



# DRIVERS DEVELOP

Sam Sample

09/06/2025



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# Introduction



## This Assessment

Drivers is a measure of personal work values, drivers, and motivations. It considers the aspects of work that are more likely to motivate individuals. It focuses on the eight areas of organisational culture and work motivation identified by Edgar Schein in addition to financial compensation. These areas are detailed below.





## This Report

The purpose of this report is to give information about the aspects of work that are most likely to motivate or demotivate Sam at work. The report identifies their top drivers and provides self-reflection questions to help managers or coaches explore their work drivers and the types of environments, teams, roles, or incentives that are most likely to motivate them.

The contents of this report can be used to help improve Sam's engagement, job satisfaction, and performance. This can be facilitated by considering the motivational characteristics of the environment or role in relation to their drivers. Once this is understood, changes to the role or environment can be considered to align more closely to their drivers. It can also be used to support Sam's career decisions if they are looking for a change.

It is unlikely that any job role will perfectly match a person's drivers and motivating factors, but engagement, satisfaction, and performance can be maximised by seeking the greatest correspondence possible. While developmental changes may be required, these can be implemented incrementally, where step changes are not possible for pragmatic reasons.

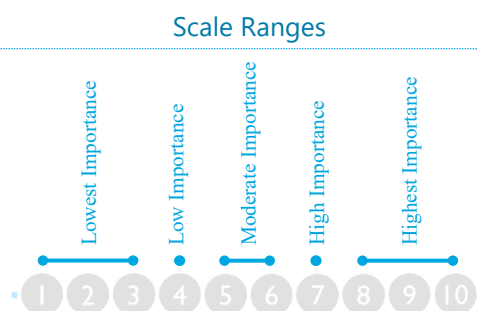
This is a confidential assessment report. It was requested for a specific purpose and has influenced the information and conclusions drawn. The information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

Drivers is an indicator of preference only. The publishers, therefore, accept no responsibility for decisions made using this assessment and cannot be held responsible for the consequences of doing so.



## Rating Scale

Scales in this report are described in terms of their relative importance to the participant and are represented on a 10-point scales. As a guide, scores of 1 to 3 are considered of lowest importance, while scores of 5 to 6 are of moderate importance, and scores of 8 to 10 are considered of highest importance.



## Profile Summary

Detailed below is a summary of Sam's results. What this means on-the-job is detailed more fully in the remainder of this report.



## Results in Detail

This section provides detailed descriptions of Sam's results for all drivers' scales.

### Description

Drivers are described below in terms of their relative importance to Sam.



#### Autonomy

Lowest Importance Band

- Having autonomy and independence in their work is not likely to drive Sam.
- They is not likely to be motivated by being their own boss or by the ability to work independently of others.
- Rating this driver as being of very low importance to them, they may not mind being assigned objectives, tasks and work schedules with little or no input from them.



#### Stimulation

Low Importance Band

- Having stimulating work is not likely to be a strong driver for Sam.
- They may not be strongly motivated by working on a variety of exciting, complex and challenging tasks.



#### Opportunity

High Importance Band

- Opportunity stands out as a fairly important driver for Sam.
- They may want to have the freedom to pursue business opportunities.
- Their need to seek opportunities in their work may include the desire to build a business or product, take risks, innovate, push boundaries, and drive their own success.
- Given the strength of this driver, they may become demotivated by a role that does not allow them the freedom to be an entrepreneur.



#### Security

Low Importance Band

- Security is not likely to be a strong driver for Sam.
- They may not be strongly motivated by having career or financial stability.

**Description**

Drivers are described below in terms of their relative importance to Sam.

**Purpose**

Lowest Importance Band

- Service is not likely to be a strong driver for Sam.
- They may not be strongly motivated by making a positive impact or achieving something of value through their work.
- Rating this driver as being of very low importance to them, they may not mind having some uncertainty or volatility in their work.

**Authority**

Highest Importance Band

- Authority stands out as a primary driver for Sam.
- They are likely to desire to achieve a position of power and authority in their work.
- Their strong need for achieving a position of influence over others may include the desire to lead others, make important decisions, and control budgets and resources.
- Given the strength of this driver, they are likely to be demotivated by roles where they are not able to be in a position of power or authority.

**Work-Life Balance**

Moderate Importance Band

- Work-Life Balance is a moderate driver for Sam.
- While they may seek fulfilment in their personal life and wish to achieve a balance between their personal and work obligations, their need for personal fulfilment is not likely to be particularly strong.

**Technical Achievement**

Highest Importance Band

- Technical Achievement is a significant driver for Sam.
- They are likely to seek work that enables them to develop and demonstrate their technical competence.
- Their strong need for achieving technical competence in their work may include the desire to provide expert advice, be recognised as an expert in their field, and receive recognition for their technical achievements.
- Given the strength of this driver, they are likely to be demotivated by roles that do not allow them the scope to develop their technical skills to a high level of competence.

**Compensation**

Moderate Importance Band

- Compensation is a moderate driver for Sam.
- While they may seek to achieve financial success in their work, their need for financial reward is not likely to be particularly strong.

## Top Drivers

Use the following points to help design work and work incentives that cater to Sam's drivers.

