



# Motivation in the workplace evaluation

Feedback Report for  
Sample report

03rd June 2016

“

*Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it*”

*Lou Holtz*

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# Introduction



It is not really possible to separate personal motivation and workplace motivation because the common denominator is people. People are looking to succeed in their personal lives as much as at their workplace. However, despite numerous pieces of research that link workplace motivation to performance, many people today are still not fully aware of the direct effect motivation has on the way they operate and more importantly, they do not truly understand what drives them anyway.

The size of the organisation you actually work for is irrelevant; what is important is whether your job links to core elements which motivate you. It will be different for each and every one of us and will also vary over time. Unlike our personal values though, our work motivators are flexible according to our personal needs at any time.

***‘The mind is not a vessel to be filled but a fire to be kindled’***

**Plutarch (46-120 AD)**

This booklet provides you with the both the output from your ‘motivation in the workplace’ evaluation and an interpretation of these results. Despite the fact that this evaluation is designed specifically for the workplace, this knowledge may also assist non-work motivation in some cases as well. We hope you enjoy this process of learning and wish you every success in applying this knowledge.

# Defining motivation



We each have a different reason for getting out of bed in the morning. Our motives (derived from the Latin *movere*, to move) are major determinants of our behaviour. Therefore, if you understand your motives, you can influence your behaviour in a more positive way.

A survey carried out by Reade (2003), revealed that students rate job satisfaction more highly than money. The top two aspects of the ideal job were enjoyment and friendly colleagues. Earning enough came third. This fact is borne out by job advertisements by many of the more progressive organisations who major on job enjoyment rather than pure financial reward within the workplace. Understanding our personal motives is a crucial element in our engagement within the workplace.

Reference: Reade, Q (2003) *Graduates put enjoyment at top of ideal job wish list*, Personnel Today, 7 January, p8

## Drives, motives and motivation

Motivation can be explored from three distinct but related perspectives:

**Goals:** the main determinants for our behaviour.

**Decisions:** Why do we pursue certain goals over others?

**Influence:** How can others motivate us to work harder?

When understanding our personal goals, or motives, there is a challenge as to whether they are innate (we are born with them) or acquired. If they are innate, we call them **Drives** and these tend to be biological determinants of behaviour, activated by deprivation (e.g. hunger and thirst).

**Motives**, on the other hand, tend to be acquired through experience. They are socially acquired needs activated by a desire for fulfilment. They may be influenced by culture, family or friends.

**Motivation** can be regarded as a broad concept which includes preferences for particular outcomes, strength of effort and persistence.

# Defining motivation



ERG theory and Maslow's hierarchy of needs	
ERG	Maslow
Existence needs	Physiological and safety needs
Relatedness needs	Affiliation and esteem needs
Growth needs	Self actualization and self esteem needs

Abraham Maslow created his 'content theory of motivation' in 1943. Although it is often cited as a cornerstone of motivational theory, it is definitely biased towards white, middle class, American values. Alderfer's (1972) theory known as ERG theory was designed, on the other hand, to link to organisational settings. The three elements of it are listed in the table opposite above alongside their relative elements from Maslow's theory.

ERG theory suggests that all three need categories can be present at any one time, which runs in contrast with Maslow's 'progression hypothesis', in which he suggests that we all try to work our way up the hierarchy.

Alderfer also added a 'regression hypothesis' that suggests that we drop to a lower category when attempts to satisfy a higher category are frustrated. Also, Maslow was not initially concerned with work motivation whereas Alderfer's work is directed at organisational settings. We have based our evaluation process on this theory, therefore, to allow more for greater relevance to the working environment.

#### References:

- Alderfer, C (1972) *Humans needs in organisational settings*, Free Press, New York.
- Maslow, A (1943) *A theory of human motivation*, Psychological Review, vol 50, no 4, pgs 370-96.

## A summary of your scores



We all have certain key factors in our lives which help motivate and engage us. The 'motivation in the workplace' evaluation you completed determined that your core personal motivators are as follows:

Priority	Value
1	Ethical
2	Well known organisation
3	Make decisions
4	Financial reward
5	Help others
6	Organised and structured
7	Supervise others
8	Time freedom

The reason why you were asked to have a minimum of five core motivators is because any number fewer than this would not provide a sufficiently detailed overview of your value set. The result would be too weak and statistically invalid. Likewise, a number of more than eight would result in a 'shopping list' of motivators which would be too vague. Therefore, for the purposes of this evaluation a number of between five and eight is used to ascertain your true Core Motivators.

Your Core Motivators, in this instance, are defined as traits or qualities that are considered worthwhile to pursue in your working life or aspects that significantly aid motivation in the workplace or both.

They represent your highest priorities and deeply held driving forces.

A more detailed overview is available on the next three pages.

# Your least preferred options



In addition to defining your Core Motivators, this evaluation process also allowed you to express those motivational aspects that did not appeal to you. The ones you chose are reflected within the box opposite.

This information is also worth recording as it tells you what you don't want or need within your work environment. Indeed, if they become apparent within that environment, you may find them becoming the source of de-motivation for you.

Again, these factors may change over time but they are worth comparing to the factors that do motivate you. Can you spot any trends or connections between the two sets of information?

## Motivational element

Trusted

Fast pace

Pressure and deadlines

Being respected

Competitive

## An overview of your scores

You were asked to score how you felt your Core Motivators were currently being serviced in your current job role.

The results of your evaluation are detailed in the table below:

Priority	Motivator	Personal job score	Multiplied by factor	Overall Score
1	Ethical	8	X8	64
2	Well known organisation	5	X7	35
3	Make decisions	7	X6	42
4	Financial reward	2	X5	10
5	Help others	9	X4	36
6	Organised and structured	6	X3	18
7	Supervise others	4	X2	8
8	Time freedom	3	X1	3
<b>Total score</b>				216

A score of 9 meant that you are fully satisfied with the way that this aspect of your personal motivation was being met within your current job role.

A score of 0 meant that this need was not being met at all. Scores in between indicate your strength of feeling between these fixed points.



## An overview of your scores



The scores listed on the previous page provide a reflection of the way you assessed how your Core Motivators were currently being met, or not, within your current job role. The overall numerical assessment then allows us to predict the impact that this profile will have on you. This summary is reflected in the upper narrative box (right).

It also allows us to provide some thoughts about consequent actions you may take based on this score. This summary is provided in the lower narrative box opposite. Obviously, this advice is difficult to absolutely personalise as your actions will vary according to individual circumstance. We do hope, however, the focus of the advice assists you in making your own decision about how to use this information.

