

# Career drivers assessment

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## Instructions

Below you will find listed 36 statements often given by people when they are asked about what motivates them at work.

For each pair, you should evaluate the relative importance to you of each statement and allocate three points between them. Think in terms of how you would like your work to be rather than how it is currently.

For example, the possible distribution of points between the items in the first pair is as follows:

- A = 3 points B = 0 points
- A = 2 points B = 1 points
- A = 1 points B = 2 points
- A = 0 points B = 3 points

The letters in brackets given before each item are for scoring purposes and need not concern you at this stage. Please make sure that you have allocated three points between each pair. You cannot allocate half points.

1. (A) I will only be satisfied with a high standard of living  
(B) I wish to have considerable influence over other people
2. (C) I only feel satisfied if the output of my job has real value in itself  
(D) I want to be an expert in the things I do
3. (E) I want to use my creative abilities in my work  
(F) It is especially important to me that I work with people I like
4. (G) I would obtain particular satisfaction by being able to freely choose what I do  
(H) I want to make quite sure that I am financially secure
5. (I) I enjoy feeling that people look up to me  
(A) Not to put to fine a point on it, I want to be wealthy

6. (B) I want a substantial leadership role  
(C) I want to do a job that is meaningful to me, even though it may not gain tangible rewards
7. (D) I want to feel I have gained hard won expertise  
(E) I want to create things which people can associate with me alone
8. (F) I seek social relationships with other people in my work  
(G) I would get satisfaction from deciding how I spend my time
9. (A) I will not be content unless I have substantial material possessions  
(D) I want to demonstrate to my own satisfaction that I really know my area of work
10. (C) I want my work to be part of my search for meaning in life  
(E) I want the things I produce to carry my name
11. (A) I would like to be able to afford anything I want  
(H) A job with long term security really appeals to me
12. (B) I seek a role which gives me substantial influence over others  
(D) I would enjoy being a specialist in my field
13. (C) It is important that my work makes a positive contribution to the wider community  
(F) It is important to me to have close relationships with the people I work with
14. (E) I want my personal creativity to be used extensively at work  
(G) I would prefer to be my own boss
15. (F) Close relationships with people at work would give me particular satisfaction  
(H) I want to look ahead in my life and know that I will always be OK
16. (A) I want to be able to spend money freely  
(E) I want to be genuinely innovative in my work
17. (B) I want to be in a position where I can tell other people what to do  
(F) For me, being close to others at work is really important

18. (C) I would like to look upon my career as part of a search for greater meaning in life  
(G) I want to take full responsibility for my decisions at work
19. (D) I would enjoy a reputation for being a real specialist  
(H) I would only be relaxed if I was in a secure career
20. (A) I desire the trappings of wealth and success  
(F) I want to get to know new people through my work
21. (B) I would like a role which gives me control over how others perform  
(G) It is important that I can choose for myself the task that I undertake
22. (C) I would devote myself to my work if I believed the output would be worthwhile in itself  
(H) I would take great comfort in knowing how I stand when I retire
23. (F) Having a close relationship with people at work would make it difficult for me to make a career move  
(I) Being recognised as part of the "establishment" is important for me
24. (B) I would enjoy being in charge of people and resources  
(E) I want to create things that no one else has done before
25. (C) I want to do what I believe is important, not simply that which promotes my career  
(I) I seek public recognition
26. (E) I want to do something distinctively different from others  
(H) I usually take the safe option
27. (B) I want other people to look to me for leadership  
(I) Social status is an important motivator for me
28. (A) A high standard of living attracts me  
(G) I do not wish to be tightly controlled by a boss at work
29. (E) I want my work to carry my own name  
(I) I seek formal recognition by others of my achievements

30. (B) I prefer to be in charge  
(H) I would feel concerned if I could not see a way ahead in my career
31. (D) I would enjoy being a person who has valuable specialist knowledge  
(G) I would get satisfaction from not having to answer to other people
32. (G) I dislike being a cog in a large wheel  
(I) It would give me satisfaction to have a high status job
33. (A) I am prepared to do most things for material reward  
(C) I see work as a means of enriching my personal development
34. (I) I want to have a prestigious position in any organisation for which I work  
(H) A secure future attracts me every time
35. (F) Provided I have good relationships at work, nothing else really matters  
(D) Being able to make an expert contribution would give me particular job satisfaction
36. (I) I would enjoy the high status symbols which come with senior positions  
(D) I aspire to achieve a high level of specialist competence

## Career Drivers Assessment Scoring Key

To score the assessment, transfer the points you have given to each letter to the appropriate boxes in the table below. Add them up and check that the overall total comes to **108**

									<b>TOTAL</b>
<b>A</b>									
<b>B</b>									
<b>C</b>									
<b>D</b>									
<b>E</b>									
<b>F</b>									
<b>G</b>									
<b>H</b>									
<b>I</b>									
									<b>108</b>

Plot your scores for each of the career drivers on the chart on the following page. Then join up the points to give a diagrammatic profile of your personal career drivers

## Your career drivers profile

24									
23									
22									
21									
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19									
18									
17									
16									
15									
14									
13									
12									
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10									
9									
8									
7									
6									
5									
4									
3									
2									
1									
0									
	<b>A</b> Material rewards	<b>B</b> Power influence	<b>C</b> Meaning	<b>D</b> Expertise	<b>E</b> Creativity	<b>F</b> Affiliation	<b>G</b> Autonomy	<b>H</b> Security	<b>I</b> Status

## **Career drivers**

A career driver is more than a tendency or disposition. It is an inner motivation which strongly influences the individual.

Those people who do not fulfil their career drivers are likely to find it difficult to be motivated at work. Wise individuals will ensure that their primary career drivers are satisfied.

Research has shown that most people have 2 or 3 drivers with only one at the core. It is the key driver that guides career progress and can give coherence to apparently unconnected choices and decisions.

In The Richmond Survey, nine distinct drivers have been identified. Each is a blend of wants and needs and although there is a slight statistical overlap between some drivers they can be considered quite distinct.

The nine career drivers are:

**A Material Rewards**

Seeking possession, wealth and a high standard of living

**B Power / influence**

Seeking to be in control of people and resources

**C Searching for Meaning**

Seeking to do things which are believed to be valuable for their own sake

**D Expertise**

Seeking a high level of achievement in a specialised field

**E Creativity**

Seeking to innovate and to be identified with original input

**F Affiliation**

Seeking nourishing and rewarding relationships with others at work

**G Autonomy**

Seeking to be independent and to make decisions for oneself

**H Security**

Seeking a solid and predictable future

**I Status**

Seeking to be recognised and respected by other people

## What are the rules for your drivers?

What has to happen for you to experience your key career drivers?

For example, if Security is one of your most important drivers, what has to happen for you to feel secure? What would you do to avoid feeling insecure?

By uncovering the rules that exist for you to experience each key driver, you will uncover your underlying beliefs that support these important drivers for you.

	Driver	Ways to deliver this is / could / should be delivered for me	Things to avoid / minimise
1			
2			
3			