

Career Tips Thursday: Session 44

Mapping your Motivators

IOM
UNOG





**Before we
start...**

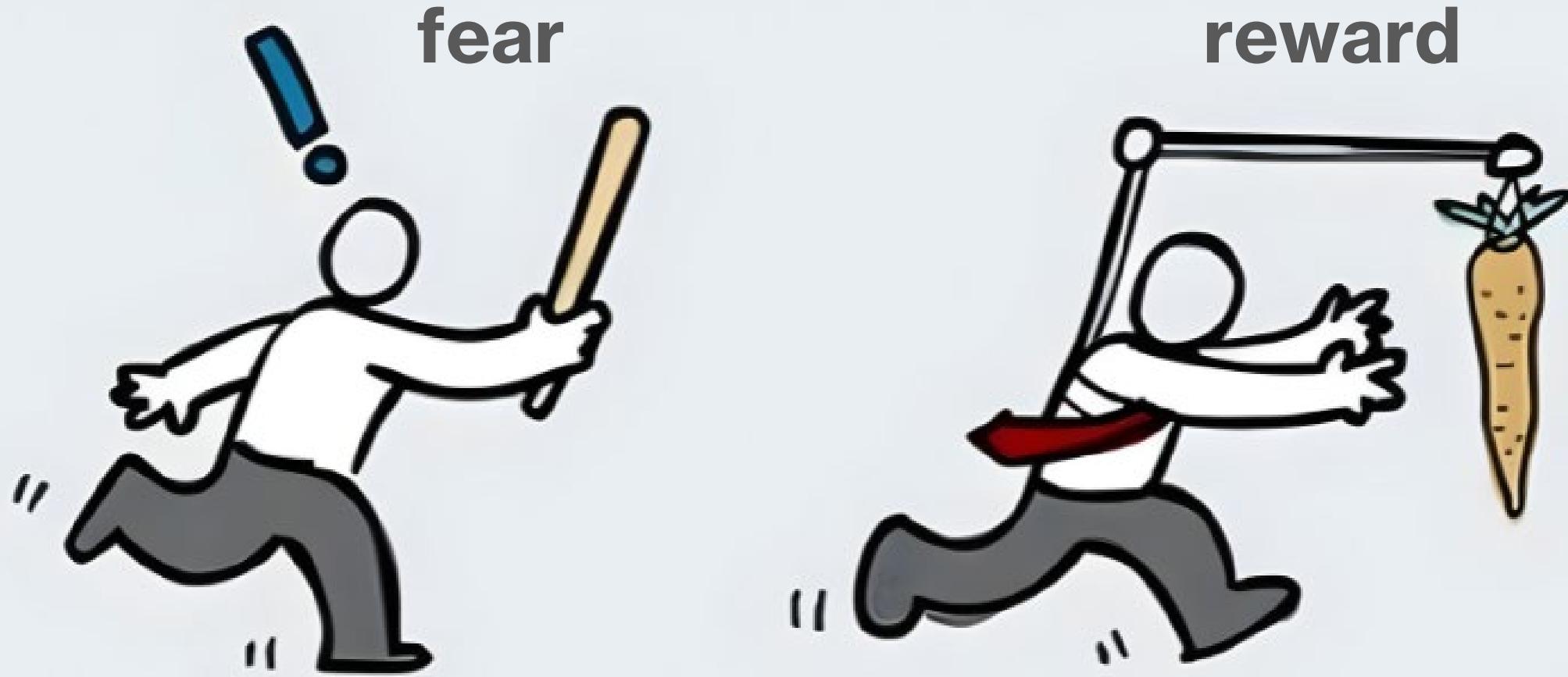
**What is your
energy level?**

Poll 1



What is motivation?





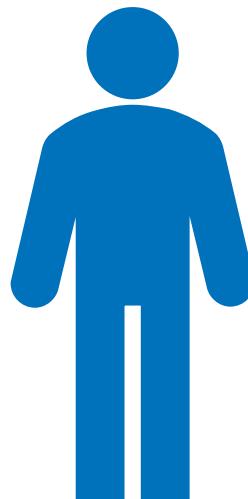
Motivation

What are you going to use, a carrot or a stick?

Why is motivation important?

Vision, direction, goals

WHAT



Skills and behaviours

HOW

Motivation and energy

WHY

What is motivation?

