

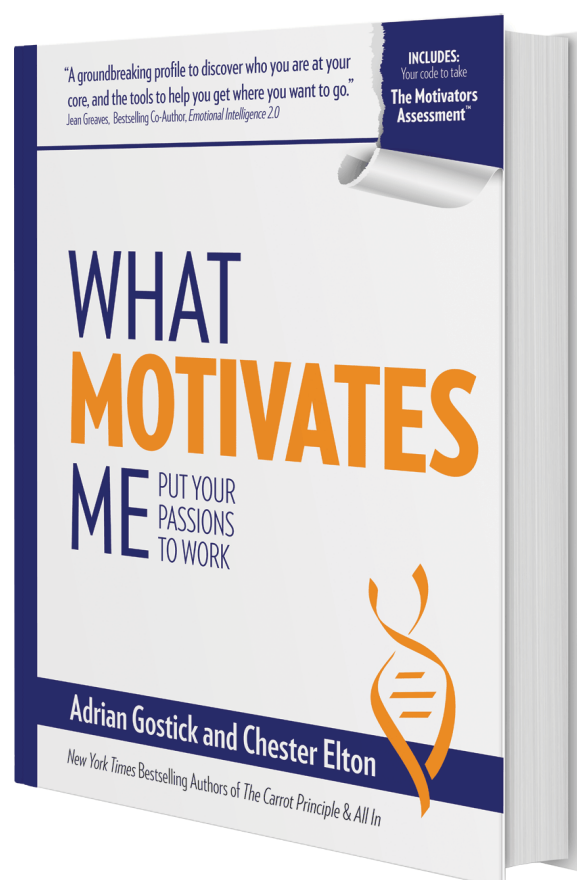


WHAT MOTIVATES ME

PROFILE REPORT PREPARED EXCLUSIVELY FOR

OINDRIL DUTTA

Assessment Completed:
July 15, 2016



CONTENTS

Welcome	3
Your Motivators	4
Your Identities	5
Your #1 Identity: The Achievers	6
Your #2 Identity: The Thinkers	13
Your #3 Identity: The Builders	19
Learn More	25

WELCOME

Thank you for completing *The Motivators Assessment™*. Based on your responses, this personalized report has been prepared to identify your highest-ranking Motivators and Identities. This report will not only reveal what drives you as an individual, but will also share ideas on how to do more of what you love and less of what may limit your growth and happiness at work and in life.

You can access your report at any time with the following log-in information:

URL address: <http://TheCultureWorks.com/test>

Passcode: BAMTGVZ84Y

What are Motivators?

The Culture Works team of behavioral scientists and licensed clinical psychologists has identified 23 unique fundamental drivers that all human beings share in common. The nuances in a person's specific nature comes not only in which specific Motivators are most important to him or her, but the particular order of priority from 1 to 23.



What are Identities?

Using a factor analysis, our team of scientists has identified Motivators that are linked closely to others—reducing the list of 23 to a more actionable group of motivational "types" that have commonalities.

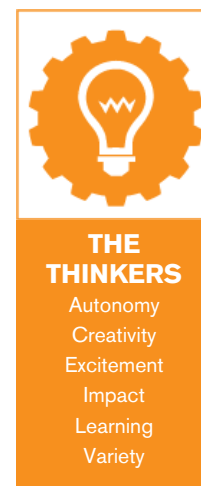
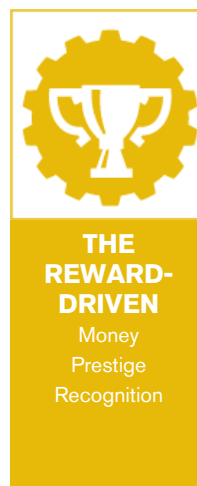
How the Motivators cluster into Identities

Here's how the Motivators align with the Identities. While the factor analysis does show some Identities with six Motivators and some with three, through empirical weighting we are able to statistically balance the results on a person's Profile.

The good news is the science of the Identities has been rigorously tested with our team of behavioral scientists, and was proven out with real working adults in our testing rounds.

Thanks to the classification of these Identities, each Motivators Assessment Profile Report will not only show a person's Motivators (ranked from 1 to 23), but also their Identities (ranked from 1 to 5).

The mathematical probability of a person getting just the same top five Motivators as a friend is more than one in one hundred thousand.



YOUR MOTIVATORS

STRONG

1.	EXCELLING	This motivator leads people to crave the feeling of successfully completing a task, especially when the bar is set high. They want to feel they're doing the highest quality work and are meeting or exceeding expectations. They want to get things done on time and will do pretty much whatever it takes to do so.
2.	LEARNING	Those for whom this is a major driver thrive on trying new things and growing. For some, the pursuit of knowledge is its own goal, while for others the emphasis is on making themselves better at what they do. The stimulation of making new discoveries and seeking out new information outweighs any hesitation to be seen as a bit dorky.
3.	CHALLENGE	This motivator leads people to thrive when tackling difficult issues and overcoming obstacles or roadblocks. When things get really hard, those motivated by challenge feel they're at their best. They will usually keep going no matter what they face, and they revel taking on the perplexing, difficult, or even seemingly impossible.
4.	PROBLEM SOLVING	When this is a leading motivator, people tend to get a great deal of satisfaction from finding solutions, especially in a crisis, and from resolving conflicts. They also enjoy helping others to come up with ways to solve their own problems—digging in to come up with a realistic plan. They relish the mental exercise of looking at challenges from multiple angles; and trite as it may sound, they really do see problems as opportunities.
5.	OWNERSHIP	This motivator leads people to want to be the person in charge, not only having the ability to control their own destiny, but also to directly influence the behavior of others. It gives them great satisfaction when people ask for their buy-in, and they have little problem making a final decision. They also tend to feel a great sense of personal accountability.
6.	CREATIVITY	People driven to be creative want to be able to take time to explore, experiment, and discover new things. They enjoy facing the unknown and want to make things work in their own distinctive way, not by following prescribed models.
7.	FRIENDSHIP	Those strongly driven by the desire for quality friendships put great emphasis on developing close relationships. Their network of connections is important to them, and they feel good knowing people rely on them to help out and keep confidences. Being trusted is highly rewarding, and it's important for them to feel this is mutual and that they can trust their colleagues.

