



## Understanding the Workplace Motivators Report

### THEORETICAL

The primary drive with this value is the discovery of TRUTH. In pursuit of this value, an individual takes a “cognitive” attitude; one that looks for identities and differences. Such an individual is nonjudgmental regarding the beauty of utility of objects and seeks only to observe and to reason. Since the interests of the theoretical person are empirical, critical, and rational, this person appears to be an intellectual. The chief aim in life is to order and systematize knowledge: knowledge for the sake of knowledge.

#### Very High Theoretical

*Goal: Truth and Knowledge*

#### General Characteristics

- Feeling for the purity of the cognitive process
- Integrates past and present
- High interest level in solving problems, asking questions or formulating a theory
- Enjoys people with convictions (knowledge) held in common

#### Possible Limitations

- May have trouble dealing with practical problems
- Little time for people who see things differently – especially those who are emotional with few facts to support their position
- Single minded at the expense of everything else
- May get bogged down in the quest for details – can lead to procrastination

### UTILITARIAN

The Utilitarian score shows a characteristic interest in money and what is useful. This means an individual wants to have the security money brings, not only for themselves, but for their present and future family. This value includes the practical affairs of the business world – the production, marketing, and consumption of goods, the use of credit, and the accumulation of tangible wealth. This type of individual is thoroughly practical and conforms well to the stereotype of the average American business person. The individual is likely to have a high need to surpass others in wealth.

#### Very High Utilitarian

***Goal: Utility and what is useful***

Outstanding Characteristics

- Very practical, can be a spender or saver
- Future-oriented
- Motivated by the satisfying of needs
- Seldom, or never, reaches their wants; continually motivated by wants and needs

Possible Limitations

- May be a workaholic
- Egotistical
- May have a visible “greed factor”
- Rationalizes giving of time or resources will result in some future economic gain

**AESTHETIC**

The aesthetic score indicates a relative interest in “form and harmony.” Each experience is judged from the standpoint of grace, symmetry, or fitness. Life may be regarded as a procession of events, and each is enjoyed for its own sake. A high score here does not necessarily mean the incumbent has talents in creative artistry. A high score indicates primary interest in the artistic episodes of life.

**Very High Aesthetic**

***Goal: To experience their inner vision***

General Characteristics

- Seeks self-realization, self-fulfillment, and self-enjoyment
- Sensitive to inner feelings
- Humorist, if view of life is positive
- Sarcastic, if view of life is negative

Possible Limitations

- Tries to influence others by aesthetic beauty
- No feeling for the practical
- Sees things only from their inner world
- Minimum use of logical reflections

## **SOCIAL**

Those who score very high in this value have an inherent love of people. The social person prizes other persons and is, therefore, kind, sympathetic, and unselfish. They are likely to find the Theoretical, Utilitarian, and Aesthetic attitudes cold and inhuman. Compared to the Individualistic value, the Social person regards helping others as the only suitable form for human relationships. Research into this value indicates that in its purest form, the Social interest is selfless and tends to approach very closely to the Traditional value.

### **Very High Social**

*Goal: To eliminate hate and conflict in the world*

#### General Characteristics

- See their own value in helping others
- Real concern for others
- Ability to be empathetic
- Generous with time, talent, and resources

#### Possible Limitations

- Self-sacrifice at times and may override self-preservation
- Have difficulty saying “No”
- Help others even to their own detriment
- Will avoid confrontation if there is an unbearable truth that will harm a relationship

## **INDIVIDUALISTIC**

The primary interest for this value is POWER, not necessarily politics. Research studies indicate leaders in most fields have high power value. Since competition and struggle play a large part in all life, many philosophers have seen power as the most universal and most fundamental of motives. There are, however, certain personalities in whom the desire for direct expression of this motive is uppermost; who wish, above all, for personal power, influence, and renown.

### **Very High Individualistic**

*Goal: To assert self and have their causes victorious*

### General Characteristics

- The effect of power upon others appears in the form of determination
- Control their own destiny and the destiny of others
- Power and control will usually be expressed in some other form or value – Theoretical (superiority), Utilitarian (wealth), or Traditional (religious)
- Tends to see others through their own eyes

### Possible Limitations

- The end justifies the means
- May break rules in order to rule or control
- May be Machiavellian in their approach to others
- Need for self-assertion; can come across as feeling superior

## **TRADITIONAL**

The highest interest for this value may be called “unity, order, or TRADITIONAL.” Individuals with high scores in this value seek to comprehend the cosmos as a whole and to relate themselves to a global totality. They find mystical experience in the affirmation of life and in active participation, while others find mystical experiences by withdrawing from life. In others the alternate negation and affirmation of life yield the greatest satisfaction.

