



Career Drives

Participant
John Example

Client
HFMtalentindex

Created on
26-07-2019

Introduction

The Career Drives gives insight into Mr Example's motivations and their significance in his work. The scores in this report are based on his responses on the HFMtalentindex motivations test; a questionnaire, specifically designed to analyse relevant motivations. The measured motivations provide insight into which aspects of Mr Example's work give him energy, and which aspects he considers demotivating. Motivations are an important influence on behaviour, since they affect the choices that people make. Based on his motivations, Mr Example will either feel comfortable, or ill at ease, in a given situation. More justice can be done to his qualities by taking his motivations into account. This will also help him derive more satisfaction from his work. In addition, Mr Example's motivations have an impact on the effectiveness of his collaborations with others, who may have other motivations. Tips on how to handle this will also be given in this report.

When using this report, it is important to keep the following in mind:

1. The report is generated by HFMtalentindex' rule-based expert system, meaning that the measurement is performed in a highly objective and accurate manner. The system generates results based on a combination of the expertise of experienced organisational psychologists and extensive scientific research.
2. The scores in the report were determined by comparing Mr Example's response pattern to that of an extensive norm group of people, representing a variety of professional roles in various sectors. The report shows how Mr Example's scores compare to the average scores of the norm group.
3. The report is based on the answers provided by Mr Example regarding himself. This means that the measurement is based on Mr Example's self-image. It is therefore important to compare the results in the report with other sources of information, such as (previous) work experiences and results, an interview with Mr Example, his CV and references, if applicable.

Report structure

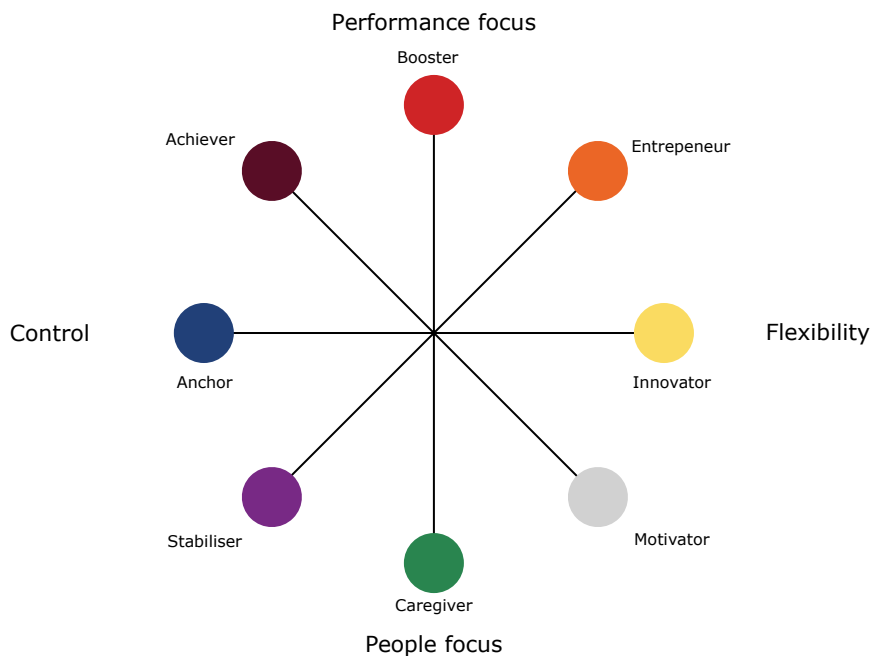
The Career Drives consists of five components. The first explains the theoretical background of the Career Drives. The second provides an indication of Mr Example's most striking motivations combinations. Each motivations combination has its own colour. Part three, 'DNA of the preferred roles', analyses how Mr Example's motivations lead to his preference for certain roles. The fourth part focuses on 'The chemistry of teamwork'. It discusses the ways in which he can collaborate most effectively with people with different motivations, different colours. The fifth and final part gives an overview of all possible preferred roles, to give you an idea of the meaning of the roles of others.



1. Theoretical background of the Career Drives model

The Career Drives measures a person's motivations. Motivations are the goals or motives that people find important and strive for in their work. One person may, for example, be motivated by a need to focus on new things, while another may simply seek security. Such motivations give direction to people's behaviour and influence the choices they make. Motivations determine the environments in which someone feels comfortable, and the way in which they collaborate with others.