MODERATE

- | | |
|----------------|-----------------------|
| 8. Recognition | 12. Developing Others |
| 9. Excitement | 13. Impact |
| 10. Autonomy | 14. Prestige |
| 11. Pressure | |

NEUTRAL

- | | | |
|---------------------------|--------------|-------------|
| 15. Service | 18. Fun | 21. Family |
| 16. Variety | 19. Teamwork | 22. Purpose |
| 17. Social Responsibility | 20. Empathy | 23. Money |

YOUR IDENTITIES

STRONG



THE ACHIEVERS

Challenge
Excelling
Ownership
Pressure
Problem Solving



THE THINKERS

Autonomy
Creativity
Excitement
Impact
Learning
Variety



THE BUILDERS

Developing Others
Friendship
Purpose
Service
Social Responsibility
Teamwork

1. **The Achievers:** Those who thrive on tight deadlines, tackle ambitious goals, and love a good challenge and solving a problem. Often type A personalities, Achievers usually like to be in charge of others, or at least in control of their own destiny.

2. **The Thinkers:** Those who are often more creative, who love to learn, enjoy a varied routine, and like to feel an adrenaline rush now and then. Most Thinkers get frustrated with red tape and bureaucracy, and they want their work to make an impact on the world around them.

3. **The Builders:** Those purpose-driven individuals who are hardwired to develop others and serve those around them. They cultivate loyal friendships and thrive in strong team environments. The Builders typically believe it's important to speak out on significant issues.

MODERATE



THE REWARD-DRIVEN

Money
Prestige
Recognition



THE CAREGIVERS

Empathy
Family
Fun

4. **The Reward-Driven:** Those who are typically more extrinsically motivated, driven to compete and win prizes—whether money or applause or the admiration of others. Many of the Reward-Driven believe that the cocktail-party question, "What do you do?" is extremely important.
5. **The Caregivers:** Those caring souls who are often more tuned in to others' emotions. They are more motivated when they have regular fun at work, and they believe balancing time at work and time with their families is important.

YOUR #1 IDENTITY: THE ACHIEVERS



THE ACHIEVERS

WHO ARE THEY?

Achievers are often go-getters who do well under pressure, enjoy rising to a challenge, and love to solve problems. One strong commonality among this identity is that they set themselves lots of goals to strive for; it seems some times they live to hit their goals. And in the pursuit of a goal, Achievers can appear hell-bent not to let anything or anyone get in their way.

Achievers are valuable to any organization, primarily because so many are "attainment-oriented," which means they are motivated to finish tasks on time and to high standards, especially if there's what is called intrinsic-value or utility-value allocated to those assignments. In other words, Achievers usually must feel there's a sense of importance to attaining the sought-after results, importance that's imposed by the collective corporate culture, by themselves, or by an overall sense that the task is useful.

Those in this identity are typically action-oriented and determined, pressure- and challenge-driven, and often want to be in control. They tend to be high-energy people who are disciplined and focused.

CHARACTERISTICS

- **They love a good challenge.** Achievers typically crave the feeling of accomplishment that comes from solving a problem—whether at work or elsewhere in their lives. They accept that problems will arise in the pursuit of their goals, and they tend not to be especially frustrated as they work through them, keeping their eyes on the prize. In fact, they tend to see problems as opportunities, welcoming the challenges that break up the doldrums and give them a rush.
- **They are driven to excel.** Being in the top group of performers when compared with peers is important to those in this identity, as is surpassing their own past performances. They thrive when expectations are raised regularly.
- **They thrive under pressure.** Rather than avoiding high-pressure goals and situations, they usually look for them. They are not people who "choke" when things get intense; instead, they often do better and rise to the challenge.
- **Completing tasks is crucial.** Achievers want to get a lot of things done every day, and they tend to love to cross things off their lists.
- **They feel guilty if they aren't giving their all.** If they aren't going the extra mile, Achievers typically don't feel right about things. They don't thrive during periods in which they can coast at work.
- **They want to be in control.** Achievers usually want to be the one calling the shots. They more often like to take responsibility for setting the course, preferring to lead rather than follow.
- **They believe in their own talents.** Achievers usually are confident about their abilities, and they tend not to need much coaching or handholding. They don't typically need to have others tell them what they are good at.
- **They set ambitious goals.** Whether they write them down or not, most Achievers habitually set short- and longterm goals for themselves and have a plan to reach them.
- **They take deadlines seriously.** Many Achievers can't remember the last time they missed a deadline. Much more than a suggestion, deadlines are almost a sacred promise to these Achievers. They will move heaven and earth to get things done on time.
- **They are willing to take a few risks.** Risk-taking may not be a primary trait of Achievers—that's more of a pure Thinker characteristic—but most are not averse to "pushing the envelope" if they're convinced it will produce results. However, they will tend to carefully assess potential rewards before they leap.
- **They don't wallow.** Like anyone, Achievers are prone to become negative when things aren't going well and may vent about how lousy a situation is. But a distinguishing feature is that they usually won't drop anchor in that negative place and allow the emotion to feed on itself for very long. Instead, most will recognize that whatever caused the pain (a business or personal problem or failure) is something to learn from and they move on.

YOUR #1 IDENTITY: THE ACHIEVERS

WHERE THEY THRIVE

Those driven by Achievement are happiest and most successful working in organizations or on teams that are meritocracies—environments that value individuals based on their performances and contributions.

In the most satisfying roles for those in this identity, results matter more than effort, interpersonal relationships, or political games. That's not to say being kind and respectful to others, as well as being savvy about politics, won't be important in Achievers' careers, it's just that when tangible outcomes are the most important arbiter of success they will tend to thrive.

Achievers who are unhappy with their work should think about ways in which they may be held back from the sources of satisfaction listed in the previous characteristics, and also about ways in which their strong need to achieve may be causing clashes with colleagues or their boss.

