



REPORT

INSIGHT INTO THE DRIVERS AND VALUES OF:
JOKE VAN DER PLOEG

COMPLETION DATE: 12-11-2018

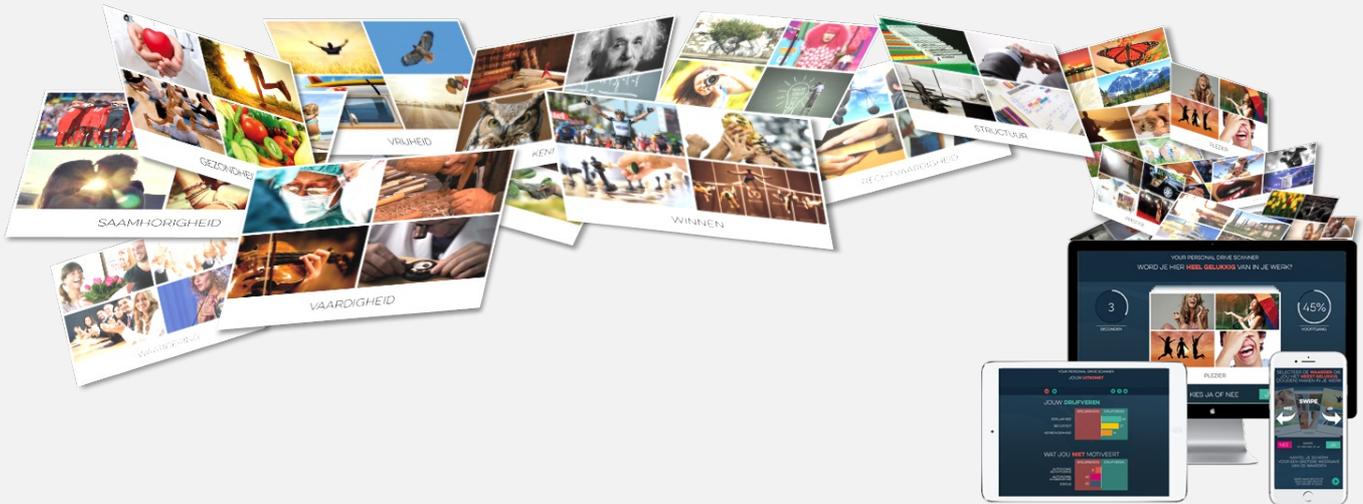


I think it all comes down to motivation.
If you really want to do something, you will work hard for it.

Sir Edmund Hillary

Mountaineer, explorer and philanthropist

WHAT MAKES US TICK AT WORK?



Dear Recruiter,

Thank you for using the Personal Drive Test of Scarfforce!

What makes Joke tick? What drives her at work? What encourages her to perform to the best of her abilities? This report contains the test results of Joke Ploeg and describes which of the 5 intrinsic drivers and 27 values motivate her the most in her work.

By increasing our self-awareness with regards to what really motivates us in our work, we improve our emotional intelligence and learn what we need in order to be happy and to be able to perform to the best of our abilities at work. These insights not only help to control our emotions, motivations and behaviour better, they also help to unlock our full potential at work.

We hope that the insights will help you to find a (new) job for Joke that fulfils her inner drives and stimulates her to get the best out of herself, as well as an employer that shares her values and where she feels at home. And thus, that you will be able to create the best match between her intrinsic drive and the needs/ambition of your clients.

If you have any questions, please feel free to contact us.

It is our drive to help others find theirs!

Yours sincerely,

Rudmer van der Meulen

CEO

Scarfforce

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AN INTRINSIC MOTIVATION IS KEY TO MORE HAPPINESS AND SUCCESS AT WORK

When we are intrinsically motivated to do our job, we yield significantly better results; we have a greater drive to take on (new) challenges, take initiative more often, are better at solving problems, are more eager to help clients and to collaborate with colleagues, call in sick less often and stay at the same company longer. Research indicates that when we are motivated, we are 30% more productive, three times as much creative, 40% more efficient and easily generate up to 37% more sales.