The total score that you have recorded would suggest that:

Your scores suggest that a few of your motivators are being met but you are likely to be somewhat frustrated in your job. There is probably a range of scores within your profile with a low score for some of your motivators having a direct effect on your workplace motivation. What needs to be changed so that your job is more as you want it? Is that possible?

Potential action you could take as a result of these results:

Your scores suggest that there be some motivational issues for you in your current job role. Some of these may be more impactful than others. Reflect on your scores to confirm their accuracy. If they are a true reflection, then your next step should be to discuss this output with someone who can influence a change in this profile. Your scores certainly suggest a problematic profile whereby some form of action is required to rectify the situation. If you do not address the issues highlighted, there is a likelihood of increased frustration in your job role over the long term.

## Motivation myths



***‘We don’t want satisfaction. We want creative dissatisfaction associated with excitement about the job. That’s what motivation is made of ’***

Daniel Quinn Mills

In most organisations, the topic of motivating employees is extremely important to managers and supervisors. However, it should be important to us as individuals too. Despite the importance of the link between motivation and our personal sense of fulfillment within the workplace, several myths exist about motivation and some of these are listed below. Before looking at what you can do to understand and support your personal motivation, it is important to address these myths in order to disregard them.

**Myth #1 – “Other people can motivate me”** Not really -- you have to motivate yourself. However, it is possible for others to set up an environment where you can best motivate and empower yourself. The key is knowing what kind of environment you want and then finding a strategy to achieve it.

**Myth #2 -- “Money is a good motivator for everyone”** Not really. Certain things like money, a nice office and job security can help some people from becoming less motivated, but they usually don't help people to become more motivated over the long term. Where money is important to an individual, there is often an associated reason for it.

## Motivation myths

**Myth #3 -- "Fear is a great motivator"** Fear is a great motivator -- for a very short time. That's why a lot of yelling from the boss won't seem to "light a spark under employees" for a very long time. Over the long term, fear becomes more of a demotivator and leads directly to stress.

**Myth #4 -- "I know what motivates me, so I know what motivates other people"** Not really. Different people are motivated by different things. I may be greatly motivated by earning time away from my job to spend more time my family. You might be motivated much more by recognition of a job well done. People are not motivated by the same things

**Myth #5 -- "I can't comprehend personal motivation -- it's a science"** Not true. By completing the evaluation and reading through this detailed report, you will truly understand your personal motivators as they stand at this moment in time. You then have a choice about what you do with that information and that, sometimes, is the difficult piece.

### **Good work if you can get it**

In 2002, Asda was rated the best place to work in the UK via a Sunday Times survey. This, despite paying it's front line workers a little over £5 per hour which was not much above the minimum wage. The motivation to work for this organisation came from incentives such as:

A staff discount card where all staff got a 10% discount off produce sold within it's stores as well as discounts at theme parks, cinemas and holidays.

Attractive share plans and pension schemes (70% of staff participate).

Special mortgage deals, personal loans and tax free savings.

A Law Club where for 10 pence per week staff get unlimited legal advice.

There is a "So you want to be" scheme that allows scheme to reach higher levels of pay and responsibility.

There are few status symbols with no business cards, large offices, reserved parking spaces or dress codes.

All benefits and incentives are equally available to all.

From: Andy Westwood, *Is new work good work?*, The Work Foundation, London, 2002.

## Motivational top tips

Butler and Waldroop argue that to motivate people to perform well and to stay with the organisation, managers have to use 'Job Sculpting'. This involves:

- Listening carefully to discover what really challenges, excites and motivates people.
- Understanding the individual's embedded life interests.
- Designing both the job and the individual's career path to match those interests.
- Using assignments as opportunities to sculpt the job for the person.
- Reviewing performance regularly to ensure that work and career interests are consistent.

However, this places the burden of responsibility with the Line Manager. There are other things that an individual could do which would support this notion and these are listed on the next two pages.

Source reference:

Tim Butler and James Waldroop, *Job sculpting: the art of retaining your best people*, Harvard Business Review, vol 77, no 5, 1999, pgs 144-152



### **Motivation starts with motivating yourself**

It's amazing how, if you hate your job, it seems like everyone else does too. If you are highly stressed, it seems that everyone else is too. Enthusiasm is contagious. If you're enthusiastic about your job, it's much easier for others to be too. Also, if you're doing a good job of taking care of yourself and your own job, you'll have a much clearer perspective on how others are doing in theirs.

A great place to start learning about motivation is to start understanding your own motivations. So what motivates you?. How is your job configured to support your own motivations? What can you do to better motivate yourself?

## Motivational top tips



### **Always work to align your personal goals with those goals of the organisation**

As mentioned above, we can all be completely fired up about our work and be working very hard. However, if the results of our work don't contribute to the goals of the organisation, then the organisation is not any better off than if you were doing nothing-- maybe worse off! Therefore, it is critical that we are aware of what our personal goals and motivators are and seek to align them with the goals of the organisation.

### **Key to getting support with what motivates us is getting managerial support**

Each person is motivated by different things. Whatever steps managers take to support the motivation of their employees, they should first include finding out what it is that really motivates each of them. By completing this evaluation, you now have this information. Inform your managers about the results and discuss with them the implications.

### **Recognise that supporting your motivation is a process, not a task**

Organisations change all the time, as do people. Indeed, it is an ongoing process to sustain an environment where each employee can strongly motivate themselves. If you look at sustaining your personal motivation as an ongoing process, then you'll be much more fulfilled and motivated yourself. Periodically repeat your assessment of your motivators and gauge how they are being fulfilled at work. What has changed, if anything, since the last time? What are the implications of the results?

### **Use organisational systems (e.g. policies and procedures) to help motivate yourself**

Use the systems available in the workplace to help motivate yourself. For example, link your own personal goals to your employee performance systems to support increasing your motivation. This formalizes the process and links what you want to your personal development.

## A more detailed analysis



The evaluation you completed provides you with a detailed sense of what you want from the workplace; what truly motivates you at this moment in time.

Having provided you with an overview of this output, the next few pages review your scores in more detail. In particular, we will analyse which of your core motivators are being fully met at work, which are inconsistent and which are not being met. Based on this analysis, advice will then be provided about how you might address any issues which arise from this output.