The Career Drives is based on the widely used *Competing Values Framework* by Robert Quinn (Quinn & Rohrbaugh, 1983; Quinn & Cameron, 1988). Quinn originally developed his model based on research into indicators of effective organisations. He later came to the realisation that his framework could also differentiate between the different roles people have within organisations. Career Drives uses this insight. The Career Drives differentiates between eight roles of work behaviour, which are grouped along similar dimensions to those proposed by Quinn. This results in the following model:



Each of the eight roles in the Career Drives represents an important combination of motivations: the Entrepreneur wants to undertake, the Motivator wants to motivate. People prefer different roles, often more than one. Someone can, for example, be both an Entrepreneur and a Achiever. Taken together, the preferred roles of an individual direct their behaviour.

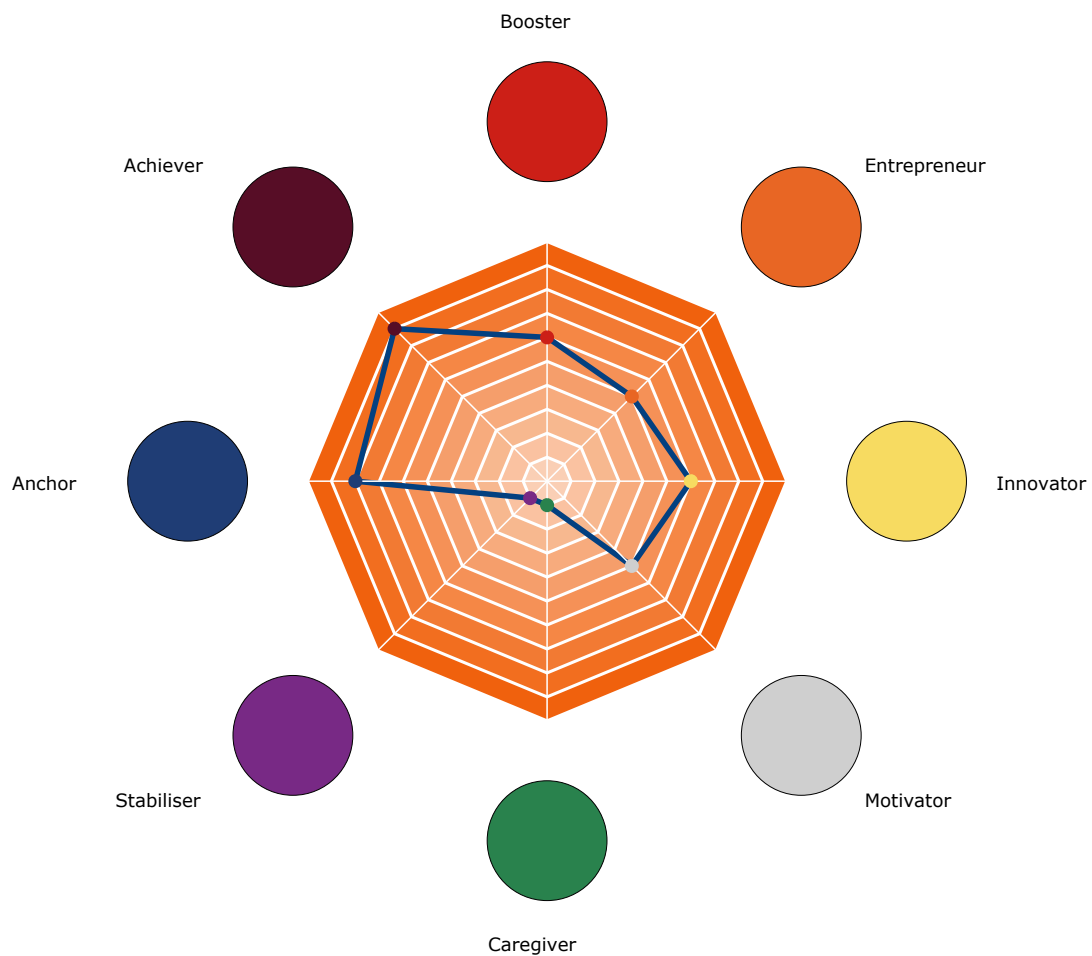
A short profile of the eight preferred roles of the Career Drives:

-  **Booster:** achieving, responsibility, impact
-  **Entrepreneur:** initiating, independence, adventure
-  **Innovator:** creativity, innovation
-  **Motivator:** cooperation, growth
-  **Caregiver:** sociability, loyalty, respect
-  **Stabiliser:** security, community
-  **Anchor:** order, precision, quality
-  **Achiever:** arranging, organising, realising

In the overview graph on the following page, you will see Mr Example's preference for the different roles, in other words: his preferred roles.



