



Interpretation Guide

Motivational Insights is based on Maslow's five-stage Hierarchy of Needs model.

Each of us is motivated by our own personal needs. Understanding our motivational needs and drives is an important part of building a picture of **"Who am I?"** - a logical first step in any self-directed learning programme.

The US psychologist Abraham Maslow first developed his renowned Hierarchy of Needs model in the 1950's. Maslow's original five-stage Hierarchy of Needs model still remains, for most people, the definitive model for understanding human motivation.



Maslow's Five-Stage Hierarchy of Needs Model



The five stages of Maslow's motivational needs model are:

Stage 1: Physiological needs - these are the very basic needs of having food to eat, or the money to buy food, something to drink, a roof over our head, and warmth. When these basic needs are not satisfied we may feel sickness, irritation, pain, discomfort, etc. These feelings motivate us to alleviate them as soon as possible to establish a stable condition. Once they are alleviated, we may think about other things.

Stage 2: Safety needs - safety needs have to do with establishing stability, security, and consistency in life; the need to feel, generally, safe and secure; with a job, a home, etc. and to be protected from harm; a need for a life that has routine, structure and stability; and where prolonged periods of uncontrollable chaos are rare or non-existent.

Stage 3: Belonging and affection needs - the need for love, support, and affection, and a feeling of belonging; the need for friends, close companions or partners, a supportive family; to have good relationships with work colleagues, to be part of a team or close work group; and to be accepted for *"who you are."*

Stage 4: Esteem needs - the need for self-esteem resulting from competence, achievement, mastery and responsibility; feeling worthwhile; also, the need for admiration, respect or recognition from others; prestige, status, a feeling of power, etc.

Stage 5: Self-actualisation needs - the need to enhance self-knowledge and realise your ultimate potential; to achieve self-fulfilment; to seek and welcome peak experiences.

Maslow described Stages 1 to 4 above as **"deficiency motivators"** that are, generally, satisfied in order when the previous need is fully or partially met.

Maslow described Stage 5 as a "personal growth motivator" - see below.



Motivational Drive for Personal Growth - Self-Actualisation

The need for self-actualisation is *"the desire to become more and more what one is; to become everything that one is capable of becoming."*

Individuals whose primary motivational drive is to achieve personal growth typically display the following characteristics:

- keen sense of reality - aware of real situations - objective judgement, rather than subjective
- see problems in terms of challenges and situations requiring solutions, rather than see problems as personal complaints or excuses
- need for privacy and comfortable being alone
- reliant on own experiences and judgement - independent - not reliant on culture and environment to form opinions and views
- not susceptible to social pressures - non-conformist
- democratic, fair and non-discriminating - embracing and enjoying all cultures, races and individual styles
- socially compassionate - possessing humanity
- accepting others as they are and not trying to change people
- comfortable with oneself - despite any unconventional tendencies
- a few close intimate friends rather than many surface relationships
- sense of humour directed at oneself or the human condition, rather than at the expense of others
- spontaneous and natural - true to oneself, rather than being how others want
- excited and interested in everything, even ordinary things
- creative, inventive and original
- seek peak experiences that leave a lasting impression

Like any model, Maslow's theory is not a fully responsive system - it's a guide which requires a little interpretation and thought, given which, it remains extremely useful and applicable for understanding, explaining and handling many human behaviour situations.



Interpreting Your Results

The bar charts on the following pages show the relative importance, for you, of each of the five motivational needs described in Maslow's model Hierarchy of Needs Model.

The first set of bar charts indicates your motivational needs outside the work environment - ***your social needs***.

The second set of charts indicates your motivational needs in the workplace - ***your work needs***.

The final set of charts indicates your overall life motivators - ***the combination of both work and social needs***.

The highest score in each set of charts indicates your primary motivational drive. Look, also, for strong secondary drives that may be driving your behaviours and actions.

Compare your motivational needs inside and outside of work. What are the main differences, if any?

Do you recognise these personal motivators? Are they consistent with your own perceptions about what things are important for you right now?