A few sources of friction to note:

- Achievers can sometimes get on colleagues' nerves as their desire to be in charge can lead them to assert control where they don't really have the authority.
- Some Achievers can have a tendency to bite off more than they can chew, not quite seeing the dividing line between stretch-but-not-break goals and the simply undoable, which few bosses are enamored of.
- Achievers' natural confidence can be perceived as arrogance. They must be careful about this pitfall and develop much-needed humility.

Achievers tend to be happiest working with colleagues who don't misinterpret their drive and competitive spirit. Their best bosses will find ways to keep the Achievers chalking up successes.

YOUR #1 IDENTITY: THE ACHIEVERS

HOW TO ENHANCE YOUR VALUE AND ACCOMPLISH MORE



Achievers intrinsically feel better about themselves when they give their all

✔ **Make every assignment a challenge.**

A unique ability cultivated by some talented Achievers is to look at each big project not only as getting things done but also as an opportunity to expand their skill set. That means they do more than the minimum required: researching industry trends relating to their assignments; talking with colleagues inside and outside the organization for best practices; and taking the time to dream up innovative ideas that might help their projects.

When evaluating those ideas, they'll look in terms of the potential value that could be generated for the organization—the return on the investment of time or resources—then cull the list down to one or two that have the most potential to help them personally excel as well as have a meaningful organizational impact.

The bottom line: the amount and quality of work an Achiever contributes to the organization will most likely be valued; but even if it's not, Achievers intrinsically feel better about themselves when they give their all.

✔ **Keep Score.**

Many highly fulfilled Achievers realized at some point in their careers that part of pushing themselves included measuring and reporting on a regular basis. It didn't really matter whether they worked in a fast-paced environment or one that was laissez-faire, they knew they needed to keep score and hold themselves accountable for hitting goals. That meant establishing performance benchmarks, and not being afraid to share those goals and their progress with teammates and, gulp, even the boss.



Achievers should take the time to ensure they are measuring and reporting on the right things

The best benchmarks are ones that make people stretch but are not unrealistic (keeping them from getting discouraged), they are goals that can be measured without the need to wait for a third-party to give numbers: I will keep my daily development meetings to no more than fifteen minutes, or I will shave thirty minutes from my personal production time by September 1.

When Achievers focus on measuring their own progress, they will always know where they stand. But remember, we get what we measure—so Achievers should take the time to ensure they are measuring and reporting on the right things—those that are valued by the organization or clients. A good way to ensure measurements are on target is to keep in mind the acronym: SMARTER. Goals should be specific, measurable, attainable, relevant, and timely; but also regularly evaluated and revised as needed. SMARTER goals need all seven qualities to be effective.

YOUR #1 IDENTITY: THE ACHIEVERS



*It's never too late
to achieve those
early aspirations*

✓ Recall early ambitions.

A fun idea for Achievers is to take a few minutes to recall their first day at work in their current positions, then ask themselves these two questions: What did I hope to accomplish by working here? What goals did I have professionally for this job?

They then should write down those remembered ambitions and assess if they have changed at all or if they've been reached or abandoned. If they are still viable goals but haven't been attained, it's time to set a course to go after the highest priority items. It's never too late to achieve those early aspirations.

✓ Keep nonessential tasks moving.

Since many Achievers are driven to reach lofty goals, it can be easy for them to let non-urgent or development activities slip week-to-week. Time coach Elizabeth Grace Saunders suggests achievement-oriented individuals plan "acceptable minimums" into their calendars for fringe activities. In other words, decide on the minimum amount of time that should be spent on nonessential goals or projects each week.



*Decide on the minimum
amount of time that
should be spent on
nonessential goals or
projects each week*

For example, perhaps an Achiever is charged with a website redesign but it's become a low priority. Also let's say she wants to continue developing her skill set and expanding her expertise despite a crazy-busy schedule. She might plan to spend at least two hours a week on the website project and one hour a week reading about trends in her industry, and she'll make these blocks of time recurring events on her calendar.

Ideally these blocks will fall early in the day and early in the week so they won't fall off. "Although an hour or two may seem like too short a time to make real progress, it's amazing at how much can get done when time is invested consistently in these areas," says Saunders.

✓ Do some influence expanding.

Once upon a time companies could move high achievers from job to job to keep them challenged and groom them for larger responsibilities. That's not nearly as viable an option today due to downsizing, cost cutting, and the need for job specialization; and in small firms those opportunities never existed and probably never will.

Organizations that are growing, developing new products, opening additional markets, or acquiring other business may offer Achievers more opportunities to be involved in cool new projects and ventures. But even if an organization is less dynamic and more mature, there are still ways for Achievers to flourish. They can volunteer to head up a project that's over their head, one where they know they'll have to grow, solve complex problems, and meet tough deadlines to have any hope of success. Or they can seek out chances to serve on multidisciplinary teams, task forces, or committees. For instance, an assignment to a team evaluating customer service improvements could help improve their research, presentation, and leadership abilities.

(continued)



*The most successful, happy
Achievers do more and
accomplish more*

YOUR #1 IDENTITY: THE ACHIEVERS

Another option for Achievers looking for a challenge is to volunteer for assignments outside the organization. "On loan" executives or volunteer board members can support a charity, gaining valuable experience not available in their work environment, while also helping strengthen their company's relationship with the community.

Achievers are usually the most motivated when they are expanding their sphere of influence, so they should identify where their skills need improvement and then seek out every training and educational opportunity offered by their organizations—or opportunities they can find on their own. The most successful, happy Achievers do more and accomplish more throughout their careers, and that means along the way they recognize the need to fill skill gaps and constantly enrich their abilities to reach lofty goals.

As a starting point, they might set up meetings with people they admire, either within their company or outside, to learn how those people invested in learning their trade. They could visit with human resources and their corporate training departments to find opportunities they may have missed at work.

And finally, they shouldn't forget the free options. For instance, many ask mentors or bosses to tutor them every week in specific skills—such as budgeting or cold calling.

✔ Get a good coach.