INSIGHT IN OUR MOTIVATIONAL DRIVERS TEACHES US WHAT MOTIVATES US INTRINSICALLY

It is important to realize that another person cannot motivate you. Each and every one of us perceives the world around us and the situation we are in, based on our personal needs, and everyone is driven by the desire to fulfil these needs. The 2 or 3 motivational drivers that are dominant, motivate us the most and sub-consciously influence much of our behaviour. A good understanding of your own motivational drivers is the first step in improving your emotional intelligence. It makes you more aware of the emotional needs that drive your behaviour, and teaches you what you (mentally) need to be able to perform to the best of your abilities.

BRAIN STUDIES INDICATE THAT PEOPLE HAVE 5 OVERARCHING MOTIVATIONAL DRIVERS

Brain studies reveal that people have 5 overarching motivational drivers: Security, Relatedness, Autonomy (independence and personal growth), Status and Fairness. We all have different motivational drivers. The combination of our genes, prior experiences and the situation we are currently in, determine which of these 5 fundamental needs are dominant.

CREATE THE OPTIMAL MATCH BY ALIGNING THE INNER DRIVE OF YOUR CANDIDATES WITH THE NEEDS AND AMBITIONS OF YOUR CLIENTS

In this report you will read which of these 5 fundamental needs and 27 related values are Joke's dominant motivational drivers. Increasing your awareness of her motivational drivers, will help you in two ways. In the first place it helps you to make better predictions about the duties and situations at work that will and will not motivate Joke intrinsically. Secondly, it helps you to create the optimal match between her inner drive and the needs/ambitions of your clients.

For example;

- 1. If personal growth (autonomy) is Joke's key motivational driver, it is best to specify your search and focus on jobs that enable her to develop herself both personally and professionally, and that will stimulate her to learn new things and improve her skills.*
- 2. However, if security is Joke's strongest motivational driver, it is best to focus on creating job stability. Also narrow your search to employers that offer her a stable working environment and certainty about her job, the work that needs to be done, and the organization she will be working for. In this case it is important that you select a reliable employer, and that the job you suggest has clear instructions, guidelines, frameworks and concrete goals on what exactly is expected from her. Furthermore, it is key that the job you suggest includes repetitive and routine duties.*

AVOID A POSSIBLE MISMATCH BY ENSURING THAT THE CANDIDATE AND THE EMPLOYER YOU PROPOSE SHARE THE SAME VALUES

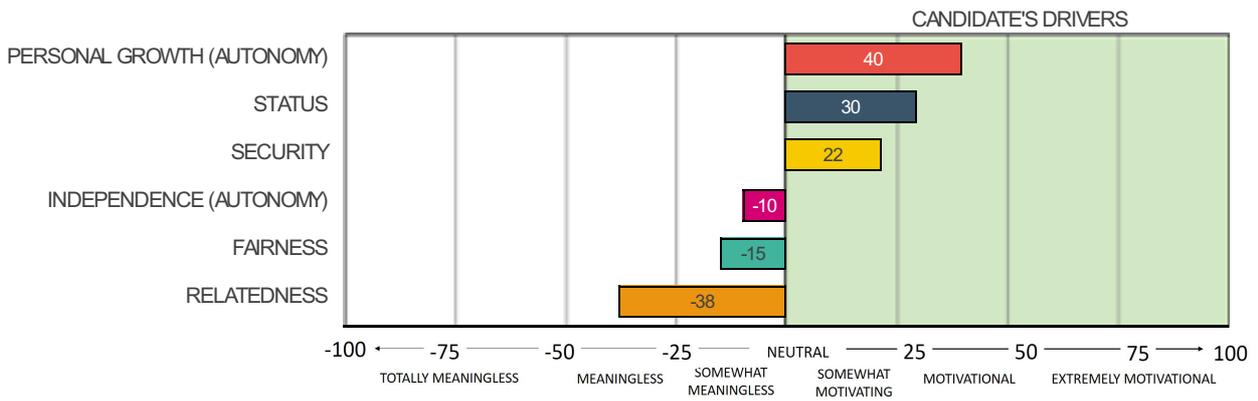
Besides our job and our duties, the company culture is equally important to the extent that we experience happiness and success in our work. Each organization has its own culture based on shared beliefs and common values. These values are visible on many levels; ranging from the furniture to the way team meetings are held. The organizational values have a strong impact on the rules and regulations that govern the organization and the behaviour of the employees who work there. Therefore, it is important that Joke's personal values match the values of the organization that you suggest and the department she will be working at.

