



development
report

name:

Anne Example

date:

15/Jun/2022

GFB

introduction

In order to ensure optimal performance from their employees, organisations have to consider both their competency and their motivation. Whereas ability tests and personality instruments provide a basis for assessing what the individual can do for the organisation, IntrinsicTM focuses on the individual's priorities and what the organisation can do to be sure that employees will be motivated to perform.

making use of the report

To obtain maximum benefit from the assessment, the comments made in this report should form the basis of a two-way discussion between the individual and the organisation. The report contains summary information, and respondents should be readily able to recognise the implications and explain their significance in the context of real-life situations relating to themselves.

As the aim of the exercise is to define the kind of work situation in which the individual will be optimally motivated, the discussion should centre on how the profile matches up with past, present, and future positions. It may begin with a brief review of the individual's background and career to date, and the main task is to evaluate options and ideals for the future - what the individual wants to get out of the situation and what the organisation can provide.

The end result should be agreement on a work situation and/or a career plan that is as close as realistically possible (for the individual's age and experience) to the ideal presented in the report.

overview

areas of work scales

The first half of the profile deals with what is most important to you in the work situation. It is essential to note that this is a forced choice questionnaire so you cannot say that everything is important to you (i.e. score high on all scales). You should concentrate on the relative positions of your scores and the implications of the highest ones rather than on their actual positions on the scales. Scores to the left of centre on the profile chart should be thought of as less important to you rather than necessarily 'low'.

The three main elements of the profile are **Achievement, Structure, and Power**:

Need for Achievement: being a specialist and adviser

Achievement - personal involvement

Being a technical specialist, an adviser, controlling your own area of responsibility and providing expertise to others, liking to be well informed about how objectives are achieved

Independence - working alone

Being independent, finding things out for yourself rather than becoming involved with other people

Need for Structure: having support from systems and people

Structure - imposed systems

Having clear targets and objectives, a well structured environment, being able to establish effective methods, working within existing systems

Affiliation - support from colleagues

Having team support, being able to gain other people's views when working in less familiar areas

Need for Power: being an organiser and implementer

Systems Power - organising systems

Being a general manager, getting involved in the broader activities of the business as an implementer of large scale objectives, enjoying direct dealings with people at the sharp end of the business

People Power - organising people

Being a line manager, making good use of other people's expertise

Personal Power - personal impact

Having a high profile role, the opportunity to show what you can do, gaining status and recognition

overview

career striving scales

The second half of the profile focuses on three fundamental aspects of the way you like to operate in your career generally. This is not a forced choice questionnaire so low scores can be interpreted as the opposite of high scores, but remember that 'low' does not mean 'bad' - the assessment is concerned with the way your natural style matches up with the work you do.

Your scores on the three elements of the profile are examined as follows:

Short-term striving: getting started on new tasks

- **Average / High:** confidence in a global sense, feeling sure about who you are and what you can do, will be quick to get started on new tasks, may be over confident if too high (too willing to say you can do things before you really can)
- **Low:** have a more considered approach, evaluating the nature of the task and your ability to cope, not presuming you can do everything straight away, may sometimes need to be pushed to get you going

Medium-term striving: once up and running on the task

- **High:** goal-focused, getting on with the job as soon as you have some idea of what is required, less inclined to listen to other points of view, doing it first then checking later, may be somewhat ruthless if too high
- **Average:** strike a balance between rushing ahead with the first idea you have and holding back until everything is in place, able to mediate between those who are more reckless and those who are more cautious
- **Low:** cautious in striving to get things right first time rather than rushing ahead with the first idea you have, being more personally responsible for the outcome of your actions, avoiding 'sticking your neck out', ensuring your efforts will be worthwhile

