



# The Motivators Map™

Your Engagement Index

Navigating Performance, Getting Results.

Report For:

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Completed: 12/25/2014



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## INTRODUCTION to the Motivators Model

Motivators are considered the drivers behind an individual's behavior. They are sometimes referred to as a person's values or interests. They are often hidden deeply inside and are defined by life experiences. This report is based upon the research conducted by Dr. Eduard Spranger and presented in his 1928 book, *Types of Men*. Other researchers who have contributed to the understanding of this model were Gordon W. Allport, Phillip E. Vernon, and Gardner Lindzey. All of these researchers identified six motivators that have been cross-culturally validated to exist in varying degrees of intensity in all people. The Motivators Map™ acts as a travel guide that will give you a glimpse into WHY you and others act the way that you do. Motivators add depth and dimension to our actions.

In this report, you will see that the motivators are displayed in a hierarchical manner with the three highest ranked being what you believe are the most important to you at this time in your life. Fulfilling these highest priority items is what gives us a sense of satisfaction and accomplishment. As individuals interact with other people, they may find themselves seeing people with motivators similar to their own in a more positive light. Also, they may see those with motivators opposite to theirs in a more indifferent or negative light.

The Motivators Map™ provides individuals with a language they can use when communicating with others as they travel through life and try to fulfill their desires or purpose. Individuals and corporations use motivators for goal setting, management development, team building, decision making, and other important areas throughout an organization. The closer an individual's motivators are to the norm of an organization or to another person, the easier it becomes for that individual to feel engaged. The further apart people are with their motivators, the more energy it will take to develop mutually satisfying relationships. When building a high-performance team, appreciating people with different motivators allows team leaders to capitalize on the diversity within the team. As significant, emotional life events occur, the priorities of our motivators can change.

The six universal motivators are defined as:

- **ECONOMIC** – a need for a return on an investment in time, energy, resources, and money.
- **CONCEPTUAL** – a thirst for continuous learning and understanding.
- **POWER** – a drive to achieve a position of control or influence.
- **AESTHETIC** – a desire for balance, harmony, and to realize personal growth.
- **REGULATORY** – a pledge to a defined belief system that provides order, structure, and rules to live by.
- **HUMANITARIAN** – a passion to help others reach their full potential and a need to help others.

This report will help you understand the values that influence you and help you learn how to maximize your performance by achieving better alignment of your motivators and your actions. This Motivators Map™ is a well-researched and highly validated instrument to accurately report on your engagement indicators. However, you are the final expert on your motivators. When you read through this report, you may want to:

- Cross out those words or sentences that you feel do not describe you.
- Underline or highlight those words or sentences that best describe you.
- Remember that any item that you indicate as a strength can become a limitation if it is overextended or misapplied in an environment.
- Think through any contradictory text and determine how these contradictions may challenge you in feeling fulfilled in your life.

## The Dimensions of Motivation

Motivators help influence actions and can be considered hidden drivers to a person's behavior because they are not readily observable. Understanding this driving force can tell you why you prefer to do what you do and what you need for career satisfaction. This level of awareness inspires you, reduces fatigue or burn-out, and leads to superior performance.

The Motivators Map™ provides an overview of our points of view or attitudes in life. Our attitudes affect what we think, do, or feel. They represent the degree to which an individual likes or dislikes something or someone. No matter what situation you are in, you always have a certain thought or mindset about it. You also have an emotional response to it, and you behave in a certain way concerning it. Most attitudes are the result of direct experiences or observational learning from an environment. Attitudes are a collective reflection of a person's family values, cultural values, religious values, and societal values. They are basically a reflection of the values and norms that a person abides by. These values and norms, in turn, are shaped by society and the culture in which a person lives.

