DRIVERS
DEVELOP

Sally Sample

January 2026

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.

Opportunity
The freedom to seek opportunities, take risks and push boundaries.

Security
The need for stability, continuity and job security.

Purpose
The need to use one's talents to help others and make a difference.

Compensation
The need to be well-paid and have significant financial rewards.

Technical Achievement
The need to obtain a feeling of technical accomplishment and work to the best of one's technical abilities.

Stimulation
The need for stimulation, challenge and variety in one's work.

Autonomy
The freedom and discretion to schedule one's work and how the work is carried out.

Authority
The need for power and control over others 'to give directions and instructions to others'.

Work-Life Balance
The need to seek fulfilment in one's personal activities outside of work.

This Report

The purpose of this report is to give information about the aspects of work that are most likely to motivate or demotivate Sally at work. The report identifies her top drivers and provides self-reflection questions to help managers or coaches explore her work drivers and the types of environments, teams, roles, or incentives that are most likely to motivate her.

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

This is a confidential assessment report. It was requested for a specific purpose and has influenced the information and conclusions drawn. The information contained in this report should only be interpreted by a trained professional and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

Drivers is an indicator of preference only. The publishers, therefore, accept no responsibility for decisions made using this assessment and cannot be held responsible for the consequences of doing so.

Rating Scale

Scales in this report are described in terms of their relative importance to the participant and are represented on a 10-point scales. As a guide, scores of 1 to 3 are considered of lowest importance, while scores of 5 to 6 are of moderate importance, and scores of 8 to 10 are considered of highest importance.

Scale Ranges

Lowest Importance | Low Importance | Moderate Importance | High Importance | Highest Importance

1 2 3 4 5 6 7 8 9 10
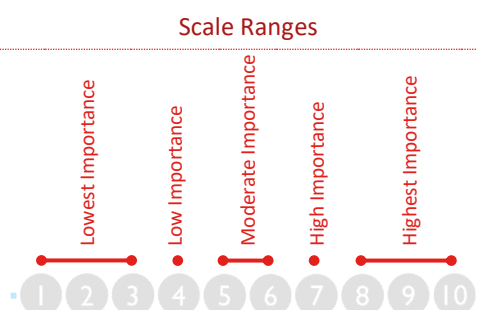
Profile Summary

Detailed below is a summary of Sally's results. What this means on-the-job is detailed more fully in the remainder of this report.

	Lowest Importance Band	Moderate Importance Band	Highest Importance Band

1 2 3 4 5 6 7 8 9 10

Drivers

Autonomy
The freedom and discretion to schedule one's work and how the work is carried out.

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Stimulation
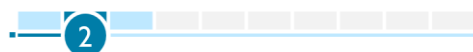The need for stimulation, challenge and variety in one's work.

6

Opportunity
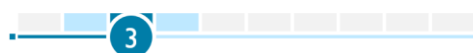The freedom to seek opportunities, take risks and push boundaries.

5

Security
The need for stability, continuity and job security.

2

Purpose
The need to use one's talents to help others and make a difference.

3

Authority
The need for power and control over others 'to give directions and instructions to others'.

7

Work-Life Balance
The need to seek fulfilment in one's personal activities outside of work.

8

Technical Achievement
The need to obtain a feeling of technical accomplishment and work to the best of one's technical abilities.

7

Compensation
The need to be well-paid and have significant financial rewards.

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Results in Detail

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

> **Description**
> Drivers are described below in terms of their relative importance to Sally.

Autonomy
Highest Importance Band

- Autonomy stands out as a primary driver for Sally.
- She is likely to want to have the freedom to define what she works on and how that work is carried out.
- Her strong need for autonomy in her work may include the desire to work independently of others.
- Given the strength of this driver, she is likely to be demotivated by roles that do not offer a fair degree of autonomy.

Stimulation
Moderate Importance Band

- Stimulation is a moderate driver for Sally.
- While Stimulation is not likely to be a dominant driver for Sally, she may want to have some scope to challenge herself by taking on complex, non-routine tasks.

Opportunity
Moderate Importance Band

- Opportunity is a moderate driver for Sally.
- While Opportunity is not likely to be a strong driver for Sally, she may want to have some freedom to pursue business opportunities, take risks, innovate, push boundaries, and drive her own success.

Security
Lowest Importance Band

- Security is not likely to be a strong driver for Sally.
- She may not be strongly motivated by having career or financial stability.
- Rating this driver as being of very low importance to her, she may not mind having some uncertainty or volatility in her work.

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

Purpose
Lowest Importance Band

- Service is not likely to be a strong driver for Sally.
- She may not be strongly motivated by making a positive impact or achieving something of value through her work.
- Rating this driver as being of very low importance to her, she may not mind having some uncertainty or volatility in her work.

Authority
High Importance Band

- Authority is a fairly important driver for Sally.
- She may wish to achieve a position of power and authority in her work.
- Her 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, she may become demotivated by roles where she is not able to be in a position of power or authority.