The score system used is shown in the table below:

### Key:



Job evaluation score of 7-9 – Strong Motivation



Job evaluation score of 4-6 – Moderate or Inconsistent Motivation

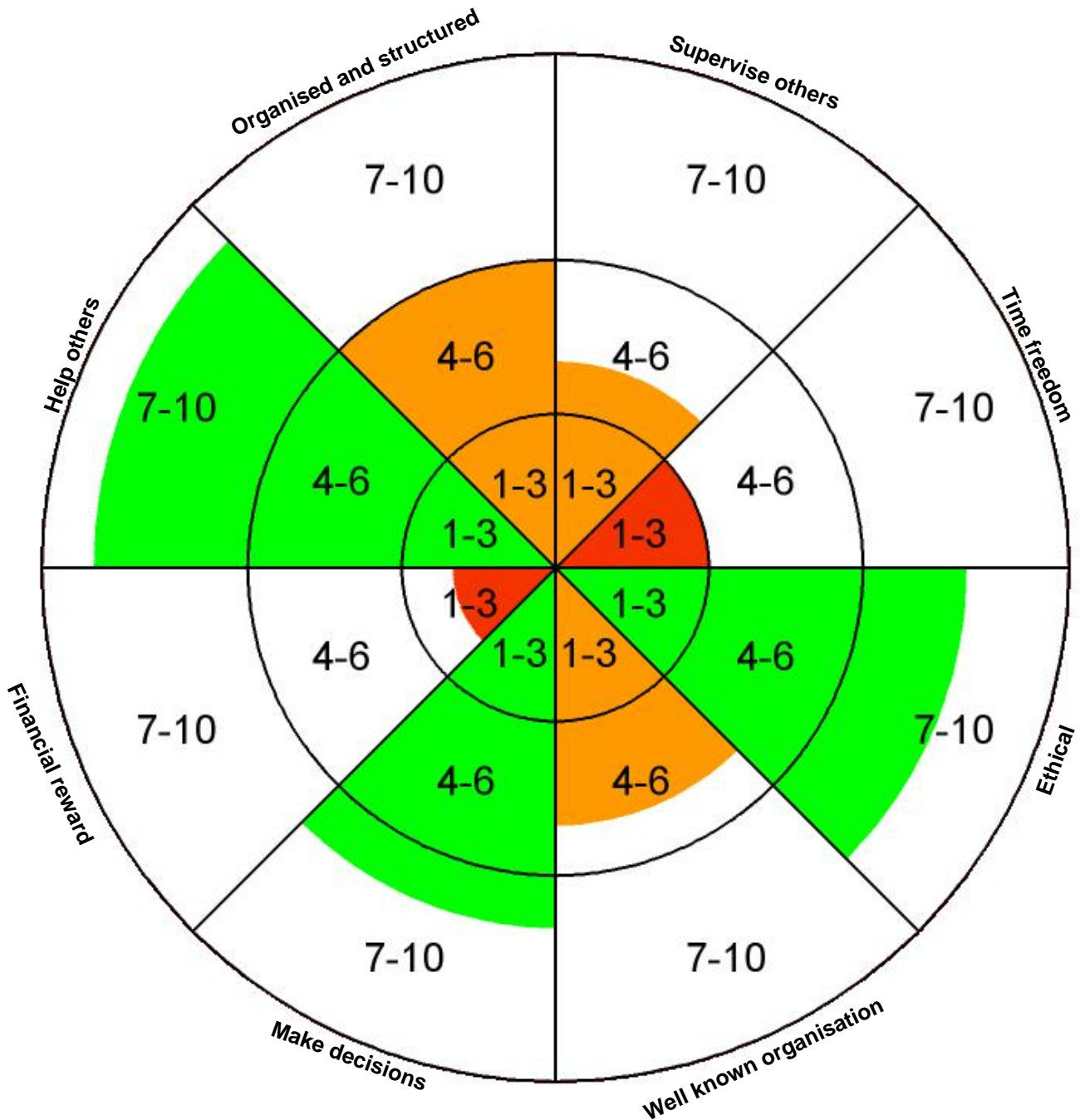


Job evaluation score of 0-3 – Little Motivation

The next three pages review your output using this framework. It provides a summary of what those scores potentially mean and the possible implications for you.

Then, a summary of these scores is made with advice about what you might do in respect of that output. This advice is not exhaustive, however, and should be used with the information provided on page nine of this report.

# A more detailed analysis



The motivators you chose are reflected in the diagram above so that you can instantly see how they score in terms of your current work environment.

A further analysis of these scores is then made on the next two pages to allow you to reflect even further about their impact on you.

## A more detailed analysis

Priority	Motivator	Your score	Narrative
1	Ethical	8	You like to work in an environment that is ethically robust. Your scores suggest that you think your current job allows you to do this and so this will help motivate and engage you.
2	Well known organisation	5	You like being part of an organisation that you feel is well-known. Your score suggests that your current organisation does not fully fulfil this aim and this may affect your motivation at work.
3	Make decisions	7	You want to be involved with making decisions about how things should be done, who should do it and when it should be done by. Your current job allows you to do this at a level that is satisfactory for you.
4	Financial reward	2	You want to earn a large amount of money through the job you do. This amount will vary according to personal circumstances. It would appear that your current job does not meet your personal needs.



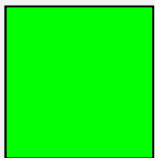
## A more detailed analysis

Priority	Motivator	Your score	Narrative
5	Help others	9	You want to help people either individually or in groups, as part of your work. Your score suggests that you are able to do this within your current job role .
6	Organised and structured	6	You like to work in an organised and well structured environment. It would appear that your own personal needs are not being met by the style of the organisation and this may cause discontent.
7	Supervise others	4	You enjoy being responsible for work done by others. Your score suggests that your job role does not fully allow this need to be met in a way that really motivates and engages you.
8	Time freedom	3	You prefer to be able to choose your own times for doing things, not having rigid working hours. This is currently not being catered for within your job role and this is definitely a de-motivator for you.

## A more detailed analysis



A further breakdown of your scores for your personal motivators is made on the next two pages. Within this, we further reflect on what motivators scored at high, medium and low level. The difficult piece is knowing exactly what to do with these scores. Who do you need to inform about them and why? Do Line Managers need to know? Can the motivator be fulfilled at work or does it need you to do something outside of work to fulfil this need? This evaluation highlights your current reality. After that, you have an absolute choice how you use that information.



**Number of scores between of 7-9  
– Strong Motivation**

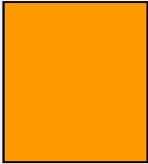
**37%**

What does this mean to me?

These aspects of your personal motivation are being met within your current job. However, there still may be room for even greater improvement here. How might you do this? Who's support do you need?

Quite a few aspects of your motivational profile are being met but there are some that will need review and action by yourself.