2. Personal motivations profile



2.1 Key motivations

- **Realisation (Control)**
Purposefully working on concrete results.
- **Quality (Control)**
Delivering accurate and flawless work.
- **Efficiency (Control)**
Working systematically, completing tasks properly in one go and not wasting time on irrelevant matters.
- **Analysing (Flexibility)**
Thoroughly researching matters.



2.2 Most important preferred roles

| Achiever | Very strong preference |
|-------------------|--|
| Style: | The Achiever combines structure with result orientation. He enjoys arranging and organising things. He looks for structural solutions. He makes clear agreements and takes responsibility for the results. The Achiever usually has a management position at some point in his career. |
| Role in the team: | The Achiever guides the team towards making clear agreements and a plan of action. It bothers him when there is no real structure in the team, or when there is too much emphasis on the social aspects of the team. The Achiever steps in to get things done. |
| Strength: | Responsibility, realisation |
| Weakness: | Tunnel vision |
| Stressor: | Setbacks |
| Coping style: | Effort |

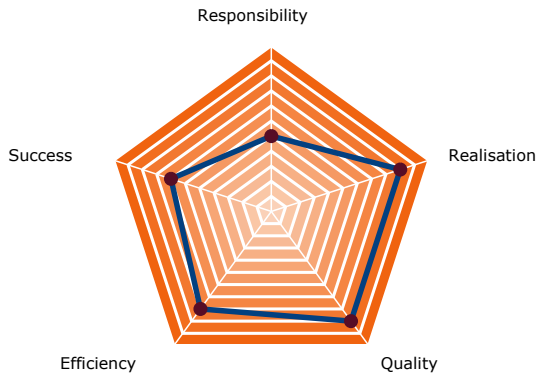
| Anchor | Strong preference |
|-------------------|--|
| Style: | The Anchor is a perfectionist. He works meticulously and accurately, and has a strong need for structure. Anchors want to work towards results in an effective way. In doing so, quality is more important than speed. Anchors are often good at processing information and can pinpoint the causes of problems. |
| Role in the team: | The Anchor's need for structure brings a systematic approach to the team. He prefers to know exactly what is expected of him, and will emphasise this in the collaboration. |
| Strength: | Continuity, trustworthiness |
| Weakness: | Inflexibility |
| Stressor: | Unpredictability |
| Coping style: | Structure |



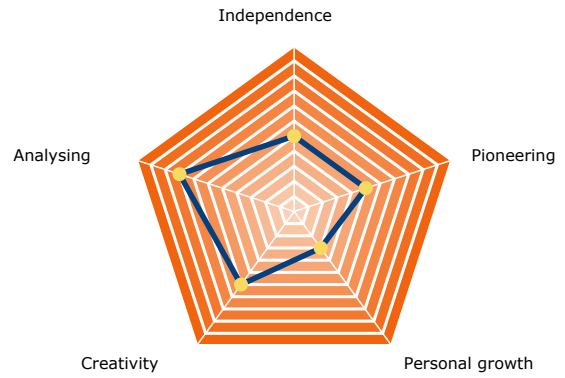
3. DNA of the preferred roles

On this, and the following page, you will find Mr Example's profile on each of the eight roles. This allows you to see which motivations play an important part in his work.