### Key Characteristics of the Universal Motivators

ECONOMIC	CONCEPTUAL	POWER	AESTHETIC	REGULATORY	HUMANITARIAN
<i>Utility</i>	<i>Knowledge</i>	<i>Authority</i>	<i>Harmony</i>	<i>Principle</i>	<i>Altruism</i>
Practical	New ideas	Competitive	Balance	Structured	Compassion
Efficiency	Exploring	Strategic	Creative	Orderly	Helping
Capitalism	Objectivity	Status	Beauty	Beliefs	Generous
Productive	Discovery	Self-reliant	Experience	Disciplined	Caring
Results	Rational	Control	Self-fulfillment	Systems	Charitable
Monetary	Fact-based	Alliances	Artistic	Code of Conduct	Giving
Preserver	Clarifying	Advancement	Nature	Standards	Other-focused
ROI	Questioning	Goal-oriented	Self-improvement	Traditional	Community
Savings	Inquisitive	Autonomous	Subjective	Devotion	Selfless
Hard worker	Theoretical	Individualistic	Form	Commitment	Volunteering



#### Understanding the Individually-Oriented Motivators (Economic, Conceptual, and Power)

People motivated by these drivers focus on achieving their own objectives and sometimes resist sharing resources that could contribute to an overall group or team. They prefer individual goals that they can accomplish with little assistance or influence from others. When working with others, they individually assess each person's contributions to the organization.

#### Understanding the Group-Oriented Motivators (Aesthetic, Regulatory, and Humanitarian)

People motivated by these drivers prefer to work with a team or a group of people to accomplish goals and objectives. These teams or work groups may have trouble holding individual team members accountable because of their belief of "all for one and one for all." When working with others, they will focus on how each person's contributions are needed to achieve the organization's results.

A person can have both individual and group-oriented drivers as a higher priority, which can sometimes create intrapersonal conflict when making decisions. Becoming keenly aware of your own personal drivers and priorities can be quite helpful in reducing any potential confusion or stress.

## Your Drivers to Behavior

The visual below provides your Engagement Index. Your personal attitudes or motivators are ranked in order of importance to you so that you can better understand the areas that you place an emphasis on for fulfillment.

INDIVIDUALLY ORIENTED	ECONOMIC	CONCEPTUAL	POWER	AESTHETIC	REGULATORY	HUMANITARIAN	GROUP ORIENTED
	<i>Utility</i>	<i>Knowledge</i>	<i>Authority</i>	<i>Harmony</i>	<i>Principle</i>	<i>Altruism</i>	
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	6 <sup>th</sup>	5 <sup>th</sup>	

### Higher Priority (1<sup>st</sup>, 2<sup>nd</sup>, & 3<sup>rd</sup>)

Your first, second, and third ranked motivators are those that you consider to be higher in priority at this point in your life. Be sure to consider these areas of interest when seeking roles and responsibilities. You must satisfy these motivators for you to be engaged in an environment and feel a sense of fulfillment in life.

### Lower Priority (4<sup>th</sup>, 5<sup>th</sup>, & 6<sup>th</sup>)

Your fourth, fifth, and sixth ranked motivators are those that you consider to be lower in priority at this point in your life. These areas of interest are ones that you may judge, look negatively or indifferently at, and you may tend to avoid them or find that they exhaust your energy. If these motivators are emphasized in the workplace, you will be more inclined to disengage from the environment and feel unfulfilled by your position.

In order to effectively work with others and achieve common objectives, it is important to appreciate the different contributions and perspectives that people can provide. When interacting with those who are different than you, this may be especially challenging to understand.

## Your Economic Interests

### 1<sup>st</sup> Priority

#### Defining Economic:

**Goal:** The drive for a return on their investment in time, energy, resources, and money.

**Needs:** Working towards quantifiable goals, bottom-line results, and practicality.

#### Higher Priority

Individuals who place a higher priority on this motivator have a desire for a return on their investment in time, energy, resources, and money. They are interested in the production, marketing, and consumption of goods, and generating a profit in business. These individuals like to focus on efficiencies; they search for a better and faster way to do things. Individuals who place a high priority on this area map their lives by setting goals, travel by identifying the quickest routes, and prefer common sense solutions.

*"A penny saved is a penny gained." - Scottish Proverb*

#### Lower Priority

Individuals who place a lower priority on this factor are usually not motivated by money or material things. Other interests, such as family and friends, or time to enjoy life, may be more important to them and define their success in life. Practical use of resources is not their highest concern, so some may see them as wasteful. Bonuses or commission-only pay structures generally do not appeal to them and will not impact their level of performance.

*"Money is the means, not the end." - American Proverb*

#### Jack's Personal Results - 1st Priority HIGH

Jack is internally motivated by the need to have economic rewards in terms of money that will allow him to achieve economic security and financial freedom. He is willing to pay a price to go beyond the basics of surviving financially and allowing himself to achieve financial goals and rewards. Accumulation of physical wealth by itself is not his goal. Jack uses financial accomplishments as a means of security and respect. He evaluates business opportunities, projects, and processes in terms of their required investment of time, effort, and energy v.s bottom-line results and the potential for profit. His goal is to obtain better financial results for himself and the organization through the effective management of expenses and resources.