## A more detailed analysis



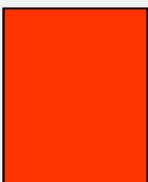
**Number of scores between of 4-6  
– Inconsistent or moderate Motivation**

**37%**

What does this mean to me?

These aspects of your personal motivation are inconsistent at the moment in how they are being met. What can be done to make them more consistent and increase your motivation here?

Quite a few aspects of your motivational profile are within this range which means that they will need review and action by yourself.



**Number of scores between of 0-3  
– Weak Motivation**

**25%**

What does this mean to me?

This aspect is not being met right now. This will result in a sense of demotivation and possible disengagement. How can you resolve this issue?

Some aspects of your profile are in the low category and these will need some form of immediate review. Your other motivators can wait for your attention; these ones need your review now.

## Where is your focus?

We all have a focus to our motivators. These tend to fall into one of the four categories shown on the diagram on the following page. The evaluation you have completed allows us to analyse your output and then provide you with more detailed feedback about what this means for you.



Your output could centre on just one of these categories or could combine any number of them. By understanding the focus of our motivators we also understand a little more about what really drives us as individuals. It allows us to complete the jigsaw puzzle of what really motivates us.

### Cultural influence on motivation



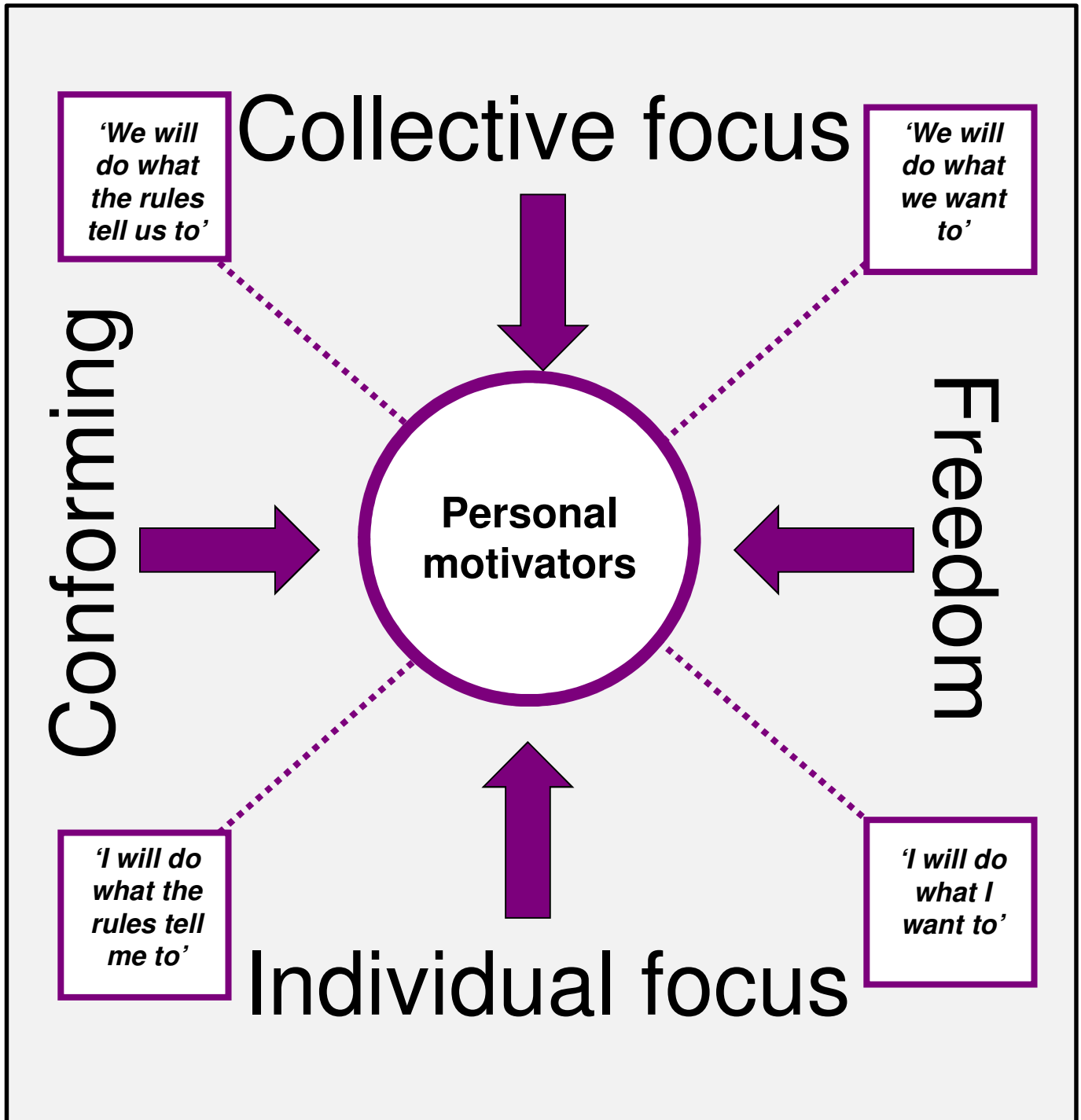
From his research, Nevis suggests that Scandinavian countries (Sweden, Norway, Finland and Denmark) place a high value on quality of life and social needs. In comparison, the Anglo-American cultures place a high value on productivity, efficiency and individual development. The Chinese culture values collectivism and community activity higher than individualism.

This links to the notion that our motivation may, in part or in whole, be culture bound.

Reference:

Nevis, E, *'Using an American perspective in understanding another culture'*, Journal of Applied Behavioural Science, vol 19, no 3, 1983, pgs 249-64.

