# TALOGY

# P.A.P.I.™

# PAPI 3+

# Motivator/demotivator report

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| **Respondent** | Kit S |
| **Assessment Date** | 10 June 2022 |

The information provided in this report is confidential.

## Introduction

**The information provided in this report is confidential and intended only to be used by the individual who completed the questionnaire and their manager or coach.**

The Motivators and Demotivators Report is designed to help the respondent and their manager or coach think about aspects of a role or working environment that may affect their motivation.

The Motivators and Demotivators Report content is based upon answers to the PAPI 3+ questionnaire, where the respondent described their typical preferences and behaviours in the work situation. Based on the responses they gave, possible motivators and demotivators have been suggested. It is important to note that some aspects may be more applicable to the participant and their job role than others. The report simply provides suggestions to help focus thinking on particular preferences and aspects of a role that are likely to inspire them or may adversely affect their enthusiasm when engaging with these parts of the role.

It is worth bearing in mind that, since the Motivators and Demotivators Report derives from responses to PAPI 3+, it represents the person's own perceptions of their preferences and behaviours and does not necessarily reflect how other people would describe them. Also please bear in mind that their preferences and behaviour, and therefore their possible motivators and demotivators, are likely to change over time and be affected by their work role and personal circumstances. For this reason, if more than 12 months have elapsed since the questionnaire was completed then consideration should be given to the continuing relevance of the contents of the report.

Note that the PAPI 3+ questionnaire does not measure ability or competence. This Motivators and Demotivators Report provides hypotheses about preferred style of working and the possible effects of that, but it does not provide information about how effective or competent the person may be in any given area. Their level of effectiveness will be influenced by the interaction of personal characteristics with other factors such as job skills, the demands of the work role and the culture of the organisation they are part of.

If you have any questions or concerns about any of the information provided here, please contact the individual who sent you the report.
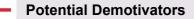
## + Potential Motivators

+ Roles where there is limited pressure to outdo others but where tasks and objectives are sufficiently linked with job success

+ Roles where objectives can be achieved without needing to be persistent or pushy, and where such behaviour is discouraged

+ Roles that provide ample opportunities to influence others' actions

+ Roles providing opportunities to take the lead with the support and encouragement of a trusted mentor

+ Roles where there is the opportunity to receive attention from others

+ A role which does not require workspace tidiness and organisation

+ Environments that are unpredictable and require a rapid and flexible approach

+ Roles with a good balance of tasks, some benefitting from attention to detail and others that require faster output or consideration of the bigger picture

+ Roles where there is the freedom to adopt one's own approaches to tasks, and guidance is available when required

+ Roles where tasks and projects can be initiated and then passed over to colleagues to complete

+ Roles where innovation and creative thinking are strongly encouraged

+ Roles where there is frequent change and variety

+ A role where working independently is typical.

+ Environments where individuals make an effort to get along with everyone and take some action to resolve conflicts

+ Work environments where it is easy to establish friendships with people at work

+ Roles where there is some opportunity to interact with new people through work

+ Roles where quick decisions are often called for but where it is recognised that important issues require more consultation and/or data gathering before sound conclusions can be reached

+ Roles where work pace is adapted according to the required quality of the output

+ Work environments where there is little conflict and confrontation and where everyone's views are expressed diplomatically

+ Situations or roles where staying calm and in control of one's emotions is important

+ Roles within a team where there is an upbeat culture

+ Roles where most tasks are within natural 'comfort zone', resulting in little stress and anxiety

+ Environments in which taking some time to adjust to setbacks is acceptable and where the frequency with which individuals are likely to face rejection is limited

+ Environments where there is a balance between providing encouragement and motivation to others and allowing individuals to motivate themselves

+ Roles which have a large degree of autonomy, and where individual and independent thinking is valued

+ An environment where a high level of engagement with work is expected and where there is a shared sense of enthusiasm and passion for work

## Potential Demotivators

- A highly competitive work environment where individuals' performance is constantly compared, or roles where there is limited opportunity to focus on personal development

- Roles where individuals are likely to face challenges on a regular basis and are expected to be persistent to achieve objectives and goals

- Roles where there is minimal opportunity to influence others' actions, even on specific issues or short-term projects

- Roles where individuals need to display leadership regularly and provide direction with little external support or opportunity to grow into the role

- Roles where work is mainly behind the scenes and contributions are not widely recognised

- A role where orderly, tidy work areas and highly organised management of information are seen as vital for work efficiency

- Environments where success depends on planned and methodical delivery, potentially over a long period of time

- Roles where there is either a very high or very low concern for accuracy and precision

- Roles which are highly process driven and where strict rules and guidelines must be followed at all times

- Roles where there are many small tasks that need to be driven through to completion personally for further progress to be made

- Roles which allow little opportunity for novel ideas and approaches

- Roles where established routines tend to be followed and there is little opportunity for variety or novelty

- A role where working in a team and constant communication with colleagues is the required working style.

- Environments where little emphasis is placed on getting along with colleagues, or where conflicts are generally left unresolved

- Roles where tasks are built around transient or formal working relationships

- Roles where the opportunity to meet and interact with new people at work is very limited, or where there is a requirement to network very frequently with others

- Working environments where either in-depth consideration of risks or excessive consultation processes lead to sluggish decision-making, or where a rapid decision is almost always demanded regardless of the importance of the issue or the time available

- Roles where the work pace is consistently slow or fast and individuals do not adjust their work pace according to the demands of the task or situation

- A working culture where staff express opinions directly and aggressively

- A work culture where voicing negative emotions is tolerated and possibly even encouraged

- Roles where there is a need to regularly interact with obstructive individuals or teams

- Roles with frequent exposure to insensitive people and/or with tasks that are regularly outside natural 'comfort zone'

- Roles in which individuals are expected to be unaffected by frequent rejection or setbacks and move on quickly

- Roles where there is a requirement to motivate and encourage others on a very frequent basis, or there is no opportunity to motivate others

- Roles where the organisation is highly political and/or questioning the authority or decisions of superiors is discouraged

## ⊟ Potential Demotivators

- A culture where work is viewed as a means to an end and other aspects of life are seen as more of a priority