Even high-achieving sports superstars like Tiger Woods or Gabby Douglas need coaches. Every great Achiever needs to be pushed to find what he or she is truly capable of, which means Achievers need someone to instruct, guide, and push them. Achievers should choose a mentor, whether it's their boss, a senior colleague on their team, or someone else in the organization or even someone outside work, like a family member. They need to ensure that there's trust in the relationship, the mentor has sufficient time to invest, and there's good chemistry.

Then, week by week, the Achiever should ask the coach to help her understand what success looks like, honestly assessing strengths and weaknesses, and assisting in defining the next steps in the person's career progression. The pace at which Achievers work is often supersonic, so it's important they and their coach get their aim right, and then adjust as needed.



*It's important they
and their coach get
their aim right*

YOUR #1 IDENTITY: THE ACHIEVERS

HOW TO ADDRESS BLIND SPOTS AND POTENTIAL CONFLICTS



We all know people who are highly driven but think nothing of running others over along the way

✘ Learn to achieve with respect.

Achievement-oriented people who are most successful long-term develop a heightened sense of respect. David DiSalvo explains in Forbes, "The intersection between drive and respect is an important one, because we all know people who are highly driven but think nothing of running others over along the way."

So while many Achievers are habitually tenacious, not allowing challenges to stop them because they've trained their thinking to immediately seek out other ways of reaching a goal, DiSalvo says respectful Achievers always keep the well-being of others in mind. If one of those alternate routes will harm someone, then that route isn't an option, period.

In line with this, it is also critical that Achievers show respect to others by learning to express their plans clearly and well in advance of an undertaking—getting buy-in and help. After all, some Achievers can have a tendency to go into Tasmanian-devil mode all by themselves and be hard to steer or stop once they get rolling.

✘ Balance with softer skills.

Endeavoring to achieve is not by its nature unhealthy behavior; but it can become so when a need to achieve and control one's environment drown out a person's other dominant identities. That's called perfectionism; and there is no such thing as healthy perfectionism.

Now it's relatively easy to peg the perfectionists: they strive unhealthily with most activities in life, pushing themselves to excel because they won't allow any other outcome. They are the people who are hard to feel comfortable around because they seek almost constant approbation, and yet never seem satisfied with the reinforcement they receive.

Achievers must carefully avoid crossing over the line between a healthy striving for excellence and clinical perfectionism. Clinical psychologist David D. Burns from the University of Pennsylvania has examined business executives, lawyers, high-level athletes, and other Achievers. He concludes that perfectionist strivings tend to actually hamper success, and that the most successful people stop short of perfectionism because, in part, self-punishment is an ineffective learning tool.

Of course, not all Achievers are doomed to a miserable existence. Hardly. Pursuing goals with fearless abandon can be highly rewarding. Chances are we all know high Achievers who maintain healthy stress levels and have rich social and family lives if—it's a big if—they balance their need to achieve with their softer side.

(continued)



Self-punishment is an ineffective learning tool

YOUR #1 IDENTITY: THE ACHIEVERS



*Stop and smell
the roses*

✖ **Learn patience regarding career development.**

Most Achievers acknowledge they need to foster greater patience regarding their career development. It's not unusual for highly driven individuals to get frustrated when raises and advancements don't come on their timetables.

Remember that increased responsibility looks just about as good as a promotion in today's economic climate. Achievers will do well to polish up their resumes and internal credibility with increasingly challenging assignments and some notable and cool accomplishments.

Achievers—like everyone else—should stop and smell the roses, to live in the moment. They will be happier if they appreciate how far they've come and celebrate their successes—and quit fixating so much on the next step up the ladder.

YOUR #2 IDENTITY: THE THINKERS



THE THINKERS

WHO ARE THEY?

Some people are drawn to jobs with clear responsibilities; they feel comfort in following a set of rules. After all, rules are easy to understand and follow, and they keep you out of trouble. But for other people, being allowed to exercise their imagination is much more appealing. They long to be autonomous, free to take risks, and follow their own interests now and then. These people are the Thinkers, those who tend to challenge the status quo, who crave opportunities to explore and discover, and who can grow bored and frustrated if their work becomes routine.

As a group, these people are resourceful and more artistic, and many say they can become unhappy and uninspired when they aren't creating. Thinkers need to constantly put new stuff out into the world; and they do their best work when they get to try out new tools and techniques of thinking and developing.

Creative Thinkers can be the lifeblood of innovation in an organization, and unless companies learn to get the best out of them they will sooner or later stem the flow of great ideas. Yes, some can be a handful to manage, but giving them time to discover and pursue ideas, and making some exceptions for them amid the rigid rules, tends to pay off in many surprising ways.

CHARACTERISTICS

- **They dislike bureaucracy.** Some managers say their Thinkers balk at deadlines, but that's usually not completely accurate. Most say they do need and crave structure—understanding timelines, project strategy, and so on. But what they hate is red tape, obstructionism, and silly rules that get in the way of doing new, better things. When leaders give them clear goals, keep them intellectually engaged on the journey, and help remove obstacles from their way, they'll usually shine for them.
- **They want to know the "why."** Thinkers tend to want to know why something is important. They are not the type to just accept that what a boss or organization wants makes good sense without compelling reasons why it will benefit customers or coworkers. After all, understand they are drawn to discover if there might be a better way, so they need all the details they can get.
- **They value novelty.** Thinkers are often described by their friends and family as adventurous, which means they generally crave jobs with a little pulse-pounding excitement now and then. They thrive when forced to learn something new, tasked with breaking new ground, and when their work changes regularly.
- **They like to see the impact of their innovations.** Coming up with new ways of doing things or developing new product ideas is very satisfying to most Thinkers, especially when they can actually see the final improvement they've brought about.
- **They think before they act.** Thinkers tend to want to play with different possibilities for a while before making a decision. They typically like to ask lots of questions and to test various scenarios, and this often leads them to push the envelope on deadlines, or even to blow past them if they aren't careful.
- **They like to draw on a wide range of experiences.** Those in this identity tend to be good at making unexpected connections, and they like to bring even seemingly unrelated information to tasks at hand—maybe a movie or play they just saw, a recent climbing trip to Yosemite, or a sermon they heard at church.
- **They like to keep things interesting.** Few things are worse for a Thinker than to be stuck in a rut, doing the same things day in and day out. Most Thinkers thrive when their routines regularly change, when they get to discover new things, and even try new work roles.
- **They don't like being told *how* to do their work.** Thinkers usually want the freedom to figure things out for themselves and like to be their own bosses, even when they work in traditional organizations. They don't do their best work with onerous oversight, and they tend not to believe in preconceived notions of how work gets done.

