Motivation is the driving force which helps us to achieve goals. This questionnaire is an attempt to understand what motivates you at this career stage. It will also help your HR department to identify disparities in the current motivational programmes in force in the organization that don’t address your needs.

The questionnaire consists of 4 questions. Every question requires you to encircle an option you think is most appropriate. There are no ‘RIGHT’ or ‘WRONG’ answers.

Please note that any information shared by you will be used for research purposes only and will be treated with utmost confidentiality.

Personal Information

Please attach your business card here.

Identity will kept confidential.

1) Please encircle A, B or C depending on where you lie on the hierarchy chart in your organization.

A. Senior Management

The General Manager, Managing Director, Chief Executive, Board of Directors all belong to this category. Authority mainly lies with this level of management. The top level management generally performs the planning function. It lays down broad policies and goals of the organization.
B. Middle Management

The Departmental heads and the Branch heads belong to this category of management. The Middle level management is answerable to the top level management for functioning of their departments. The Middle level management generally performs organizing and directing functions. It implements the organizational goals and plans according to the directions of the top management.

C. Junior Management

The Supervisors, Executives, Management trainees etc. all belong to this category of management. This level of management generally performs or executes the tasks.

2) Do you believe that different things motivate people differently?

A. Yes.
B. No.

3) Listed below are 13 motivator categories with examples for your understanding. Please encircle 5 motivators that are most significant to you at this stage of your career.

A. Achievement

Examples
- Achieving 100% of set targets.
- Independently handling a new project end to end.

B. Power/Influence

Examples
- Leads a team to achieve a goal.
- In-charge of organizing an annual function of an organization.

C. Self Development

Examples
- Attending workshops and training programmes.
- Playing multi-roles within the organisation.
D. Creativity

**Examples**
- Executing unconventional ideas.
- Executing mundane tasks innovatively.

E. Interest/Usefulness

**Examples**
- Get involved in a cross functional group to execute a job that interests you.
- Get involved in jobs that provide variety and stimulation.

F. Money

**Examples**
- Mid-term Bonus.
- ESOPs.

G. Material Reward & Fringe Benefits

**Examples**
- Laptop / car.
- Travel allowance / Tax free Food coupons.

H. Recognition

**Examples**
- A letter of appreciation from the CEO.
- Awarding Trophy in an annual general meeting.

I. Safety/Security

**Examples**
- Organizing regular medical checkups for employees.
- Maintaining high standards of safety regarding the physical conditions of the work place.

J. Process & Systems/Structures

**Examples**
- Leave sanction.
- Advance taken for company work.
K. Relationships

**Examples**
- Celebrating significant events for employees and networking through parties.
- Achieving goals through structures and systems that encourage team efforts.

L. Friendly HR Policies

**Examples**
- Two days weekly off.
- Working from home.

M. Others (Please specify in detail)

Refers to those factors that have not been included in the above 13 motivator categories.

4) From the 5 motivators encircled above, which of those are unfulfilled?

A. Achievement
B. Power/Influence
C. Self Development
D. Creativity
E. Interest/Usefulness
F. Money
G. Material Reward & Fringe Benefits
H. Recognition
I. Safety/Security
J. Process & Systems/Structures
K. Relationships
L. Friendly HR Policies
M. Others
Motivation is the driving force which helps us to achieve goals. This questionnaire will help identify motivation related challenges and strategies implemented in your organization.

The questionnaire consists of 4 questions. Every question requires you to encircle an option you think is most appropriate. There are no ‘RIGHT’ or ‘WRONG’ answers.

Please note that any information shared by you will be used for research purposes only and will be treated with utmost confidentiality.

Personal Information

Please attach your business card here
Identity will kept confidential.