Motivation is **energy**

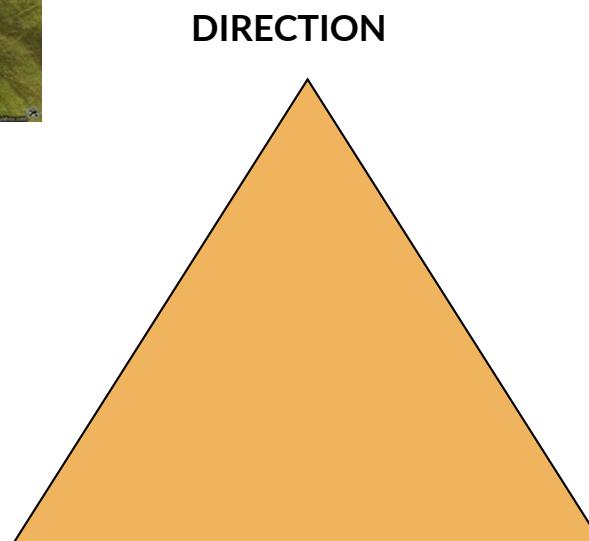
Our motivators are our inner drivers that determine **how** we feel and **why** we act



Imagine an airplane



- destination

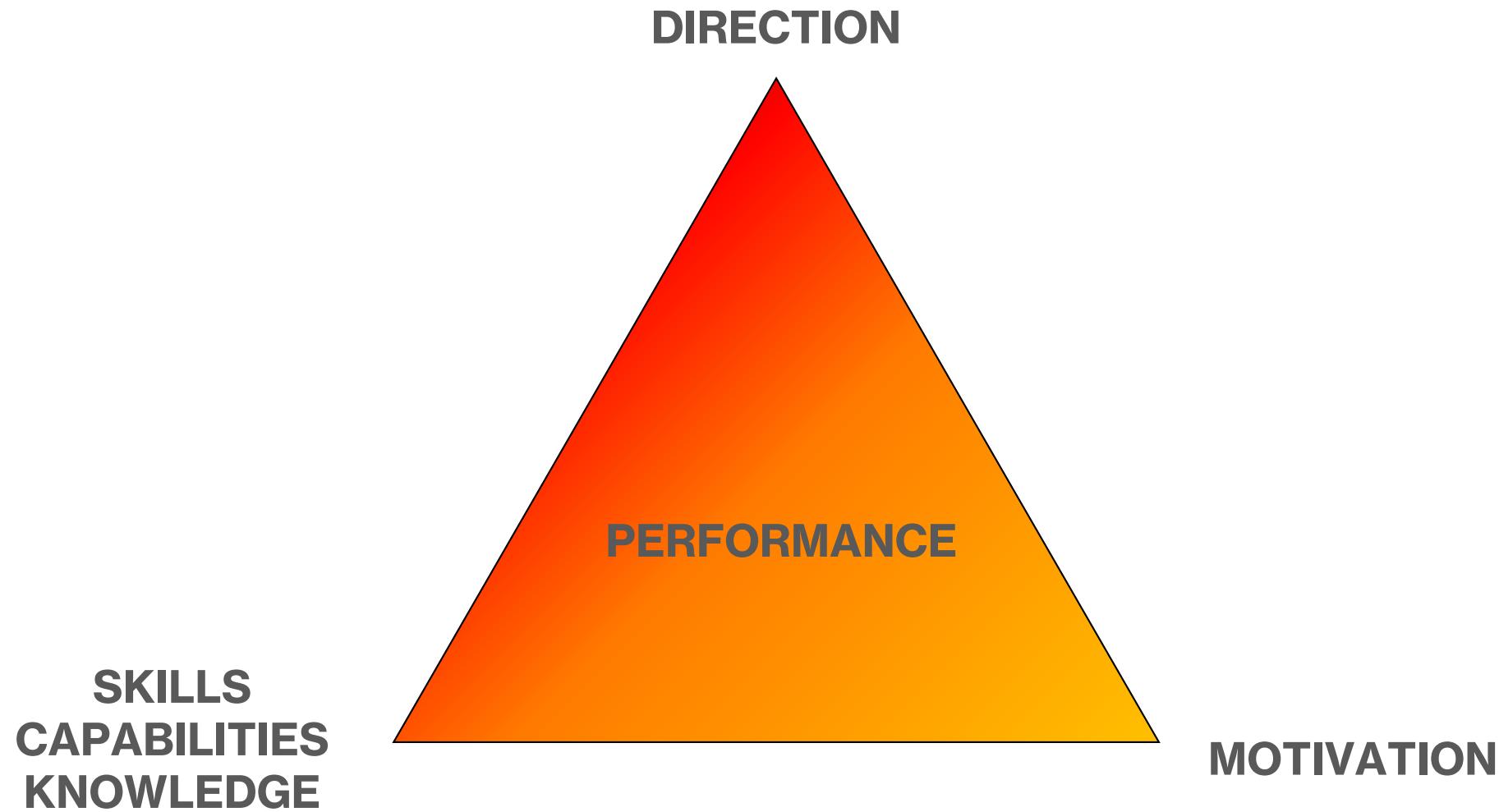


- crew
- pilot
- passengers
- wings, engine



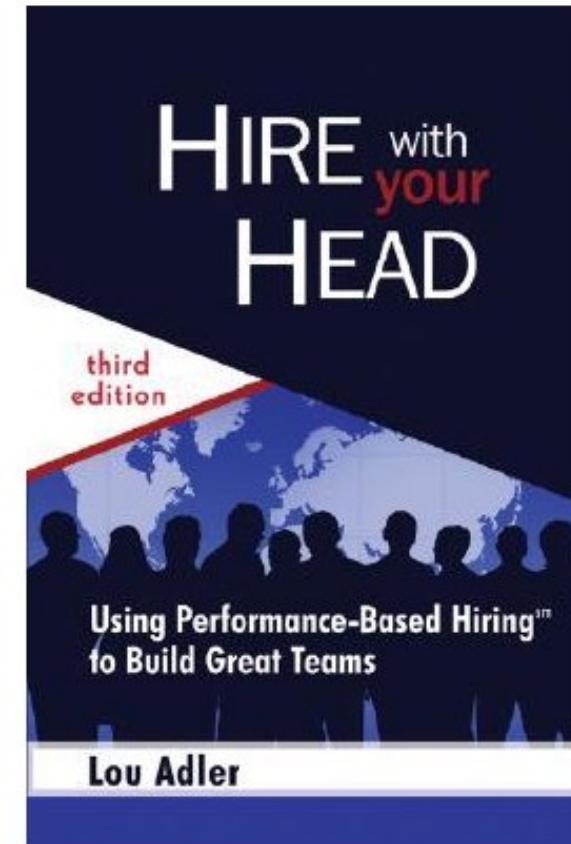
fuel/energy

The performance pyramid



4 top qualities recruiters are looking for

- 1 Energy
- 2 Teamwork
- 3 Past performance
- 4 Adaptability



Activity 1





Statements

MOTIVATOR

Stability

Belonging

Recognition

Control

Money

Expertise

Innovation

Autonomy

Purpose

Instructions

10 minutes

- Click on the link in the chat
- Open the Motivators - Mini Test (Excel file)
- **Question: What do I prefer at work?**
- There are 36 statements in total
- You will be asked to choose between two statements
- From each pair, select the word that gives you more energy and motivates you more

Do not dwell upon the answer. Select the word that come to you first. Delete the other word.

[**Motivators Mini Test link**](#)



Motivators - Mini test

Mini test What do I prefer at work?

Delete either the A or B response

Do not dwell upon the answer. Select the word that comes to you first. Delete the

No.	A response	B response	Have I made my selection?
1	stability	belonging	select only one answer
2	recognition	control	select only one answer
3	innovation	purpose	select only one answer
4	belonging	recognition	select only one answer
5	belonging	autonomy	select only one answer
6	stability	recognition	select only one answer
7	recognition	money	select only one answer
8	control	money	select only one answer
9	belonging	control	select only one answer
10	belonging	purpose	select only one answer
11	stability	control	select only one answer
12	recognition	expertise	select only one answer
13	control	expertise	select only one answer
14	belonging	money	select only one answer
15	money	expertise	select only one answer