## Where is your focus?

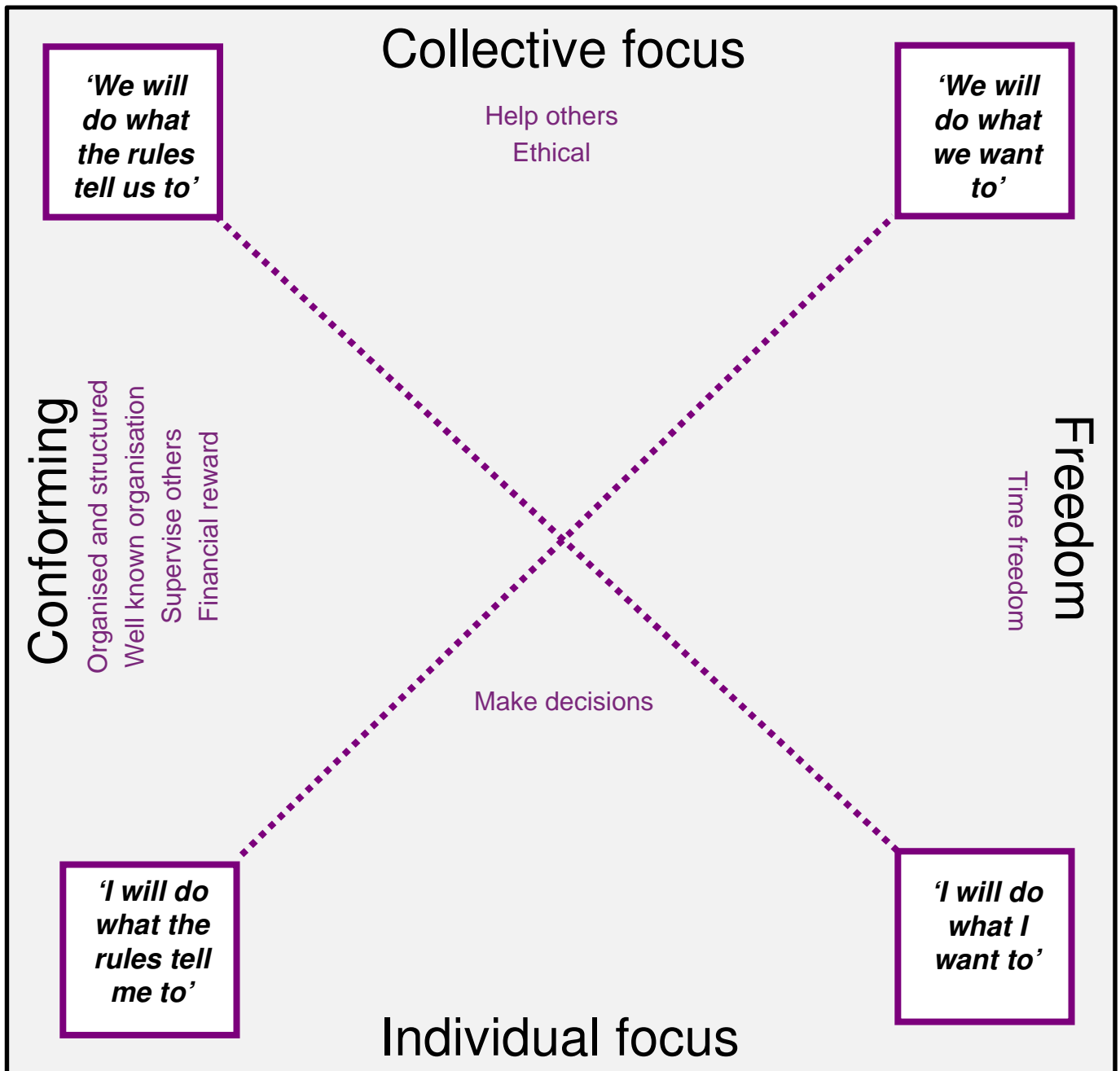


The next four pages review the core motivators you selected and links them to these distinct areas of focus.

## A summary of your focus

The distribution of your core motivators are positioned on the diagram below.

This allows you to review these motivators from a more conceptual perspective and review the trends.



Pages 23 - 26 provide more information about these four different aspects of motivational focus and links your core motivators to them.

This deeper analysis will assist you in deciding what really drives you and motivates you at work and assessing the impact of this knowledge in your current job.

# Collective focus



This is where the motivators which drive the person are focussed on the group rather than the individual. This could be a focus on the needs of family, friends or work-mates over the needs of the individual person. Here, the main words the person would use would be 'we' or 'us' rather than 'I' or 'me'. Thus, people with this focus will put the group first and will want to operate with a community feel to their lives.

## Your motivators that link to a collective focus

Ethical

Help others

## Your overall score here is:

**2**

## An interpretation of your results

This is a low score. You will therefore have other motivational aspects that will combine with this.

A degree of collectivism will be important to you in terms of motivation but your profile will also link to at least one other motivational category. This combination will present a more complete picture of your motivational needs.

# Individual focus



This presents a motivational focus purely on the self. At an extreme, people will want to promote what they want rather than the needs of the collective. People's motivation within this aspect is focused on achieving personal goals. They will want to take personal responsibility for their actions and decisions and have a sense of autonomy in their lives.

## Your motivators that link to a individual focus

Make decisions

## Your overall score here is:

1

## An interpretation of your results

This is a low score. You will therefore have other motivational aspects that will combine with this.

Individual aspects will be important to you in terms of motivation but your profile will also link to at least one other motivational category. This combination will present a more complete picture of your motivational needs.



# Freedom focus



A focus on these motivators will result in the individual pursuing a path of empowerment and personal autonomy. They will not be bound by rules and regulations and will want to be unconstrained in their actions. They will want to develop their own rules to allow them to achieve their best. They see the setting of such rules as a personal responsibility and do not relate to those externally imposed.

## Your motivators that link to a focus towards freedom

Time freedom

## Your overall score here is:

1

## An interpretation of your results

This is a low score. You will therefore have other motivational aspects that will combine with this.

A sense of freedom will be important to you in terms of motivation but your profile will also link to at least one other motivational category. This combination will present a more complete picture of your motivational needs.

# Conforming focus



This is where the motivation of an individual is focused on working to an agreed set of principles or rules. They see comfort in structure and will want to make sure that what they do has a degree of predictability about it. This security allows them to achieve of their best. They will tend to behave in line with the rules and expect others to do so as well. This will allow stability to be at the core of their world.

