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What are your  
job applicants  
**MOTIVATING  
FORCES?**

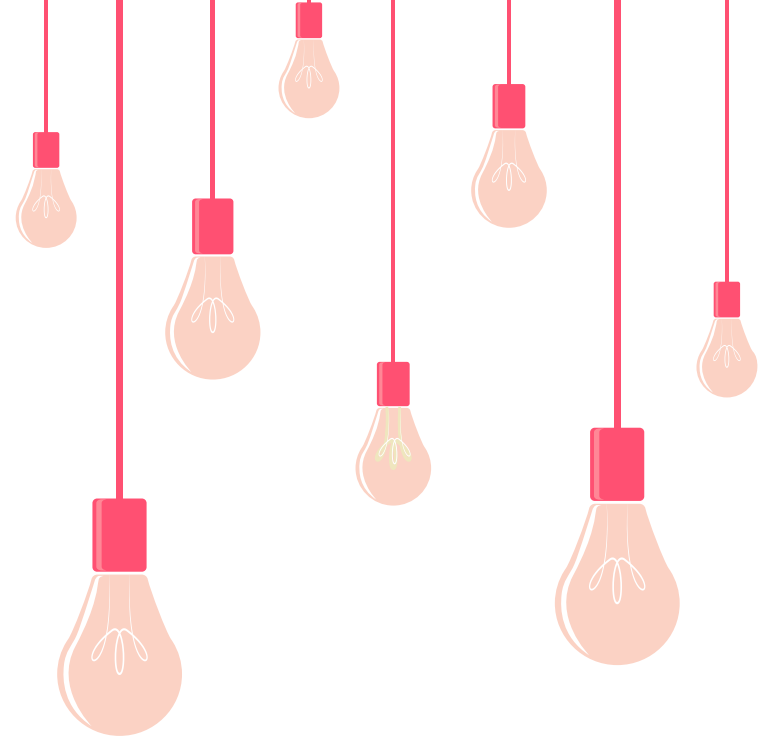
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# INTRODUCTION

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Jobsatisfactionandprofessionaldevelopment arise when there is an optimal match between the motivating forces driving an employee and that employee’s work environment. An environment that provides responses to employees’ main needs will promote their well-being, commitment and performance at work!

Each employee has their own sources of motivation, and it is important to identify these as early as possible. The recruitment interview is the perfect time to ask applicants about what they are looking for as a priority, and to see to what extent your organisation (recognition system, management, training, etc.) can respond to their needs. The idea is to ensure that the applicant can flourish and commit to the position you propose!



In a professional context, the scientific literature has identified nine motivators as covering the vast majority of individual needs relating to job satisfaction and well-being in the workplace: achievement, organisation, diversity, altruism, belonging, recognition, autonomy, learning and power.

Knowing these motivators will give you a valuable guide to understanding and identifying the needs of individuals at work, resonating with your company’s organisational practices.

# ACHIEVEMENT

Is your applicant sensitive to the ideas of challenge, mission, work and endeavour?  
Chances are that you are dealing with someone driven by achievement!



People motivated by achievement find a certain satisfaction in attaining **difficult objectives**, seeing **solid results** or taking up **challenges in their work**.

To thrive and be engaged in their work to their work, applicants driven by achievement will need to develop in an environment that fosters:

- the opportunity to complete tasks which present a challenge,
- clear and measurable targets so that they can be sure they are progressing adequately in their work,
- projects that require commitment over the long term.



# ORGANISATION

Is your applicant sensitive to the concepts of method, framework, rules and inspection?  
Chances are that you are dealing with someone driven by organisation!

People motivated by organisation prefer to work in **a well-defined hierarchical structure** where they are given **clear and precise instructions**.

To thrive and be engaged in their work to their work, applicants driven by organisation will need to develop in an environment that fosters:

- clearly-defined responsibilities and scopes of activity that leave little room for ambiguity.
- regular monitoring and a manager who supports measurable objectives,
- a structured agenda with a list of tasks to be completed so as not to be caught by surprise.



# DIVERSITY

Is your applicant sensitive to the concepts of discovery, new experiences and diversity?  
Chances are that you are dealing with someone driven by diversity!



People motivated by diversity are in search of **new experiences**: they look to **be involved in a wide range** of activities and **avoid routine**.