YOUR #2 IDENTITY: THE THINKERS

WHERE THEY THRIVE

Thinkers are typically happiest and most successful working with fewer bureaucratic strictures placed on them, in places where they're not always required to follow established processes.

Many believe they'll only find true happiness as their own bosses, but in reality they can absolutely thrive in corporations when they are given a little latitude about how things get done and are encouraged to bring out their creative sides.

Environments that are best for them encourage unconventional thinking, where people take the quality of their work they do very seriously but themselves not so seriously.

YOUR #2 IDENTITY: THE THINKERS

HOW TO ENHANCE YOUR VALUE AND ACCOMPLISH MORE



Imaginative brains do their best work when they work on multiple problems over time

✓ Incubate ideas.

Many Thinkers are most productive when they have multiple projects going at once. Remember, part of the creative process is incubating ideas, and Thinkers often say their best ideas are nurtured when they research an assignment, do a few hours of work, and then stop and move on to something else. They may have hit a wall and suddenly they are waiting at the auto mechanic and kapow—they think of something brilliant. That's because many imaginative brains do their best work when they work on multiple problems over time.

This type of variety also can help keep them from burning out, but more importantly gives their brains time to focus on bigger problems and innovative solutions. With that said many Thinkers work evenings as well as weekend after weekend to get their projects done and make an impact with their clients. It's more important for Thinkers than anyone else to take their vacation days, turn off the computer for at least twenty-four hours on the weekend, and go out regularly with friends or family to recharge their batteries. Thinkers must learn to balance; and another part of that means getting enough sleep. Studies show that creativity declines the less sleep a person gets.

✓ Push for specifics.

Few things frustrate a Thinker more than statements from bosses or clients such as: "That's not it, but I'll know it when I see it." Or, "Something is missing, I'm just not sure what." Those in this identity will accomplish more when they gather the courage to push, and push again if necessary, for clarifying feedback—all with a positive, receptive attitude, of course. They should start with affirming statements such as, "I want to do great work for you, and I find that the more specific you can be at this point will help me get this that much closer to perfect for you." Then they might explain what their intentions were with each area of the assignment and ask if each part is on target or off.

However, if they still aren't getting clear feedback, they could try a Hail Mary such as, "If you were pushed to give just two suggestions for improving this, what would they be?" As they receive feedback, Thinkers need to be open and not defensive. There's an equal and opposite reaction that happens: as Thinkers reduce the amount of self-justifying comments they utter, the more others around them begin to trust that they have a thick skin and can actually receive honest, constructive feedback in order to improve their work.

✓ Chase down rabbit holes.

Thinkers can boost their value and impact by making sure their imaginations get regular exercise, at least so say Shelley Carson, a professor at Harvard University, and composer Bruce Adolphe. These two luminaries suggest Thinkers should frequently play "what if" games—imagining some difference in the normal world; for instance, what would happen if all the grass turned red, or what if all cars could suddenly fly? What would the consequences be?

(continued)

YOUR #2 IDENTITY: THE THINKERS

They suggest Thinkers give themselves planned time every day to think like this and turn off the critical, self-censoring parts of their brains. Carson and Adolphe say also to shut off anything electronic during these creative interludes, allowing the brain time to digest and synthesize what it has seen and experienced recently.

The most creative people look for ideas in a wide variety of fiction and nonfiction books—about their industry and the world at large. Talented Thinkers are typically not myopic, but are willing to look far and wide for inspiration: they read a variety of newspapers and magazines, chase ideas down various rabbits holes online or at the library, and attend varied cultural events. Rather than simply collecting information, they let their brains play with it. Cultivating curiosity in all aspects of life drives innovation in the workplace.

✔ Grasp the latest trends.

Yes, there are Thinkers who don't own or even understand the latest technology, social trends, or popular culture, but they are rarely the most successful. Learning-driven people ensure they continually embrace the modern world and know what others are talking about when they rave about their new smart phone or the latest social media craze. If Thinkers have no idea what a popular trend is when coworkers bring it up, or have no desire to find out about it because it's outside their comfort zone, they aren't enhancing their value to their organization.

The most successful in this identity understand the modern consumer and what their world is all about to solve real problems on the job, and they take time to read, learn, and experiment in their work. Thinkers, to be effective, must gather ideas and store them mentally before they are needed.

✔ Rate what is boring.

A great idea for Thinkers comes from Jill Leviticus of Demand Media, who recommends those in this identity write down each of their job functions and rate them on a boredom scale. She suggests they rate tasks that are very interesting as fives and jobs that are completely uninteresting as ones. The chart will help people identify which tasks they find the most dull and uninspiring, helping them devise ways to complete boring work quickly, find a way to make it more interesting, or avoid monotonous projects in the future if given a choice.

Of course, part of sculpting is asking a supervisor for projects in areas that do interest them, or volunteering to help on a committee or with a new project. Even taking a break during the workday to attend a seminar or read a book about the latest advances in their field, or taking ownership of office tasks that are interesting to them—from running brainstorming sessions to watering plants to teaching coworkers how to use software.

✔ Understand what motivates.

When Thinkers are dissatisfied at work, they might take the time to understand not only what they do well but also how they do it best. Here's an example: Certain Thinkers respond well to healthy competition and tight deadlines, while others prefer having a long leash and time to really create something amazing.

(continued)



The most successful in this identity understand the modern consumer to solve real problems



Write down each job function and rate them on a boredom scale



Under what circumstances do I do my best work?

YOUR #2 IDENTITY: THE THINKERS

Thinkers learn how they do their best work by answering questions such as: "Under what circumstances do I do my best work?" and then pushing themselves with, "Why exactly do those circumstances make me better?" Their jobs may not always be able to meet those preferred requirements, but they'll have a better grasp of what makes them tick, which will help when assignment choices do come along.