16	stability	money	select only one answer
17	recognition	innovation	select only one answer
18	control	innovation	select only one answer
19	belonging	expertise	select only one answer
20	money	innovation	select only one answer
21	stability	expertise	select only one answer
22	recognition	autonomy	select only one answer
23	control	autonomy	select only one answer
24	belonging	innovation	select only one answer
25	autonomy	purpose	select only one answer
26	stability	innovation	select only one answer
27	recognition	purpose	select only one answer
28	control	purpose	select only one answer
29	money	autonomy	select only one answer
30	expertise	innovation	select only one answer
31	stability	autonomy	select only one answer
32	innovation	autonomy	select only one answer
33	money	purpose	select only one answer
34	expertise	autonomy	select only one answer
35	expertise	purpose	select only one answer
36	stability	purpose	select only one answer



Have financial security and competitive environment

Can learn and utilise my knowledge

Belong to a community

Have public recognition and praise

Have safety, predictability and accuracy

Can create and innovate

Do worthwhile things

Have influence, power and direction

Be independent and make my own decisions

Poll 2

The motivators



The clusters



Relationships



Achievement



Growth



What lights your fire?



The 9 motivators*

Relationship Motivators



The Defender
Seeks security,
predictability,
stability



The Friend
Seeks belonging,
friendship,
fulfilling
relationships



The Star
Seeks recognition,
respect,
social esteem

Achievement Motivators



The Director
Seeks power,
influence,
control of
people / resources



The Builder
Seeks money,
material satisfactions,
above
average living



The Expert
Seeks knowledge,
mastery,
specialisation

Growth Motivators



The Creator
Seeks innovation,
identification with new,
expressing creative
potential



