

# Motivational Mapping

A tool for leveraging potential in the workplace.

We specialise in understanding why people do what they do at work. That's our job. That's our passion. With a Motivational Map, we provide the key so you can unlock the motivational code for improving engagement, productivity and performance in your workplace.

To build our maps of human behaviour and help you navigate the individual motivational landscape of your workforce, we employ a psychometric profiling tool, aimed at decoding and measuring motivation...

## Inventory for Work Attitude and Motivation (iWAM)

### What is iWAM?

- It is a system that provides a window into the intrinsic motivations and attitudes of people in the work context.
- It measures 48 cognitive filters (thinking and processing styles) that show up as the motivations and attitudes that determine what we pay attention to in our experience. This focus then drives our behaviour and communication patterns.
- It is not a personality profile.

### Why do we use iWAM?

#### It is unique to you, like a human fingerprint.

- There are no colours, boxes or labels you have to fit into.
- No two iWAMs are the same because it captures the individuality of your personal motivational map. So we are working with you, not a category or a colour.

#### It measures the inputs (motivation) that drive the outputs (behaviour)

- iWAM measures at a very fundamental level where the unconscious drivers take place.
- Given the focus is on a level deeper than behaviour (below the iceberg so to speak) we can use the results to predict behaviour, i.e. what is the 'will' that drives the 'skill'?

#### It is a statistical tool

- Not only does iWAM measure what motivates someone at work, it measures how much these drivers motivate them, compared to the rest of the population.
- The ability to quantitatively measure motivation means we can also do pre and post measurements to monitor and track changes after interventions like training, coaching, and other change programs.

#### It does more than just reporting

- The iWAM is a tool that can be fully integrated into your HR processes, helping you make informed decisions about people in selection and recruitment, coaching and mentoring, to career development and succession planning.
- You can also build a blueprint of the critical drivers that produce success in a particular job role and use this to inform your HR strategy going forward.



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### It doesn't judge, it informs

- No-one's profile is inherently good or bad, or right or wrong. Sometimes performance is just a matter of fit.
- The profile serves to answer the question, is this profile a good fit for the role, the goal, or this context? And if not, what is?
- It can help the square pegs find their square holes, at your work. A win/win for all.

### It is for work, not for life

- Your cognitive filters do not define who you are as a person (like personality traits), just what is important to you in a particular context.
- The iWAM honours the complexity of human beings who can change and adapt to different contexts in life, by measuring what drives you in the context of work only - not home, not on holiday and not on the weekend.

### It is greater than the sum of its parts

- The power of iWAM is not just in the 48 parameters it measures. It's about the interplay of the various patterns and how they cluster together to provide a greater level of insight into what drives a person's behaviour.
- What patterns add to each other and magnify the behaviour?
- What patterns modify or mitigate the strength of other patterns?
- How does the presence or absence of a key driver alter the fit for role?

### It helps you make crucial distinctions about people

- The business of understanding people is not black and white. iWAM measures the shades of grey that provide precision understanding about what is really driving someone in the work place, not broadly, but specifically.
- It helps to decode general behaviours and reveal further, useful distinctions about people. See example below.



### Manager wants to hire a "People Person" who...

- "Likes people"
- "Wants to work together with others"
- "Responds to what our customers want"
- "Works harmoniously with others"
- "Enjoys lots of contact with people"
- "Pays attention to people"

### iWAM measures...

- Focus on People
- Shared Responsibility
- External Reference
- Affiliation
- Group Environment
- Affective communication

EXAMPLE 1

### Manager wants to hire an "Efficient PA" who...

- "Does things the right way"
- "Handles the details"
- "Keeps me on time"
- "Organises my diary"
- "Gets things done"

### iWAM measures...

- Follows procedures
- Depth Orientation
- Focus on Time
- Structure
- Focus on Activity

EXAMPLE 2

### Manager wants to hire a "Go-Getter" who...

- "Makes things happen"
- "Loves a challenge"
- "Is driven to achieve targets"
- "Makes quick decisions"

### iWAM measures...

- Initiation
- Achievement
- Goal Orientation
- Convinced Automatically

EXAMPLE 3

# What does iWAM measure?

48 PATTERNS IN 18 CATEGORIES

## Thinking styles at work

- How much structure do you need in your work?
- Are you motivated to pay attention to details?
- Do you have a sense of overview and the big picture?
- Are you a procedural and/or a systematic thinker?
- Are you motivated to generate alternatives and be creative at work?

## Problem solving and attaining objectives

- Do you have a problem solving approach at work?
- Are you motivated to work towards objectives?
- Do you identify and minimize potential pitfalls before they occur?