## Your motivators that link to a conforming focus

Well known organisation  
Financial reward  
Organised and structured  
Supervise others

## Your overall score here is:

**4**

## An interpretation of your results

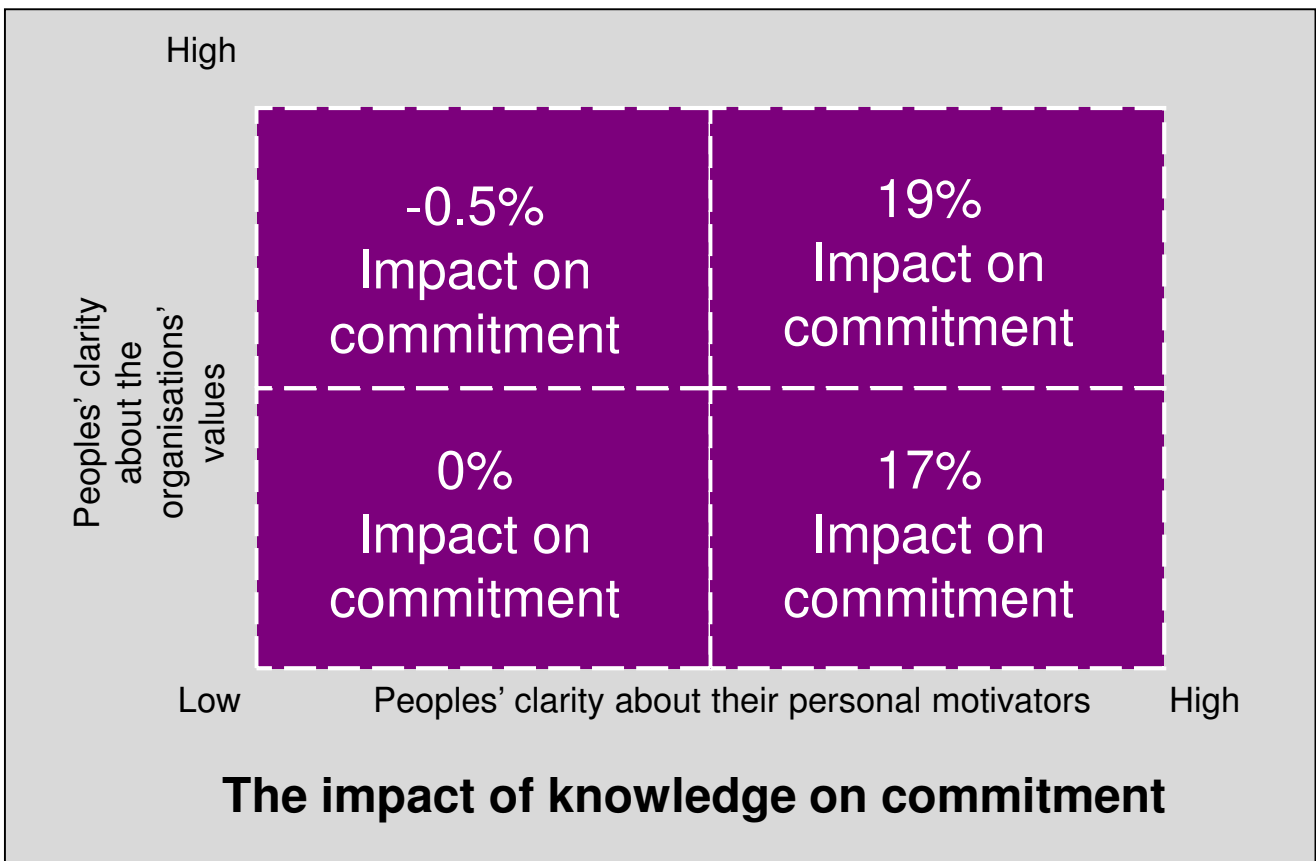
This is a moderate score. It suggests that this aspect of your motivational profile will be reinforced by one or more other aspects.

It means that degree of conformity will be fairly important to you in terms of motivation but will not be a major factor by itself.

# Values, motivation and commitment

In their book, *The Leadership Challenge*, authors James Kouzes and Barry Posner investigated the relationship between clarity about personal motivators and organisational values and the impact that this knowledge had on people's commitment to the organisation.

The results of this research challenges the popular process many organisations adopt when working with their values and clearly indicates the difference knowledge about personal motivators makes to peoples' levels of commitment.



The diagram above summarises Kouzes and Posner's research. The vertical axis indicates the extent to which people report being clear about the organisations' values.

The horizontal axis indicates the extent to which people report being clear about their personal motivators. A review of the relevance of this research is available on the next page.

# Values, motivation and commitment



It can be seen, rather unsurprisingly, that the highest level of commitment (19%) comes from people who have the greatest clarity about both their personal motivators and the organisations' values. However, perhaps what is surprising for many organisations is that the lowest level of commitment (0.5%) is associated with individuals who have a high degree of clarity about the organisations' values but little clarity of their own motivators.

This paradox is normally caused by the fact that when people are aware of their own motivators and experience their work place as being aligned with these, they have a high level of commitment to their work because they have found their work to be meaningful.

However, many organisations ignore this connection and have values which are meaningless to their employees.

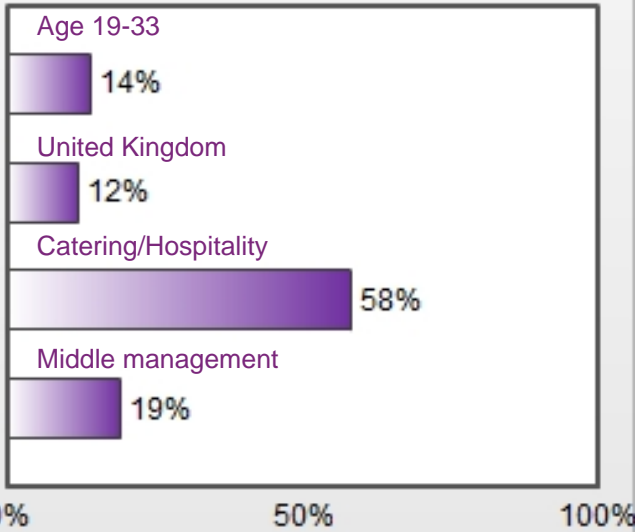
Some internal workshops designed to promote organisational values do so with a pure focus on those values in isolation; they tend to ignore the clarification of personal motivators and therefore do not connect these to the organisational values. Thus, commitment in these instances is potentially negative as individuals do not understand the connection between the organisations values and themselves and subsequently tend to ignore the organisations values in the workplace.

Reference:

Kouzes, J and Posner, B (2003) *The leadership challenge*, Fourth Edition, Jossey-Bass, San Francisco.