The Spirit
Seeks freedom,
independence,
making own
decisions



The Searcher
Seeks meaning,
making a difference,
providing worthwhile
things

Defender



The Defender
seeks security,
predictability,
stability



Defender

Values

Order and clarity

Security, predictability, stability

Needs

Clear & regular communication

Continuity, regular and accurate information

Clear roles & responsibilities

Avoid

Lack of security and lack of responsibilities

Friend



The Friend
Seeks belonging,
friendship,
fulfilling
relationships

Friend

Values

Feeling of belonging

Nourishing and fulfilling relationships

Needs

Collaborative environment

Social events for the team

Loyalty and continuity

Avoid

Lack of trust and personalized approach



Star



The Star
Seeks recognition,
respect,
social esteem

Star

Values

Recognition,
respect and
social
esteem

Being
noticed and
held in high
esteem

Needs

Clear
hierarchy

Awards and
certificates

Positive
feedback

Avoid

Lack of
regular
review of
targets and
goals and of
social and
public
recognition



Director

Values

Being in control/in charge

Being given responsibility

Needs

Making critical decisions and being stretched

Role titles that reflect power

Avoid

Lack of responsibility and influence

Success



Builder

Values

Material and financial rewards

Responsibility

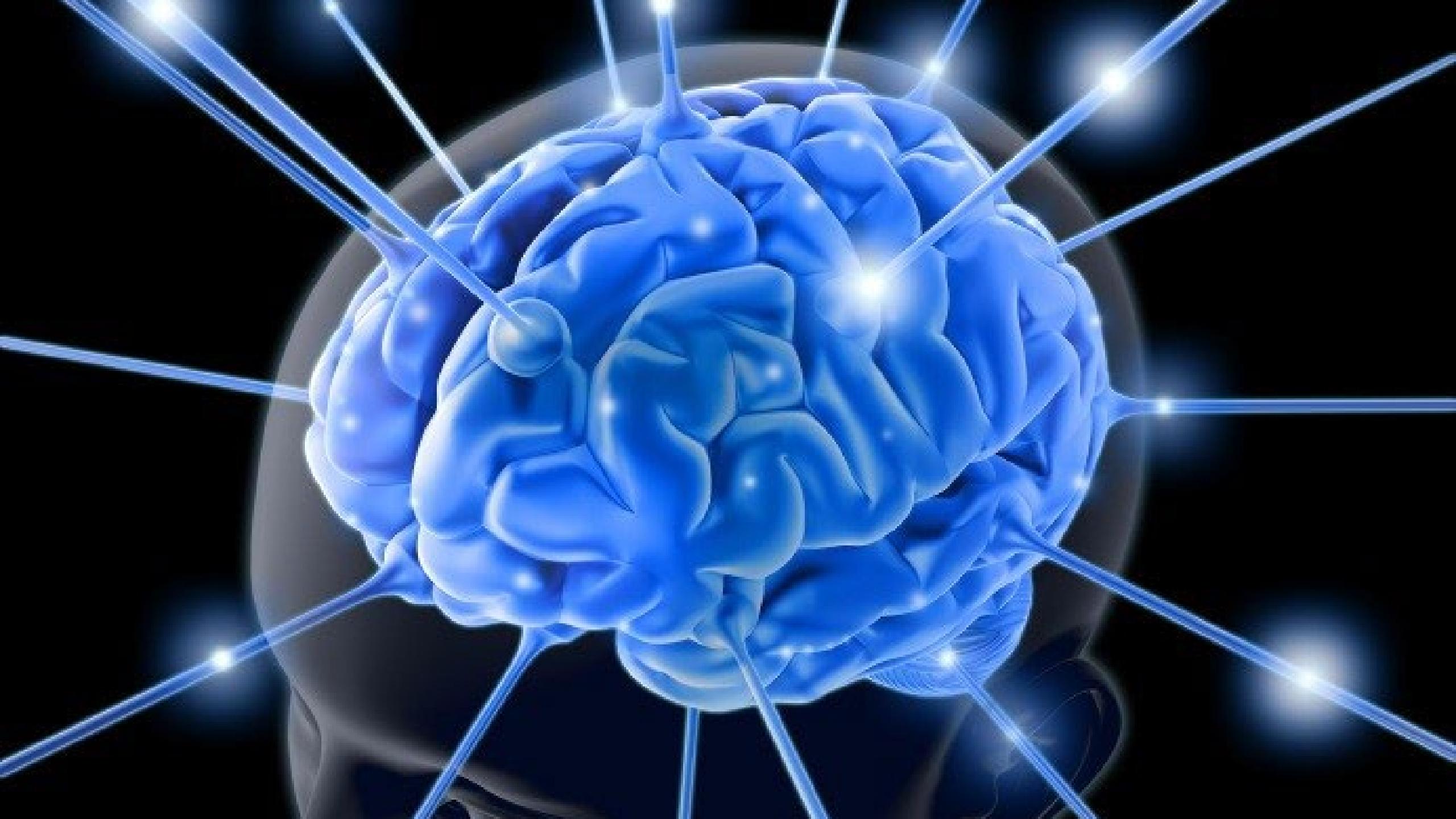
Needs

Work that is visibly well rewarded

Clear goals and targets

Avoid

Lack of competitive environment



Expert

Values

Specialising
in areas of
interest

Opportunities
to learn and
share
expertise

Needs

Contact with
other experts

Realising own
potential

Avoid

Lack of
training and
development



Creator

Values

Environment
with change
and variety

Creating
something
new /
improved

Needs

Problem
solving

Recognition
of their
creativity

Avoid

Routine
tasks



Spirit

Values

Working
autonomously

Having a
choice

Needs

Empowerment

Share
company
vision and
goals

Avoid

Micro-
management



Searcher

Values

Meaning and purpose in what they do

Making a difference

Needs

Seeing the big picture

Link own goals to wider organizational goals

Avoid

Routine, paper driven tasks

Activity 2



3 minutes

What motivates you?