READER'S GUIDE

While reading this report, it is good to keep the following in mind:

1. A high or a low score does not equate to good or bad. It indicates where the emphasis lies regarding Joke's motivational drivers and values.
2. A negative score does not necessarily imply that these drivers and values are (completely) irrelevant to Joke. Above all, this test helps to find out which of these drivers and values are most important to her and motivate her the most in her work.
3. Our drivers and values can change over time. If Joke's personal situation has changed significantly since the last time she did the test, then it is best to take the test again.

SUMMARY: OVERVIEW OF JOKE'S MOTIVATIONAL DRIVERS AND VALUES



Based on the values Joke selected in the test and how she ranked these values, the following becomes clear:

OVERVIEW OF THE INTRINSIC DRIVERS AND UNDERLYING VALUES THAT MOTIVATE JOKE THE MOST IN HER WORK

- Joke's key motivational driver is: **PERSONAL GROWTH (AUTONOMY)**
In her work Joke longs the most for self-reliance. She likes to develop herself both personally and professionally; to learn new things and to improve her skills that enables her to support herself.
- Joke's second motivational driver is: **STATUS**
In addition she longs for acknowledgement, stature and authority. She values hierarchy and likes to have a high social status in a hierarchical organization that enables her to control the situation within the organization and what happens on her department because she can influence the behaviour of others and control their decision-making.
- Joke's third motivational driver is: **SECURITY**
Joke also longs for certainty about her job, the work she does, the organization she works for and her future.

The 7 related values that motivate Joke the most in her work are:



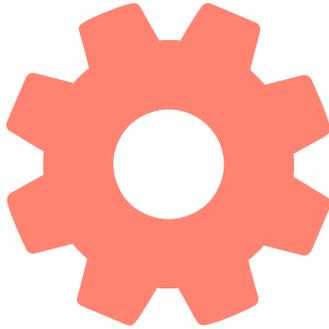
OVERVIEW OF INTRINSIC DRIVERS AND VALUES THAT MOTIVATE JOKE THE LEAST IN HER WORK

- INDEPENDENCE (AUTONOMY)** is not a motivational driver for Joke.
Self-determination, controlling and organizing her own day-to-day activities and being able to decide for herself what she will do next, how she will do it and when she will do it, is not a precondition for her to be motivated in her work.
- FAIRNESS** is not a motivational driver for Joke.
Finding meaning and purpose in her job and living by a clear moral code that ensures equal rights and possibilities for everyone in the same circumstances, both within and outside the organization is not a pre-condition for her to be motivated in her work.
- RELATEDNESS** is not a motivational driver for Joke.
Social connection with others and being part of a tight-knit team that holds a positive, supportive and constructive spirit and is keen on teamwork and sharing is not a pre-condition for her to be motivated in her work.