1) Do you believe that different things motivate people differently?
   A. Yes
   B. No

2) Out of the 3 Human Resource functions mentioned below, please encircle only 1 area posing maximum challenge.
   A. Recruitment
   B. Motivation
   C. Retention
3) Please encircle & share the various motivational programs that are currently practised in your organization that fall under any of the 13 motivator categories mentioned below:

A. Achievement

**Examples**
- Achieving 100% of set targets.
- Independently handling a new project end-to-end.

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B. Power/Influence

**Examples**
- Leads a team to achieve a goal.
- In-charge of organizing an annual function of an organization.

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C. Self Development

**Examples**
- Attending workshops and training programmes.
- Playing multi-roles within the organisation.

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D. Creativity

**Examples**
- Executing unconventional ideas.
- Executing mundane tasks innovatively.

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E. Interest/Usefulness

**Examples**
- Get involved in a cross functional group to execute a job that interests you.
- Get involved in jobs that provide variety and stimulation.

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F. Money

**Examples**
- Mid-term Bonus.
- ESOPs.

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G. Material Reward & Fringe Benefits

**Examples**
- Laptop / car.
- Travel allowance / Tax free Food coupons.

H. Recognition

**Examples**
- A letter of appreciation from the CEO.
- Awarding Trophy in an annual general meeting.

I. Safety/Security

**Examples**
- Organizing regular medical checkups for employees.
- Maintaining high standards of safety regarding the physical conditions of the work place.
J. Process & Systems/Structures

**Examples**

- Leave sanction.
- Advance taken for company work.

K. Relationships

**Examples**

- Celebrating significant events for employees and networking through parties.
- Achieving goals through structures and systems that encourage team efforts.

L. Friendly HR Policies

**Examples**

- Two days weekly off.
- Working from home.
M. Others.

Refers to those factors that have not been included in the above 13 motivator categories.

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4) Please list down any other motivational programs that you wish to execute in the near future.

A. Achievement
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B. Power/Influence
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C. Self Development
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D. Creativity

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E. Interest/Usefulness

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F. Money

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G. Material Reward & Fringe Benefits

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H. Recognition

I. Safety/Security

J. Process & Systems/Structures

K. Relationships
L. Friendly HR Policies


M. Others


==================================================================
A. Achievement
Refers to an individual's desire for significant accomplishment, mastering of skills, control, or high standards.

Likely motivators:
- Could be strongly energized by a challenge and by being professionally stretched.
- Being able to achieve targets is likely to be a major motivator.
- Goal setting is likely to be very energising.
- Very likely to enjoy a culture that emphasises achieving difficult targets.

Likely demotivators:
- Undemanding work could be very frustrating.
- Lack of targets is very likely to demotivate.

Cues:
- Check what constitutes a challenging target.
- Provide work that will challenge his abilities.
- Set targets that will give him something to strive for.
- Involve him in setting his own targets and measures of success.
- Always celebrate success when he meets difficult targets, particularly ones he has set for himself.

B. Power/Influence
Refers to the need to exercise authority, lead others and make an impact by being in position to influence others.

Likely motivators:
- Highly motivated by being given scope to organize own approach to work.
- Likely to be strongly motivated by opportunities to work independently.
- Could find opportunities for managing people or situations energising.
Likely demotivators:
- Likely to be very irritated by regular close supervision.
- A lack of autonomy could prove to be very demotivating.

Cues:
- Check what constitutes “exercising authority” for him.
- Try and take a relatively “hands off” approach to managing him.
- As far as possible try and allow him to structure his own approach to work and involve him in the decision making process.
- Encourage him to express his opinions and try to influence others in a constructive manner.
- Delegate some responsibility to him or put him in situations where he will have the opportunity to be in charge and exercise authority.

C. Self Development
Refers to the need to develop knowledge skills, talents, potentials and enhance quality of life.

Likely motivators:
- Motivated by opportunities for further training and development and acquisition of new skills.
- Finds opportunities for learning motivating.
- Personal development is likely to be important.

Likely demotivators:
- A lack of opportunity for self development would frustrate.

