

Motivational Currency® Calculator Self-Assessment Feedback Report



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Motivational Currency® Calculator

The Motivational Currency Calculator (MCC) is a self-assessment that is designed to help you gain awareness about what motivates you, or your type of “motivational currency”. When we think of work, we focus on incentives that come in the form of money or other tangibles. However, we know people are also inspired to action by other intrinsic and extrinsic drivers. In fact, it is common to have more than one currency that motivates us. The focus of this feedback is to teach you how to read before you lead so you can take strategic action. **The MCC will give you insight into: what motivates you, what motivates others, and how to motivate others.** Your feedback from the MCC will help you be more intentional about how you approach your own work and inspire others to elevate their own.



Harvard professor David McClelland’s seminal research on motivation identified three social motives: Achievement, Affiliation, and Power (McClelland, 1961, 1987). The theory asserts that these three motives move people toward behavior. Leveraging this theoretical framework and combining it with over a decade and a half of experience working with companies, we developed the *Motivational Currency Calculator* (Fazio, 2015, 2016). The following paragraphs contain more detailed information about the four currencies of motivation, as well as your individual feedback from your MCC self-assessment.

Identifying Your Own Motivational Currency®: *Performance, People, Power and Purpose*

Many things drive people to action. We believe the most practical approach is to focus on four basic areas: *Performance, People, Power, and Purpose*. Effective influencers recognize that motivations come in a variety of currencies. Learning the process of converting those currencies is the key to moving people to action. Drawing from theoretical research that helps us understand how people are motivated, this MCC gives you an accessible and straightforward way to leverage this knowledge into your business domain.

Motivating others is just as much an art as it is a science. When it comes to motivation, people are unique and diverse. People take action based on the combination of their personalities, previous experiences, and current situation. Some people have one primary motivator (e.g. Performance), and others might have a preference toward multiple motivators (e.g. Performance and People). Someone can be highly driven by more than one motivator at a time. Therefore, a person could be just as driven by Performance as they are by People. The stronger your motivators are in one area, the more you make decisions and take action based on them.

Breaking It Down: The Individual Motivators

There are three goals for using the motivational currency metaphor, and they are to equip you with the skills to: **a) recognize what your primary motivators are, b) read what the motivators are for others, and c) lead with intention so you can motivate others quickly and effectively.** Let's learn about each one more specifically before we break down your scores.

| | |
|--|---|
|  | Performance Results - Achievement - Challenge - Goals |
|  | People Relationships - Teamwork - Collaboration - Harmony |
|  | Power Influence - Persuasion - Selling - Advising |
|  | Purpose Helping Others - Contributing to "Something Greater" - Meaning - Community Impact |

Before you go to the next page, please take your best guess as to what your Motivational Currency profile will look like. For each of the four motivators below, indicate (circle one) if you think you will be high, medium, or low.