The 7 related values that motivate Joke the least in her work are

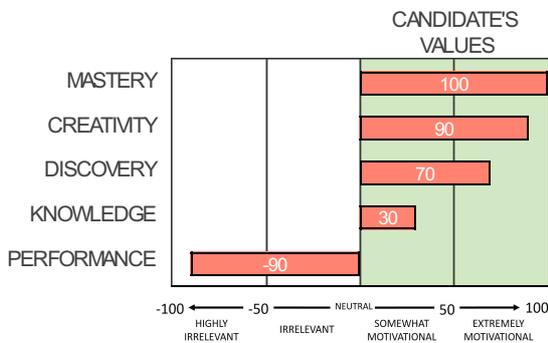


JOKE'S KEY MOTIVATIONAL DRIVER IS:



**PERSONAL GROWTH
(AUTONOMY)**

RELATED VALUES



AVOID A JOB FOR JOKE

In which she does not feel challenged or stimulated to develop herself, or in which she is unable to do so. Also try to avoid a job in which she only has a single and unchallenging duty, or in which she has too many duties that are repetitive and routine in nature.

NEEDS AND HABITS

People who long for personal growth have the desire to ensure their autonomy by increasing their self-reliance. They wish to develop themselves both personally and professionally. It is important to them that they feel skilled and competent. They are eager to learn new things and improve their skills that enable them to evaluate each situation well and to act accordingly. Fulfilling this need will increase their work motivation and engagement. However, a perceived standstill in their personal and professional development is likely to lead to a decreased work motivation and drive. They tend to be self-directed, conceptual, result-oriented, analytical, curious, inquisitive, innovative, visionary, practical, critical, decisive, proactive, ambitious and entrepreneurial.

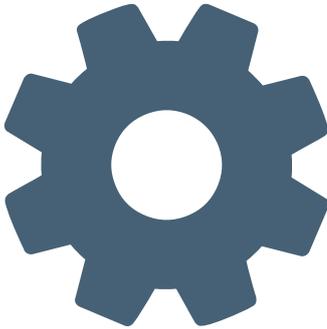
JOKE FEELS COMFORTABLE AND PERFORMS BEST

When her job and the organization she works for stimulates and facilitates her to develop herself both personally and professionally. It works best for her when she feels challenged to stretch herself, to learn new things, to improve her skills and to push her limits in order to become more than who she is now. It also works best for Joke when her day-to-day activities offer sufficient variety. For example, because she is able to work on multiple projects at the same time, or because she has a wide range of duties.

IT IS IMPORTANT FOR JOKE

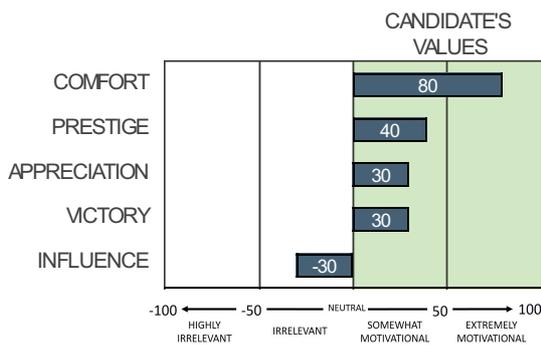
1. To improve her skills and her ability to perform a task or to solve a problem successfully and efficiently.
2. To come up with new and original ideas, to create something new or to find an innovative solution to a problem.
3. To leave the beaten path, to make new discoveries, to learn new things and to extend the frontiers.
4. To improve her knowledge and understanding which enables her to make better judgements and decisions, and to act accordingly.

JOKE'S SECOND MOTIVATIONAL DRIVER IS:



STATUS

RELATED VALUES



NEEDS AND HABITS

People who long for status desire stature and authority. They feel comfortable when they have a high social status in a hierarchical organization. They like to control the situation within the organization and what happens on their department by influencing the behaviour of others and by controlling the decisions they make. Fulfilling this need will increase their work motivation and engagement. However, if they experience a lack of control in this respect, they are likely to experience feelings of frustration and demotivation. They tend to be ambitious and competitive with the desire to stand out.

JOKE FEELS COMFORTABLE AND PERFORMS BEST

When she fulfils an important role within the organization with significant responsibilities granting her acknowledgement, stature, authority and decision-making power.

