



## Career Drives

Participant  
John Example

Client  
HFMtalentindex

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## Introduction

The Career Drives gives insight into John Example's motivations and their significance in his work. The scores in this report are based on his responses on the HFMtalentindex motivations test; a questionnaire, specifically designed to analyse relevant motivations. The measured motivations provide insight into which aspects of John Example's work give him energy, and which aspects he considers demotivating. Motivations are an important influence on behaviour, since they affect the choices that people make. Based on his motivations, John Example will either feel comfortable, or ill at ease, in a given situation. More justice can be done to his qualities by taking his motivations into account. This will also help him derive more satisfaction from his work. In addition, John Example's motivations have an impact on the effectiveness of his collaborations with others, who may have other motivations. Tips on how to handle this will also be given in this report.

When using this report, it is important to keep the following in mind:

1. The report is generated by HFMtalentindex' rule-based expert system, meaning that the measurement is performed in a highly objective and accurate manner. The system generates results based on a combination of the expertise of experienced organisational psychologists and extensive scientific research.
2. The scores in the report were determined by comparing John Example's response pattern to that of an extensive norm group of people, representing a variety of professional roles in various sectors. The report shows how John Example's scores compare to the average scores of the norm group.
3. The report is based on the answers provided by John Example regarding himself. This means that the measurement is based on John Example's self-image. It is therefore important to compare the results in the report with other sources of information, such as (previous) work experiences and results, an interview with John Example, his CV and references, if applicable.

## Report structure

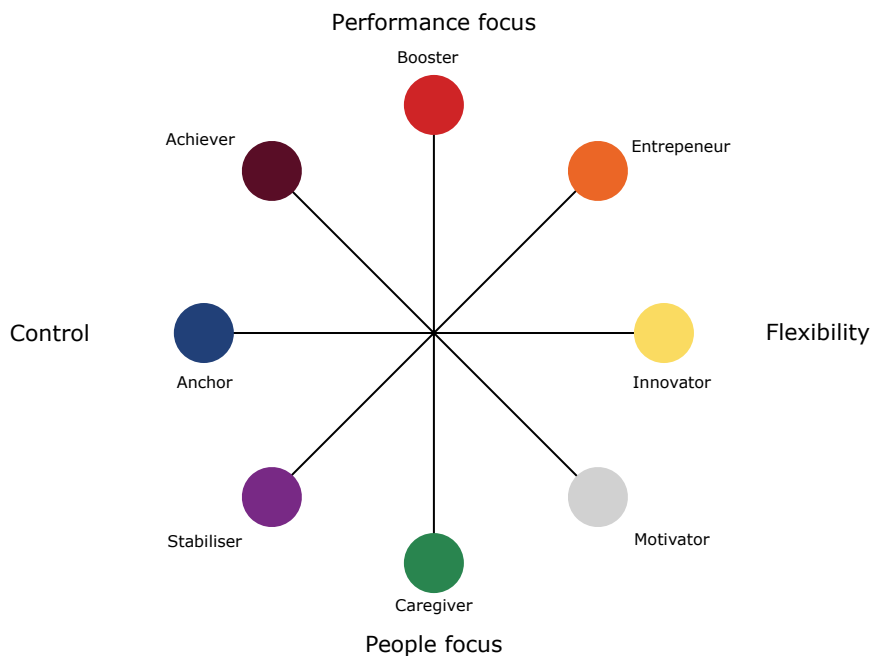
The Career Drives consists of five components. The first explains the theoretical background of the Career Drives. The second provides an indication of John Example's most striking motivations combinations. Each motivations combination has its own colour. Part three, 'DNA of the preferred roles', analyses how John Example's motivations lead to his preference for certain roles. The fourth part focuses on 'The chemistry of teamwork'. It discusses the ways in which he can collaborate most effectively with people with different motivations, different colours. The fifth and final part gives an overview of all possible preferred roles, to give you an idea of the meaning of the roles of others.



# 1. Theoretical background of the Career Drives model

The Career Drives measures a person's motivations. Motivations are the goals or motives that people find important and strive for in their work. One person may, for example, be motivated by a need to focus on new things, while another may simply seek security. Such motivations give direction to people's behaviour and influence the choices they make. Motivations determine the environments in which someone feels comfortable, and the way in which they collaborate with others.