# Comparative data

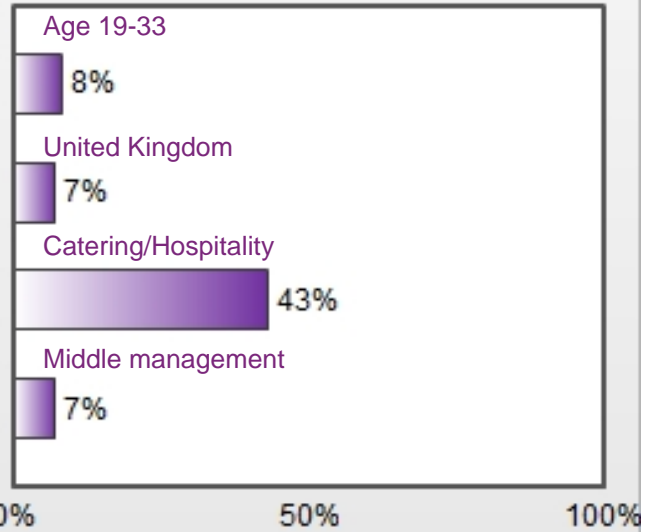
% of people choosing this motivator



**Ethical**

Your motivator: **1st**

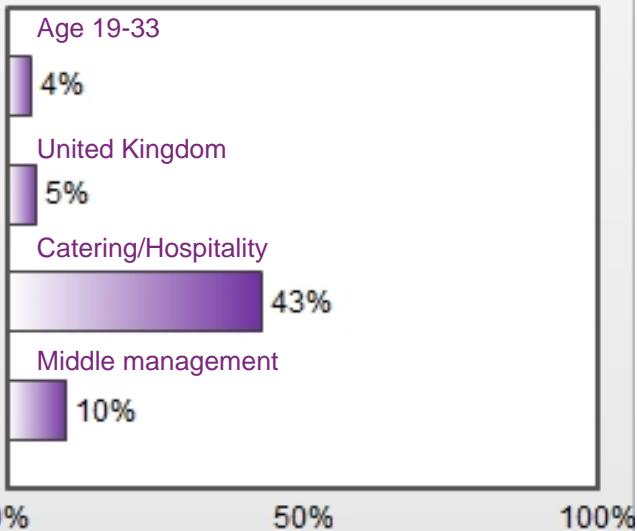
% of people choosing this motivator



**Well known organisation**

Your motivator: **2nd**

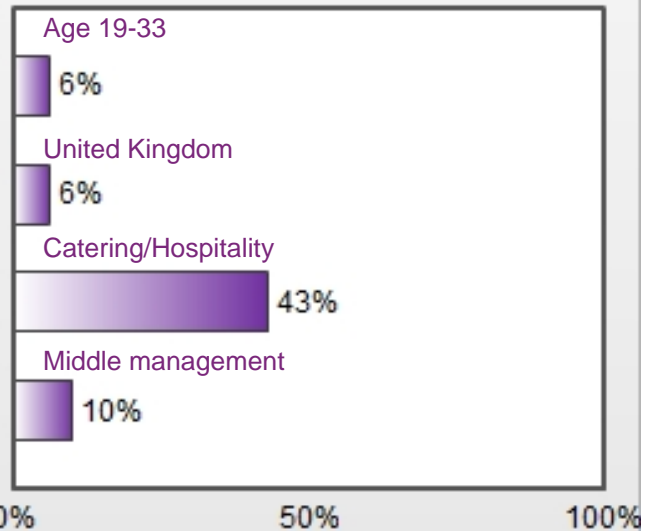
% of people choosing this motivator



**Make decisions**

Your motivator: **3rd**

% of people choosing this motivator

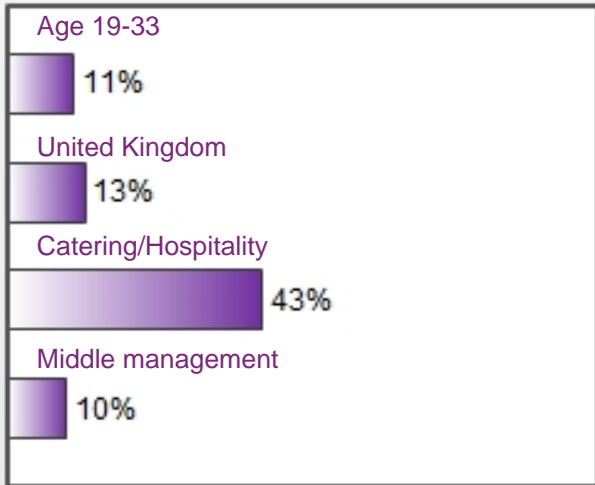


**Financial reward**

Your motivator: **4th**

# Comparative data

% of people choosing this motivator

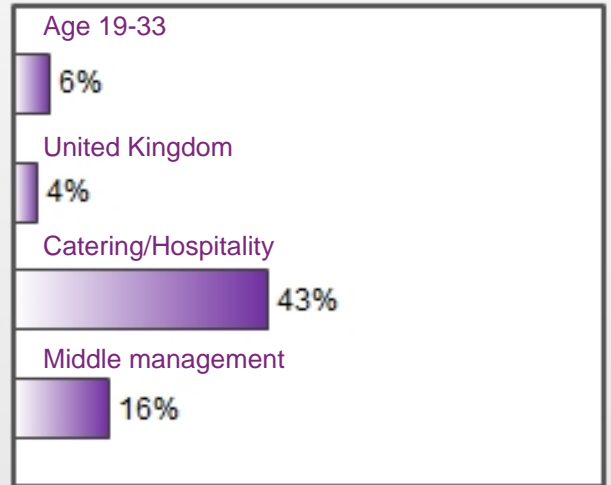


0% 50% 100%

**Help others**

Your motivator: **5th**

% of people choosing this motivator

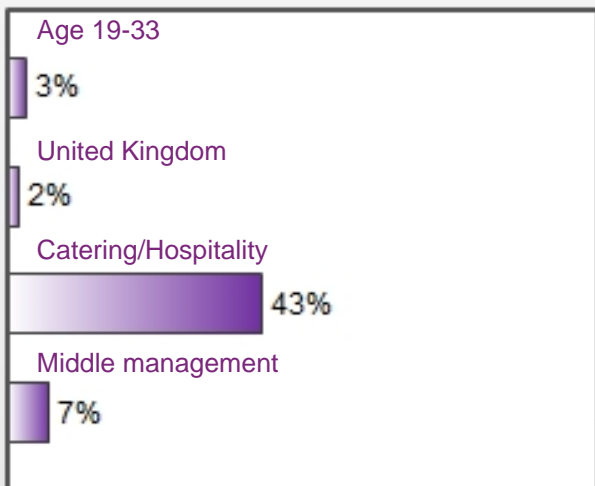


0% 50% 100%

**Organised and structured**

Your motivator: **6th**

% of people choosing this motivator

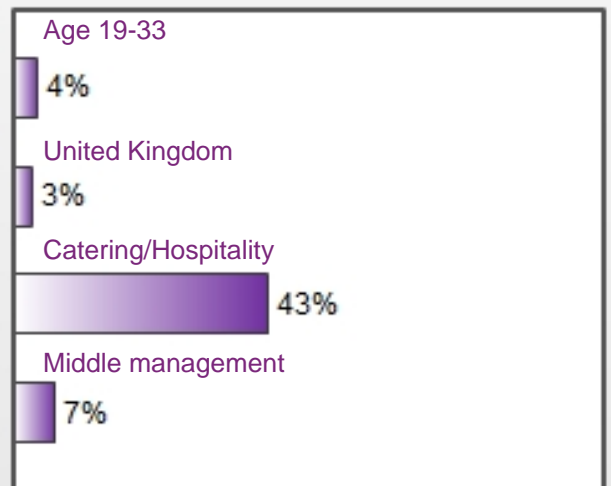


0% 50% 100%

**Supervise others**

Your motivator: **7th**

% of people choosing this motivator



0% 50% 100%

**Time freedom**

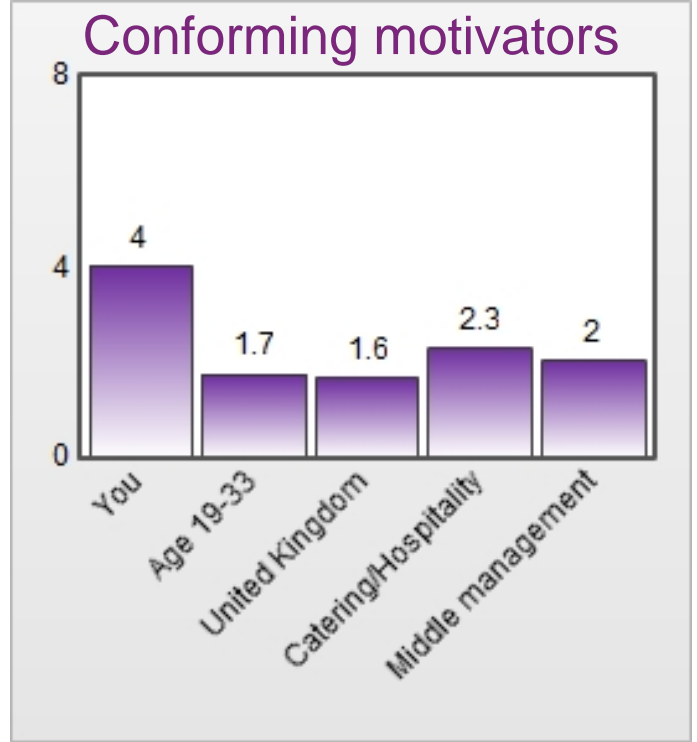
Your motivator: **8th**

# Comparative data

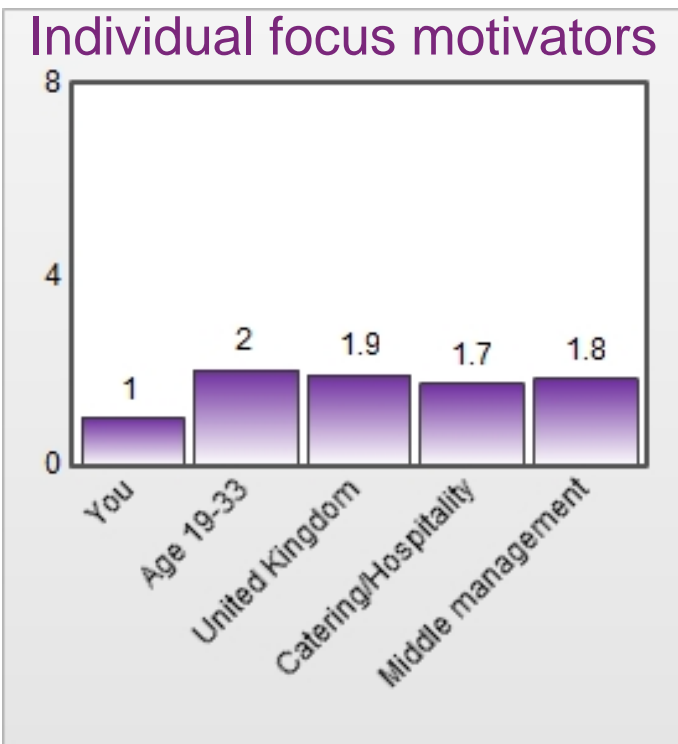
Collective motivators



Conforming motivators



Individual focus motivators



Freedom motivators



# Comparative data

## Most popular motivators for:

Age: 19-33

Known as an expert

Pressure and deadlines

Working with others

Learning

Help others

Creative

Being respected

Challenge

Country: United Kingdom

Help others

Creative

Pressure and deadlines

Working with others

Known as an expert

Being respected

Learning

Recognition



# Comparative data

## Most popular motivators for:

Industry: Catering/Hospitality

- Ethical
- Help others
- Well known organisation
- Make decisions
- Supervise others
- Financial reward
- Learning
- Variety

Level: Middle management

- Organised and structured
- Ethical
- Fast pace
- Being respected
- Make decisions
- Challenge
- Geographically right
- Security

