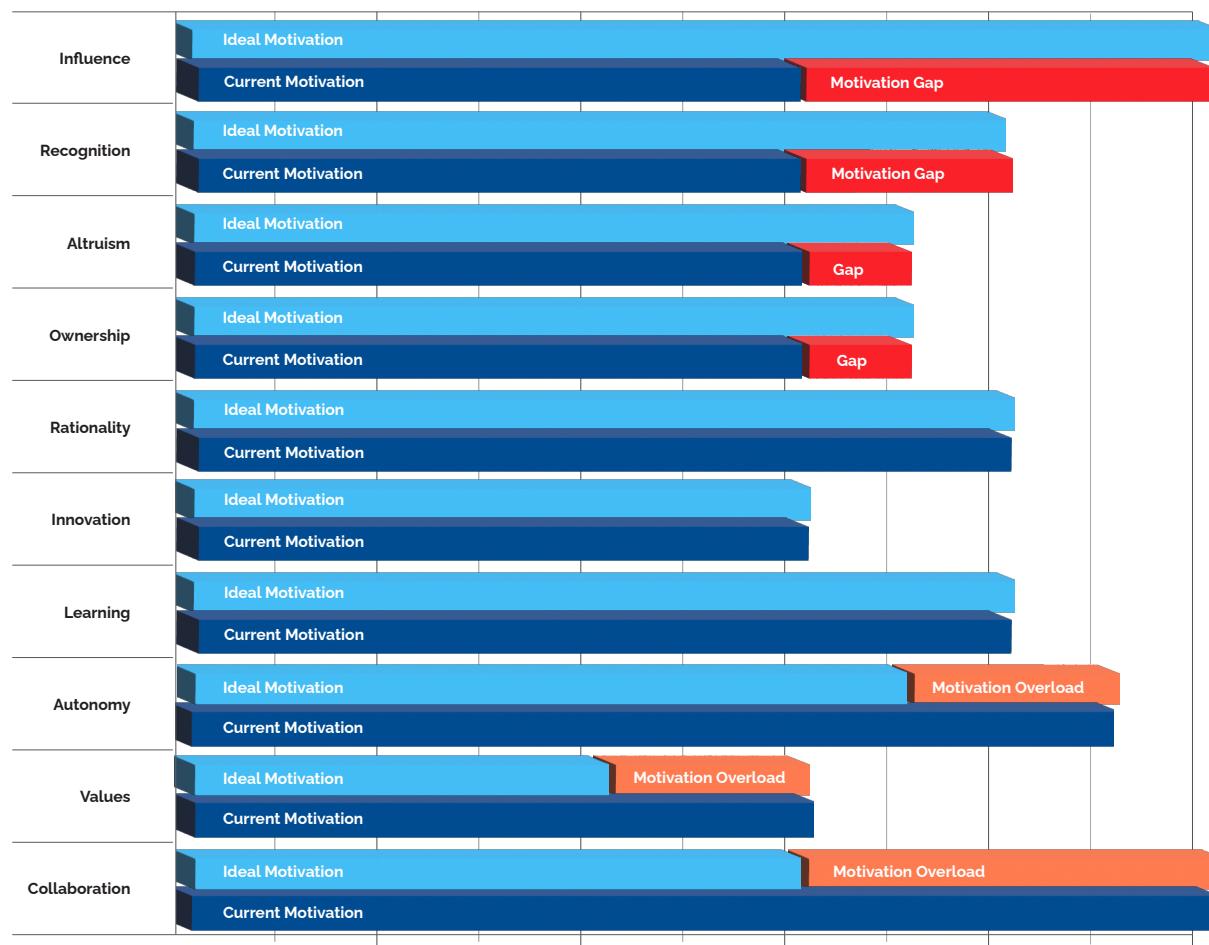


Motivation Gap Results

The bar chart below shows a comparison between what motivates team members in their ideal work environment (represented by **light blue**) and what actually exists in their current work environment (represented by **dark blue**). The chart includes scores for the 10 most critical work-related motivators.

The Motivation Gaps, shown in **red**, reveal the extent of misalignment between what motivates team members and what they are experiencing in their current work environment. Motivation Overload, shown in **orange**, reveals the extent when a team member is getting more motivation than they actually want. The Manager Recommendations offer suggestions to enhance alignment and minimize the motivation gaps identified.