The Career Drives is based on the widely used *Competing Values Framework* by Robert Quinn (Quinn & Rohrbaugh, 1983; Quinn & Cameron, 1988). Quinn originally developed his model based on research into indicators of effective organisations. He later came to the realisation that his framework could also differentiate between the different roles people have within organisations. Career Drives uses this insight. The Career Drives differentiates between eight roles of work behaviour, which are grouped along similar dimensions to those proposed by Quinn. This results in the following model:



Each of the eight roles in the Career Drives represents an important combination of motivations: the Entrepreneur wants to undertake, the Motivator wants to motivate. People prefer different roles, often more than one. Someone can, for example, be both an Entrepreneur and a Achiever. Taken together, the preferred roles of an individual direct their behaviour.

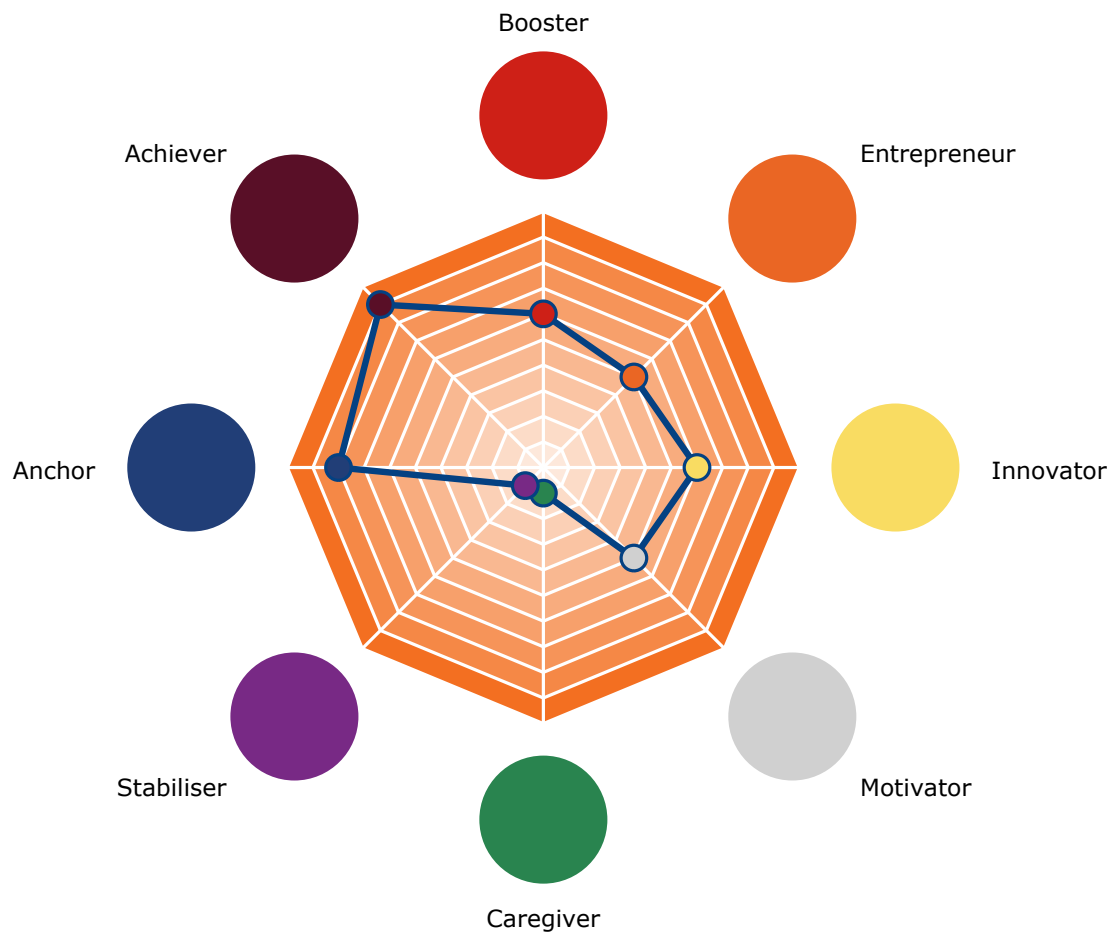
A short profile of the eight preferred roles of the Career Drives:

-  **Booster:** achieving, responsibility, impact
-  **Entrepreneur:** initiating, independence, adventure
-  **Innovator:** creativity, innovation
-  **Motivator:** cooperation, growth
-  **Caregiver:** sociability, loyalty, respect
-  **Stabiliser:** security, community
-  **Anchor:** order, precision, quality
-  **Achiever:** arranging, organising, realising

In the overview graph on the following page, you will see John Example's preference for the different roles, in other words: his preferred roles.



