

# USING WORKPLACE MOTIVATORS WHEN HIRING

## MEMORY JOGGER CARD

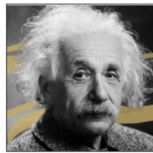
### WORKPLACE MOTIVATORS HIRING PROCESS:

- 1 ROLE PRIORITIES:** Think about what's important in the position. What **three to five** things need to happen in the role, for the person to be successful?
- 2 MOST and LEAST:** Review the priorities for the role and then review the six gender- and culture-neutral Workplace Motivators, below. What two **MOST** match what the job will require five days a week, and what one is **LEAST** important five days a week?
- 3 OBSERVATION AND USE INTERVIEW QUESTIONS:**
  - a. Use the matching interview questions and the six MOTIVATOR MATCH QUESTIONS ' - WHAT THEY MOST WANT TO DO INTERVIEW questions. Listen for themes that match the Motivators.
  - b. If you have an assessment on the candidate, look at what they scored **MOST INTERESTED** (#1 & #2) and **LEAST INTERESTED**. Also, look the **INTENSITY** of their scoring, and pick the matching WM questions.

#### THEORETICAL/KNOWLEDGE

##### LEARN - A love for knowledge, learning, and understanding

Dr Seuss: "The more that you read, the more things you will know. The more that you learn, the more places you will go."



Albert Einstein

##### Top Motivator Clues

- Questions about the process and protocol.
- Long time service in one position.

##### Stressor/Dis-satisfiers:

- Close mindedness by others.
- Lack of directions/order
- Opposition to their beliefs.



Mayim Bialik

#### UTILITARIAN/ECONOMIC

##### ROI - A focus on efficiency, practicality, and return on investment

Thomas A. Edison: "Anything that won't sell, I don't want to invent. Its sales is proof of utility and utility is success."



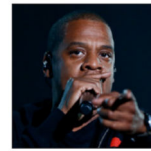
Warren Buffett

##### Top Motivator Clues

- Many books/magazines related to business.
- Will focus on what he/she will get from a process.

##### Stressor/Dis-satisfiers:

- Wasted resources: time and material.
- Lack of efficiency.



Jay Z

#### INDIVIDUALISTIC/POLITICAL

##### VISIBILITY – A drive for personal influence, recognition, and control

Serena Williams: "I always believe I can best the best, achieve the best. I always see myself in the top position."



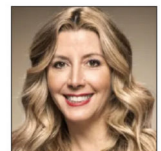
Tom Brady

##### Top Motivator Clues

- Takes independent approach to work and life.
- Focuses on what it takes to be the best, #1.

##### Stressor/Dis-satisfiers:

- Actual or perceived diminishing/loss of power.
- Inability to advance.

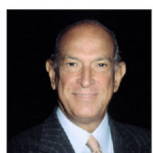


Sara Blakely

#### AESTHETIC

##### ENJOY – A desire for beauty, balance, and creating harmony

Danny Glover: "Art is about the dynamics of the human experience."



Oscar de la Renta

##### Top Motivator Clues

- Talks about how things make him/her feel
- A love and need for anything beautiful, natural and/or outdoors

##### Stressor/Dis-satisfiers:

- Too much objective focus.
- Inability to express feelings
- Chaos and disturbance around them.



Vera Wang

#### SOCIAL/ALTRUISTIC

##### SERVICE – A passion for helping others and making a difference

Muhammad Ali: "Service to others is the rent we pay for our room in heaven."



Mother Teresa

##### Top Motivator Clues

- A generous coach or teacher who listens closely to others
- Mentions volunteer and service work done on own time.

##### Stressor/Dis-satisfiers:

- Too much emphasis on bottom-line results.
- Decisions and actions that are insensitive to people.



Princess Diana

#### TRADITIONAL/REGULATORY

##### SOP– A respect for structure, rules, and a guiding purpose or belief system

Golda Meir: "One cannot and must not try to erase the past merely because it does not fit the present."



George S. Patton

##### Top Motivator Clues

- Strong military, religious, government or political focus.
- Questions about the process and protocol.

##### Stressor/Dis-satisfiers:

- Close mindedness by others.
- Lack of directions, order, structure.



Rosa Parks

## THE INTERVIEW

**ASK ALL SIX OF THESE QUESTIONS.** If you listen closely, through the lens of the Workplace Motivators, you will hear themes and what they are most and least interested in.

1. Describe what you do in your current job. Share specific examples of how you add value in that job.
2. What jobs have you enjoyed the most? Why? Please share specific examples of what you enjoyed.
3. What jobs have you enjoyed the least? Why? Please share specific examples of what you disliked.
4. Give specific examples of past environments you worked best in.
5. Give specific examples of past environments that did not work well for you.
6. What kind of responsibilities would you like to avoid in your next job? Why?

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## GAS IN TANK – Motivation and Interest

**Pick the Questions for the Top Two Motivators That the Job Rewards** *(Shared below in alphabetic order)*

Read and select the following suggested interview questions as they relate to the rewards, culture and environment for the position. Modify questions to be more specific to the job and your company.

### AESTHETIC

- How would you rank the importance of creativity and self-expression in your work? How do you personally express your unique creative style?
- Within your work environment, what single event, problem and/or unexpected situation has the potential to throw you off balance more than anything else.
- Describe how you would feel if you were to discover that an organization you worked for was misusing the earth's natural resources. How would you show your feelings?
- Describe your strategy for achieving and maintaining a comfortable level of balance and harmony in your life. What would you say you are most sensitive to in your work environment and/or in general?

### INDIVIDUALISTIC/POLITICAL

- What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
- How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
- How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.
- How good are you in taking directions from others? How much do you like doing so?

### SOCIAL/ALTRUISTIC

- Is there ever such a thing as “too much” service? Explain your answer to me, please.
- Is there ever a point when employees should stand up and tell their manager that they are being mistreated? Give me an example of a circumstance where that might be the case.
- Tell me how you would service an account that kept having problems with your product and kept coming back, yet showed no promise of future business.
- What would you do if an employee was missing an undue amount of time to a family crisis? How would you handle it? At what point would you take drastic action? What would that drastic action be?

### THEORETICAL/KNOWLEDGE

- Which is more important, action or knowledge?
- Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
- Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
- How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?

### TRADITIONAL/REGULATORY

- Is there an absolute right and absolute wrong? How do you decide what is right and what is wrong?
- Tell me about “rules”. Give me an example of a rule that you have relative to managing or leading others. Where did you learn that rule? How rigid is it?
- Have there been situations in your work experience when you were absolutely convinced that your rules or standards were superior to your employers? If so, why were they better? Were you able to convince your employees that yours were better?
- Do you sometimes feel that things would be easier and better if there were fewer rules and procedures? How do you deal with it?

### UTILITARIAN/ECONOMIC

- How important is earning a lot of money to you? What do you consider to be a “lot of money”?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?