

**Companies :**  
Are your practices  
**aligned** with your  
employees' motivating  
forces?



# INTRODUCTION

Organisations' performance is largely reliant on the engagement of their teams, their buy-in to projects, their desire to participate, get involved and carry out collaborative tasks that exceed the "prescribed work".

From the organisation's perspective, taking an interest in that to which individuals aspire and what naturally sets them in motion is not to be taken lightly. An environment that allows needs to be voiced naturally is an environment in which employees are happier, more engaged and consequently, perform better.

In absolute terms, there are no motivated or non-motivated employees, making the question instead: do individuals' fundamental motivating forces find the conditions they need to unfold in the working environment? Do the characteristics of the environment make it possible to adequately cover the full range of needs?

.....

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

This way, to find out the questions connected with the 9 motivators. Did you answer «yes» to most of the questions? Your organisation seems appropriate to your employee and that person's related motivations!

.....



# The 9 Motivators



1

## ACHIEVEMENT

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

2

## ORGANISATION

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

3

## DIVERSITY

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

4

## ALTRUISM

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

5

## BELONGING

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

6

## RECOGNITION

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

7

## 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.

8

## LEARNING

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

9

## POWER

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

# Achievement

---

**Is your employee motivated by Achievement?** In that case, here are the questions you should ask yourself to probe the Environment/Motivators match :

- Do the responsibilities involved require specific expertise or know-how?
- Do they play out in a medium/long term perspective?
- Do they imply high stakes for the organisation or service?
- Do they offer a challenge? Will the person feel pride in accomplishing them?
- Will results and contributions be valued by Management?



# Organisation

---

**Is your employee motivated by Organisation?** In that case, here are the questions you should ask yourself to probe the Environment/Motivators match :

- Are the roles and responsibilities of the function clearly defined by the manager (including through official documents)?
- Are there tools and methods for monitoring project progress?
- Are they generally well-used by managers?
- Are results measured?
- Are each of the roles and resources defined at the start of a project?
- Are last-minute changes in schedule a rarity?



# Diversity

---



**Is your employee motivated by Diversity?** In that case, here are the questions you should ask yourself to probe the Environment/Motivators match :

- Are opportunities to take initiative encouraged?
- Does the organisation offer spaces conducive to creativity?
- Does the organisation encourage openness to the outside (travel, conferences, etc.) ?
- Does interaction with customers and/or the Internet make it possible to learn new things? To discover other worlds, or ways of going about the job?

# Altruism

---

**Is your employee motivated by Altruism?** In that case, here are the questions you should ask yourself to probe the Environment/Motivators match :

- What place is there for peer support and listening (for example between departments)?
- How are conflicts settled?
- Is the company's mission clearly set out (beyond its business mission)?
- Are projects driven by meaning, and the leader's vision?
- What role does the manager ascribe to mutual support and cooperation in the team? Is this a performance indicator?



# Belonging

---

**Is your employee motivated by Belonging?** In that case, here are the questions you should ask yourself to probe the Environment/Motivators match :

- Does project success depends on good cohesion within the group and the team's work (collective performance)?
- Does work require formal (meetings) as well as informal (high interdependence) interaction?
- Are opportunities to share information about the group encouraged by the organization? • Do employees take initiatives to strengthen ties?
- Is there a good atmosphere? What is the place of affect in the organisation?



# Recognition

---

**Is your employee motivated by Recognition?** In that case, here are the questions you should ask yourself to probe the Environment/Motivators match :

- Do managers know what drivers for recognition they have at their disposal (beyond the monetary)?
- Does communication at the end of a project make it possible to clearly identify/commend the people involved?
- Is communication sufficiently clear? Sensitive? transparent?
- Are the procedures consistent? Are the criteria applied in the same manner to all employees?
- Does it reflect the added-value contributed through extra efforts, beyond measured results?





# Autonomy

---

**Is your employee motivated by Autonomy?** In that case, here are the questions you should ask yourself to probe the Environment/Motivators match :

- How are decisions made regarding project management?
- How much room will employees have for initiative-taking?
- Are the working procedures flexible (home office, etc.)?
- How does the manager respond to errors or failures following innovative attempts?

# Learning

---

**Is your employee motivated by Learning?** In that case, here are the questions you should ask yourself to probe the Environment/Motivators match :

- What formal or informal message has been sent out to employees regarding continuing training?
- Is employee development a performance indicator (objective) for managers?
- Is new learning encouraged? (fields related to the area of expertise)?
- Are new learning methods encouraged (MOOC, etc.)?
- How are development points monitored in terms of progress?



# Power

---

**Is your employee motivated by Power?** In that case, here are the questions you should ask yourself to probe the Environment/Motivators match

- Are employees left latitude in decision-making when managing projects?
- Are individual initiatives encouraged?
- Does the organisation make it possible to change roles (leader, designer, etc.) as projects unfold? • Does the organisation make it possible for the contributions of project leaders to be brought out? (visibility of contributions)?
- Is communication clear about each person's responsibilities and project challenges?



## Don't Miss...

---

**HR Guide #1**

**“What are your candidates' motivating forces?”**





# ABOUT PERFORMANSE

---

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.

+33(0)2 40 95 89 58  
international@performanse.com  
<http://www.performanse.com>



 performanse  
*soft skills for good*