



CMi Career Motivation Report

Sample Respondent

March 14, 2009



About this Report

This report provides a summary of your responses to the Career Motivation Indicator (CMI). The CMI identifies the extent to which your career decisions are likely to be influenced by some fundamental career motivators.

Career motivators are those aspects of your self-concept that determine the extent to which you gain satisfaction from your job. Extensive research (e.g. Schein, 1993, Super, 1995) has indicated that there are only a small number of fundamental career motivators. The most highly-ranked motivators for a person will represent those aspects of their needs that must be met in order to gain satisfaction and be fully effective in their work.

John Lees (2009) refers to these motivators as career 'hot-buttons', the drivers that really motivate a person in their work. Financial reward is not included amongst these because, as Lees points out, money in itself is rarely a factor in long-term motivation.

Developing your self-awareness about what really motivates you at work is important for your career planning and critical when you are considering a change of role, position or profession. When your career motivators are satisfied you are less likely to seek to change your role and more likely to continue to develop competence within it. When a job fails to satisfy your career motivators, you will feel dissatisfied, recognise that you are a poor fit with the role, and be more likely to move out of the role rather than develop your competence within it.

The 10 fundamental career motivators assessed in the CMI are identified as follows:

- × Work-Life Balance
- × Security
- × Power & Influence
- × Status
- × Independence
- × Working with Others
- × Challenge
- × Entrepreneurship
- × Expertise
- × Idealism

There are no 'good or 'bad' career motivators, all motivators are equally valid as ways of finding fulfilment and satisfaction in a job or career. What really matters is the fit between your strongest motivators and your current or intended role. Further, there is no pre-determined 'best fit' between career motivators and specific job roles. For example, many senior managers and executives place Work-Life Balance among their top motivators – but this doesn't mean that they are low in commitment to achieving the best for their organisation!

This report is intended to help you make more informed decisions about your current and future career. Although the CMI has been developed using well-established psychometric technologies, no questionnaire can be completely accurate. You may therefore find some inconsistencies between the outcomes of this report and your own view of yourself. This report is most useful for stimulating your thinking about your career motivators, and you may find it helpful to discuss the outcomes with someone who knows you well or a trained career advisor.

Your Career Motivators in Rank Order

The table below shows the rank order of your career motivators, with those you endorsed most strongly appearing at the top. These are the primary results from your completion of CMi.

Rank	Score	Career Motivator	Meaning
1	39	Work Life Balance	People for whom work-life balance is a primary motivator are seeking a career which allows them flexibility in combining work demands with other aspects of their life
2	32	Security	People motivated by security are seeking to exchange their commitment and loyalty for predictable treatment from their employer in terms of job security, pay, pension and benefits
3	31	Working with others	Those for whom working with others is a primary motivator seek roles in which they achieve things through and with other people
4	30	Expertise	People motivated by expertise want to be able to execute and develop their specialist skills to the highest level possible
5	29	Status	People who have status as a primary motivator are seeking overt signs of recognition for their contribution
6	28	Entrepreneurship	Those who are motivated by entrepreneurship are most interested in building and running their own business
7	27	Power and Influence	People motivated by power and influence are continually seeking to follow a path to the next, bigger job
8	26	Challenge	Those for whom challenge is a primary motivator want nothing more than to be given the impossible so that they can show that they can do it
9	26	Independence	People who are motivated by independence seek to obtain as much freedom and discretion as possible in the execution of their work role
10	22	Idealism	People with this motivator need to engage with work that allows them to satisfy a fundamental value or pursue a cause