✔ Share crazy ideas first.

Most Thinkers tasked with a big project usually have a few sets of ideas to present when they meet with their bosses, the team, or clients. They have first a set of conventional ideas that will work within the established order, and second they usually have a few less conventional ideas—the kind that come out of left field. Smart Thinkers present them in reverse order: crazy first, conventional second. Why? While no one is ever going to be laughed at for coming up with an idea that is in keeping with the norms of the culture (whether it is society, school, or a workplace), then again very few boring, conventional ideas have ever changed the world for the better.



Very few boring, conventional ideas ever changed the world for the better

When sharing the outrageous, Thinkers might set up the reviewers to listen with a receptive spirit. For instance, they may preface the idea by saying, "I have some solid ideas that I think are going to work well in our system. But I want to start with a wild and exciting idea that might really break some new ground if we are willing to take a chance on it." Then they'll passionately explain why this idea would resonate with the intended audience.

✔ Ask the right questions.

While others might tend to view Thinkers as free spirits who wear cool, thick-rimmed glasses as they sit around in coffee shops, there is a large group in this identity who are highly logical. Reason, not emotion, rules for these people. The very traits that make some of these logical Thinkers so successful in fixing computers or balancing books for instance, can make them struggle at times relating to other people. And that is why analytical departments like IT can have more than their share of individuals who prefer to hang out by themselves.



People who are likeable are masters at Social Jiu-Jitsu

Some of the more analytical Thinkers—often in STEM positions—say they care deeply about the emotions and opinions of the select group whom they respect, but perceive most others they meet as dull or boring, perhaps because they can't hold a conversation on the same cerebral level. As the saying goes, they don't suffer fools gladly.

However, many successful Thinkers are not only logical but have evolved their more sensitive sides to become, gulp, likeable. People who are likeable are masters at Social Jiu-Jitsu, the art of getting people to talk about themselves without ever knowing it happened. Likeable people use their social graces to cast a spell on others, and they get people to like them for it. It begins with asking the right questions and allowing room for description and introspection. In other words, they ask *how*, or *why*, or *what*. So, as soon as they learn about a person's specific accomplishments, they ask *how* they did it, or *why*, or *what* they liked about doing it, or what they learned from it, or what they would do differently if they were in a similar situation.

YOUR #2 IDENTITY: THE THINKERS

HOW TO ADDRESS BLIND SPOTS AND POTENTIAL CONFLICTS



Patience with persistence is most effective

✘ Learn patience when pitching.

Thinkers must be sold on their own ideas before they have a hope of selling them to others. After all, people are drawn to those who have a genuine passion and belief in what they do. Now, with that said, the minute a Thinker shares one of his cherished ideas he needs to be less shocked when audiences don't jump up and say, "Let's do it!" Sometimes less-creative people need a little time to realize that a brilliant idea is, ahem, brilliant.

The most successful Thinkers are patient when making a pitch. They give others time to think about their unconventional ideas. But if they believe enough in their concepts, then they are respectfully persistent. Patience is important for a Thinker, but patience with persistence is most effective. After all, it took Christopher Columbus—a Thinker if there ever was one—a decade to convince Queen Isabella to finance his mission. Thinkers need to ask smart follow-up questions to better understand their audience's concerns, and also spend time further clarifying their vision.



Enlightened individuals are always open to constructive comments

✘ Consider smart criticism.

One common mistake of Thinkers is to filter out everything but the most positive comments that reinforce their own points of view. Yes, all of us have to avoid negativity from the born pessimists around us, but enlightened individuals are always open to constructive comments from customers and coworkers that make their work better. After all, it will cost much less in time and money to listen and fix problems in the prototype stages than to start over when an idea is already in production.

When others do offer advice, Thinkers might take a note or two, not only for later reference but to show respect. Also, they should avoid any form of criticism during this idea phase such as, "I understand, but . . ." or "In my opinion . . ." And finally they can use the tried but true method of repeating back what's been said to ensure they are really clear on the thoughts being suggested.

✘ Don't be domineering.

Nobody is a saint when it comes to being overbearing, and everyone can have a tendency to be domineering to other people at various times—maybe when they know something in great detail, or they are in a position of authority, or they may just feel a little pushier than usual due to anxiety or pressure. Thinkers can fall prey to the know-it-all-ism syndrome more than other identities.



Thinkers can fall prey to the know-it-all-ism syndrome

They will do well to recognize when they are being overly controlling at work or home and try to understand the reason behind the behavior and especially notice the reactions of other people when their domineering behavior appears. When they do see it happening, they might back up and if necessary apologize to the person whose boundaries they crossed. This can cultivate healthier friendships and relationships in their lives. Most importantly, it helps to analyze why the controlling behavior is rearing its head—is it insecurity or fear, or has another party truly acted inappropriately and needs to be corrected?

YOUR #3 IDENTITY: THE BUILDERS



THE BUILDERS

WHO ARE THEY?

Builders tend to be ideal-oriented and have a strong desire to be part of something bigger than themselves—aligning with a greater vision.

Builders can without a doubt be valuable members of any work team. They often serve as the glue that keeps a team running; they focus on serving and developing others, and are usually driven by furthering the larger purpose of the group versus their own agenda. Most Builders tend to measure success not by their paychecks, but by the impact they are having on the world around them. They are also often committed to leaders of causes and devote themselves to noble missions.

Doing work that has a valuable purpose is a strong desire of many people. A scientifically valid poll conducted by Rutgers University showed that a majority of North American workers say that having a job that aligns with values they believe in is more important to them than having a prestigious career, wealth, or a powerful position—even more important than having children! As for college students polled, 45 percent say they would take a job that paid significantly less if it were with "an organization whose values are like my own." For Builders, this desire is central to their motivation and their sense of self.

Many of those in this identity can make good leaders because studies show that workers achieve much more for leaders who are concerned with their employees' development and well-being. The best leaders articulate a clear purpose and show authentic interest in their people and their goals; and that's a classic Builder for you.