## 2. Personal motivations profile



### 2.1 Key motivations

- **Realisation (Control)**  
Purposefully working on concrete results.
- **Quality (Control)**  
Delivering accurate and flawless work.
- **Efficiency (Control)**  
Working systematically, completing tasks properly in one go and not wasting time on irrelevant matters.
- **Analysing (Flexibility)**  
Thoroughly researching matters.



## 2.2 Most important preferred roles

Achiever	Very strong preference
Style:	Achievers combine structure with result orientation. They enjoy arranging and organising things. They look for structural solutions. They make clear agreements and take responsibility for the results. Achievers usually have a management position at some point in their career.
Role in the team:	Achievers guide the team towards making clear agreements and a plan of action. It bothers them when there is no real structure in the team, or when there is too much emphasis on the social aspects of the team. Achievers step in, to get things done.
Strength:	Responsibility, realisation
Weakness:	Tunnel vision
Stressor:	Setbacks
Coping style:	Effort

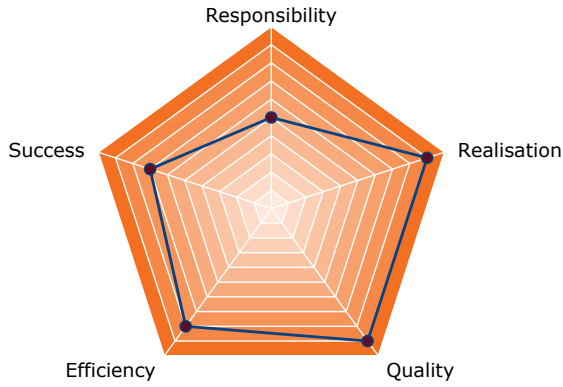
Anchor	Strong preference
Style:	Anchors are perfectionists. They work meticulously and accurately, and have a strong need for structure. Anchors want to work towards results in an effective way. In doing so, quality is more important than speed. Anchors are often good at processing information and can pinpoint the causes of problems.
Role in the team:	Anchors' need for structure brings a systematic approach to the team. They prefer to know exactly what is expected of them, and will emphasise this in the collaboration.
Strength:	Continuity, trustworthiness
Weakness:	Inflexibility
Stressor:	Unpredictability
Coping style:	Structure



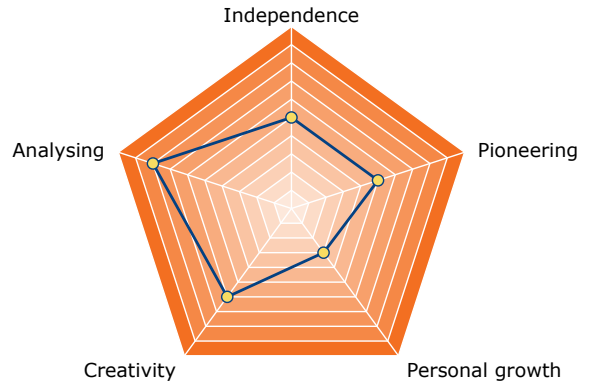
### 3. DNA of the preferred roles

On this, and the following page, you will find John Example's profile on each of the eight roles. This allows you to see which motivations play an important part in his work.