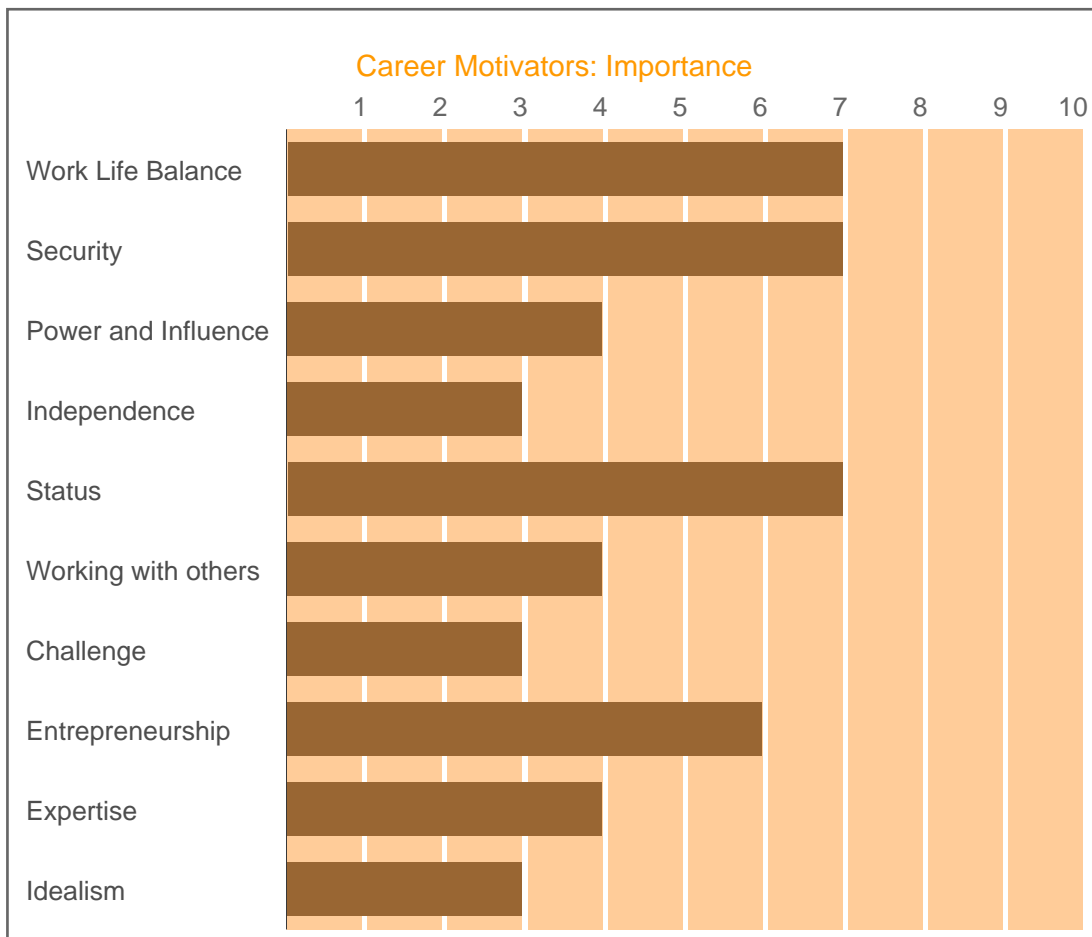
For most people, their top 2 or 3 career motivators are the factors that really matter to them in finding the right job or career direction. Your lowest ranked career motivators are also interesting in that they identify the factors that are least important to you. Desirable or attractive as these factors may be, they are unlikely to help you in finding true job satisfaction.

Comparing your Career Motivators with those of other people

A secondary chart shows below the importance of the career motivators to you compared with their importance for a group of people who have taken the measure previously. In this instance the comparison or 'norm' group is: UK Managers & Professionals in public/private sector work.

The importance of each career motivator for you compared with its importance to others is expressed on a 10 point scale where 1 indicates very low importance and 10 indicates very high importance. The table below shows the meaning of the scale points in more detail:

- 1 – 3 Considerably less important to you than to other people
- 4 Slightly less important to you than to other people
- 5 – 6 About as important to you as to other people
- 7 Slightly more important to you than to other people
- 8 – 10 Considerably more important to you than to other people



Where your highest ranked career motivators from page 3 coincide with those that are more important to you than to other people in the norm group – as shown above – then you have a clear indication of your primary career motivators. However, where there is less good fit between your highest ranked career motivators and those that are most important to you relative to the norm, you will need to decide for yourself which of the motivators have greater personal significance. Ask yourself what you would be least likely to give up when changing jobs or careers. What has determined how satisfying your career or job choices have been in the past? Read the extended definitions of the career motivators in the next section to help you decide.

The Career Motivators in Detail

This section considers each career motivator in turn, providing more detail to help you understand what each really means.

