



DRIVERS FEEDBACK

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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 you at work. The report identifies your top drivers and provides self-reflection questions to help you explore your work drivers and the types of environments, roles, and incentives that are most likely to motivate you.

The contents of this report can be used to help improve your engagement, job satisfaction, and performance. This can be facilitated by considering the motivational characteristics of the environment or role in relation to your drivers. Once this is understood, changes to the role or environment can be considered to align more closely to your drivers. It can also be used to support your career decisions if you 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.



Results in Detail

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



Autonomy

Description

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

- Having autonomy and independence in your work is not likely to drive you.
- You is not likely to be motivated by being your own boss or by the ability to work independently of others.



Stimulation

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



Opportunity

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



Security

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

Description

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

**Purpose**

- Service is not likely to be a strong driver for you.
- You may not be strongly motivated by making a positive impact or achieving something of value through your work.

**Authority**

- Authority stands out as a primary driver for you.
- You are likely to desire to achieve a position of power and authority in your work.
- Your 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, you are likely to be demotivated by roles where you are not able to be in a position of power or authority.

**Work-Life Balance**

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

**Technical Achievement**

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

**Compensation**

- Compensation is a moderate driver for you.
- While you may seek to achieve financial success in your work, your 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 your drivers.

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

Exploring Drivers

Use the questions provided in this section as a guide for self-reflection as to what aspects of work you are motivated by.

Self-Reflection Questions

Use these questions to reflect on your work needs and their impact on your motivation.



Technical Achievement

- Is being an expert in your field an important work driver for you and why?
- Consider an example of when you applied newly acquired knowledge or skills at work.
- Consider an example of when you asked someone else to look after the technical aspects of something you were assigned.
- Think about how you keep abreast of the professional/technical aspects of your job?
- Consider 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

- 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?
- Think 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?
- Consider 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?
- Think about a situation in which you took the lead at work. How did this make you feel and what did you do?



Opportunity

- How important is it for you to have the freedom to take-risks and push boundaries in your work and why?
- Think 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?
- Think 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?
- Consider an example of pushing for new changes at work. How did this make you feel and what did you do?



Compensation

- Are you motivated more by salary and benefits or by experience and fulfilment at this stage in your career? Can you think of 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?



Development Plan

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

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

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

Organisation

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

Team

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

Role

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

Incentives

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