Performance

High Medium Low



Power

High Medium Low



People

High Medium Low

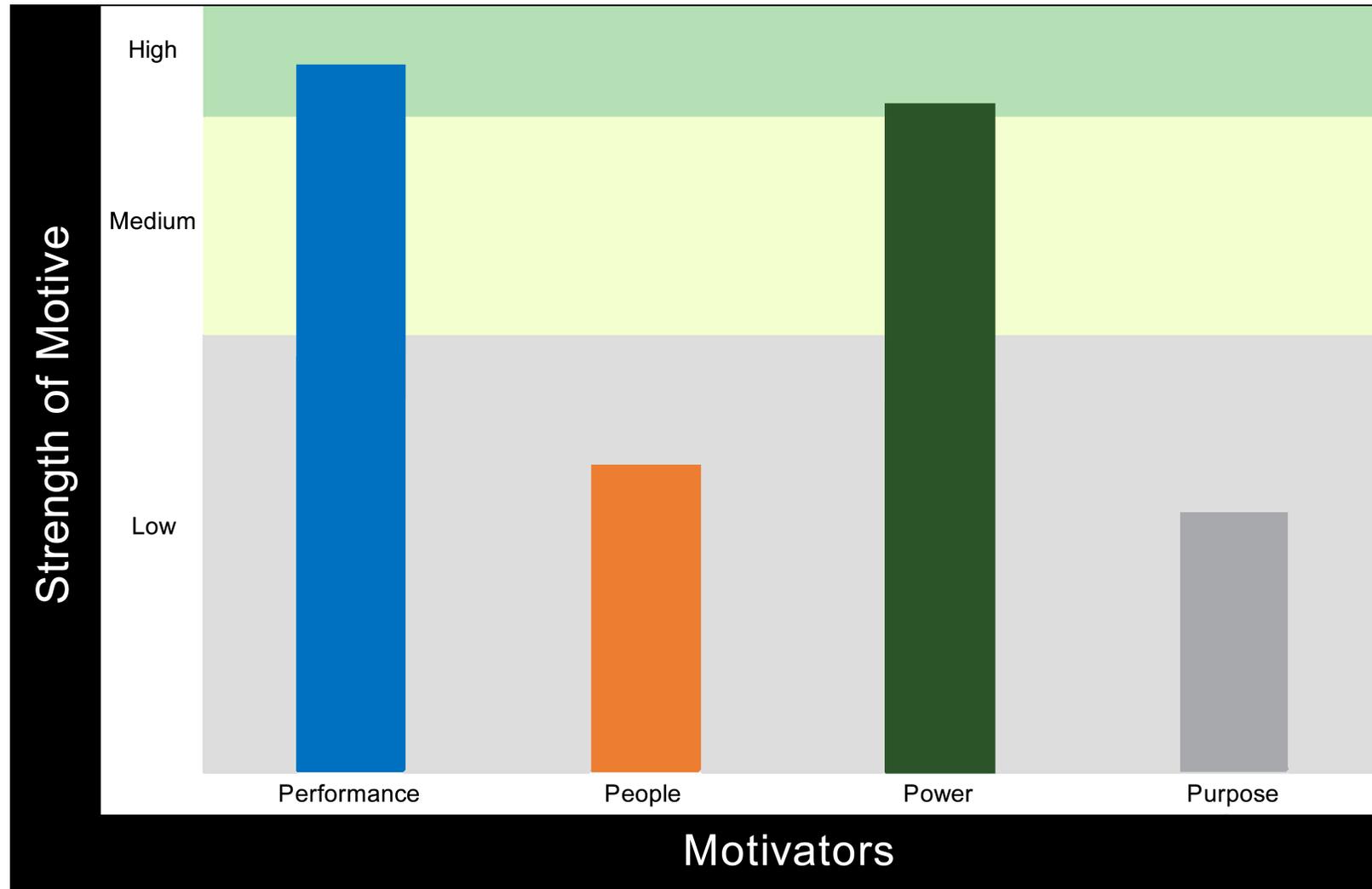


Purpose

High Medium Low

Your Motivational Currency® Feedback

Below is a high level snapshot of your Motivational Currency that includes your feedback on all four motivators. This graph represents what naturally motivates you; however, people can learn to leverage and/or manage their motivators, leading to greater effectiveness in their roles.



Motivational Currency® Calculator Overview

Performance

The Performance motivator is about results. Individuals who are driven by performance want to get things done. They pride themselves on not just completing tasks, but on excelling. A person with a drive for performance thrives on meeting challenges and exceeding standards. They are often fast-paced, direct, and focused on outcomes. Performance-driven people are not afraid to challenge the status quo and expect others to have as much initiative as they do.

A potential setback for individuals who are performance-driven is their ambitions to complete tasks might compromise the process for others who work differently. If someone is extremely performance-driven, they have a tendency to focus on the outcome and not pay a lot of attention to the details. They can be perceived as overly direct, controlling, and sometimes hasty.

In groups, the performance-driven person is often the person who takes the lead and drives things to resolution. An asset is that their leadership often helps others come to a tangible outcome as well. They can organize the masses in effective ways. One setback might be that they can come across as controlling or demanding. At times, people who are not as performance-focused might perceive them to be compromising the big picture because of the speed in which they work. A performance-driven person should remind themselves to try to combat that perception by taking a moment to slow down during less time-sensitive tasks and attend to the pace of others. This would ultimately limit the time you spend combating any negative perceptions of your approach and foster trust for the moments when speed counts. People working with performance-driven people should try to appreciate their abilities to make moves happen, and try to be concise and direct when asking process related questions. You can best benefit a performance-driven person by aligning with the importance of getting to a result, while encouraging them to take into account the points of view of others and ensuring they are seeing the big picture. Attempts to maintain time and attention will be most successful when small questions are grouped together and addressed quickly, and when larger concerns are presented with facts and information so they can help overcome the obstacles quickly and in the moment.