Work-Life Balance

People for whom work-life balance is a primary motivator are seeking a career which allows them flexibility in combining work demands with other aspects of their life. These people place sufficient value on non-work activities that they endeavour to allocate their time proportionately among family, friends, health, community activities, etc. Work is important to them, and they will value most a job that allows them to integrate their work with other parts of their life. This may include opportunities for teleworking, flexitime, etc. They will judge an employing organisation by its stated values and policies with regard to flexible working and diversity. They will wish to be recognised by their employer in terms of the quality and consistency of their work rather than their visible presence in the workplace.

Security

People who place security high in their list of career motivators are seeking to exchange their commitment and loyalty for predictable treatment from their employer in terms of job security, pay, pension arrangements, benefits, etc. Such people are primarily seeking security and freedom from worry over their future. They are attracted to organisations that offer clear promotion routes and planned employee development. Civil service or local authority employers will often provide the required levels of stability, as will large, established commercial organisations. People who are high on this motivator like to identify with their employing organisation. They will wish to be recognised by their employers for their loyalty and strong organisational citizenship.

Power & Influence

People motivated by power and influence are continually seeking to follow a path to the next, bigger job. They are always looking to expand their span of control, and take greater and greater responsibilities within the organisation. They wish to be responsible for delivering in key areas and for setting business strategy. They much prefer general management and leadership positions to narrow specialisms. People with this motivator will place great value on developing their skills through experience, and will wish to expose themselves to a wide variety of managerial roles. They seek recognition in terms of the results they deliver, and wish to be rewarded by the approval of more senior managers, access to further promotion, and higher salaries.

Status

People who have status as a primary motivator are seeking overt signs of recognition for their contribution. These can include a larger or a separate office, a company car, access to special benefits or privileges, a special job title and so on. They also need social recognition from peers and superiors in the form of awards, commendations, prizes, or mention in the organisation newsletter. Money is important to these people primarily as a symbol of their position. Their reputation is important to them, and they are likely to be sensitive to the status of others as well as their own.

Independence

People who are motivated by independence seek to obtain as much freedom and discretion as possible in the execution of their work role. They do not like to be constrained by rules and procedures and will resist close management. Consequently, they will prefer to work at the edges of, or outside large organisations. This career motivator is frequently found amongst consultants, academics and researchers. People high in independence may gravitate towards portfolio careers, where their long-term commitment to any one organisation or stream of work is strictly limited. They

will prefer to sacrifice security and stability for freedom. They will wish to be recognised by their employers for their latest achievements.

Working with Others

Those for whom working with others is a primary motivator seek roles in which they achieve things through and with other people. They value forming close relationships at work, and enjoy building trust and mutual interdependence. They like roles where they can meet new people and build social networks. People with this motivator look for organisations that place an emphasis on team working. They may take the lead in working with others, but will be equally happy in a more subordinate role providing that it is supporting the team. They seek recognition for their cooperativeness and willingness to work with others. Praise and overt commendation will be at least as important to them as more tangible rewards.

Challenge

Those for whom challenge is a primary motivator want nothing more than to be given the impossible so that they can show that they can do it. They thrive on difficult work that others might shy away from. They need constant variety and challenge, and quickly become dissatisfied where they do not have the opportunity to test themselves. They are likely to see things in competitive terms and like to win. These people seek recognition in terms of being given more and more challenging tasks.

Entrepreneurship

Those who are motivated by entrepreneurship are most interested in building and running their own business. They seek recognition in terms of being identified with the success of their systems and creations, and it is important to them to retain ownership of their idea or product. They want to show that they can create and sustain a business that generates wealth. If based in an organisation, they seek roles where they can take full responsibility for the design and delivery of a service or product.

Expertise

People motivated by expertise want to be able to execute and develop their specialist skills to the highest level possible. They gain satisfaction by using their skills to tackle and overcome technically difficult challenges. Exercising these specialist skills is intrinsically rewarding to them. They are more concerned to be expert in their field than to worry about the wider organisational context in which their expertise is applied. They wish to be recognised and rewarded for their qualifications and their expertise. They are likely to be less tolerant of administrative or managerial demands on their time.

