Work Preferences Profile

Dummy A

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Company: Assessment Plus Marketing
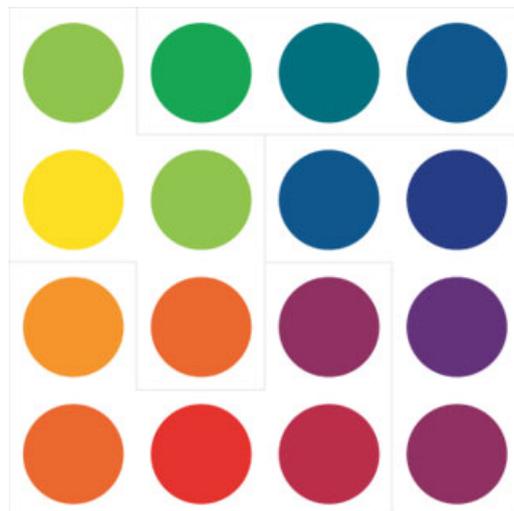
Overview of Work Preferences

It is clear that people are likely to require different things from their careers. Therefore jobs that provide these elements will prove more interesting and satisfying to individuals and as a result motivation is likely to be higher. Research shows that job performance is directly related to job satisfaction and therefore organisations would be wise to try to ensure that people are able to work in jobs which provide the types of rewards which they prefer.

Conversely jobs which fail to provide the opportunities which people respond to are likely to prove less motivating and result in lower productivity. This works both ways and therefore jobs which provide inappropriate rewards for the efforts put in are likely to not only fail to motivate but to actively demotivate people. For example, some people like to have control over decision making, the ability to influence events and the freedom to create and implement their own ideas. The absence of these elements is likely to not only be unrewarding but also demotivating and reduced productivity and increased turnover are likely to result.

Therefore it is clear that time spent in trying to fit jobs to individuals (or vice versa) is time well spent. The closer the fit, the higher the productivity.

Facet5 helps this by identifying your core drivers and showing which elements of a role can motivate or demotivate you. Using this information you can evaluate your current role or design a new one which will be more satisfying.

The four intrinsic motivators that underlie career motivations are:

Power

This refers to the degree to which people want to influence events and the people around them. People in whom this need is strong want to feel they are in charge and being challenged. People at the other end of the scale prefer to be in a situation where decisions are more consultative and colleagues know what they have to do. The dimension ranges from "Influence" to "Acceptance"

Participation

People in whom this need is strong like to be with people and part of the scene. They get involved quickly and enjoy participating in the events of the day. People at the other end of the scale prefer to be left alone to get on with their job in peace and to develop and contribute separately.

Process

People with a strong need in this way place great emphasis on doing things properly. They prefer efficient systems and processes and respect position and experience. Where the need is low, people prefer less structure and a free-ranging approach. They seek a laissez faire style with the freedom to do what they want.

People

Where this is strong people need to feel they are contributing to the world at large and are helping to produce a "better" society. They need to feel that the work they do is of value to others and has some intrinsic "meaning". They ask not what their share is but how much they can share. Where the need is low there is a greater emphasis on personal gain and reward for effort.

Obviously people are complex and will be motivated by more than one need. Most will have a blend of at least two of these "Drivers" while for some people the position will be much more complex. The following guide indicates the strength of each of the Drivers and describes the motivating and demotivating job elements associated with them. Facet5 uses the Family

structure to look at the mix of Drivers that apply to each individual.

Overview of Work Preferences

Accept				**Power**				**Influence**	
Separate				**Participation**				**Participate**	
Accumulate				**People**				**Share**	
Free				**Process**				**Organise**	
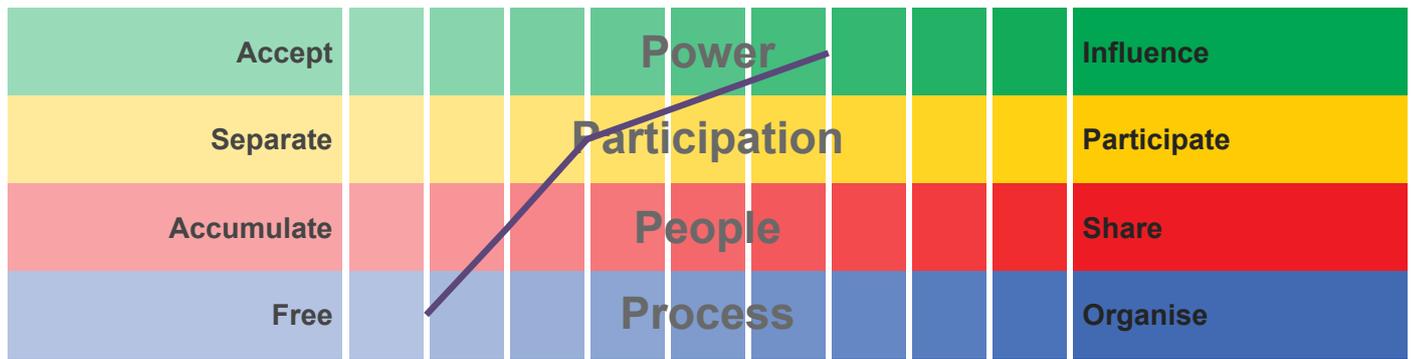
This pattern of Drivers suggest that Dummy A is best suited by a role which provides the following

- Control and influence
- Creating and thinking
- Taking all the important decisions
- Having own personal space and freedom to act
- "Doing own thing"

Research has shown the following job elements to be key to maintaining Dummy A's motivation and interest

- Taking decisions
- Status
- Having the opportunity to shine
- Being challenged by the work
- Having the chance to devise new ideas
- Working without interference from above
- Being rewarded materially for my achievements
- Having the opportunity to build an area of expertise

Having to spend too much time on the following elements has been shown to be demotivating for Dummy A and likely to lead to frustration

- Having shared responsibilities
- Working closely in a team
- Having to meet new people all the time
- Communal, as opposed to personal, reward
- Spending a lot of time dealing with personal issues
- Having to work with tight systems and procedures
- Supervising other people's day to day workload
- Tight supervision from a manager