Self evaluation

Motivators - Worksheet

What Motivates You?

Please rank your motivators:

Motivational Maps 9 Motivators	Please rank motivators 1 - 9 1 = most, 9 = least important
 DEFENDER Seeks security, predictability, stability.	8
 FRIEND Seeks belonging, friendship, fulfilling relationships.	6
 STAR Seeks recognition, respect, social esteem.	7
 DIRECTOR Seeks power, influence, control of people/resources.	4
 EXPERT Seeks expertise, mastery, specialisation.	2
 BUILDER Seeks money, material satisfactions, above average living standards.	9
 CREATOR Seeks innovation, identification with new, expressing creative potential.	1
 SPIRIT Seeks freedom, independence, making own decisions.	3
 SEARCHER Seeks meaning, making a difference, providing worthwhile things.	5

Activity 3



Mini test

Results

MOTIVATOR	SCORE	LEGEND
Stability	1	Defender
Belonging	2	Friend
Recognition	2	Star
Control	5	Director
Money	1	Builder
Expertise	6	Expert
Innovation	8	Creator
Autonomy	7	Spirit
Purpose	4	Searcher

What Motivates You?

Please rank your motivators:

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Self evaluation

MOTIVATOR	SCORE	LEGEND
Stability	1	Defender
Belonging	2	Friend
Recognition	2	Star
Control	5	Director
Money	1	Builder
Expertise	6	Expert
Innovation	8	Creator
Autonomy	7	Spirit
Purpose	4	Searcher

Mini test



My top 3 motivators

Motivator 1: Meaning:

Creator

Solving problems, innovative ideas, brainstorming, creativity, discover new things

Motivator 2: Meaning:

Expert

Learning, sharing knowledge, mentoring others, subject matter expertise, trying new things

Motivator 3: Meaning:

Spirit

Having a choice, being my own boss, quick decisions, not feeling constrained

Your motivational bucket







Ask yourself these 4 questions:

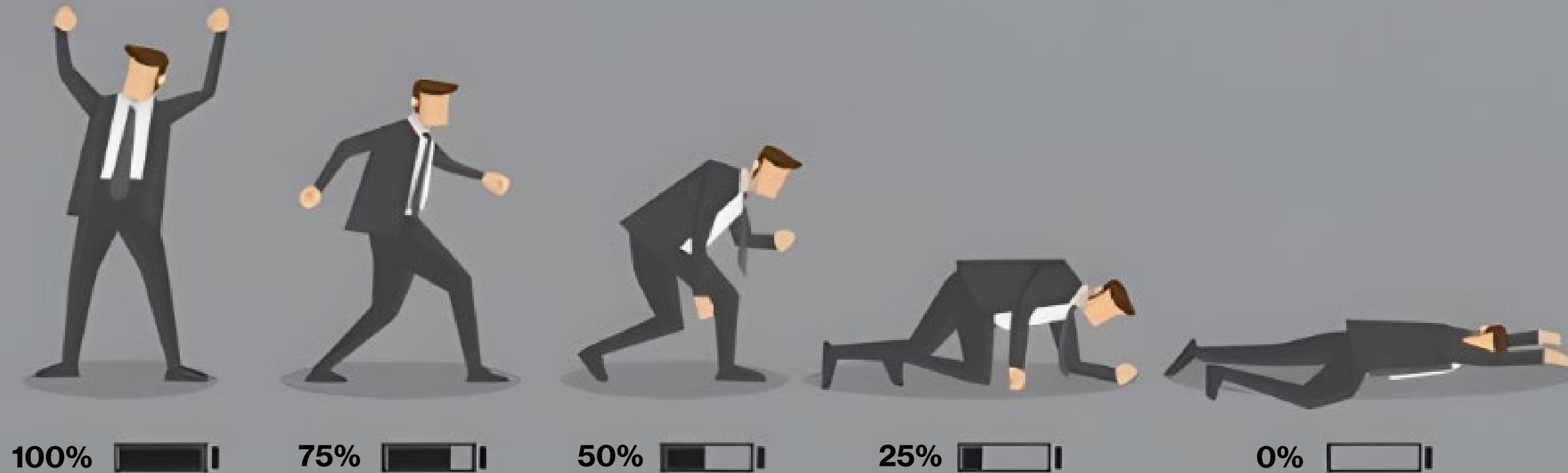
What roles and responsibilities satisfy my top 3 motivators?