Cues:
- Check what constitutes personal development and growth for him.
- Check his preferred learning style or approach.
- Provide opportunities for continual learning of skills.
- Encourage an open discussion about his career aspirations and skills he will need to progress.

D. Creativity
Refers to the need to create something novel (a product, a solution, a work of art etc.) that has some kind of value or taking an unconventional approach towards a goal which satisfies you.

Likely motivators:
- Check what constitutes creative approach for him.
Providing him opportunities to take the unconventional approach to problem solving is likely to motivate him.

**Likely demotivators:**
- Not providing him enough opportunities for creative pursuits is likely to stifle his creativity.

**Cues:**
- Reward him for out of the box thinking.
- Nominate him for creativity workshops.
- Always consider suggestions and fresh ideas shared by him and ensure his presence in the brainstorming sessions to get fresh ideas.
- Setting aside some time for him every day (at the same time each day!) that is dedicated to creative thinking, innovative problem solving, or free thinking.

**E. Interest/Usefulness**

Refers to the need to work on a project, arousing interest that makes a worthwhile contribution towards self, organization and society adding meaning and purpose to everyday actions.

**Likely motivators:**
- Likely to be motivated by jobs that provide variety, interest, and usefulness.
- Work seen as stimulating or interesting is likely to motivate.
- Likely to enjoy being creative.
- Would prefer doing jobs that have a larger role to play and make a difference.

**Likely demotivators:**
- Routine tasks are likely to frustrate and demotivate.

**Cues:**
- Check what constitutes variety and utility for him.
- Check what interests him most and try to include those elements in his job.
- Ensure that his work is varied.
- Ensure that his job has an impact that can be acknowledged.
- Avoid setting too many routine and mundane jobs.
- When routine tasks are essential ask him to explore new approaches to doing them.
F. **Money**
Refers to the need to be appropriately compensated financially for the services rendered.

**Likely motivators:**
- Likely to focus on monetary compensation offered.

**Likely demotivators:**
- Likely to get focused on money inspite of offering the best of other benefits.

**Cues:**
- Check what constitutes for fair pay package for him.
- As far as possible highlight the link between his performance and any pay rise.
- Demonstrate to him how an increase in his performance will lead to increased financial package.

G. **Material Rewards & Fringe Benefits**
Refers to the need to be rewarded with benefits in kind (also called fringe benefits, perquisites, perqs or perks) that are the various non-wage compensations provided to employees in addition to their normal salary.

**Likely motivators:**
- Likely to be focused on salary and other monetary benefits.
- Likely to focus on the relationship between effort invested and subsequent pay.

**Likely demotivators:**
- Likely to be very demotivated by what appears to be an insubstantial increase in pay or benefits.

**Cues:**
- Check what constitutes for fair remuneration for him.
- As far as possible highlight the link between his performance and any pay rises and bonuses awarded.
- As far as you can ensure that salaries, bonuses and other financial rewards are awarded equitably.
H. Recognition
Refers to the need to be recognized and appreciated for the contributions made to the organization.

Likely motivators:
- Praise and positive feedback is likely to be motivating.
- Recognition for a job well done is likely to be energizing.

Likely demotivators:
- Likely to become demotivated by a lack of support or appreciation.

Cues:
- Check what forms of praise and recognition are most meaningful to him.
- Ensure that you praise his good work.
- Do not praise him too much or too often as this will dilute the impact of praise when given.
- Celebrate success publicly whenever possible.

I. Safety/Security
Refers to the need to be protected against physical, social, spiritual, financial, political, emotional, occupational and psychological damage.

Likely motivators:
- Job and personal security is likely to be most important.
- A pleasant and safe work environment is likely to motivate him.

Likely demotivators:
- Likely to feel concerned due to job insecurity.
- Any element of risk or unsafe conditions may be demotivating.