Idealism

People with this motivator need to engage with work that allows them to satisfy a fundamental value or pursue a cause. They need to feel that their work is serving some deeper purpose that is important to them. This might be fulfilled by work that benefits individuals or the community or the environment. It may be that the cause is some deeply held principle, such as equality, or access to legal representation. Equally, the motivation may come from a passion to see that some idea or product is made as widely available as possible to those who might benefit from it. These people are driven by some ideal. They look for recognition in terms of support for their ideal from peers and the wider organisation.

In the next section we will look at how the motivators are connected by more global themes, and identify how they are expressed in and through your primary CMi scores on the ten motivators.

Global Career Themes Among the Career Motivators

In addition to the ten primary career motivators that are measured by CMI, there are four broader ‘factors’ or global career motivation themes that underlie and characterise the ways in which we think about our careers. The first two of these each has two ‘poles’ in that high and low scores imply rather different (and to some extent opposite) sources of motivation. The final two are single pole themes in that your scores tend to show how much of the motivational theme you have – i.e. high scorers tend to show these sources of motivation while low scorers do not. The four themes are:

Achievement Orientation vs Balance

High scorers tend to be motivated by challenging tasks and roles and by the potential to gain power and influence at work. Low scorers tend to be motivated rather more by work-life balance issues.

Self-Starting Opportunity vs Career Security

High scorers are motivated by entrepreneurship and by work they can do independently in their own businesses or organisations. Low scorers tend to favour looking for a stable and secure role as an alternative to this. They are often willing to show strong loyalty in return for their career security.

