which it does so. An example of the item format is presented in Figure 1. This illustrates how each item is presented on the screen:
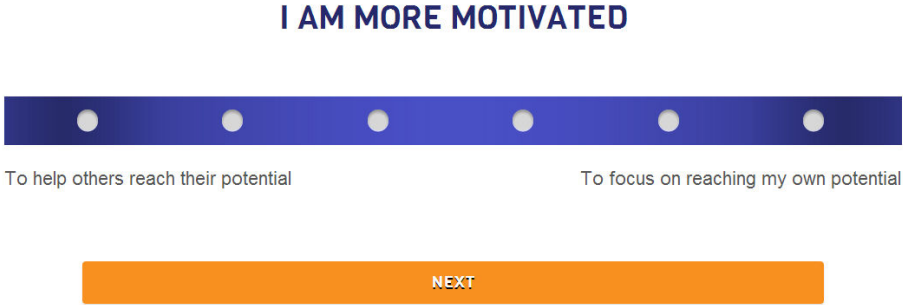
Each response contributes to scoring for a specific motivator. There are 23 motivators assessed. A proprietary formula assigns a value to each response category. Values for items within the motivator are aggregated to derive an overall motivator score. The calculation of scores is based on the mean of the intensity of self-description. Results are presented to the respondent as a rank ordering of motivators. The motivator scores are then aggregated to generate an identity score (5 total).

There are 96 set items in the assessment, but any one user may respond to more than 100 items. If the response pattern occurs in such a way that ranking the items is not possible, additional tie breaker items are presented to confirm final motivator rank ordering. The average administration time online is 15 minutes.

The respondent receives the rank ordered list of motivators and identities, but no numerical data is provided. There is no interpretation for specific numeric results other than the relative importance between motivators. The assessment is intended to promote individual and team development, job sculpting, career sculpting, and self-reflection to help people make the most of what motivates them.

II. Psychometric Properties

A. VALIDITY

Validity represents whether an assessment measures what it is intended to measure. There are many different types of validity.

Content validity states that an assessment should be inclusive of all aspects of the domain it is measuring. Content validity was of special relevance to this assessment. To ensure that all potential motivators were included in the assessment, subject matter experts generated a list of more than 50 motivators based on 850,000-employee interviews and a strong knowledge of motivational research. This list was culled through discussion and analysis among the subject matter experts for the final set of 23 unique motivators.

Face validity is achieved when those being rated state that their results resonate with their own understanding of what motivates them. Pilot data with 761 unique alpha testers before the launch of MA supported a strong perceived face validity of the assessment.

Construct validity is achieved when a factor analysis confirms the number of unique constructs assessed by the questions. The Motivators Assessment met the criteria for construct validity during the validation research phase.

Predictive is achieved when specific results above or below a threshold score and accurately predict future performance. MA was not developed for selection or intended to predict specific performance across a variety of specific jobs. These predictive validity studies must be conducted for specific job titles by each client organization.

B. RELIABILITY

The reliability of a score is an estimate of its stability. For example, if an assessment is designed to measure a trait, then each time the test is administered to a person the results should be approximately the same (assuming it is a stable trait). For instruments like the MA, internal consistency is the best measure of reliability, and it is measured by Cronbach's alpha.

Cronbach's alpha is influenced by the number of items in a construct, and generally increases as the number of items increases. For an assessment like the MA, which measures 23 dimensions, it can be very difficult to achieve reliability while keeping the assessment at a

reasonable length. The number of items per motivator theme ranges from 3 (Creativity, Impact, Learning, Money, Purpose, Social Responsibility, Variety) to 7 (Ownership, Recognition).

Internal consistency—as reflected in coefficient alphas based on responses of the 761 people who tested the assessment before launch—meets expectations for measures used in psychology practice (coefficient alpha = .60 or above). Cronbach's alpha values for the 23 motivators on the MA ranged from .62 - .79 and are presented in Table 2.

Table 2

Items per Motivator and Coefficient Alphas		
Motivator	# Items per Motivator	Coefficient Alpha
Autonomy	4	0.67
Challenge	5	0.69
Creativity	3	0.71
Developing Others	4	0.68
Empathy	4	0.63
Excelling	4	0.68
Excitement	4	0.72
Family	5	0.75
Friendship	6	0.79
Fun	4	0.67
Impact	3	0.67
Learning	3	0.70
Money	3	0.67
Ownership	7	0.68
Pressure	4	0.62
Prestige	4	0.67
Problem Solving	5	0.70
Purpose	3	0.68
Recognition	7	0.71
Service	4	0.66
Social responsibility	3	0.63
Teamwork	4	0.75
Variety	3	0.74

To further assess the proposed dimensionality of the MA and support the strong reliabilities of the scales, an exploratory factor analysis was performed on the 23 motivators. A Principal Component Analysis with Varimax Rotation and Kaiser Normalization suggested a five-factor solution, with these five factors accounting for 67 percent of the variance in the correlation matrix.

III. <u>CORRELATES TO DEMOGRAPHICS</u>

Correlation analyses were used to explore the relationship between the motivators and key demographics such as age, job level, industry, and other factors. Below is the correlation to age.

A. <u>AGE</u>

Results showed that age was significantly positively correlated with Challenge, Developing Others, Empathy, Family, Friendship, Impact, Problem Solving, Purpose, Social Responsibility, Teamwork, and Variety. Age was significantly negatively correlated with: Money, Prestige, and Recognition, which are the three motivators that compose the Reward-Driven identity (Table 3). This suggested to the research team that certain extrinsic motivators—such as recognition, money, and prestige—may be less important to older workers. However, it is important to note that this is a correlation and does not prove that age causes a decreased motivation by reward in all workers. This finding could also be related to a number of other factors, i.e., job level typically increases with age and rewards often increase with job level.

Table 3	
Motivator	**Age-Pearson (sig)**
Autonomy	.06 (.13)
Challenge	.13** (.00)
Creativity	.02 (.65)
Developing Others	.16** (.00)
Empathy	.11** (.00)
Excelling	.06 (.08)
Excitement	.011 (.76)
Family	.14** (.00)
Friendship	.10** (.01)
Fun	-.059 (.11)
Impact	.17** (.00)
Learning	.01 (.74)
Money	-.21** (00)
Ownership	.07 (.075)
Pressure	.06 (.09)
Prestige	-.14** (00)
Problem Solving	.16** (.00)
Purpose	.12** (.00)
Recognition	-.12** (.00)
Service	.13 (.00)
Social responsibility	.11** (.02)
Teamwork	.17** (.00)
Variety	.16** (.00)