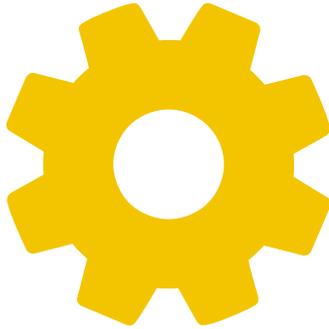
IT IS IMPORTANT FOR JOKE

1. To collect a great amount of luxury (accumulated money, material possessions or resources) that is a reflection of her success.
2. To experience feelings of pride because she is valued by others, and has an excellent reputation achieved through her qualities, success, influence, wealth or strength.
3. To feel recognized and valued for her efforts, the work she does and the performances she delivers.
4. To experience feelings of pride by gaining attention and acknowledgement from other people, because she is the best at something.

AVOID A JOB FOR JOKE

In which she receives too little acknowledgement, or in which she is unable to control what happens within the organization or on her department, because she lacks the authority and the decision-making power to influence the behaviour of others and their decision-making.

JOKE'S THIRD MOTIVATIONAL DRIVER IS:



SECURITY

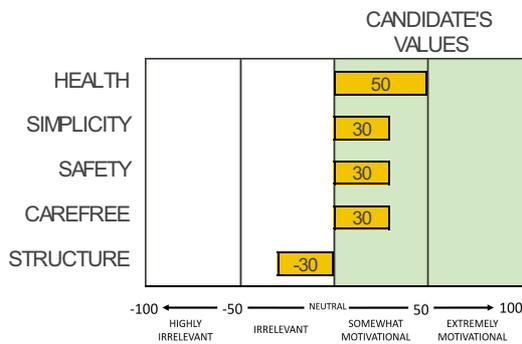
NEEDS AND HABITS

People who long for security feel a need for certainty about their job, the work they do, the organization they work for and their future. They like to know where they stand and have a desire for clarity, stability, regularity and continuity. Fulfilling this need will increase their work motivation and engagement. They often have a realistic approach to life and a no-nonsense work ethic. They tend to be conservative, careful, conscientious and disciplined. They do not mind being told what to do, just as long as it is clear to them what is expected from them. In general, it is quite challenging for them to cope with sudden and major structural changes, and to make spontaneous decisions. A feeling of insecurity often leads to a decreased work motivation and drive.

JOKE FEELS COMFORTABLE AND PERFORMS BEST

When she works in a stable working environment in which she has certainty about her job, the work she does, the organization she works for and her future. It is best for her when she works for a solid organization and when her duties are repetitive and routine in nature. In many cases, a permanent contract and clear instructions, guidelines, frameworks and concrete goals on what is expected from her will also help to create a secure feeling.

RELATED VALUES



IT IS IMPORTANT FOR JOKE

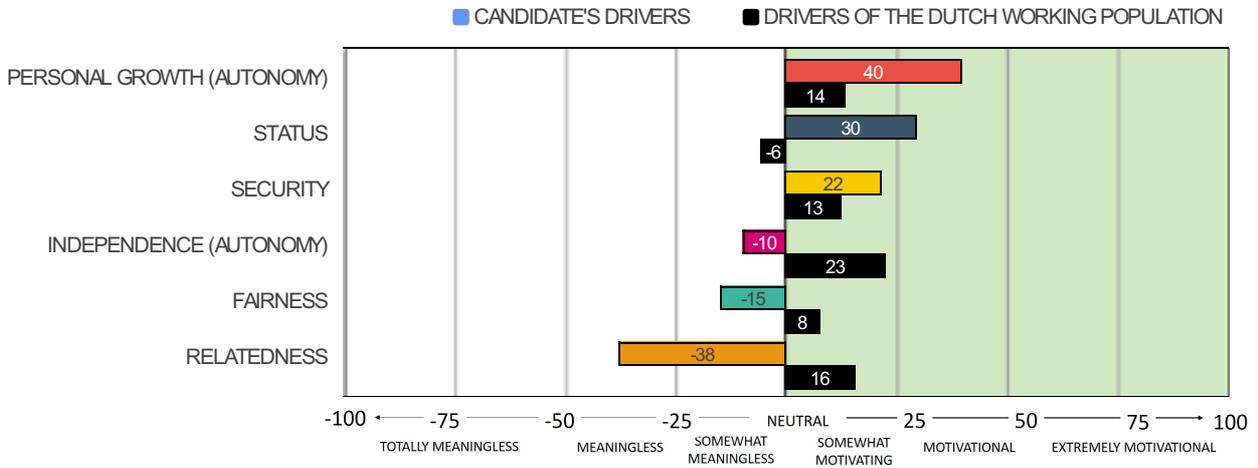
1. To be able to improve her physical health, physique and the overall sense of well-being. It works best for her when she feels energetic and vital, and she has no physical injury or illness.
2. To believe that the situation at work, the way of working and the work itself is not complicated and can be understood or done easily.
3. To experience an absence of any potential danger, risk, or injury, and to believe that protective measures are taken in order to prevent these kind of situations.
4. To experience an absence of any (potential) problems or trouble, and to believe that there is nothing to worry about; there is no need to be concerned.