Performance-driven people want to get results, complete tasks, move to resolution, or set new standards. They value speed and directness.

Your Individual Performance Score is: 19 out of 20 (High Motivator)

Motivational Currency® Calculator Overview

People

The People motivator is about relationships. Individuals who are people-motivated are most concerned about getting along, teamwork, and collaboration. They are focused on the impact actions have on other people. They tend to have a strong social radar and can read people well. These individuals are often good at maintaining harmony in the social settings of the work environment and strive to create and preserve morale and positivity.

A potential setback for individuals who are people-driven is they can lose sight of an objective because they are overly concerned on how others feel. If someone is overly people-focused they can get caught up in the process and not pay attention to the result. They can be perceived as too feelings oriented or indirect and, at times, not get enough credit for the substantial work they do because it can be perceived by others as secondary or less important.

In groups, the people-driven person is often the one who naturally collaborates. They often ask a lot of questions, are inclusive, and focus on getting everyone's opinion. A common descriptor of someone who is people-driven is "nice" or "team-oriented." One setback might be that they are perceived to contribute less to outcomes or results than other workers contribute. Those who are people-driven must combat that perception by making sure they are vocalizing their contributions to process. Individuals who work with people-driven others need to appreciate the work environment they create and consider how the positivity they contribute to it might increase worker morale and, indirectly, enhance the potential for productivity and team input. A people-driven person is motivated by integrating social components in the work environment and appreciates those who balance rapport-driven communication with content-driven communication. In other words, spending time on "small talk" before moving towards more task-related communication is an easy way to speak to their motivational currency.



People-driven individuals value relationships, harmony and positivity, and they work best when they are working within and contributing to a collaborative work environment.

Your Individual People Score is: 9 out of 20 (Low Motivator)

Motivational Currency® Calculator Overview

Power

The Power motivator is about influence. People who are motivated by Power put a premium on being influential, persuasive, and offering their point of view. They often are effective at providing advice and communicating the importance of brand and reputation. These individuals are often strong ambassadors for their company, themselves, and their viewpoints. A perk of power-motivated people is that they are often cognizant of the opportunities to gain recognition and are strategic in their efforts to do so.

A potential setback for individuals who are power-driven is they get caught up in status and reputation. They have a need to feel important and receive recognition. They can come across as “one uppers,” meaning they tend to build on what other people say and highlight their experience. They can be perceived as insecure if they have not reached the academic or professional status of those around them.

In groups, the power-driven person is often the individual who gives their point of view early and frequently. Power-driven people have a desire to be influential, so they often tell stories and talk about the big picture or how things “will be.” They typically are someone who gives unsolicited advice. They have a tendency to hint or overtly communicate who they know and how important they are. Power-driven people should work towards reminding themselves that their efforts at spreading the positive communication and connections can be perceived as “name-dropping”, and that too much of this advertising can actually work in the opposite way they desire. If people are constantly being told of merits, those merits lose credibility or effect in moments when they are deserved and needed. People working with power-driven people should on occasion remind the person that they know their value by recalling some of their recognitions. Power-driven people appreciate when they perceive they are valued for their credentials or expertise.



Power-driven people value influencing, persuasion, recognition, and feeling important.

Your Individual Power Score is: 18 out of 20 (High Motivator)

Motivational Currency® Calculator Overview

Purpose

The Purpose motivator is about helping others and contributing to something outside of themselves. They often crave having meaning in their work. Many purpose-driven people are motivated by mentoring, volunteering and community involvement. They excel at getting people to focus on the greater good and can be tremendous enterprise contributors. They can get people to think across business silos and about what is best for the entire group or business rather than individuals or teams.

A potential setback for individuals who are purpose-driven is they can become disengaged if there is not meaning or a focus on the greater good in their work. They have a need to see the bigger picture and are passionate about being selfless. They often focus on learning about businesses, cultures, or communities outside of their own. They are eager to find resources that will help them help others.