## Summary



This booklet has provided you with the both the output from your 'motivation in the workplace' evaluation and an interpretation of these results. It also has provided you, hopefully, with food for thought about the connection between what motivates you and your workplace.

Finally, this knowledge may also help you in your daily life away from work as well. We hope you enjoyed this process of learning and wish you every success in applying this knowledge in your future lives.

## Other reading:

Kouzes, J and Posner, B (2003) *The leadership challenge*, Fourth Edition, Jossey-Bass, San Francisco.

Seymour, J and O'Connor, J(1994) *Introducing NLP*, Thorsons Press.

Porras, J, Emery. S and Thompson, M (2007) *Success built to last*, Wharton School Publishing.

Barrett, R (1998) *Liberating the corporate soul*, Butterworth Heinemann

EvaluationStore.Com was formed to provide a service of high quality evaluation processes that were astoundingly good value for money and that added immediate value in terms of information.

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- Excellent value for money.
- Easy to use.
- High quality.
- Instantly usable.
- Consistent in approach.
- Reliable and valid.



### Are you set up for success?

#### Evaluate your organisation

**Organisational evaluations** such as strategy and culture can be completed

### How effective is your team?

#### Evaluate your team

**Team evaluations** can be set to combine the opinions of all team members and the results can be obtained with a simple click

### Are you achieving your potential?

#### Evaluate yourself or others

**Individual evaluations:** from your learning, to your deep set values, to the behaviours and interactions you have with other people - all can give ideas to increase your personal effectiveness





# Motivation in the workplace evaluation

Feedback Report for  
Sample report

“

*The key to  
motivation is  
motive ”*

*Roger Merrill*