



Personal Motivation

Many people are familiar with the work of probably the two best-known psychologists who worked in the field of motivation; Maslow and Herzberg. Professor Frederick Herzberg's theory on motivation stems from two statements:

1. What makes people happy and motivated at work comes from **what they do**.
2. What makes people unhappy and demotivated at work is **the situation in which they do it**.

Since first working on his theory, as long ago as 1959, Professor Herzberg's work in the field of motivation has steadily been elevated. Many other behavioural scientists have attempted to disprove his theories - only to come to the same conclusions with less than 3 % variation.

The attached self analysis is based on the work of Frederick Herzberg.

Instructions

Firstly, print off this questionnaire and the scoring sheet at the end.

You should then distribute five points against each pair of statements. The points should be awarded as follows: 5-0, 4-1, 3-2, 2-3, 1-4, 0-5 (no half points).

Instructions for transferring the points to the scoring sheet and the interpretation of this are given after the questionnaire.

Self-Checks

EXAMPLE:

3.	I prefer to have good relations with my boss even if it means doing uninteresting work.	2	M
4.	I prefer to do interesting work even if it means that the relationship with my boss is not so good.	3	J
1.	I prefer recognition for a meaningless task, than performing a task which is meaningful.		P
2.	I prefer to have a meaningful task than performing a meaningless task which will receive recognition.		J
3.	I prefer to have good relations with my boss even if it means doing uninteresting work.		M
4.	I prefer to do interesting work even if it means that the relationship with my boss is not so good.		J
5.	Good performance from me is a result of having a lot of authority within the job and responsibility for making decisions.		R
6.	Good performance from me is a result of having a good salary.		F
7.	I enjoy recognition and praise - it makes me feel good inside.		P
8.	I feel good inside when I have a good relationship with my boss.		M

Self-Checks

9.	I like to know that other people enjoy having me as a colleague in the team - it means more to me than extra responsibility.	<input type="checkbox"/>	C
10.	I like to have a lot of responsibility within the job - it means more to me than being a popular member of the team.	<input type="checkbox"/>	R

11.	I would prefer to be successful in a difficult job than to be well paid in an easy job.	<input type="checkbox"/>	A
12.	I would prefer to be in a well paid, easy job than be successful in a difficult job.	<input type="checkbox"/>	F

13.	I prefer to have feedback on my results rather than recognition and praise	<input type="checkbox"/>	A
14.	I prefer to have recognition and praise rather than know if I am really successful in my job.	<input type="checkbox"/>	P

15.	If I change my job in the future it would be because there is no possibility of promotion in my present situation.	<input type="checkbox"/>	N
16.	If I change my job in the future it would be because I don't have a sense of achievement in my present job.	<input type="checkbox"/>	A

17.	I prefer jobs with responsibility, even if they are not particularly interesting.	<input type="checkbox"/>	R
18.	I prefer interesting jobs even if they carry less responsibility	<input type="checkbox"/>	J

Self-Checks

19.	It is better to get on with the boss than to risk this relationship by accepting promotion.	<input type="checkbox"/>	M
20.	It is better to accept promotion even if it means a deteriorating relationship with my boss.	<input type="checkbox"/>	N

21.	A satisfying job would lead me to stay with the company, even if it meant that there would be little chance of promotion.	<input type="checkbox"/>	J
22.	I would still opt for promotion even if the job offered routine tasks.	<input type="checkbox"/>	N

23.	I would avoid isolation from colleagues by refusing an offer of promotion.	<input type="checkbox"/>	C
24.	I would opt for promotion even if it meant isolation from my colleagues.	<input type="checkbox"/>	N

25.	It is important to earn lots of money even if my efforts go unrecognised.	<input type="checkbox"/>	F
26.	It is important to be recognised and praised even if this means that I earn less money.	<input type="checkbox"/>	P

27.	A good relationship with my boss is more important than having lots of responsibility.	<input type="checkbox"/>	M
28.	Having plenty of responsibility is more important than having a good relationship with my boss.	<input type="checkbox"/>	R