Work-Life Balance
Highest Importance Band

- Work-Life Balance is a primary driver for Sally.
- She is likely to want to achieve a work-life balance, where she is able to prioritise her personal relationships and interests.
- Her strong need for fulfilment in her personal life may include the desire to focus on family, friends, interests, or hobbies.
- Given the strength of this driver, she is likely to be demotivated by demanding roles that don't offer clear boundaries between her personal and work obligations.

Technical Achievement
High Importance Band

- Technical Achievement is a fairly dominant driver for Sally.
- She should be motivated to seek work that enables her to develop and demonstrate her technical competence.
- Her need for achieving technical competence in her work may include the desire to provide expert advice, be recognised as an expert in her field, and receive recognition for her technical achievements.
- Given the strength of this driver, she may become demotivated by roles that do not allow her the scope to develop her technical skills to a high level of competence.

Compensation
Low Importance Band

- Achieving financial success is not likely to be a strong driver for Sally.
- She may not be strongly motivated by having a high salary compared to others in her field or receiving strong financial incentives for her work.

Top Drivers

Use the following points to help design work and work incentives that cater to Sally's drivers.

	Drivers *Things that are most likely to motivate her.*	**Blockers** *Things that may demotivate her.*
Autonomy Highest Importance Band	• Having the freedom to define her own work goals and targets. • Having the freedom to determine what she works on and how she works on it. • Having the freedom to set her own work schedules.	• Having limited flexibility to set her work goals and plans. • Having little say in what she does and she does it.
Work-Life Balance Highest Importance Band	• Having clear boundaries between her personal and work obligations. • Being able to prioritise her personal relationships and interests. • Being able to focus on family, friends, interests, or hobbies.	• Having work obligations consume her life. • Being unable to switch work off at the end of the day. • Being unable to focus on or support her personal relationships, interests, or hobbies.
Technical Achievement High Importance Band	• Being recognised as an expert in her field. • Having opportunities to develop her technical skills. • Having opportunities to demonstrate her technical skills. • Being able to provide her expert advice. • Being recognised as an expert in her field.	• Not having access to technical development or training. • Being unable to utilise her technical skills and talents. • Having little or no opportunity to share her expert advice. • Not being recognised for her technical achievements.
Authority High Importance Band	• Having a leadership role. • Being able to make important decisions. • Controlling budgets and resources. • Being able to influence and give directions to others.	• Taking on a supportive role, where she is not able to directly influence others. • Having little or no responsibility over others.

Exploring Drivers

Use the questions provided in this section as a guide to probe what aspects of work Sally is motivated by. This section also provides several recommendation to redesign organisational strategies, roles or incentives to better motivate Sally.

Self-Reflection Questions
Use these questions to gauge Sally's work needs and their impact on her motivation at work.

Autonomy
Highest Importance Band

- How much autonomy (e.g. ownership of your work and how it is carried out) do you like to have in your work and why?
- Give me an example of planning your own work and activities. How did this make you feel and what did you do?
- Give me an example of working in a role in which you had to follow strict work guidelines. How did this make you feel and how did you respond?
- Tell me about a situation in which you were assigned a task but not given clear instructions on how to accomplish it. How did this make you feel and what did you do?

Work-Life Balance
Highest Importance Band

- How important are your personal obligations or interests to you compared to your work obligations?
- Do you feel your work obligations hinder your ability to adequately focus on your personal needs?
- Do flexible working arrangements such as working from home or having flexible working hours appeal to you?
- How often do you make personal sacrifices for your work or your organisation? What did you sacrifice how did this make you feel?
- What would you look for in role that was able to deliver a good work-life balance for you?

Technical Achievement
High Importance Band

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

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

Optimising Engagement
Consider the following structural or job redesign suggestions.

Autonomy
Highest Importance Band

- Explore job enrichment activities with Sally . Such activities can increase the degree to which employees feel in control over the planning, execution, and delivery of their work.
- Discuss areas of Sally's job or even dedicated projects where she can have a sense of ownership.
- Consider areas where you can provide Sally with the freedom to choose how she carries out her work.

Work-Life Balance
Highest Importance Band

- Examine the possibility of providing flexible working hours for Sally .
- Explore the options for remote working where Sally could either work partially or fully from home.
- Explore job sharing arrangements where Sally can reduce her hours by sharing her duties with someone else.
- Discuss Sally's personal goals and how some of them could be achieved through her work. For example, if she values travel and is interested in other cultures, then perhaps an overseas placement or training may help her achieve some of her personal goals.

Technical Achievement
High Importance Band

- Recognise and reward employees' skills and skill development.
- Explore further technical or skills training to support Sally's professional development. • Seek and utilise Sally's expertise in her field.
- Consider employee recognition programs that highlight technical achievements.

Authority
High Importance Band

- If Sally is not in a leadership position then explore concepts of participative management, where Sally can share decision-making powers with her immediate superiors. • Consider involving Sally in decision-making committees.
- Explore enrolling Sally in leadership development programs.

Development Plan

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

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

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

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

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

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

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