Manager Recommendations



Influence:

Influence-oriented employees want to be part of the decision-making process, not just the execution phase. They are more likely to be engaged and committed when they feel their opinions are valued and considered. As a manager, your role is to create an inclusive environment where everyone feels their voice matters.

Action Steps:

- Decision Involvement:** Include team members in decisions that directly affect their work.
- Policy Input:** Allow team members to contribute to discussions about organizational policies.
- Transparency:** Clearly communicate how decisions are made within the team and organization.
- Open-Door Policy:** Encourage open communication and welcome feedback from all team members.
- Leadership Interaction:** Facilitate opportunities for team members to interact with top-level management.



Recognition:

Recognition-oriented employees thrive on acknowledgment and validation. They are more likely to be engaged and committed when their efforts are recognized and celebrated. As a manager, it's your role to create a culture of appreciation and recognition.

Action Steps:

- Regular Praise:** Make it a habit to acknowledge and praise good work during team meetings.
- Recognition Programs:** Implement an employee-of-the-month program or similar initiatives.
- Appreciation:** Use one-on-one meetings to express your gratitude for hard work.
- Public Acknowledgment:** Use internal communication channels to celebrate achievements.
- Reward Systems:** Consider implementing a rewards program that offers tangible benefits for exceptional work.



Altruism:

Altruistically oriented employees are the backbone of a compassionate and supportive work environment. They thrive on opportunities to help others, whether it's mentoring a new hire or participating in community outreach programs. As a manager, it's crucial to recognize and harness this intrinsic motivation to foster a culture of giving and collaboration.

Action Steps:

- Encourage Mentorship:** Create a mentorship program that allows these employees to share their expertise with others.
- Time Allocation:** Ensure that employees have sufficient time during work hours to support their colleagues.
- Skill Sharing:** Facilitate workshops where team members can train others in new tasks or technologies.
- Celebrate Contributions:** Regularly communicate how each team member's altruistic actions contribute to the team's overall success.
- Community Engagement:** Create opportunities for team members to engage in corporate social responsibility initiatives, reinforcing their desire to give back.

Intrinsic Motivation Definitions

**Altruism:**

Individuals are motivated by opportunities to help co-workers perform their jobs more effectively. Altruistic-oriented employees are inspired to mentor younger colleagues and lend a helping hand.

**Autonomy:**

Individuals are motivated by jobs and work environments that allow them to work on their own without much supervision. Autonomy-oriented employees are driven by a desire to organize and plan their own schedules and decide how their tasks will be completed.

**Collaboration:**

Individuals are motivated by working in a team-oriented environment. Collaboration-oriented employees are motivated by a rapport with their coworkers, by collaboration with their peers, and by an environment that emphasizes teamwork.

**Influence:**

Individuals are motivated to participate in organizational decision-making. Influence-oriented employees are driven by a desire to have a voice in daily workplace decisions and have a voice in the organization's policies and procedures, as well as its larger mission and strategic goals.

**Innovation:**

Individuals are motivated by creative tasks and work environments. Innovation-oriented employees are driven by a desire to experiment with new ideas at work, to use their imagination on the job, and to be supported in using their ingenuity.

**Learning:**

Individuals are motivated to acquire new work-related knowledge and skills at work. Learning-oriented individuals are driven by a desire to master new tasks and skills, to participate in training and development programs, and to grow professionally.

**Ownership:**

Individuals are motivated by jobs and work environments that allow them to be a part of the process. Ownership-oriented employees find meaning and inspiration when they are able to see a project "all the way through" and are given responsibility for something they identify as theirs.

**Rationality:**

Individuals are motivated by work environments that emphasize logical thinking. Rationality-oriented employees seek to understand the "why" behind organizational decisions. They prefer jobs where data and facts, rather than emotions, drive discussions.

**Recognition:**

Individuals are motivated by a need to be acknowledged at work for their job-related achievements. Recognition-oriented individuals are driven by a desire to be valued and appreciated at work and to be outwardly recognized on a regular basis for their contributions.

**Values:**

Individuals are motivated by jobs and work environments that align with their own beliefs. Values-oriented employees are motivated when they have confidence in the organizational mission.