Self-Checks

29.	It is essential to get promotion even if it means the possibility of no increase in salary.	<input type="checkbox"/>	N
30.	It is essential to have a position with a high salary even if it means reduced possibilities for promotion.	<input type="checkbox"/>	F

31.	An un-interesting job wouldn't bother me providing I got on well with my colleagues.	<input type="checkbox"/>	J
32.	A stimulating job is important to me even if it meant I was unpopular with my colleagues.	<input type="checkbox"/>	C

33.	It is more interesting to take on jobs with greater responsibility even if the chance of promotion is not available.	<input type="checkbox"/>	R
34.	It is more interesting to gain promotion even if the job has less responsibility.	<input type="checkbox"/>	N

35.	It is more important to be told of one's success than it is to get on with ones boss.	<input type="checkbox"/>	A
36.	It is more important to have a good relationship with the boss that it is to be told of one's success.	<input type="checkbox"/>	M

37.	It is better to feel recognition in the job you have than to get promotion to another position.	<input type="checkbox"/>	P
38.	It is better to get promotion than be recognised in your current job.	<input type="checkbox"/>	N

Self-Checks

39.	I would prefer to be successful in my present job than have a more interesting job where I might fail quite often.	<input type="checkbox"/>	A
40.	I would prefer to have an interesting job with the risk of failure rather than have a simple and routine job.	<input type="checkbox"/>	J

41.	It is more essential to have a job where there is a good relationship with the manager even if it means a slightly lower salary.	<input type="checkbox"/>	M
42.	It is essential to have a job with a good salary even if it means difficulties in co-operation with the manager.	<input type="checkbox"/>	F

43.	I prefer greater responsibility in my job even if it means less recognition and praise.	<input type="checkbox"/>	R
44.	I prefer to have a job with less responsibility providing I get recognition and praise.	<input type="checkbox"/>	P

45.	I prefer the support of my colleagues than recognition for a job well done.	<input type="checkbox"/>	C
46.	I prefer recognition and praise rather than the support of my colleagues.	<input type="checkbox"/>	P

47.	Having greater responsibilities is better than achieving objectives.	<input type="checkbox"/>	R
48.	To be able to achieve objectives is better than having greater responsibilities.	<input type="checkbox"/>	A

Self-Checks

49.	I would prefer to fail every now and then rather than know that I didn't have the support of my colleagues.	<input type="text"/>	C
50.	I prefer to know that I am always successful even if it means I don't have the support of my colleagues.	<input type="text"/>	A
<hr/>			
51.	To know that you have a salary that matches the effort put in is essential, even if it is a routine job.	<input type="text"/>	F
52.	To have a task that is meaningful is essential for full satisfaction, even if it means a lower salary.	<input type="text"/>	J
<hr/>			
53.	I prefer to have the support of my colleagues than to have a good relationship with the manager.	<input type="text"/>	C
54.	I prefer to have a good relationship with my manager than to know I have the support of my colleagues.	<input type="text"/>	M
<hr/>			
55.	It is more important to work in a group where there is support and co-operation than to work on your own, even if the isolated job pays a higher salary.	<input type="text"/>	C
56.	It is essential to know that you are well paid even if it means you have to work in isolation.	<input type="text"/>	F

Now go back through your scores and add up all the scores against 'M', total and mark on the score sheet overleaf. Do the same for 'F', then 'P', then 'C', 'N', etc. until you have plotted scores for all eight factors. Those items that appear to the right of the 'norm' line already marked on the chart are strong motivators in the workplace for you, those appearing to the left of the line are not your strong motivation factors.

Note: **This tool** does not show **which motivators are currently being satisfied for you at work, but purely your own motivational preferences.**

PERSONAL MOTIVATION: SCORING GRID

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29		
M	RELATIONSHIP WITH MANAGER														●																
F	FINANCIAL MOTIVES														●																
P	PRAISE AND RECOGNITION															●															
C	CO-OPERATION WITH OTHERS																●														
N	NEXT PROMOTION																	●													
J	JOB CONTENT AND SATISFACTION																			●											
A	ACHIEVEMENT IN THE JOB																				●										
R	RESPONSIBILITY AND AUTHORITY																						●								

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