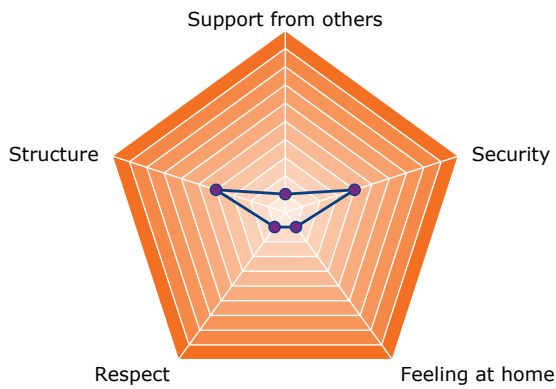
**Achiever**



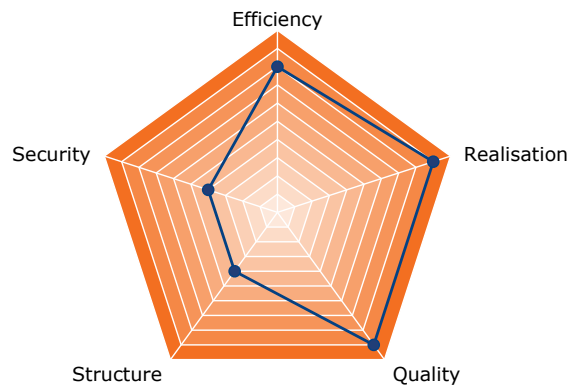
**Innovator**



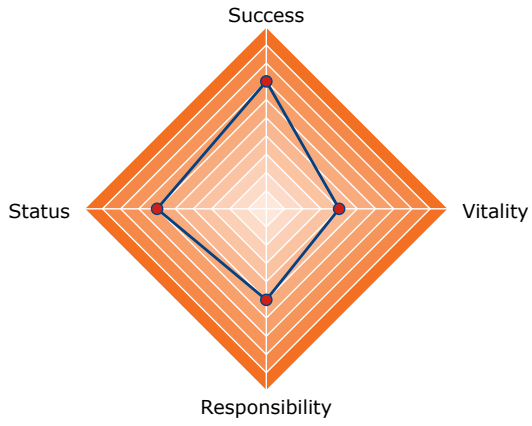
**Stabiliser**



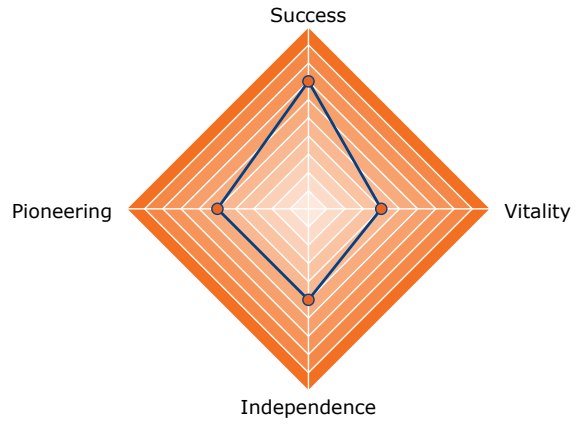
**Anchor**



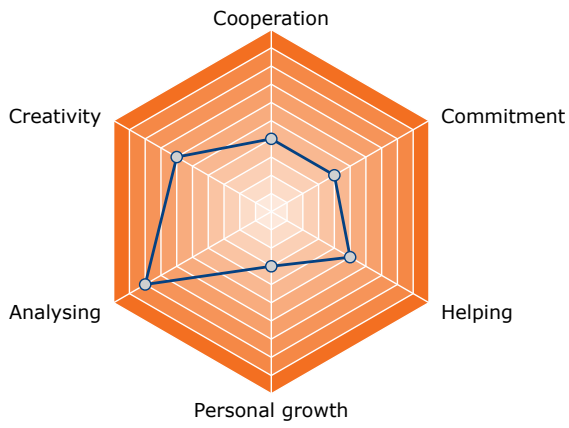
### Booster



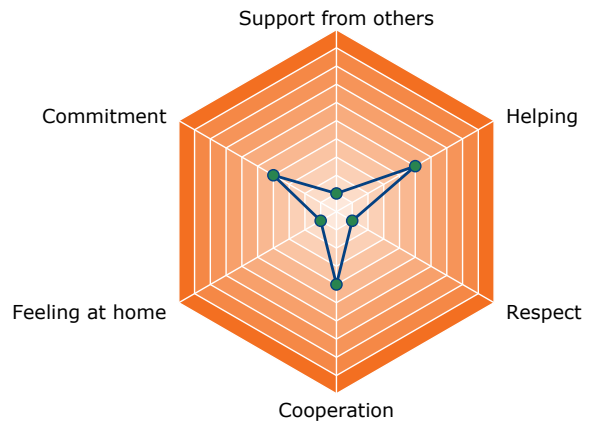
### Entrepreneur



### Motivator



### Caregiver





## 4. The chemistry of teamwork

John Example's motivations allow him to add something to the collaboration with others, but it can also lead to clashes. Each role influences every other role in its own way. Below, you will find some tips to optimise the collaboration. These are based on John Example's first preferred role.