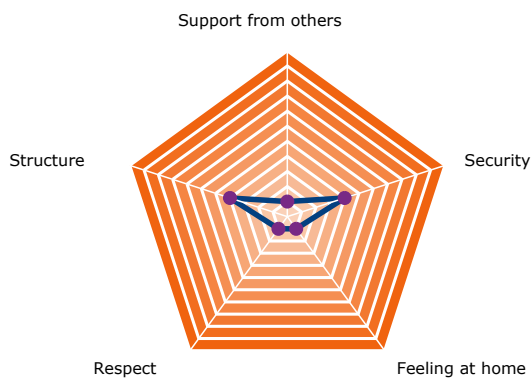
Achiever



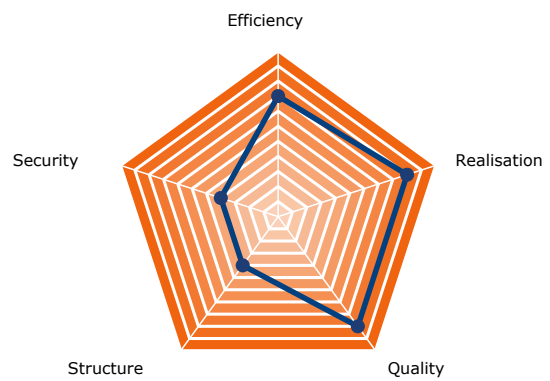
Innovator



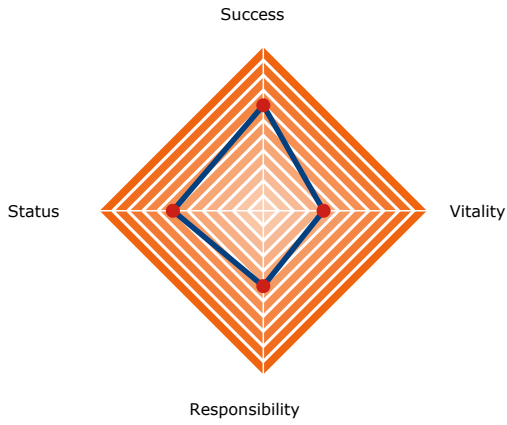
Stabiliser



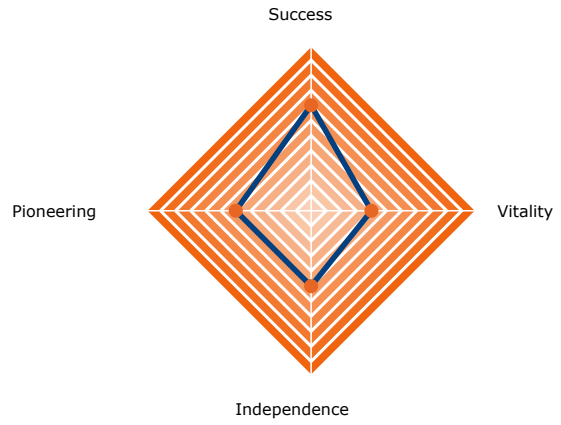
Anchor



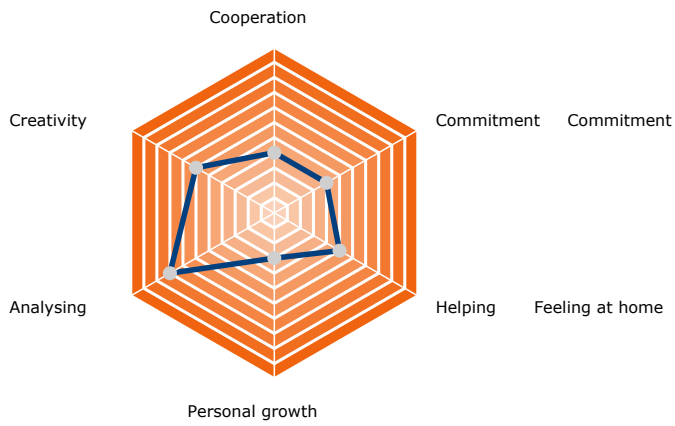
Booster



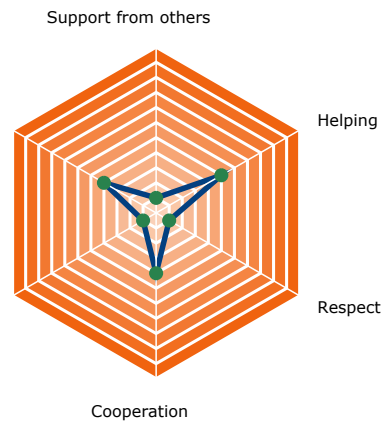
Entrepreneur



Motivator



Caregiver



4. The chemistry of teamwork

Mr Example's motivations allow him to add something to the collaboration with others, but it can also lead to clashes. Each role influences every other role in its own way. Below, you will find some tips to optimise the collaboration. These are based on Mr Example's first preferred role.