How could I boost my own motivation level?

What are the circumstances that could boost my motivation?

Do I share my motivators with others?

Poll 3



Daily tips to boost motivation



Defender



The Defender
seeks security,
predictability,
stability



Plan your week



Set realistic
deadlines



Schedule time for
administrative
tasks



Organise your
environment



Review your long-
term goals



Reflect on weekly
outcomes

Friend



The Friend
Seeks belonging,
friendship,
fulfilling
relationships



Call a friend



Listen attentively



Do a small act for
the team



Identify ways to
strengthen your
five most
important
relationships



Organise a group
activity



Offer support

Star



The Star
Seeks recognition,
respect,
social esteem



Invest in high-quality clothing and accessories



Create a polished business card



Identify a role model and learn from them



Use your academic or professional titles in your email signature

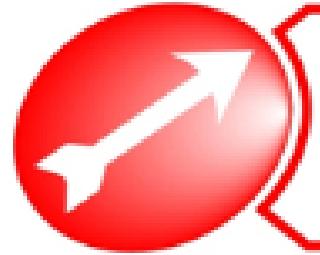


Strengthen your CV and online profiles



Build your personal brand

Director



The Director
Seeks power,
influence,
control of
people / resources



Find a mentor



Record your
three daily
achievements



Step outside your
comfort zone



Enroll in a
structured
leadership
development
programme

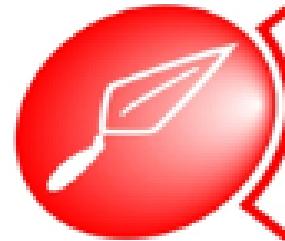


Set long-term
goals



Read inspiring
books or articles

Builder



The Builder
Seeks money,
material satisfactions,
above
average living



Review your
career options



Reward yourself
when you reach a
goal



Register for a
sports event or
community
activity

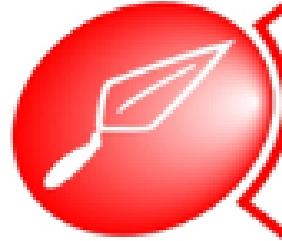


Revisit your
financial goals



Create a
“success journal”

Expert



The Builder
Seeks money,
material satisfactions,
above
average living



Buy a book on a specific subject



Volunteer to train or prepare others



Aim for mastery in a new area



Attend professional conferences



Join a professional association



Start a blog or vlog

Creator



The Creator
Seeks innovation,
identification with new,
expressing creative
potential



Avoid routine



Take some time
off and do
something
completely
different



Set a goal that
requires a
creative solution

Start an idea
journal



Take a creativity
course



Participate in
brainstorming
sessions

Spirit



The Spirit
Seeks freedom,
independence,
making own
decisions



Dress
comfortably
whenever
possible



Dedicate 10% of
your time to a
passion project



Delegate or
outsource a work
process



Create a flexible
working rhythm



Travel and
explore new
cultures

Searcher



The Searcher
Seeks meaning,
making a difference,
providing worthwhile
things



Seek high-quality feedback



Do something small that has a positive impact on your environment



Align your work with your values



Engage in volunteer work



Set a larger, impact-driven goal

Strategies to boost motivation





The Defender

seeks security, certainty, stability



Stable, Security-orientated, Accurate

Values

- High job security
- Clear roles and responsibilities
- Regular and accurate information
- Continuity and loyalty
- Order and clarity
- Time to prepare

Strategies

- Clear & regular communication
- Continuity
- Support through periods of change
- Consider risk of no change
- Regular review of progress
- Link goal achievement to security



The Friend

Seeks belonging, friendship,
rewarding relationships



Connector, Involvement orientated, Accurate

Values	Strategies
<ul style="list-style-type: none">Feeling of belongingNourishing & fulfilling relationshipsCollaborative environmentBeing liked & supportedBeing listened toLoyalty & continuity	<ul style="list-style-type: none">Involvement & consultationSocial events for the teamPersonalised approachMentors/coaches/projectsGood social working environmentPeople centred culture



The Star

Seeks recognition, respect, social esteem



Recognition-driven, Status-orientated, Hierarchical

Values	Strategies
● Social & public recognition	● Opportunities for awards
● Being noticed & held in high esteem	● Involvement in projects
● Awards & certificates	● Role models/mentors/coaches
● Clear hierarchy / pecking order	● Clear career progression
● Competitive opportunities	● Regular review of targets & goals
● Positive feedback	● Consult and ask their opinion



The Director

Seeks power, positions of authority,
control of people / resources



***Responsible, Power-orientated,
Influential***

Values	Strategies
<ul style="list-style-type: none">Being in control / in chargeBeing stretchedMaking critical decisionsClearly defined career pathHaving control of resourcesResponsibility & influence	<ul style="list-style-type: none">Give responsibility / delegatePDP's & regular review of progressHaving a mentorRole titles that reflect powerRepresenting departmentOpportunity to deputise