### **Very High Traditional**

*Goal: Search for the highest value of life*

### General Characteristics

- Mental structure directed toward and influenced by their most satisfying value experience
- May view life positive, negative, or mixed
- Will seek power on a big scale, if Individualistic is very high
- Will seek the richest revelations of beauty, if Aesthetic is very high; will seek, through data, the Final Secret of Life, if Theoretical is very high
- Belief in their belief is so great they will champion their beliefs

### Possible Limitations

- Overly rigid
- Comes across as always right
- Rarely changes mind even if logic dictates they are wrong

## **KEY RELATIONSHIPS**

### **High Utilitarian – High Individualistic**

This is the type of individual that not only wants to control their own destiny and/or the destiny of others, but wants to also have the financial wherewithal to sustain that control. The money allows that person to “buy” their own spotlight in order to strengthen their own ego and to allow them to know whether they won or lost. It is really more of a scorecard than anything else. The individual will work long, hard, and to the exclusion of almost any traditional approach to family and friends, to achieve goals and to perpetuate accomplishments. They will not only go to great lengths to protect their “ego and monetary investments,” but will also shock some by their willingness to gamble it all to have more. The traditional manager usually is associated with these initiators of behavior. There is no project too small to win, nor is any project too large to challenge. The normal “carrots” of power, position, status, fine things, and materialistic gain will usually work with a person who has this value combination.

### **Low Utilitarian – High Individualistic**

Money is not necessarily the key to pressing this person forward. There will be a tremendous need to control the situation and build monuments and be in the spotlight, but at the same time they will do many things for next-to-nothing in order to be seen as accomplishing something noteworthy. It is not necessarily an individual who will leave their families with great financial stability, but there will be a need for that family to always recognize how “great” the person’s achievements really were. This person will work long and hard to achieve a goal that will allow him to be seen as a winner. If he happens to make money along the way, that’s okay; if he doesn’t, that’s also okay.

### **High Utilitarian – Low Individualistic**

This person is very concerned with economic stability. This individual will not go out of the way to control the situation, but will do everything within power to ensure the security or independence of the situation is maintained. There is no need to be in the limelight as long as the checks don’t bounce. This person wants to be seen as someone who is a team member, as long as she is one of the better paid members on the team. The control by others is accepted as long as the financial stability is not threatened.

### **Low Utilitarian – High Aesthetic**

This can be one of the most confusing combinations of values. The person will not really be money motivated, and money will not be an intrinsic or internal “turn on.” The fact, though, that they want fine things and want to be able to enjoy the beauty of life and nature in their pursuit of happiness makes them respond just like someone with a tremendous need for money. Once they have achieved the money necessary to enjoy this type of creative lifestyle, they may turn their back on those things which allowed them to earn the money to achieve that lifestyle.

### **High Individualistic – High Traditional**

This type of person wants to control the lives and directions of people within a very narrow scope of activities or beliefs. This type can be very rigid and will definitely enforce those rules in which he believes. This enforcement can, at times, be very direct and insensitive. The power that is sought is pursued in such a narrow band that there is no room for any type of outside thinking or experiences. This person is definitely receiving ego gratification, even if it is secondary to the rules of their belief system.

### **High Individualistic – Low Social**

This type wants to control his own destiny and the destiny of others and will do so without too much sensitivity to the concerns for the welfare of others. If a person is willing to work very hard and support this individual’s position, then the other person will be helped and brought along. If that other individual does not support the person with a high Individualistic value, there is no hesitation to move that person aside. The rules of society are set by the individual in relationship to his interpretation of those rules. The type will work long and hard to achieve results and do it in a manner others might compare to a steamroller. Those that get in the way of that steamroller will be flattened! This person can and will build a very strong team as long as each and every team member brings results. If the results are not there, it is time for a new team, or team member.

### **High Theoretical – High Utilitarian**

This type of person wants to know all there is to know about a certain subject and/or, in general, knowledge for knowledge’s sake. She also wants to have the stability of a good income and the things a good income can provide. This person will overcome the need for knowledge when that knowledge is less important to achieving financial security. Then, the “knowledge for knowledge’s sake” becomes knowledge for that person’s improvement. This can be very positive if utilized in the framework of researching a certain situation to achieve a given result. If there are no direct results determined, then this type will have a tendency to want to increase the amount of research to ensure economic security. She will be the only one who knows the information and, therefore, has security based on that information.

## **MANAGERIAL DECISION MAKING**

The linkage between managerial values and decision making has been widely documented (England, 1967; England, Dhingra & Agarwal, 1974; England & Keaveny, 1969; Guth & Tagur, 1965; Hegarthy, 1976).

Much research on managerial decision making in cross-cultural settings has relied on differences in values to explain the variance in decision preferences.

Dr. David D. Palmer's research on personal values looked at managers with similar values in the United States and India. By clustering the values into two groups, Group I had managers who scored above the mean in Utilitarian, Individualistic, and Theoretical. Group II contained managers who scored above the mean in Social, Aesthetic, and Traditional.

Group I placed their emphasis on economic utility and rationality. It could be predicted they would be less likely to support decisions which were not clearly financially advantageous to the firm. Group II tended to favor more strongly those decisions involving employee safety, personnel development, and water pollution. There were men and women in both groups.

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