CHARACTERISTICS

- **They want to see others grow.** Builders tend to consider it their personal responsibility to do whatever is in their power to nurture the professional development of their employees and coworkers. They might demonstrate that through: offering ongoing training; taking a personal interest in both the lives and work issues of those on their team; avidly promoting ideas and suggestions of colleagues and direct reports; or encouraging everyone's involvement in decision-making and brainstorming. Some of the best Builder leaders have career conversations with their employees monthly or even as often as weekly, helping ensure their people are getting the right assignments, training, and coaching they need to succeed and grow.
- **They believe everyone is a leader.** Herb Kelleher, former CEO of Southwest Airlines, was a clear Builder. He believed that flight attendants were the most important leaders in the company because they had the biggest impact on the customer experience. Like Kelleher, Builders tend to believe workers at all levels have something important to contribute to the mission of the organization.
- **They've felt a sense of destiny.** Many in this identity say they have believed since they were young that they were supposed to do something important with their lives, mostly in helping lift others; call it a personal mission if you will. Perhaps they didn't set out to be the next Mother Teresa, but they wanted to do something that positively affects the lives of those around them in their work.
- **They want to be surrounded by a passionate team.** It's a hope of most Builders to be aligned with other mission-driven people, and as such, they feel that they and their colleagues collectively can do great things. One of their biggest fears is to be put in a group of clock-punchers—those who seem to have had their passion sucked dry. A bigger fear is to become one of those people themselves.
- **They are loyal friends.** Builders typically enjoy building deep relationships—whether with their customers and coworkers, or friends outside of work—and they customarily feel a strong sense of responsibility to those they care about.
- **They have good people skills.** Builders typically have a heightened ability to get along well with others, especially those who share similar beliefs. This doesn't mean they are necessarily pushovers; they can be outspoken and assertive, but they usually try hard to make relationships positive and often take the position of "wingmen" who inspire and back-up others.

YOUR #3 IDENTITY: THE BUILDERS

WHERE THEY THRIVE

Builders are characteristically happiest and most successful working in organizations where they see and can contribute to a clear greater purpose. This doesn't mean they need to work in social services, teaching, or the nonprofit sector, though some are drawn to this terrain. No, Builders can bring a greatly energizing sense of meaning to work in corporate settings, too.

Managing people often brings out the best in Builders, and can provide them with a sense of purpose many crave. Many of the most admired supervisors, managers, and executives are often in this identity.

Builders tend to thrive in cultures where team members are encouraged to contribute to the mission, and where everyone is considered important to the success of the enterprise. On the flipside, Builders will be increasingly unhappy if they're in jobs or cultures where the bottom line seems to be the overwhelming focus, or where people are not encouraged to help each other out with projects and problems, or where workers are actually meant to compete with one another. Putting in time in such an environment can become drudgery or, more likely, a stress if they are not careful.

YOUR #3 IDENTITY: THE BUILDERS

HOW TO ENHANCE YOUR VALUE AND ACCOMPLISH MORE



*Affect just a few people in
a deeper way*

✔ Think confidently; start small.

In order to make a difference in the world, Builders must first have the confidence that they can actually make a difference—wherever they are, whatever they do for a living. The fact is we all have unique, God—given abilities and talents that others around us don't, and making a difference starts in earnest when a Builder has the confidence to believe he or she has something important to offer the world: perhaps an ability to connect with others, maybe an aptitude to organize or lead or fix things or train.

Most of the happiest Builders have to come to learn that they can have the greatest influence by affecting just a few people in a deeper way. Builders should start small by putting their full energies into serving those in their close circle at work and by sincerely impacting the clients they serve.

Even if Builders don't feel they are part of an organization with a particularly inspiring purpose, they can absolutely still make their work more meaningful. It starts when they ask themselves a series of deceptively simple questions: Who needs my help right now, and how exactly can I support them in reaching their goals? Do I have knowledge that someone new to the team could benefit from? Could something I've learned about the way things work here help my customers navigate their way to success? Is there any how-to knowledge I can pass along to someone else on the team?



*The better Builders
understand their driving
motives, the better able
they are to sculpt*

✔ Consider the *why*.

Introspective Builders—those who already know what they love to do and why they love it—should consider themselves fortunate. But there are many with Builder tendencies who not only struggle to find meaning in their work, but even have a hard time explaining what is *really* driving them to serve or develop others. Why are they wired the way they are?

To help Builders probe into their treasured hopes for their work lives, they should ask themselves: "Why does serving people or developing others matter to me? Is it to help others, to be part of something bigger than myself, for fame and fortune, because a great leader inspired me, to fulfill a need sparked in childhood, or another reason?"

Then they should push themselves with a ton of *why* and *what* questions: "Okay, but *why* did that leader inspire me?" or "If I could fast forward a few years to make my job really rewarding, *what* do I think would be rewarding about it?" The better Builders understand their driving motives, the better able they are to sculpt their jobs.

✔ Have a plan.

It might sound obvious to start here, but the most successful Builders accomplish big things because they write down good, clear, and inspiring plans—and that's rare.

It's amazing how real results start happening only after people put a road map down on paper. Customer satisfaction goals, new products launched, clients to be served; all result from a clear plan that people can follow.



*Write down good, clear,
and inspiring plans*

YOUR #3 IDENTITY: THE BUILDERS



Trust people to do great things

✔ Inspire the uninspired.

Builders who are in leadership roles often complain of frustrations that the people who work with or for them don't share their level of passion for their projects or company or clients.

A vital first step to improving the engagement of others happens when a leader gets to know what motivates each individual on their team and then helps them align their work with their motivators. Another way is to care about people on a personal level, sitting down at their desk or work site and asking about their hobbies, family, background—basically caring about what they care about.

Another important way Builder leaders inspire others is by pitching in with the least-favorite tasks of their coworkers or employees, rolling up their sleeves and helping when things get tough. They can aim their efforts to get others to connect more to the organization on a deeper level—understanding the why of their work—so they'll want to see the enterprise succeed, too. And, finally, one of the most powerful ways to inspire engagement is by trusting people to do great things, or put another way: empowering them.

The best Builders encourage others not by giving directions and micromanaging but by leading versus doing—believing that the people around them will figure out the right things to do at the right time. It may not be according to what the leaders were expecting, but it may be something terrific they hadn't thought of before.