The Builder

Seeks money, material rewards,
above average living



Commercial, Goal-orientated, Competitive

Values	Strategies
<ul style="list-style-type: none">● Above average standard of living● Material and financial rewards● Clear goals & targets● Work that is visibly well rewarded● Responsibility● Competitive/targeted environment	<ul style="list-style-type: none">● Money● Material benefits● Clear career path & plan● Regular review of progress● Give them responsibility● Training –learn more : earn more



The Expert

Seeks knowledge, expertise, specialism



*Insightful, Learning-orientated,
Knowledgable*

Values

- Opportunities to learn
- Specialising in areas of interest
- Opportunities to share expertise
- Realising own potential
- Contact with other experts
- Mastering their own work

Strategies

- Training & Development
- Being guide or mentor to others
- PDP's & regular review of progress
- Having a mentor - skilled expert
- Training linked to promotion
- Ambitious targets



The Creator



Seeks to be original, identifies with new, creative ability

Innovative, Solution-Orientated, Cutting-edge

Values	Strategies
<ul style="list-style-type: none">Environment with change & varietyOpportunity to solve problemsBeing originalCreating something new/improvedAbility to work alone / small groupsRecognition of their creativity	<ul style="list-style-type: none">Involvement in ideas generationGive problems to solveObjectives that need originalityLimit routine & paper driven tasksCulture of changeRewards for innovation



The Spirit

Seeks freedom, independence,
making own decisions



Independent, Choice-orientated, Decisive

Values	Strategies
<ul style="list-style-type: none">Working autonomouslyMaking own decisionsHaving a choiceFreedom & independenceAwareness of the bigger pictureClear & specific objectives	<ul style="list-style-type: none">Share company vision & goalsDelegate responsibilityEmpowermentAvoid micro-managementReward with freedom & autonomySet clear & specific goals



The Searcher

Seeks meaning, making a difference, providing useful things



*Purposeful, feedback-orientated,
quality critical*

Values	Strategies
<ul style="list-style-type: none">● Meaning & purpose in what they do● Significant & important work● Making a difference● Seeing the big picture● Being listened to / consulted● Change & variety	<ul style="list-style-type: none">● Feedback on how making a difference● Link own goals to wider org goals● Regular feedback & praise● Avoid routine & paper driven tasks● Provide with a mentor● Involvement in significant projects

Career choice considerations



Defender

Motivated by:

- Job security and long-term stability
- Clear structures, processes, and expectations
- Predictable routines and well-defined roles
- Established systems and continuity

Individuals who are primarily motivated by the **Defender motivator** seek security and stability in their career decisions. In today's increasingly dynamic and unpredictable job market, long-term security is less likely to come from remaining in a single organisation and more from **maintaining employability over time**.

For those with a strong Defender motivator, regularly updating skills, strengthening professional knowledge, and adapting to change are key ways to sustain a sense of security and control in a changing world of work.

When considering career options, the Defender motivator is typically associated with:

- Stable and well-established organisations
- Roles with clear career paths and structured progression
- Roles with defined routines, processes, and predictable responsibilities

Friend

Motivated by:

- Strong relationships at work
- Team-based, collaborative environments
- Work-life balance and flexibility
- Roles that support and help others

Individuals who are primarily motivated by the **Friend motivator** place strong importance on relationships and balance in their career choices. Positive working relationships, a sense of belonging, and the ability to maintain meaningful connections outside of work are central to their motivation and wellbeing.

For those with a strong Friend motivator, flexibility is a key enabler of sustainable performance. Considerations such as flexible working arrangements, childcare support, part-time options, and geographical location are often weighted as highly as the role itself. Work is most fulfilling when it supports, rather than competes with, personal relationships.

When considering career options, the Friend motivator is typically associated with:

- Organisations and roles with a strong team ethos and collaborative culture
- Work environments that encourage social connection and community
- Roles that involve supporting, helping, or caring for others

Star

Motivated by:

- Being recognised and acknowledged
- Professional image and credibility
- Status, success, and visible achievement
- Opportunities to stand out and be noticed

Individuals who are primarily motivated by the **Star motivator** value public recognition, visibility, and status in their careers. This motivator fuels ambition, drive, and a strong desire to excel, often accompanied by a competitive edge and a focus on standing out as a top performer.

As recognition is central to their motivation, Star-motivated individuals actively seek opportunities to enhance their visibility and status. In flatter organisational structures with fewer visible rewards, they may increasingly look beyond their immediate role or organisation to meet this need, for example through external recognition or professional platforms.

When considering career options, the Star motivator is typically associated with:

- Visible perks and benefits linked to role or position
- Organisations with clear structures, titles, and progression pathways
- Opportunities for public recognition, visibility, and the ability to “shine”

Director

Motivated by:

- Authority and decision-making power
- Leading people and setting direction
- Ownership, accountability, and results
- Shaping outcomes and making things happen

Individuals who are primarily motivated by the **Director motivator** seek opportunities to lead, take control, and make decisions. They are drawn to roles with clear authority, accountability, and responsibility for people and resources, traditionally found within hierarchical organisations.