AVOID A JOB FOR JOKE

In which she is exposed to too many ambiguities, because she is working in an unstable and volatile working environment with constant change, or her duties and the way she works change often, or because there is a lack of clear instructions, guidelines, frameworks and concrete goals informing her what exactly is expected from her.

JOKE'S MOTIVATIONAL DRIVERS COMPARED TO THE MOTIVATIONAL DRIVERS OF THE DUTCH WORKING POPULATION

Compared to the Dutch Working Population*, Joke scores;



HIGHER on the following driver(s):

1. Status (+36)
2. Personal growth (+26)
3. Security (+9)

LOWER on the following driver(s):

1. Relatedness (-54)
2. Independence (-33)
3. Fairness (-23)



COMPARED TO THE DUTCH WORKING POPULATION THESE ARE
STRONGER MOTIVATIONAL DRIVERS
 FOR JOKE

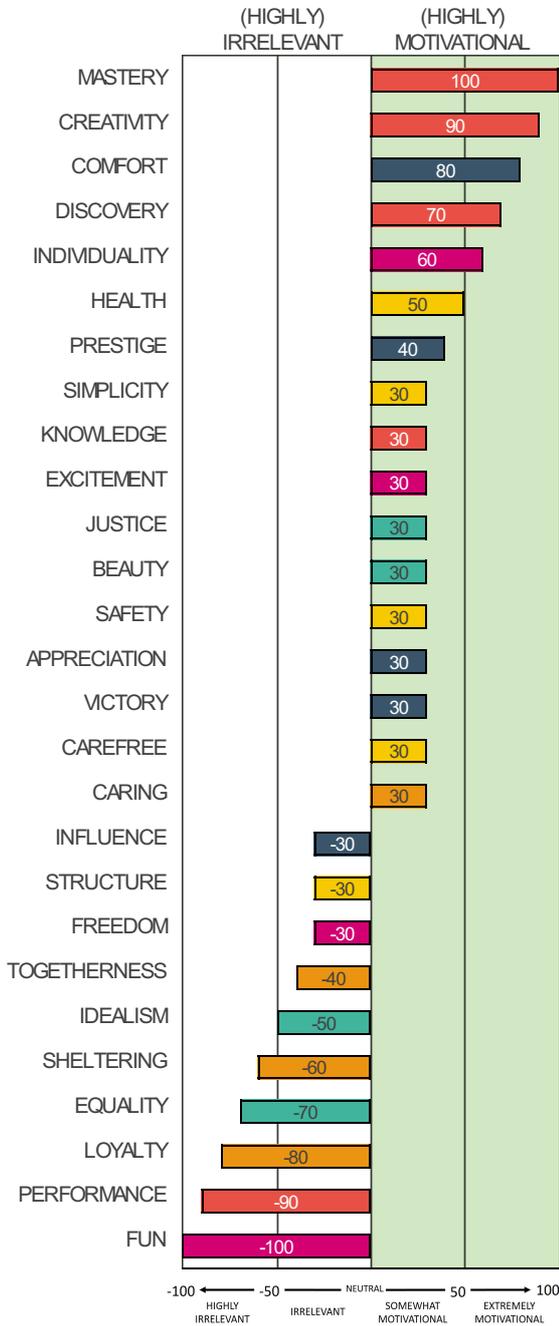


COMPARED TO THE DUTCH WORKING POPULATION THESE ARE
WEAKER MOTIVATIONAL DRIVERS
 FOR JOKE

* The Dutch Working Population consists of people in the age of 18 to 65 years old, with a full-time job.