- Jack evaluates business opportunities in terms of their usefulness and economic return.
- He works to protect his and the organization's present and future assets to insure economic security.
- Jack works to reduce waste, limit expenses, save time and money to provide a larger financial return for him and his organization.
- He is willing to work long hours on projects that have the potential to provide financial rewards.

## Your Conceptual Interests

### 2<sup>nd</sup> Priority

#### Defining Conceptual:

**Goal:** The drive to understand and gain knowledge or discover the “truth.”

**Needs:** Logical processing of data, solving problems, and opportunities to become an expert.

#### Higher Priority

Individuals who place a higher priority on this motivator can be identified as those who are in search of facts and reality. They are objective and critical, and seek to separate fact from opinion. They are interested in the logical progression of reasoning. These individuals attempt to order and classify knowledge through investigation and validation. They often prefer ideas, concepts, or things to people’s feelings. They seek information through reading non-fiction, watching documentaries, asking questions, and research.

*“Learning is a treasure that will follow its owner everywhere.” - Chinese Proverb*

#### Lower Priority

Individuals who place a lower priority on this motivator tend to form opinions rather than use facts. They prefer to trust their instincts and do not feel the need for excessive study or investigation into a subject matter. They will often accept the conclusions of others at face value. They feel more comfortable dealing with the emotions of people rather than the science of factual investigation. These people usually prefer to only learn what they need to for a particular job or situation.

*“A single conversation with a wiseman is better than ten years of study.” - Chinese Proverb*

#### Jack's Personal Results - 2nd Priority HIGH

This indicates that Jack will seeks knowledge for knowledge's sake. He is usually intellectually curious. He likes to search for additional information about a specific topic or project. He performs best in an environment that encourages open questioning and discussion, to gain additional information. He can be disciplined in his approach to study and research. This personal discipline can be coupled with an ability to take a strategy and put it into real-world application. Jack's need for knowledge is for personal satisfaction and he does not normally use his knowledge to gain an advantage in a particular situation. Jack is comfortable around people who share his interest for knowledge and especially those with similar convictions.

- He is good at integrating knowledge to solve problems.
- He has data, facts and information to support his convictions.
- He talks with experts to gain further knowledge.
- He focuses his research in the development of new opportunities.

## Your Power Interests

### 3<sup>rd</sup> Priority

#### Defining Power:

**Goal:** The drive to be in control of one's destiny and the destiny of others.

**Needs:** Prestige, a position of authority, and to be seen as superior in an organization or group.

#### Higher Priority

Individuals who place a higher priority on this motivator enjoy being influential and being in commanding positions. These individuals are willing to take the risks involved in accepting a leadership role. They want the authority to be in charge and to exercise management functions and responsibilities. They display the need for material possessions that demonstrate success and accomplishment. These individuals respect both competitiveness and those who are first or most respected in business, sports, organizations, etc.

*"Better one day as a lion than one day as a sheep." - Italian Proverb*

#### Lower Priority

Individuals who place a lower priority on this motivator feel that having power and authority is not worth the adversities one must face to gain them. They are aware of the risks involved in leadership roles, and prefer to play a more supportive role in contributing to the organization's success. Someone's title will not automatically earn their respect. They usually do not seek positions that would give them significant public recognition for their work and accomplishments.

*"At a round table there is no dispute about place." - Italian Proverb*

#### Jack's Personal Results - 3rd Priority MODERATE

Jack is not driven to seek out roles or positions of leadership. He does, however, want to be in control of his own destiny. Jack understands the logic to exercise control over others, and at the same time, the need to delegate without close supervision. He wants to achieve a balance between giving orders to others and allowing them to do things on their own. When a particular project is important to him, he wants to take charge and be in control. He is willing to listen to the ideas of others and encourages them to make decisions based upon their own conclusions. Jack understands that not everyone wants to be a leader. When others exhibit the desire or potential for leadership, he coaches and mentors them in mastering the skills and abilities required to become an effective leader.

- Jack has a balanced understanding of the role of leadership.
- He coaches and mentors others to help them achieve leadership positions.
- Jack is open to sharing authority and delegate to others.
- He leads others with his personal and position power.