As organisations move towards flatter structures, leadership opportunities are shifting. While senior roles may be fewer, there is increasing demand for individuals who can lead at all levels, manage small teams, drive projects, and take ownership within less formal structures.

When considering career options, the Director motivator is typically associated with:

- Roles with clear responsibility for people, budgets, or resources
- Environments with visible progression and promotion pathways
- Opportunities to lead, influence, and make decisions, whether through formal or informal leadership roles

Builder

Motivated by:

- Tangible results and measurable success
- Financial reward and material outcomes
- Setting and achieving ambitious goals
- Visible progress and accomplishments

Individuals who are primarily motivated by the **Builder motivator** value clear goals, measurable outcomes, and tangible rewards. They are energised by competitive environments where performance is directly linked to financial or material reward, and they seek careers and organisations that recognise and reward achievement in visible ways.

Builder-motivated individuals typically aspire to a high standard of living and are motivated by roles that provide strong earning potential to support this ambition. They are generally well informed about market rates, actively monitor opportunities, and remain alert to roles that offer improved financial progression or reward.

When considering career options, the Builder motivator is typically associated with:

- Roles where performance and reward are clearly linked (e.g. bonuses, commission, incentives)
- Professions with above-average earning potential
- Environments with clear career paths and visible opportunities for increased responsibility and progression

Expert

Motivated by:

- Developing deep expertise
- Learning and continuous improvement
- Being recognized as a subject matter expert
- Intellectual challenge and precision

Individuals who are primarily motivated by the **Expert motivator** are driven by the continuous development of knowledge, skill, and expertise. While knowledge-based roles are more prevalent than ever, rapid technological and professional change means that specialist skills can quickly become outdated. As a result, Experts are most successful when they commit to ongoing learning and upskilling.

For individuals with a strong Expert motivator, it is important to choose careers and organisations that view development as a **shared responsibility**, providing both the opportunity and support to maintain and deepen expertise over time.

When considering career options, the Expert motivator is typically associated with:

- Roles that require specialist, technical, or deep professional knowledge
- Professional environments that value precision, quality, and expertise
- Opportunities where development leads to formal recognition of expertise, such as specialist titles or expert roles

Creator

Motivated by:

- Creativity and original thinking
- Change, variety, and experimentation
- Solving problems in new ways
- Freedom to innovate and explore

Individuals who are primarily motivated by the **Creator motivator** seek opportunities to work on new, innovative, and evolving ideas that challenge them and allow for experimentation. They are energised by environments that encourage originality, curiosity, and the testing of new approaches.

High-change sectors, particularly technology-driven industries, often strongly appeal to Creator-motivated individuals. Organisations that rely on innovation to remain competitive, such as those operating at the forefront of digital or product development, depend heavily on creativity to generate new solutions and maintain momentum.

When considering career options, the Creator motivator is typically associated with:

- Roles focused on problem-solving, development, and innovation
- Organisation operating at the cutting edge with new ideas and approaches
- Dynamic, fast-changing, or intellectually challenging environments

Spirit

Motivated by:

- Flexibility and personal freedom
- Autonomy in how and when work is done
- Self-expression and authenticity
- Work that fits their lifestyle and values

Individuals who are primarily motivated by the **Spirit motivator** seek freedom, independence, and autonomy in how they work. They are energised by roles that allow them to make their own decisions, operate with minimal constraints, and move beyond rigid procedures or close supervision.

Entrepreneurship, self-employment, and flexible working arrangements often strongly appeal to Spirit-motivated individuals. As entrepreneurship continues to grow and is increasingly supported as a driver of economic development, such pathways can provide the autonomy and discretion that this motivator values most.

When considering career options, the Spirit motivator is typically associated with:

- Roles offering a high degree of freedom and limited supervision
- Opportunities to control and prioritise their own time
- The ability to make independent decisions and exercise personal discretion

Searcher

Motivated by:

- Making a positive difference
- Work aligned with personal values
- Contributing to a bigger purpose
- Impact beyond personal success

Individuals who are primarily motivated by the **Searcher motivator** are driven by purpose, meaning, and contribution. They seek work that allows them to serve a cause, support others, or create a positive impact, making social responsibility a central consideration in their career decisions.

As social and ethical awareness continues to grow, purpose-driven work is increasingly influential in how individuals choose employers, roles, and organisations. For Searcher-motivated individuals, alignment between personal values and organisational mission is essential for sustained engagement and motivation.

When considering career options, the Searcher motivator is typically associated with:

- Roles within the voluntary, non-profit, or charity sectors
- Learning-focused, caring, or service-orientated roles and projects
- Consumer-facing roles where impact and value creation are visible



Next CTT session

26 February 2026