Values are strong and lasting beliefs, principles or ideals that help us to decide what is right and wrong, and how to act in various situations. Hereby an overview of Joke's value-DNA including the 7 values that motivate her the most and the 7 values that motivate her the least in her work.

JOKE'S VALUE-DNA



MOTIVATIONAL DRIVERS

SECURITY	STATUS
FARINESS	RELATEDNESS
PERSONAL GROWTH (AUTONOMY)	INDEPENDENCE (AUTONOMY)

VALUES THAT MOTIVATE JOKE THE MOST

- MASTERY** | To improve her skills and her ability to perform a task or to solve a problem successfully and efficiently.
- CREATIVITY** | To come up with new and original ideas, to create something new or to find an innovative solution to a problem.
- COMFORT** | To collect a great amount of luxury (accumulated money, material possessions or resources) that is a reflection of her success.
- DISCOVERY** | To leave the beaten path, to make new discoveries, to learn new things and to extend the frontiers.
- INDIVIDUALITY** | To feel unique and special based on her unique personality or specific qualities. It is important for her that she is able to make a personal contribution.
- HEALTH** | To be able to improve her physical health, physique and the overall sense of well-being. It works best for her when she feels energetic and vital, and she has no physical injury or illness.
- PRESTIGE** | To experience feelings of pride because she is valued by others, and has an excellent reputation achieved through her qualities, success, influence, wealth or strength.

VALUES THAT MOTIVATE JOKE THE LEAST

- FUN** | To have fun, enjoy nice things and do what is good for her.
- PERFORMANCE** | To fulfil the inner drive and desire to bring out the best in herself and to create genuine self-esteem; to perform the best she can, to be successful, to achieve her personal goals and to realize her dreams.
- LOYALTY** | To feel the unconditional support from her colleagues and her supervisor, and to believe that they will not let her down.
- EQUALITY** | To believe that all people are treated equally and in the same manner, and that they have equal rights in similar situations within the organization.
- SHELTERING** | To feel that she is being taken under one's protection, shielded from harm and she can feel safe and comfortable around others.
- IDEALISM** | To be able to relate the situation around her and its associated activities to an ideology or belief aimed to improve the world.
- TOGETHERNESS** | To have a feeling of being close with someone and to experience a sense of belonging.



JOKE'S VALUES COMPARED TO THE VALUES OF THE DUTCH WORKING POPULATION

Compared to the Dutch Working Population;

THESE VALUES ARE MORE IMPORTANT TO JOKE:

VALUES	DIFFERENCE*
1. Prestige	(+9)
2. Mastery	(+7)
3. Individuality	(+7)
4. Victory	(+7)
5. Creativity	(+6)
6. Comfort	(+5)
7. Discovery	(+4)
8. Influence	(+4)
9. Simplicity	(+3)
10. Idealism	(+3)
11. Beauty	(+2)
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COMPARED TO THE DUTCH WORKING POPULATION, THESE VALUES MOTIVATE JOKE MORE

THESE VALUES ARE LESS IMPORTANT TO JOKE:

VALUES	DIFFERENCE*
1. Fun	(-15)
2. Equality	(-8)
3. Appreciation	(-6)
4. Loyalty	(-6)
5. Performance	(-6)
6. Freedom	(-5)
7. Sheltering	(-4)
8. Health	(-3)
9. Justice	(-2)
10. Togetherness	(-2)
11. Knowledge	(-1)
12. Carefree	(-1)
13. Caring	(-1)
14. Structure	(-1)
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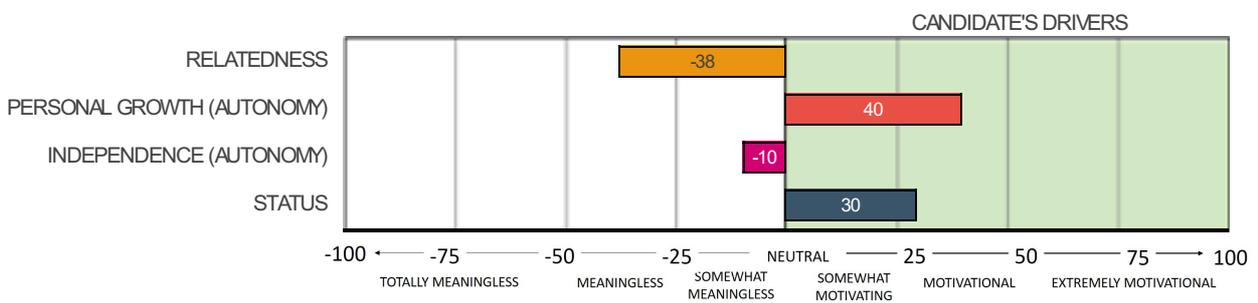
COMPARED TO THE DUTCH WORKING POPULATION, THESE VALUES ARE LESS MOTIVATIONAL TO JOKE

* The difference is calculated by comparing Joke's ranking with the ranking of the Dutch Working Population. A difference of +10 indicates that she ranks this value 10 places higher than the Dutch Working Population does. It means that she finds this value MORE important than the Dutch Working Population. A difference of -10 indicates that she ranks this value 10 places lower than the Dutch Working Population does, and means that she finds this value LESS important than the Dutch Working Population.

Every person is different and has a unique mix of motivational drivers and values. At the same time, it appears that some drivers and values show a significant correlation. Based on this correlation, we can distinct three groups that can function as predefined profiles which we can use in order to analyse what motivates Joke most in her work. Below you will find a description of these profiles as well as an overview of Joke’s score on these profiles. Please keep in mind that these profiles are stereotypes which will hardly match any individual in real life.

SELF- OR TEAM-ORIENTED?

A self-oriented person mainly values his personal needs and interests. He feels most comfortable when he is independent and he can work on his own, or when he is able to control the situation he is in by controlling the behaviour of the people he works with as well as their decision-making. As for the test-results, he will have a high score on the drivers ‘Autonomy’ (independence as well as personal growth) and ‘Status’, and a low score on the driver ‘Relatedness’. A team-oriented person prefers to be part of a tight-knight team and will favour the interests of his team over his personal needs. He will have a high score on the driver ‘Relatedness’ and a low score on the drivers ‘Autonomy’ and ‘Status’. Below you’ll see how Joke scores on each of these drivers:



CONSERVATIVE OR PROGRESSIVE?

A conservative person longs for certainties in his job and seeks stability and clarity in his job, in the work he does, at the organization he works for and for his future. He will have a high score on the driver ‘Security’. The opposite appeals to a progressive person; he loves change (progress) and feels comfortable with leaving the beaten track to explore uncharted areas. He is continuously looking for opportunities to increase his knowledge and improve his skills. He will therefore score high on the driver ‘Personal growth’ (Autonomy). Below you’ll see how Joke scores on both of these drivers:



AMBITIOUS OR NOT?

An ambitious person likes to do anything to be successful in what he does. To reach his goals he works hard and continuously aims to increase his skills and/or improve his status, which he can use to deliver a higher performance or to control the situation he is in. He will score high on the drivers; ‘Personal growth (Autonomy)’ and/or ‘Status’. The higher the scores on both these drivers, the bigger the ambition. Below you’ll see how Joke scores on each of these drivers:



OVERVIEW OF THE TEST RESULTS