## Dealing with change and time issues at work

- How often do you need to change your job?
- How much do you learn from the past / look to the future?
- How do you approach change in your workplace?

## Dealing with people at work

- How satisfied will you be working with people?
- How tolerant of other people and their ideas are you?
- How much Social Contact do you need at work?
- Are you a team player?
- Do you need to be your own boss or can you work for someone else?

## Convincer strategies

- What is your Decision Making Strategy?
- What channels are most convincing to you-- what you see, hear, do or read?

## Primary work motivators

- Are you primarily motivated to achieve and perform at work?
- Are you primarily motivated to take responsibility and have the power to do significant work?
- Are you primarily motivated to belong to a group, make friends and get on with people at work?

## Work priorities

- People / money / systems / activity / information / position / time / tools



**“iWAM takes the guesswork out of motivation and performance in the workplace.”**

# What types of reports are available?

The iWAM system produces a range of different reports and styles including those measuring the attitudes and motivations of: individuals, pairs, teams, whole departments, organisations, or cultures, as well as individuals against a model of excellence for a particular job role.

## Paired Example

### Paired Comparison Report:

Compares the results of two people and sorts them into areas of most compatibility (Match) and least compatibility Differences) in regard to motivational preferences and thinking styles.

<b>Matches</b>	Client 1 (202471)	Client 2 (197786)
You resemble each other the <b>most</b> for the following 5 attitude elements.		
<b>Convinced by Seeing:</b> People must be able to see something to get convinced. <i>For people who score low, seeing doesn't play an important role in getting convinced.</i>	very high (105%)	very high (105%)
<b>Power:</b> A person who scores high is motivated by situations where they have power, authority, and control over people and things.	high (89%)	high (89%)
<b>Compliance:</b> People who score high need others to tell them the rules and policies. When they know the rules, they are excellent examples of what the rules define as good conduct. <i>A low score indicates that this person are not driven to be what the organization needs (as defined by the by rules and policies of the organization).</i>	high (81%)	high (81%)
<b>Indifference:</b> People who score high have rules for their own lives: they don't want to take care of the needs of other people. <i>If one has a low score, one cares about how other people behave.</i>	high (74%)	high (74%)
<b>Sole Responsibility:</b> A person who scores high thinks sole responsibility is important. <i>A person who scores low considers having sole responsibility as unimportant.</i>	average (38%)	average (38%)

<b>Differences</b>	Client 1 (202471)	Client 2 (197786)
You resemble each other the <b>least</b> for the following 5 attitude elements.		
<b>Goal Orientation:</b> A person who scores high considers goals important. <i>A person who scores low thinks of goals as unimportant.</i>	very low (-157%)	average (55%)
<b>Alternatives:</b> A person who scores high will always be seeking other ways. <i>A person who scores low will be less motivated to find other options.</i>	average (54%)	very low (-126%)
<b>Depth Orientation:</b> People who score high consider details to be important. They want specific information. <i>For people with a low score, having to focus on details may be demotivating.</i>	average (38%)	very high (202%)
<b>Difference:</b> A person who scores high must have change and prefers dramatic and radical change. <i>When one scores low, the person is not motivated by change and might even resist change and efforts aimed at change.</i>	average (49%)	very low (-115%)
<b>Focus on Information:</b> A high Information person works best with facts and knowledge. <i>A low Information person doesn't focus on facts, data and/or knowledge.</i>	very low (-54%)	high (95%)

Fig 1



## The technical bits...

**Background:** Developed in Belgium in 2000, and is the result of recent evolutions in cognitive science research

**Test time:** Online questionnaire of 40 items, available via an email link, takes on average 25-30 mins

**Quantitative:** Statistically calculates the rating of each pattern against a chosen Standard Group

**90% Face Validity:** Most people agree with their results

**Construct Validity and Test-Retest Rating :** Within acceptable limits set by APS therefore it reliably measures what it says it does

**Independence of Measures (Factor Analysis):** By ranking preferences rather than choosing "either/or" statements, all parameters are measured independently and can rate equally high or low in opposing patterns i.e. ability to capture human complexity rather than box it or label it

**Use:** Used in 21 countries, available in 14 languages

**Fake-ability :** Is constructed to detect falsification and therefore hard to fake

**Questionnaire design:** Is structured to enable the 40 questions to produce the power of a conventional 200-item test.

**Predictive power :** Using a Model of Excellence, the iWAM has been demonstrated to predict from 45% to 65% of the actual work performance of managers, professionals, and staff.



**“Every person in the world is different  
and to be effective a psychometric test must  
be able to reflect these differences.”**

Contact us today to find out more.