## Your Aesthetic Interests

### 4<sup>th</sup> Priority

#### Defining Aesthetic:

**Goal:** The drive to find work-life balance, harmony, and beauty.

**Needs:** Personal expression, creativity, and self-fulfillment in all aspects of life.

#### Higher Priority

Individuals who place a higher priority on the Aesthetic motivator have a heightened awareness of their environment. They have a strong sense of color, form, beauty, and symmetry. These individuals have intuition and enhanced senses that guide their emotions and decisions. They may be artistic, enjoy nature, and/or seek opportunities for self-awareness of the mind, body, and soul. Those with the Aesthetic motivator as a higher priority have a strong picture of their life that they seek to fulfill through experiences.

*"Everything has beauty, but not everyone sees it." - Chinese Proverb*

#### Lower Priority

People who place a lower priority on this motivator tend to be more practical and objective in their decision making. They can work in almost any environment, no matter how pleasing their surroundings are. They believe an object's function is more important than its form or beauty. They may appreciate cultural arts but do not need an outlet to express the particular art form.

*"Even the colors of a chameleon are for survival not beauty." - African Proverb*

#### Jack's Personal Results - 4th Priority MODERATE

Jack appreciates the need for a product to have form and function, but that need is balanced by the desire to produce successful results. He wants to work in a business environment that is both realistic and practical. Jack may have a specific area that can fuel his passion for harmony and beauty. This is determined on an individual basis and is not universally applied to the world in general. For example, he may concentrate his aesthetic passions on the beauty of the outdoors. He may be very concerned about having harmonious relationships within a specific group, but not as concerned with the depth of his relationships with others. Jack may have a desire to have the finer things in life, but he balanced that desire with the economic realities of his financial situation. He may at times make decisions based upon the expediency of the situation and not on the aesthetic value of the product or relationship.

- Jack can balance the need for form and function with the usefulness required of products and projects.
- He can reach a compromise in evaluating the aesthetic value of a product vs. production and cost constraints.
- He uses intuition and information to make a decision.
- Jack may balance two opposing factions, fostering harmonious relationships to accomplish tasks.



## Your Regulatory Interests

### 6<sup>th</sup> Priority

#### Defining Regulatory:

**Goal:** The drive to commit to and uphold a guiding belief system.

**Needs:** Unity, order, traditions, and protocols in life.

#### Higher Priority

Individuals who place a higher priority on this motivator have a strong belief system structured around family, religion, and/or politics. They see things from a moral and philosophical point of view. They seek to conduct their lives and business activities within a system of accepted principles and standards. They are generally seen as traditionalists who are self-disciplined and purpose-driven. They seek companies or organizations with strong mission statements that are consistent with their own personal needs.

*"He who has nothing to die for has nothing to live for." - Moroccan Proverb*

#### Lower Priority

Individuals who place a lower priority on this motivator tend to be independent thinkers and non-traditionalists. They feel comfortable making decisions apart from established codes, standards, or customs. They prefer to be seen as non-conformists who do not try to impose their moral standards and principles on others. They are accepting of multiple belief systems and can often see the points of view of others.

*"The broad-minded see the truth in different religions; the narrow-minded see only the differences." - Chinese Proverb*

#### Jack's Personal Results - 6th Priority LOW

Jack is not driven by tradition or traditional approaches. He looks for ways to evaluate standards within his organization to determine which of them may need to be changed. He searches for and attempts to validate his behavior in relationship to traditional vs. nontraditional codes of conduct and business ethics. The way business has always been done is not necessarily pushed aside, but he constantly wants to explore new ideas and methods. He is open-minded when evaluating new business philosophies and ideas. He can be effective because he displays fresh insights, thinking, and flexibility in his approach to issues and problems. He often has original ideas, while suggesting optional solutions and new courses of action.

- He evaluates a problem without looking for a traditional solution.
- He challenges the techniques and practices of conducting business as usual.
- Jack wants to develop new perspectives and creative approaches.
- Jack can see the advantage in listening to different points of view.