In groups, a purpose-driven person tends to try and find ways to connect what they are doing to a bigger picture. They will often question the purpose of an initiative. They can be perceived as overly idealistic or not focused on identified results. A common stereotype, right or wrong, of millennials is that they are purpose-driven. Purpose-driven people can demonstrate their business savvy by appreciating that some projects need to be outcome-driven in logistical ways to support the projects that are for the greater good. Purpose driven people can fight the occasional perception of being judgmental of more business and results-oriented people. People working with purpose-driven others can speak to their motivational currency by trying to find space for the greater good in projects, even in small ways, to show an appreciation for that community involvement culture. Finding ways to present business minded initiatives as supportive, even long-term, of more purpose driven goals is another way to collaborate with purpose-driven people.



Purpose-driven people value helping others, having meaning in their work, values-based projects, and the greater good.

Your Individual Purpose Score is: 8 out of 20 (Low Motivator)

Reading Other People's Motivational Currency®

Performance, People, Power and Purpose

Now that we've examined your own motivational currencies, we can consider your ability to recognize what motivates other people. This feedback is an overview of how effectively you were able to read, or assess, the Motivational Currency of other people based on behavioral cues.

The following score reflects your ability to accurately identify the Motivational Currency in *other* people.

Your Overall Accuracy Score for READING Motivational Currency is **75%**

Your scores for reading the specific Motivational Currencies in others are below. This detailed information might be helpful in determining if there are specific currencies that you can train yourself to be more adept at identifying. The higher your percentage, the more accurately you are able to identify motivational currency in others.

Your Accuracy Scores for READING the Four Motivators are:

| | | | |
|--|--|--|---|
| PERFORMANCE: 100% You identified 2 of 2 scenarios correctly. | PEOPLE: 50% You identified 1 of 2 scenarios correctly. | POWER: 100% You identified 2 of 2 scenarios correctly. | PURPOSE: 50% You identified 1 of 2 scenarios correctly. |
|--|--|--|---|

Leading With Motivational Currency®

Performance, People, Power and Purpose

This feedback is an overview of how effectively you knew what to do after you identified a person's primary motivational currency. For example, once you recognized someone was purpose driven, do you know how to best respond using their motivational currency of purpose? You can increase your leading skills even more by spending time identifying indicators of each currency.

The following score reflects how effectively you were able to lead based on the Motivational Currency of *other* people.

Your Overall Accuracy Score for LEADING Others with Motivational Currency is **63%**

Your scores for leading with the specific Motivational Currencies are below. This detailed information might be helpful in determining if there are specific currencies that you can train yourself to be more adept at identifying and then using to lead others. The higher your percentage, the more accurately you are able to lead others using motivational currency.

Your Accuracy Scores for LEADING the Four Motivators are:

| | | | |
|--|--|---|---|
| PERFORMANCE: 100% You identified 2 of 2 scenarios correctly. | PEOPLE: 50% You identified 1 of 2 scenarios correctly. | POWER: 50% You identified 1 of 2 scenarios correctly. | PURPOSE: 50% You identified 1 of 2 scenarios correctly. |
|--|--|---|---|



OnPoint Summary

Now that you have insight into your Motivational Currency, it will be beneficial to be strategic about how you interact with others. Be aware of what your Motivational Currency is and how it impacts you at work, and be intentional about reading the motivational currency of others so you can be more effective at influencing and getting results. Think before you act and act on what you think, and you will get a return on your investment.

To further support your development please visit us at OnPointAdvising.com or go to one of the resources below:

- A brief video on Motivational Currency: A new approach to an old problem: OnPointAdvising.com/motivational-currency
- The CEO Magazine: Pay People with their Motivational Currency OnPointAdvising.com/media (scroll to The CEO Magazine logo)

You can also self-administer the Motivational Currency Calculator by visiting: surveys.onpointadvising.com/mcc



For strategies on leadership and success check out our book, *Simple is the New Smart*: OnPointAdvising.com/simple-is-the-new-smart.

If you are interested in services related to executive, team, or organizational leadership development please contact us at info@onpointadvising.com. Thank you.

Works cited:

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