✔ Write a rally cry.

A great idea for those wanting to make a greater difference at work is to help their teams develop a clear and inspiring rally cry—the team's reason for being, the high-level, overarching idea about why it exists. Inevitably when researchers interview teams about "why they do what they do," they get as many different answers as there are people on the team.

The best rally cries—those that are the most motivating—have little to do with shareholders or bosses, but are instead focused on how the team makes its part of the world a better place. For instance, at Zappos, the online shoe retailer, the rally cry is: "Powered by Service."

Another great example: Employees of a very productive benefits department said they weren't there to ensure forms were filled out properly or claims processed, but so that employees who got sick had someone to care about them and make sure they got better. Now, that's a cause that any benefits professional could get behind. Every person on every team should be able to explain in passionate language why they drag themselves out of bed every day and go to work—and how their specific team and their individual effort contribute to the success of the larger organization.



The best rally cries are focused on how the team makes the world a better place

YOUR #3 IDENTITY: THE BUILDERS



Identify the root causes that get them passionate

✓ Pinpoint specific passions.

To connect a Builder's talents to fulfill a greater purpose in the world, they should take the time to pinpoint the specific issues they care most about, which groups of people they have the most compassion for, what changes in society or business they most wish to see.

Only when they have identified the root causes that get them passionate can they begin to research the changes to their current work tasks that might bring the greatest fulfillment. Builders are usually most motivated and proud of their work when they are able to champion a few issues they innately care about in their day-to-day tasks.

✓ Develop hard soft-skills.

The best Builders who are leaders of people are highly committed to the growth and development of those in their care, which is actually a hard, not a soft skill. This means leaders must take the *real, practical* steps that will lead to development in their employees. As just one example, the best Builder leaders are very good at putting their people in positions to shine in front of management and influential customer groups.



Leading is a hard, not a soft skill

Other great leaders regularly meet with their people to understand their career development goals and needs, assign them tangible tasks that will push them to learn new skills, and give them cross-training and educational opportunities to grow—even if that means these employees might leave the nest one day.

When one senior leader once questioned the importance of developing his people, worrying that these individuals would just fly the coop after they were trained and given opportunities to grow, a fellow manager quipped, "What if we don't develop them and they stay?" While some Builders are good at the soft side of encouraging—cheerleading and being supportive—they must also learn to do the hard work of helping their people shine and grow. This is what sets transformational leaders apart from the transactional.

✓ Market positively.

While a few of the Achievers and Reward-Driven may be, ahem, perhaps a wee bit guilty of exaggerating their positive traits and accomplishments, Builders can sometimes have the opposite problem. Due perhaps to their chemistry, many people in this identity seem to give such an honest, unbiased, and sometimes underwhelming assessment of their skills or accomplishments that they can receive average or even poor reviews from bosses at raise time or those bosses who are looking to promote someone.

A way to improve their prospects is for Builders to think about themselves as a commodity for sale and answer the following questions: What problem do I overcome for my employer? What is my personal mission and what are my values? What are my strongest qualities? What makes me unique? What challenges have I faced and how specifically did I address them?

To help market themselves better, Builders should take stock of their accomplishments on at least a weekly basis by writing them down—from the seemingly trivial to major achievements.



Builders should take stock of their accomplishments

YOUR #3 IDENTITY: THE BUILDERS

HOW TO ADDRESS BLIND SPOTS AND POTENTIAL CONFLICTS



*Exert tough love and
say no if necessary*

⊗ **Exert tough love when needed.**

Like a parent-child relationship in which the parent bails the child out of trouble by fixing problems or doing the late homework, when Builders on the team step in to take care of issues that arise, some other employees can actually be tempted to sit back and put in less effort, produce poorer quality, serve fewer customers, or put less thought into resolving issues or conflicts themselves.

That doesn't mean wonderfully service- and team-oriented Builders shouldn't come to the rescue when needed, but if they find themselves doing it over and over again for the same people, it's time to exert tough love and say no—at the very least requiring those they are constantly helping to step up and come up with solutions to the problems themselves.



*Complaining with no
solution is a toxic habit*

⊗ **Avoid whiners.**

There's typically a group of people who complain about everything at the office, they are the whiners. If the boss pulls out her wallet and starts handing out twenty-dollar bills, this group will later moan that they weren't fifties. While it may seem counterintuitive for seemingly high-minded Builders, they can find themselves in this petulant lot. Why, when they can be so naturally full of purpose and high ideals? Actually, it's because of that.

Builders often have a lofty set of standards, and they expect others to live up to those principles. When leaders or coworkers disappoint, it can lead to disillusionment and discontent for those in this identity. But complaining with no solution is a toxic habit for Builders (it's not very healthy for the other identities either).

Sometimes making a positive difference at work is simply a matter of how a person chooses to think. Builders should look for ways to be authentically positive; for instance, publicly acknowledging a coworker's accomplishment on completing a project. And even if it doesn't help change the office environment, they can always do this at home: telling their significant others or kids why they are inspiring, always using specific language not vague platitudes.



*Sculpt things
where they are*

⊗ **Try to bring purpose before jumping ship.**

Some purpose-driven Builders, in seeking to reach a level of fulfillment in life, will leave their jobs or turn from secure pathways to "find" themselves. Before leaving for pastures that may or may not be greener, and giving up their known world in the process, Builders should always try to bring purpose to a current role first. They should take a long look at their current jobs and ask if they can sculpt things where they are.

Next, they should push themselves to understand exactly what difference they could make or would want to make in their current roles. And better yet, they should bring others into the exploration and have regular conversations about their career goals with their manager, peers, family members, mentors, or other leaders whose opinions they value. For those unfortunates who still do not feel they are able to build at work, all is not lost. There's always the opportunity to put extra time and energy into a nonprofit or school that is making a difference and needs their drive and talents.

LEARN MORE

PUT YOUR PASSIONS TO WORK

The authors are founders of The Culture Works®, a global firm that helps many of the world's most successful organizations with leadership and employee motivation training and culture consulting and assessment.

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