## Your Humanitarian Interests

### 5<sup>th</sup> Priority

#### Defining Humanitarian:

**Goal:** The drive to help others achieve their full potential.

**Needs:** To eliminate hate, conflict, and injustice in their environment or the world.

#### Higher Priority

Individuals who place a higher priority on this motivator exhibit a genuine concern for others' needs. They feel that giving equal opportunities to people enhances the overall organization and that all people have inherent value. These individuals have a strong sense of social responsibility, and prefer to be recognized for their efforts in helping those seen as less fortunate. They are empathetic, self-sacrificing, and generous with their time.

*"True happiness lies in giving it to others." - Indian Proverb*

#### Lower Priority

Individuals who place a lower priority on this motivator tend to be more restrained in their concern for the welfare of others. They feel an organization should not have an obligation to provide others with an advantage. They believe everyone should get what he or she works for or deserves. These individuals generally think that extra effort and hard work leads to success. They will selectively help others as they deem appropriate.

*"No one is either rich or poor who has not helped himself to be so." - German Proverb*

#### Jack's Personal Results - 5th Priority LOW

Jack most often feels that individuals are responsible for their own personal growth and well-being. He generally opposes initiatives he becomes aware of that promote the interests, benefits, and welfare of one group over another. He thinks that success on the job should not depend on organizational directives or mandates to level the playing field. Jack feels that mandated programs often result in a surface only solution, not real problems resolved. He does not see the need to give others a job, pay increase, or a promotion just because he is different in some manner. Jack feels individuals should be rewarded based on their performance. Jack is careful in deciding what, if any, community projects or charities he supports financially or by volunteering his time and effort. Most times he is only willing to help those who absolutely cannot help themselves.

- He makes a strong personal commitment to his own success.
- He encourages others to take responsibility for their personal success.
- He is able to give direction to and discipline others.
- He rewards others for their hard work.

## Activities to Foster Engagement

By examining the hierarchy of motivators, below are some of the activities to help you increase your engagement and level of personal satisfaction. Using these examples, highlight those activities that you know will intensify your sense of fulfillment in life and in your career.

### Activities to Increase Your Engagement Based on Your Primary Driver

#### ECONOMIC

- Business/Entrepreneurial Opportunities
- Efficiency Improvement
- Collecting Items That Will Increase in Value
- Set Goals to Increase Wealth
- Resource Utilization
- Time Management
- Reduction of Waste
- Profit-oriented Decision Making
- Investment/Growth Strategies
- Asset Preservation/Savings Strategies

### Additional Activities to Increase Your Engagement Based on Your Second Driver

#### CONCEPTUAL

- Learning Opportunities/Training Events
- Research and Development
- Studying Historical Events
- Set Goals to Attain Professional Designations/Certification
- Solving Mysteries/Complicated Problems
- Learning About Others' Life Experiences
- Non-fiction Reading/Fact-based Investigation
- Abstract Thinking
- Objective Decision Making
- Innovative Curiosity

### Additional Activities That Could Increase Your Engagement Based on Your Third Driver

#### POWER

- Competitive Events
- Career Advancement
- Positions of Influence/Authority
- Creating Strategic Alliances
- Title/Material Possessions Representing High Status
- Respecting Others Who Have Overcome Adversity
- Acknowledgement for Organizational Achievement
- Directing New Initiative Projects
- Independent Decision Making
- Set Goals to Achieve Personal Success and to Win

Based on what you have learned about your motivators, please list specific activities that will intensify your fulfillment in your work and life.

## Appreciating Others' Motivators

It is easy for people to see the merit in their own motivators; it is more challenging to see and appreciate those individuals with different viewpoints. However, all motivators, both high and low, have value. Below are some of the key qualities of each motivator that can be appreciated.

### Appreciating the Low Economic

- Does not use cost or price as the primary reason to purchase a product or service.
- Values other factors in life besides accumulating money, assets, or material possessions.
- Is able to savor and enjoy life's priceless moments without focusing on financial gain or loss.

### Appreciating the Low Conceptual

- Relies on their own subjective, firsthand knowledge rather than external independent research.
- Values practical "real world" experience above institutional higher learning.
- Only learns specific information when they see an immediate practical application for it.

### Appreciating the Low Power

- Prefers to play their own role in the team's success but does not aspire to lead or direct the efforts of others.
- Actively supports other team members without a need for a professional title or public recognition.
- Sees the value in contributions made by all people on a team, no matter what authority each person has.