The table below shows which actions can be taken when collaborating.

| Own preferred role: | Preferred role of the collaboration partner: | Tips to optimally contribute to the chemistry: |
|---------------------|--|--|
| Achiever | Booster | Offer own solutions |
| | Entrepreneur | Operationalise and specify matters |
| | Innovator | Incorporate ideas |
| | Motivator | Make matters practical |
| | Caregiver | Set priorities |
| | Stabiliser | Reassure |
| | Anchor | Give direction |
| | Achiever | Make time to generate ideas together |



5. Scores on the other roles

| Innovator | Slight preference |
|-------------------|---|
| Style: | The Innovator is focused on variety and change. He is driven to experience new things, and to develop himself as he sees fit. The Innovator can easily help think about innovations, and enjoys making a contribution in this area. |
| Role in the team: | The Innovator takes an independent approach and often makes a creative contribution. He is at his best if the team needs to take on, or invent, new things. Within the team, he is often the free spirit, or the supporter of new, unorthodox approaches. The Innovator often creates links to other disciplines. |
| Strength: | Creativity, innovation |
| Weakness: | Boredom |
| Stressor: | Constraint |
| Coping style: | Relocation |

| Booster | Slight preference |
|-------------------|---|
| Style: | The Booster is characterised by his energy. He is driven by achievements and often assumes an influential role. The Booster wants to be appreciated for his contribution and enjoys having a lot of responsibility. Key words for the Booster are success, excitement and vitality. |
| Role in the team: | The Booster puts himself in the foreground. He feels best in a leading role. If he isn't prominent enough, he may direct his energy towards gaining influence. The Booster sets the team in motion. |
| Strength: | Drive, energy |
| Weakness: | Too dominant behaviour |
| Stressor: | Failure |
| Coping style: | Tenacity |



| Motivator | | Slight preference |
|-------------------|--|-------------------|
| Style: | The Motivator combines the need for growth and enrichment with collaboration. As such, he is capable of involving others, and creating common goals. He captivates others with his ideas, without losing sight of their needs. | |
| Role in the team: | The Motivator is, by nature, team-oriented and considers it important to realise things as a team. He doesn't necessarily consider it important to have a formal leadership role, but usually assumes an influential position. Within the team, the Motivator manages to create support and make matters recognisable. | |
| Strength: | Support, explanation | |
| Weakness: | Difficulty with business protocol | |
| Stressor: | Discord | |
| Coping style: | Team spirit | |

| Entrepreneur | | Slight preference |
|-------------------|---|-------------------|
| Style: | The Entrepreneur is characterised by his proactive attitude. He has his own vision and goes his own way. The Entrepreneur wants to start new ventures and is willing to take risks to do so. Key words for the Entrepreneur are freedom, profit and action. | |
| Role in the team: | The Entrepreneur often takes an independent approach towards the team. If he doesn't like the team's direction, he will try to persuade others. It takes up a lot of his energy when others hold him back, and he will therefore try to detach himself from the situation. The Entrepreneur brings enthusiasm for new projects to the team. | |
| Strength: | Initiative, daring | |
| Weakness: | Running ahead of the team | |
| Stressor: | Standing still | |
| Coping style: | Independence | |



| Stabiliser | | No preference |
|-------------------|---|---------------|
| Style: | The Stabiliser combines the need for security with the need for community. He prefers to have a clear picture of what others expect from him. If he feels at home, he is a very loyal worker, capable of handling tasks in a very precise manner. | |
| Role in the team: | The Stabiliser usually takes on a supporting role, and feels good about that. He wants to understand how others view things, because he considers it important to join in. He doesn't consider his own role or position to be very important. | |
| Strength: | Working together towards an established goal | |
| Weakness: | Remaining too much in the background | |
| Stressor: | Making mistakes | |
| Coping style: | Focus on the assignment | |

| Caregiver | | No preference |
|-------------------|---|---------------|
| Style: | The Caregiver is a people person. He is good-natured and places great importance on the way in which people treat one another. He gives space to others and cares about them. If decisions are made, he considers it important that everyone can agree with them. | |
| Role in the team: | The Caregiver just wants to be a member of the team. He wants himself and the other team members to feel at ease. He shows appreciation for the input of others and happily supports them. He puts himself at the team's disposal. | |
| Strength: | Bonding, team spirit | |
| Weakness: | Not enough focus on results | |
| Stressor: | Social insecurity | |
| Coping style: | Acceptance by others | |