Cues:
- Check what constitutes comfortable working conditions for him.
- Ensure that his work environment is minimal risk.
- If possible emphasise on the long term benefits.
- Provide good working conditions and surroundings.
J. **Process & Systems/Structures**
Refers to the need for orderliness and to follow strictly pre ordained and determined methods and approaches for problem solving & decision making.

**Likely motivators:**
- Laid down rules, regulations, procedures are likely to motivate him.
- He is likely to feel more comfortable with a planned approach to every single task.
- Likely to have a high need for rules and structure and to reduce uncertainty and establish guidelines.

**Likely demotivators:**
- Handling too many crisis situations where he doesn’t have a control over the situation is likely to demotivate him.
- Absence of documented employee handbook, or no guidelines on rules and regulations could frustrate him.

**Cues:**
- Check what constitutes a system and process for him.
- Ensure that there is as much order and processes introduced to him.
- Give him the responsibility of developing rules, regulations, systems and processes.
- Providing him maximum clarity with regards to role he has to play, job description, will motivate him.

K. **Relationships**
Refers to the need for friendly relationships and human interaction.

**Likely motivators:**
- Being able to work as part of a team and help others is likely to motivate.
- Opportunities for meeting new people are likely to motivate.

**Likely demotivators:**
- Lack of interaction with others or isolation is likely to demotivate him.
- An unhappy work environment might frustrate him.
Cues:
- Check what constitutes working closely with others for him.
- Emphasize the importance you place on team working.
- Ensure a role that would allow him to have maximum interaction with people around.
- Explore opportunities for him to network or meet other people.

L. Friendly HR Policies
Refers to practices or arrangements in the form of formal rules and guidelines established by an organization, to support employees and to improve the compatibility of work and family resulting in work life balance.

Likely motivators:
- Having employee supportive policies is likely to motivate.

Likely demotivators:
- HR policies that do not consider employee welfare might demotivate him.
- Very stringent HR policies might frustrate him.

Cues:
- Check what constitutes friendly HR policies for him.
- Build rules regulations offering a win win situation for the management and employee.
- Conducting an open forum where all employees could voice their concerns and suggest new approaches.
The Compass enables a Gap analysis assisting the organization to do a comparative analysis of ‘actual’ and ‘potential’. The two core questions it answers is "Where are we?" and "Where do we want to be?”. It reveals areas that can be improved. Gap analysis involves determining, documenting, planning and taking the corrective action.

Please bear the following points in mind as you consider the results presented below:

1) Your profile is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring here is your own perception of what you find motivating.

2) The compass indicates top 5 motivators significant for you at the existing career stage. Motivation Mapping is an ongoing process and therefore must be reviewed/re-examined at regular intervals (every 6 months) as the nature of motivation keeps changing.

3) Remember that the Compass is intended to help you clarify your top motivators resulting in increased self awareness and direction to develop and achieve growth with the support of the HR department.

4) Along with increasing yourself awareness the Compass also provides cues in providing a guideline for the human resource to take a corrective action towards improving work motivation.

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<th>Name of the employee:</th>
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### Action Plan

**Unfulfilled motivator:**

**Likely motivators:**

**Likely demotivators:**

**Cues:**
## ANNEXURE V

**POTENTIAL PROFILER**

1) **Personal Information:**

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2) **Educational Background:**

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3) **Professional Background:**

- Current Job/ Most Previous Job:
- Tenure:
- Designation & Department:
- Role:
- Number of Promotions:
- Reasons why you have or are planning to quit the previous job:
- Reasons why you are considering this organisation for employment:

- Previous Job:
- Tenure:
- Designation & Department:
- Role:
- Number of Promotions:
- Reasons why you quit that job:
- Reasons why you are considering the current/most previous job:

4) **Do you believe that different things motivate different people:**

   Yes / No

5) **Do you think presence of motivation and related factors play an integral role to business success and survival:**

   Yes / No
6) **What motivates you now?**

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7) **What are your professional goals?**

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