To be successful and committed to their work, applicants driven by diversity will need to develop in an environment that fosters:

- taking part in innovative and varied projects,
- having the opportunity to travel occasionally and meet new people,
- being part of a multi-disciplinary team with varied profiles and/or different cultures.

# ALTRUISM

Is your applicant sensitive to the concepts of listening, meaning, help, availability and service?  
Chances are that you are dealing with someone driven by altruism!

People motivated by altruism are **empathetic and generous**, looking to **help others** and **be of assistance**.

To thrive and be engaged in their work to their work, applicants driven by altruism will need to develop in an environment that fosters:

- an atmosphere of solidarity in their work team,
- having the opportunity to be involved in a human or social cause in their workplace,
- having the opportunity to understand how their work can benefit others.



# BELONGING

Is your applicant sensitive to concepts of atmosphere, team, sharing and the collaborative?  
Chances are that you are dealing with someone driven by belonging!

People motivated by a sense of belonging  
enjoy **social interaction** and  
feel the need **to be part of a group** or community.

To thrive and be engaged in their work, applicants driven by belonging will need to develop in an environment that fosters:

- the opportunity for frequent interaction with their co-workers,
- collaborative projects or interacting with customers or partners,
- a caring atmosphere in a closely-knit team.



# RECOGNITION

Is your applicant sensitive to the concepts of feedback, promotion and encouragement?  
Chances are that you are dealing with someone driven by recognition!

People motivated by recognition need to **be encouraged and commended** through regular **feedback**.

To thrive and be engaged in their work, applicants driven by recognition will need to develop in an environment that fosters:

- the opportunity to have a manager who recognises and appreciates the value of their work,
- a dynamic team whose members encourage one another and an organisational culture that commends good performance,
- assignments that give them the chance to make your contributions public.





# AUTONOMY

Is your applicant sensitive to the concepts of independence, freedom of action and agility?  
Chances are that you are dealing with someone driven by autonomy!



People motivated by autonomy need **a great deal of room for manoeuvre**. They appreciate being able to work at their own pace, taking **their own approach**.

To thrive and be engaged in their work, applicants driven by autonomy will need to develop in an environment that fosters:

- the opportunity to develop their own action plans,
- a certain degree of flexibility when it comes to organisation and working hours,
- an agile company culture that enables them to experiment.

# LEARNING

Is your applicant sensitive to the concepts of knowledge, understanding, stimulation and training?  
Chances are that you are dealing with someone driven by learning!

People motivated by learning feel the need to continually gain **new knowledge** and skills. They are constantly in search of **intellectual stimulation**.

To thrive and be engaged in their work, applicants driven by learning will need to develop in an environment that fosters:

- a corporate culture that encourages training and skills development,
- projects that go beyond their initial area of skill,
- the lack of routine and repetitive tasks.



# POWER

**Is your applicant sensitive to the concepts of responsibility, decision-making and influence?  
Chances are that you are dealing with someone driven by power!**



People motivated by power thrive in **leadership** positions, look to **influence** others and engage **competitively**.

To thrive and be engaged in their work, applicants driven by power will need to develop in an environment that fosters:

- the chance to take on responsibilities or run projects,
- involvement in decision-making processes,
- being able to showcase their area of expertise through healthy competition.

# Take-aways

- 1.** A match between motivating forces and the working environment is a powerful factor for satisfaction and engagement.
- 2.** Assessment using a dedicated tool, prior to the interview, makes it possible to identify these motivators and set the stage for constructive exchange during the interview (before it is too late!).
- 3.** Ask the right questions during the job interview to find out or pick up on your applicants' main sources of motivation and identify the environments in which they can best express themselves.
- 4.** Challenge your own organisational practices (rewards system, management, training, etc.) and voice them simply to your applicant.
- 5.** Motivation is not a set quantity, and is thus likely to change over time, as is the working environment: this index needs to be tracked by the manager over the long-term, during the annual performance interview, for example.





# ABOUT PERFORMANSE

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PerformanSe is a ISO 10667-2-certified company that designs, develops and distributes (standard or customised) decision support tools devoted to skills assessment and development with the goal of optimising company performance by increasing employee efficiency.

With its wide range of 100% digital solutions, PerformanSe assists HR experts and managers in identifying and developing individual and collective talents throughout the course of their day-to-day activities. These include recruitment, internal mobility, career reviews, skills development, team performance analyses, and much more.

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