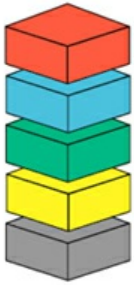


This assessment was self-administered and not taken under supervised conditions.

### Understanding this Profile:

IKM and our partner, The Chemistry Group, have developed this assessment and report to help understand staff work-related motivations. What motivates staff will not change because they are working at home. However, working at home will affect how motivated they feel. By measuring and understanding their motivations, staff can be kept engaged, satisfied, and working effectively at home. The management version of this report provides recommendations on how to keep staff productive based upon their assessed motivations. This report has been designed using the Chemistry Group's unique approach to predicting human performance in the workplace, the 5 Box Model, explained below. This assessment and report focus on the Motivations Box.



- Intellect:** The speed and accuracy with which we take in, process, and retain new information.
- Personality:** The internal characteristics that shape our behaviour at work.
- Motivations:** The external factors that satisfy our internal needs and drive our behaviours at work.
- Behaviour:** What we do at work as opposed to what we can do; our observable actions.
- Experience:** The knowledge accumulated from our behaviours and learning about their effectiveness.

The Motivations Box evaluates how energised staff are likely to be by 14 different factors in the workplace. The factors are aligned with the four basic psychological needs (autonomy, relatedness, proficiency, and relatedness) that foster intrinsic motivation as well as extrinsically motivating factors.

For more information on our partner The Chemistry Group, please visit <https://thechemistrygroup.com/>

### Motivations Description:

**Autonomy** The need to control the course of our lives

**Autonomy** Energized by a working environment that encourages you to make your own decisions. You may enjoy some structure and guidelines.

**Control** Energized by an environment where your success is influenced by your team/organization. You may become demotivated if your outcomes rarely reflect your own individual efforts.

**Create** Energized by a workplace where tasks tend to be solved through established and tried methods

**Velocity** Energized by a workplace where you can focus on one project/task at a time and are given enough time to complete it.

**Relatedness** The need to have close relationships with others

**Collaborate** Energized when sharing information and interacting with others, but may be less so if you are constantly required to work in groups.

**Contribution** Energized by the opportunity to contribute opinions and ideas to the organization, but you may not always need or wish to do so

**Conscience** Energized by a working environment that prioritizes positively contributing to society. This may not always be a driver for you in the workplace.

**Proficiency** The need to be effective in dealing with our environment

**Expert** Energized by a working environment that prioritizes specialist work. You may not always be motivated by work focused on specific knowledge or subjects.

**Growth** Energized by a workplace that does not put pressure on you to progress into new roles within the organization.

**Mastery** Energized by a working environment that assigns tasks that are appropriate to your skills and experience level.

**Research** Energized by a working environment that does not typically require research to complete your work.

**Extrinsic** The desire to obtain external rewards

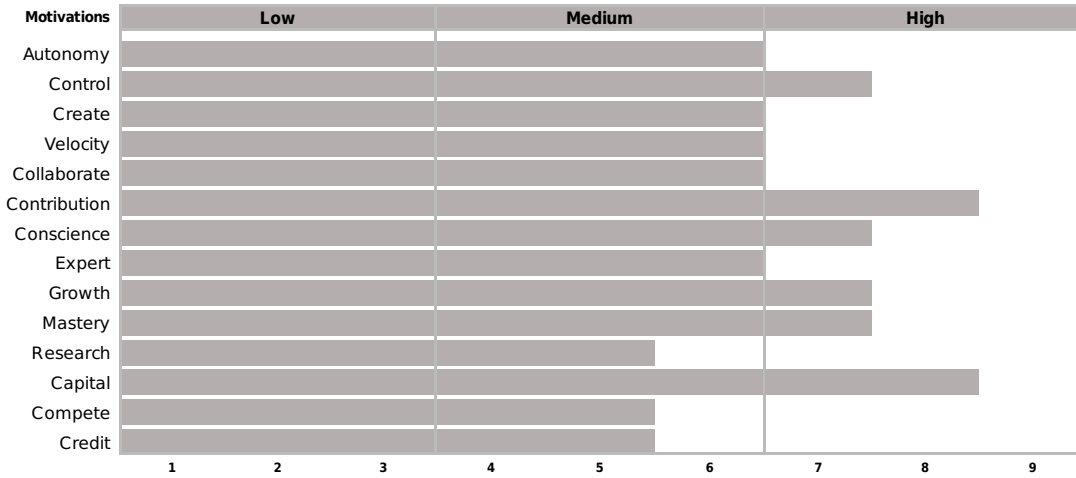
**Capital** Energized by a workplace that prioritizes maximizing profits and making commercially-focused decisions.

**Compete** Energized at times by competition, but may become demotivated if you are continually expected to compete against your colleagues.

**Credit** Energized when achievements are publicly recognized and by having visibility of others' achievements. You may become de-energized if your performance is continually praised in front of others.

## Motivations Analysis:

The external factors that satisfy internal needs and drive behavior. Your motivations reflect the things that you look for in your role and your day-to-day work environment. These can give you insight on the types of task and teams that will best engage you at work. A high score for a factor indicates that the factor motivated you. A low score for a motivation indicates that the factor does not motivate you. It does not mean that it is a de-motivator.



## Management Recommendations:

Listed below are the recommendations to management associated with the specific motivations and scoring.