The table below shows which actions can be taken when collaborating.

Own preferred role:	Preferred role of the collaboration partner:	Tips to optimally contribute to the chemistry:
Achiever	Booster	Offer own solutions
	Entrepreneur	Operationalise and specify matters
	Innovator	Incorporate ideas
	Motivator	Make matters practical
	Caregiver	Set priorities
	Stabiliser	Reassure
	Anchor	Give direction
	Achiever	Make time to generate ideas together



## 5. Scores on the other roles

Innovator	Slight preference
Style:	Innovators are focused on variety and change. They are driven to experience new things, and to develop themselves as they see fit. Innovators can easily help think about innovations, and enjoy making a contribution in this area.
Role in the team:	Innovators take an independent approach and often make a creative contribution. They are at their best if the team needs to take on, or invent, new things. Within the team, they are often the free spirit, or the supporter of new, unorthodox approaches. Innovators often create links to other disciplines.
Strength:	Creativity, innovation
Weakness:	Boredom
Stressor:	Constraint
Coping style:	Relocation

Booster	Slight preference
Style:	Boosters are characterised by their energy. They are driven by achievements and often assume an influential role. Boosters want to be appreciated for their contribution and enjoy having a lot of responsibility. Key words for Boosters are success, excitement and vitality.
Role in the team:	Boosters put themselves in the foreground. They feel best in a leading role. If they aren't prominent enough, they may direct their energy towards gaining influence. Boosters set the team in motion.
Strength:	Drive, energy
Weakness:	Too dominant behaviour
Stressor:	Failure
Coping style:	Tenacity



Motivator		Slight preference
Style:	Motivators combine the need for growth and enrichment with collaboration. As such, they are capable of involving others, and creating common goals. They captivate others with their ideas, without losing sight of others' needs.	
Role in the team:	Motivators are, by nature, team-oriented and consider it important to realise things as a team. They don't necessarily consider it important to have a formal leadership role, but usually assume an influential position. Within the team, Motivators manage to create support and make matters recognisable.	
Strength:	Support, explanation	
Weakness:	Difficulty with business protocol	
Stressor:	Discord	
Coping style:	Team spirit	

Entrepreneur		Slight preference
Style:	Entrepreneurs are characterised by their proactive attitude. They have their own vision and go their own way. Entrepreneurs want to start new ventures and are willing to take risks to do so. Key words for Entrepreneurs are freedom, profit and action.	
Role in the team:	Entrepreneurs often take an independent approach towards the team. If they don't like the team's direction, they will try to persuade others. It takes up a lot of their energy when others hold them back, and they will therefore try to detach themselves from the situation. Entrepreneurs bring enthusiasm for new projects to the team.	
Strength:	Initiative, daring	
Weakness:	Running ahead of the team	
Stressor:	Standing still	
Coping style:	Independence	



Stabiliser		No preference
Style:	Stabilisers combine the need for security with the need for community. They prefer to have a clear picture of what others expect from them. If they feel at home, they are very loyal workers, capable of handling tasks in a very precise manner.	
Role in the team:	Stabilisers usually take on a supporting role, and feel good about that. They want to understand how others view things, because they consider it important to join in. They don't consider their own role or position to be very important.	
Strength:	Working together towards an established goal	
Weakness:	Remaining too much in the background	
Stressor:	Making mistakes	
Coping style:	Focus on the assignment	

Caregiver		No preference
Style:	Caregivers are people persons. They are good-natured and place great importance on the way in which people treat one another. They give space to others and care about them. If decisions are made, they consider it important that everyone can agree with these decisions.	
Role in the team:	Caregivers just want to be a member of the team. They want themselves and the other team members to feel at ease. They show appreciation for the input of others and happily support them. They put themselves at the team's disposal.	
Strength:	Bonding, team spirit	
Weakness:	Not enough focus on results	
Stressor:	Social insecurity	
Coping style:	Acceptance by others	