	Drivers <i>Things that are most likely to motivate them.</i>	Blockers <i>Things that may demotivate them.</i>
 <b>Technical Achievement</b> Highest Importance Band	<ul style="list-style-type: none"> <li>• Being recognised as an expert in their field.</li> <li>• Having opportunities to develop their technical skills.</li> <li>• Having opportunities to demonstrate their technical skills.</li> <li>• Being able to provide their expert advice.</li> <li>• Being recognised as an expert in their field.</li> </ul>	<ul style="list-style-type: none"> <li>• Not having access to technical development or training.</li> <li>• Being unable to utilise their technical skills and talents.</li> <li>• Having little or no opportunity to share their expert advice.</li> <li>• Not being recognised for their technical achievements.</li> </ul>
 <b>Authority</b> Highest Importance Band	<ul style="list-style-type: none"> <li>• Having a leadership role.</li> <li>• Being able to make important decisions.</li> <li>• Controlling budgets and resources.</li> <li>• Being able to influence and give directions to others.</li> </ul>	<ul style="list-style-type: none"> <li>• Taking on a supportive role, where they are not able to directly influence others.</li> <li>• Having little or no responsibility over others.</li> </ul>
 <b>Opportunity</b> High Importance Band	<ul style="list-style-type: none"> <li>• Having the freedom to pursue business opportunities.</li> <li>• Having the freedom to innovate and push boundaries.</li> <li>• Having the freedom to take risks.</li> <li>• Having the freedom to drive their own success.</li> <li>• Gaining recognition for their own accomplishments.</li> </ul>	<ul style="list-style-type: none"> <li>• Working under restrictive oversight, rules and regulations.</li> <li>• Not having the scope to prove their ingenuity and push boundaries.</li> </ul>
 <b>Compensation</b> Moderate Importance Band	<ul style="list-style-type: none"> <li>• Having a high salary compared to others in their field.</li> <li>• Receiving commissions, bonuses or other financial incentives or benefits for their work.</li> </ul>	<ul style="list-style-type: none"> <li>• Being paid less than others in their field.</li> <li>• Working for an organisation that does not pay well.</li> <li>• Not being offered financial incentives or bonuses for their work.</li> </ul>

## Exploring Drivers

Use the questions provided in this section as a guide to probe what aspects of work Sam is motivated by. This section also provides several recommendation to redesign organisational strategies, roles or incentives to better motivate Sam.

### Self-Reflection Questions

Use these questions to gauge Sam's work needs and their impact on their motivation at work.



#### Technical Achievement Highest Importance Band

- Is being an expert in your field an important work driver for you and why?
- Give me an example of when you applied newly acquired knowledge or skills at work.
- Give me an example of when you asked someone else to look after the technical aspects of something you were assigned.
- Tell me about how you keep abreast of the professional/technical aspects of your job?
- Give me an example of when you had to explain a complex technical concept to others. How did this make you feel and how did you go about explaining the concept?



#### Authority Highest Importance Band

- Are you motivated to be in a position of power or authority over others and why?
- Have you ever declined a position because it came with a level of responsibility you weren't comfortable with?
- Tell me about a time when you made an important decision that affected others. How did it make you feel and how did you reach your decision?
- Give me an example of when you tried to convince a group of people of something they didn't support. How did this make you feel and what did you do?
- Tell me about a situation in which you took the lead at work. How did this make you feel and what did you do?



#### Opportunity High Importance Band

- How important is it for you to have the freedom to take-risks and push boundaries in your work and why?
- Tell me about a situation in which you started a new venture that was considered risky. How did this make you feel and what did you do?
- Tell me about an opportunity that you passed because you felt it was too risky. How did you feel about your decision in hindsight and why did you feel it was too risky?
- Give me an example of pushing for new changes at work. How did this make you feel and what did you do?



#### Compensation Moderate Importance Band

- Are you motivated more by salary and benefits or by experience and fulfilment at this stage in your career? Can you explain why?
- Have you ever declined a position because it didn't pay as much as you were asking?
- If you could design an incentives package that would motivate you, what would you include?



### Optimising Engagement

Consider the following structural or job redesign suggestions.



**Technical Achievement**  
Highest Importance Band

- Recognise and reward employees' skills and skill development.
- Explore further technical or skills training to support Sam's professional development.
- Seek and utilise Sam's expertise in their field.
- Consider employee recognition programs that highlight technical achievements.



**Authority**  
Highest Importance Band

- If Sam is not in a leadership position then explore concepts of participative management, where Sam can share decision-making powers with their immediate superiors.
- Consider involving Sam in decision-making committees.
- Explore enrolling Sam in leadership development programs.



**Opportunity**  
High Importance Band

- Discuss providing Sam with networking opportunities such as attending trade shows or conferences with clear objectives for business growth and development.
- Consider involving Sam in product focus groups, brain-storming sessions, or, even, providing them with the opportunity to directly contribute or lead the development of a product or service.
- Review your organisation's core values, mission statement, and recognition programs to ensure they address healthy risk-taking attitudes and promote a preparedness to try the unknown.



**Compensation**  
Moderate Importance Band

- Consider different pay programs such as variable pay, bonuses, or other financial incentives programs where pay is tied to individual, group or organisational performance and can be catered to each employee.
- Review industry salary information to see where your organisation stands and what you could offer based on Sam's skills and contributions.
- While money may be important to Sam, it is not strongly linked to job satisfaction and its effects can be short-term, which is why it is important to explore other drivers in addition to financial incentives to improve Sam's engagement, job satisfaction and performance.



## Development Plan

Understanding the aspects of work that drive Sam can help identify the following aspects of work:

- the organisations they are most likely to want to work for,
- the teams they are likely to want to work with,
- the activities they are likely to enjoy, and
- the incentives that they are likely to be driven by.

Use Sam's top drivers to list the aspects of work that are most likely to drive them. This list can be used to identify the types of environments or roles they are likely to thrive in, or they could be used to change the structure of their work or incentives to be better aligned with their drivers.

### Organisation

What aspects of a current or future organisation are most likely to motivate them?

### Team

What aspects of a current or future team are most likely to motivate them?

### Role

What aspects of a current or future role are most likely to motivate them?

### Incentives

What aspects of a current or future incentives scheme are most likely to motivate them?