Motivation	Recommendation
<b>Autonomy</b>	Identify those who need more structure and be sure to communicate tasks clearly - providing information in writing can be beneficial. Some members of your staff might require more regular check-ins than others, and have less opportunity to do so informally now, so be prepared to allow flexibility in your calendar to account for this. Consider allowing flexible working hours so those who want can decide when to work - working from home can make it difficult to work normal hours.
<b>Control</b>	Set transparent, individual performance metrics outlining how they can be achieved. You may inform them about how they can influence the broader organisational goals, but the conversations should emphasise their own personal effort and work outputs. Ensure they understand what they are responsible and accountable for. Make sure to check in with them, as working from home may make them feel as their work is not as visible.
<b>Create</b>	Working remotely can hinder both sides of creativity as it becomes harder to share and apply new ideas, but also established ways of working. Create platforms or shared documents that have room for both brainstorming and space for documented, proven solutions. Your staff can use this as a point of discussion for brainstorming and group problem solving, but it also allows the less creative to continue their established way of working.
<b>Velocity</b>	Working remotely may make it harder to coordinate all the tasks that need to get done in the present and in the near future. Line up a stream of work for your staff so that they are able to remain on-the-go and pick up tasks at the ready. The people who like to multitask can pick up several activities. The tasks that require more attention and focus can be selected by the staff that prefer this way of work.
<b>Collaborate</b>	Not everybody on your staff feels energised by working and being with others. Hold only necessary staff meetings, and make informal events optional (e.g. virtual happy hours) so that people have the opportunity to socialise, but nobody feels pressured to do so. When assigning tasks, keep in mind which ones require people to work individually and which ones require people to collaborate so you can assign appropriately.
<b>Contribution</b>	Communicate clearly with staff about the objectives of your staff/organisation. Make sure these are front of mind when setting assignments. While working from home, staff may feel more disconnected from the organisation and their contribution to wider business performance will be harder to see. Clearly illustrating how their work and that of their colleagues is contributing to organisational goals will be more important than ever.
<b>Conscience</b>	Make sure the staff is kept informed about all the positive and sustainable impacts the organisation is having on the environment and society, especially those that might not be easily visible for colleagues working at home. Get them to contribute ideas to keep them motivated on how they can make their work have a positive impact. Encourage them to share research on how other similar organisations or institutions take on these initiatives.
<b>Expert</b>	Connect specialist members of your staff with other experts, both within your staff and outside it if appropriate. Give them the opportunity to learn from and teach each other, including facilitating (virtual) access to relevant collaboration tools and specialised platforms. For those that prefer a more generalist setting, make clear what is expected from their role in relation to specialist knowledge/topics, and enable them to prioritise when it is and isn't important to engage with specialist staff.
<b>Growth</b>	Set up virtual meetings with your staff about their performance and the relevant growth opportunities within your staff and organisation. As you won't be able to observe them doing their job as easily, set up regular check-ins to discuss their progress and give them feedback. Working remotely makes it hard to shadow others, so ensure you are giving them increasing responsibility, but at the same time that they have the necessary resources to be successful (e.g. connect them with role models).
<b>Mastery</b>	Give your staff the opportunity to take on tasks that challenge their current skills and ability levels (e.g. mini-projects with new or increased responsibilities, task forces, cross functional projects). Boredom may be more likely to strike at home if they don't feel challenged, so you can also combine it with informal events, where they can engage in group problem-solving or brainstorming.
<b>Research</b>	In a remote environment, it may be harder to connect with others and have typical research tools available. Provide opportunities to engage with other experts and staff to serve as a resource. Try to assign the opportunities that require conventional knowledge or that rely on proven concepts and ways of work to those who are more energised by them. Identify opportunities to leverage the interests of those that are more motivated by research to inform the decisions your staff may make as a whole.
<b>Capital</b>	Make sure your staff is kept informed about relevant commercial decisions and financial performance. While they are working from home, this may require a greater emphasis on tools like updated dashboards they can access to monitor performance. Use this information to build and maintain their confidence that your organisation is focused on profitability/market performance. When talking about their work, try to emphasise the financial implications and how they can contribute to commercial success.
<b>Compete</b>	Understand what areas of your staff's work can drive competition (e.g. work metrics or benchmarked data). Share this information virtually in a way that enables more competitive staff to see how they perform against others (potentially even enabling them to identify a 'friendly rival', which has been found to further motivate) while not positioning it as a high-stakes competition. If appropriate, look for opportunities for non-work related competitions to engage staff (e.g. an informal reading challenge or exercise challenge).
<b>Credit</b>	Take an active interest in your staff's performance and hard work, but be mindful of the channel you use to give credit. Identify who prefers recognition to be public, and who prefers it to be private. Emphasise celebrating staff wins in group calls and chats, and give staff the opportunity to call out their personal contributions if they feel comfortable doing so (e.g., "who did something they were particularly proud of in this piece of work?").

IKM assessments are designed to measure overall proficiency in a subject and depth of knowledge in specific sub-topics. This score report does not provide a criterion-referenced interpretation, pass/fail score or standard of performance. Please note that test results, in isolation, are not pure predictors of success in employment or any given role. Other indicators, such as prior experience, references and interviews, should be considered prior to any employment or business decisions.