### Appreciating the High Aesthetic

- Values the subjective beauty in all things without the conditions of practicality, purpose, or function.
- Strives to achieve a work-life balance that promotes personal harmony and emotional enjoyment.
- Relies on feelings, intuition, and their heightened sensory awareness to guide their decision making.

### Appreciating the High Regulatory

- Relies on their personal beliefs and philosophies to guide their actions and decision making.
- Seeks opportunities to support the purpose-driven missions of those who share their moral views.
- Strives to fulfill their principled duty or obligation to serve on the behalf of others.

### Appreciating the High Humanitarian

- Offers their personal resources for the benefit of others without expecting reciprocation from them.
- Is driven to provide comfort to those in need.
- Enjoys giving others the opportunities to achieve their potential despite their circumstances.

## Being More Effective with Others in the Workplace

Now that you have a better understanding of the six universal motivators and which ones are of importance to you, we offer you the following suggestions on being more effective with others who may be different than you. Here are some items you can focus on to increase your effectiveness when working with others.

### When interacting with someone who has a High Economic Driver, focus on:

- Practicality or utility of your product or services
- Return on investment and profitability
- Reduction of waste and inefficiencies
- How they can save time, energy, and resources
- Productivity and reward systems

### When interacting with someone who has a High Conceptual Driver, focus on:

- Learning opportunities, such as seminars, professional designations, and certifications
- Your organization's commitment to R&D
- Your knowledge of products and of the industry
- Objectivity and "cold, hard facts"
- Historical events leading to decision making

### When interacting with someone who has a High Power Driver, focus on:

- Power and influence
- The leadership of your organization
- Goal-setting and recognition opportunities
- Strategic alliances or participation in advisory groups
- Suggestions on self-advancement

### When interacting with someone who has a High Aesthetic Driver, focus on:

- Environmental responsibility
- Beautification and creativity projects
- Freedom of expression
- How products or services are presented
- New experiences offered

### When interacting with someone who has a High Regulatory Driver, focus on:

- Your organization's code of ethics and moral standards
- Position or role expectations
- Commitment to promises or "walking the talk"
- Rewards offered for long-term loyalty
- Your organization's ability to demonstrate its mission and values

### When interacting with someone who has a High Humanitarian Driver, focus on:

- Your organization's commitment to its people
- Diversity and appreciating everyone's contributions
- Initiatives or customer service training offered
- Generosity to charitable causes
- Onboarding plans that encourage getting to know people

## Executive Summary of Jack's Motivators

The table below indicates the national norm for each motivator, as well as your personal level of intensity in that factor. The median line indicates the national average of each motivator in the United States and the diamond represents your score. Understanding how your results may be different from the results of others in the general population can assist you in being more effective when interacting with people and dealing with any potential conflicts that you may have.

If any of your scores fall in the gray shaded area, this indicates that you are consistent with the general population and are considered moderate in this driver. Most people will share views similar to yours in this subject area. You will want to pay particular attention to any of your scores that fall outside of the gray shaded area. This would indicate a degree of intensity in a particular motivator that is either negatively or positively concentrated outside of the perspectives of most people. How you display any intensity of a motivator depends on your behavioral style.

If you scored high or very high on a motivator, your passion for that driver will be quite noticeable to others through your conversations and actions. You will strive to fulfill that motivator in all that you do. If you scored low or very low on any factor, you may feel indifferent or have a negative opinion on that subject and will generally have difficulty understanding individuals who are motivated by this driver. It is important to remember to respect other people's points of view.

Finally, this report can change throughout your life. If you experience a significant emotional event in your life, or if you fulfill a value to the extent that it becomes less important to you, you might begin to put more emphasis on one of the other motivators. Because your drivers can shift over time, it is highly suggested that you regularly revisit or retake this report for its current relevance. This can be extremely helpful when an individual is feeling unfulfilled in their life or career. One or both of your top two motivators must be acknowledged and satisfied to experience fulfillment.

### Hierarchy of Motivators

<b>ECONOMIC</b>	<b>#1 - HIGH</b>	
<b>CONCEPTUAL</b>	<b>#2 - HIGH</b>	
<b>POWER</b>	<b>#3 - MODERATE</b>	
<b>AESTHETIC</b>	<b>#4 - MODERATE</b>	
<b>REGULATORY</b>	<b>#6 - LOW</b>	
<b>HUMANITARIAN</b>	<b>#5 - LOW</b>	

█ = National Norm    ◆ = Your Score