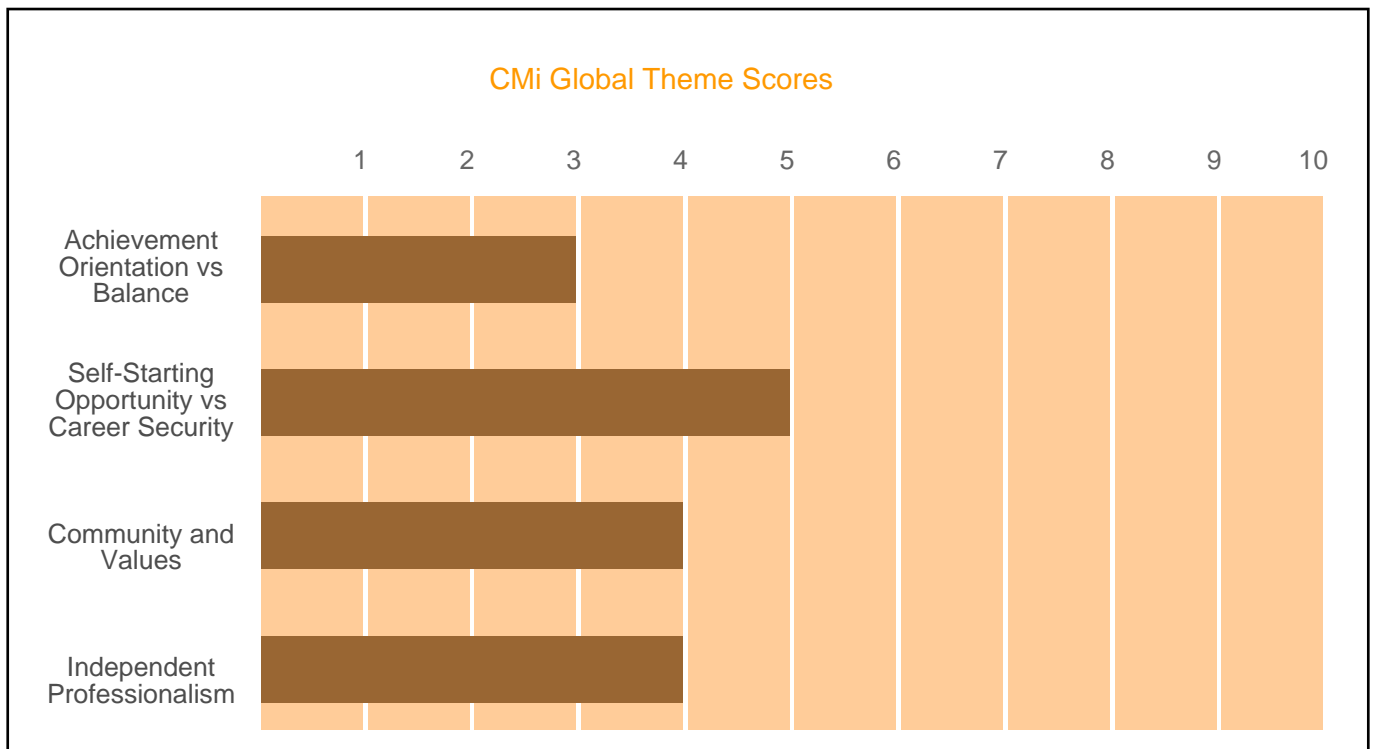
Community & Values

High scorers tend to focus on working with others and are motivated by work situations that allow them to express their basic community values or social ideals. Rather than not having such values, low scorers may simply not wish to express them through their career or work choices.

Independent Professionalism

High scorers are motivated by the potential to extend their expertise and professional skills so that they can become independent in their judgements and respected for their competency. They may also be motivated by the status that this can sometimes bring, and may wish to have their competency publicly recognised.

Your Scores



Summary of your Global Theme Scores

On Achievement Orientation vs Balance you have obtained a lower score than is typical in the CMi norm group. This means that you probably place much more value on achieving a satisfying balance between your work and other parts of your life than on seeking out major challenges in the work place or by trying to gain power and influence over others at work.

On Self-Starting Opportunity vs Career Security you have obtained a score that is in the average range for the CMi norm group. This means that you are probably driven as much by a desire for security in your career path as by the potential for higher rewards (matched by higher risk) that comes from working in your own business.

On Community & Values you have obtained a slightly lower score than typical members of the CMi norm group. This means that you probably feel slightly less of a 'pull' to those careers that might enable you to express clear community, social or other values directly through your choice of work than other norm group members. It may be that you are usually happy to make your main career choices based on other interests, while allowing yourself more engagement with your personal values in your activities outside work.

On Independent Professionalism you have obtained a slightly lower score than many others in the CMi norm group. This means that you probably do not see career paths that involve the development of your expertise and professional skills as the key to motivating yourself fully. While it may have attractions in relation to independence and status, you are probably more concerned about other satisfiers in making your career choices.

Interpreting Your Global Theme Scores

You should bear the following in mind when interpreting your theme scores:

- The global themes are scored out of your primary motivator results, so they are only as accurate as them! It is worth considering them in this light and asking yourself do they provide additional insights into your career choices which could be useful in your future decision making.
- The themes are more or less independent of each other. This means that a person's score on one theme is not influenced by his/her score on any other. Therefore your career motivation may reflect one, or more than one of the four themes. This might suggest some richness in the factors that motivate you in your career choices, but it could also complicate career choices by rendering a number of quite different paths attractive!
- Remember that each of the first two themes has two poles. This means, for example, that a low score on the first theme may simply reflect a strong desire for balancing your work and life commitments – clearly this is compatible with making many energetic, enthusiastic, and useful contributions at work. It does not necessarily imply a lack of interest in career development at work, so much as a firm desire to get the 'balance' right. Equally, a low score on the second theme would suggest a strong motivation toward establishing career stability.
- The themes are scored on scales from 1 to 10 – remember that higher numbers are not necessarily any more desirable than lower numbers. In each case we are just relaying back evidence from CMi about the type and scale of your career motivation.

Your Conclusions

Use this section to record the conclusions that you can draw from this analysis.

The most important career motivators for me are:

1.

2.

3.

The most important global career theme for me is:

1.

The implications for my current job are:

1.

2.

3.

The implications for my future career are:

1.

2.

3.

Further Reading

If you want to explore how to plan and manage your career in more detail see:

John Lees. *How to Get a Job You'll Love*. McGraw-Hill, 2009/10 Edition.

John Lees. *Take Control of Your Career*. McGraw-Hill, 2005.

A slightly different approach to assessing and analysing career motivators with some useful exercises on mapping your career history:

Edgar Schein. *Career Anchors. Discovering Your Real Values*. Jossey-Bass:Pfeiffer, 1990

And the academic references if you must:

Edgar Schein. *Career Dynamics : Matching Individual and Organisational Needs*. Addison-Wesley, 1978

Donald Super. Values: Their nature, assessment, and practical use. In D. E. Super & B. Sverko (Eds.), *Life roles, values, and careers* (pp. 54-61). Jossey-Bass, 1995