Long-term striving / General Orientation: where your priorities lie overall

- **Average / High:** will look beyond immediate objectives, do what you think is right rather than just what the organisation requires, being keen on self-improvement and to take on new responsibilities, may tend to 'wander off the subject' at times
- **Low:** operationally focused, getting on with what needs to be done rather than being diverted from the task, achieving objectives quickly and efficiently then moving on to the next job, consolidating your position by becoming very proficient in one particular area

intrinsic™ profile

areas of work

Less concerned about personal expertise and 'hands-on' involvement

ACHIEVEMENT

1 2 3 4 5 6 7 8 9 10

Controlling own specialist area and advising others

Prefer to interact with colleagues and/or staff

INDEPENDENCE

1 2 3 4 5 6 7 8 9 10

Working alone, finding own best way of doing things

Prefer to work without imposed structure

STRUCTURE

1 2 3 4 5 6 7 8 9 10

Having a framework within which to operate

Less inclined to get involved in team situations

AFFILIATION

1 2 3 4 5 6 7 8 9 10

Being able to gain other people's views

Prefer to avoid high risk, unpredictable situations

SYSTEMS POWER

1 2 3 4 5 6 7 8 9 10

Getting involved in the broader activities of the business

Less attracted to line management responsibilities

PEOPLE POWER

1 2 3 4 5 6 7 8 9

Working through other people's expertise

Less concerned about personal impact

PERSONAL POWER

1 2 3 4 5 6 7 8 9 10

Having a position of authority and influence

career striving

Operational focus: Achieve objectives quickly and efficiently, consolidators

GENERAL ORIENTATION

(Getting on with the job vs delving into other areas)

1 2 3 4 5 6 7 8 9 10

Personal focus: Seek out new challenges, do the best job possible

Cautious, keen to ensure that on the right track

MEDIUM-TERM STRIVING

(Driving projects through to completion)

1 2 3 4 5 6 7 8 9 10

Goal-focused, less likely to consider alternatives

Slow starting, careful to consider nature of task

SHORT-TERM STRIVING

(Getting started on new tasks)

1 2 3 4 5 6 7 8

Confident, keen to 'have a go'

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areas of work

This section deals with what is most important to you in the work situation and the direction in which you will most willingly exert effort

Your profile suggests that you are more concerned with controlling your own area of responsibility and providing expertise to others than with organizing other people and systems outside your specialist area. You will gain a sense of personal fulfilment through operating as an adviser to others, and you are likely to be less attracted to implementing organizational objectives in areas in which you are less well informed. You would probably rather avoid the routine nature of a line management role, preferring to work alone or with colleagues who have similar expertise rather than making use of staff. You may generally be more content in situations which allow some scope for studying details and thinking things through than in an environment which demands a high tolerance of ambiguity and uncertainty.

You will prefer a reasonably well-structured environment in which you can seek the advice of colleagues and establish effective methods of working. You will appreciate being provided with clear guidelines on what is expected of you, and having a certain amount of team support and being able to gain other people's views when working in less familiar areas.

Within this framework, you seem content to find things out for yourself rather than constantly depending on other people's expertise. In this sense you have the profile of an internal consultant who will operate quite independently but also work within the system, and you will appreciate having a fair amount of autonomy and the opportunity to make your own decisions to some extent. You have a relatively low need for status and recognition however, so it will be less important to you to have a high profile role for the sake of showing off your skills.

career striving

This section deals with the way in which you will want to tackle everyday tasks and progress in your career

You seem averagely confident of your ability and will be quite quick to get started on new tasks providing you have a reasonably clear idea of what is required. Having established a basic framework within which to operate, you will be prepared to 'have a go' but without being overly hasty. You will not plunge into tasks you have little experience of, but neither will you be self-doubting or inclined to spend too long on considering potential obstacles.

Once up and running on a task, you will tend to be quite cautious in ensuring that you are on the right track and that your efforts will be worthwhile before driving through to completion. You are more inclined to get things right first time than to rush ahead with the first idea you have, being keen to take personal responsibility for the outcome of your actions. You will want to consider alternatives in terms of their relevance to achieving the objective, and may be inclined to abandon plans that do not seem to be working out.

Overall, you seem quite keen to look beyond immediate objectives and spend time on striving to get things right, and you will want to seek out new challenges rather than concentrate on consolidating your position within one particular area. You will put time and effort into doing a thorough job, but without losing sight of present objectives. You will generally give equal priority to becoming very proficient at the job as to exploring possibilities for the future, and you will enjoy taking on new responsibilities and having opportunities for self-improvement in your career.

defining characteristics

This section aims to provide a summary of the kind of work situation to which you seem best suited

- Primarily concerned with controlling your own area of responsibility and providing expertise to others
- Keen on working alone and finding your own best way of doing things
- Less attracted to organizing other people and systems outside your specialist area
- Less concerned about gaining status and recognition
- Cautious in considering all possible influences on the situation before driving projects through to completion