

MotivStrukturAnalyse MSA[®]



MSA-MotivProfil 18

Max Muster



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Introduction

What makes you permanently satisfied? How can you achieve a sensible work-life balance? Who are you really – and what is important to you?

The Motive Structure Analysis MSA® will help you to answer these existential questions.

Background / basic principles

Motive Structure Analysis MSA® is based on personality and motivation research and takes account of the work and hypotheses of such renowned motivational psychologists as Gordon Allport, Paul Costa & Robert McCrae, Antonio Damasio, Edward Deci & Richard Ryan, Dan McAdams, William McDougall, Henry Murray or Steven Reiss.

This has revealed that people have stable motivational traits which endure over time: their temperament or character and their inner motivation to act. We are today aware of the following fundamental motives, most of which operate from the inside out ("intrinsic" motives):

Knowledge, principledness, power, status, order, material security, freedom, relationship, help/care, family, idealism, recognition, competition, risk, eating, physical activity, sensuality and spirituality.

These basic driving forces or motivators of a person are largely congenital and probably alter little over decades or during the course of a lifetime. This means, for example, that communicative children will continue to take pleasure in interacting with other people when they grow up to be young people and adults and that adolescents who enjoy planning and organising will also continue to do so into adulthood. Conversely, people with a marked enjoyment of leading and doing feel comfortable telling other people what to do even in their younger years.

Significance

Every person has their own individual and unique expression of characteristics within each of these basic motives. This is comparable to a personal fingerprint. Motive Structure Analysis MSA® shows this individual motivation structure. This knowledge of yourself will provide you with the key which will enable you to bring commitment and motivation to bear in guiding yourself to deliver performance and achieve a lasting satisfaction with life.

This means that a person's knowledge of his or her own motive structure forms part of the basic know-how underlying a personality or occupational skills, especially in the case of management staff.

Motive Structure Analysis MSA® unites basic motives previously mostly treated separately within an overall system. This facilitates individual mapping of the whole of the structure of a person's motives and driving force. Motive Structure Analysis MSA® goes even further. In contrast to many conventional personality tests which are purely targeted at the behavioural level, MSA shows *why* a person behaves in the way he or she does. In addition to this, the initial focus of Motive Structure Analysis MSA® is to present the dynamics of this personal motive structure rather than merely portraying it as a static condition. The individual motives occur in complementary form in every person and are displayed in an easily comprehensible manner.

The power motive, for example, comprises an endeavour to "lead" and to "be led". This means that a person with a strong drive to lead and determine events always also possesses a (more or less marked) proportion of the opposing pole, in this case the drive to "want to be led". Although each person possesses a characteristic and individual trait within each of these individual drives, he or she sometimes also endeavours to move in the opposite direction.

This means that, as shown in our example, even the most powerful of leaders or decision-makers will wish on occasion to enjoy the urge to be led. The most consensual of team players will sometimes "give way" to their drive to be autonomous, and people with highly belligerent characteristics will wish and need to explore their harmonious side. This dynamic and "bipolar" representation of individual motive and personality structure which takes place within Motive Structure Analysis MSA® explains and resolves many contradictions and uncertainties which have prevailed in other models up until now.



Your benefit

Your personal evaluation reveals your wholly individual characteristics and the structure of your driving forces and basic motives. These respective driving forces exert an influence on your satisfaction with life, on your desire to achieve and on your motivation. If you succeed in structuring your work and personal environment in such a way so as to enable you to make your own individual motive traits an integral part of everything you do, you will be more contented and will perform better.

Each and every characteristic of a basic motive has been shown to be a completely personal achievement motivator. Things which we are able to do particularly well are realised in the long term via what we wish for psychologically and by what does us good. Someone of high intelligence is, for example, able to make the best use of this ability and expertise via moving in the "direction" of his or her motive traits. People who have a high "risk taking" drive are therefore best able to think under pressure. If, however, a "risk aware" drive dominates, the person concerned is best able to bring his or her intellectual competences to bear in an environment which is free of fear and stress.

The Motive Structure Analysis MSA® provides you with valuable insights into your personality. Who are you really? What is the nature of your inner drive? How can you best motivate yourself and others on a permanent basis? Knowledge of your own motive structure thus facilitates a large number of decision-making processes both in your professional and private life.

The Motive Structure Analysis MSA® also provides you with the foundation for exploring, processing and shaping the following aspects in a personal feedback meeting with a Motive Consultant:

- your professional prospects;
- your management motivation;
- your communication behaviour;
- your private relationships;
- your learning and performance behaviour;
- your work-life balance

Basic information

Every individual Motive Structure Analysis should initially be viewed as neutral in terms of values. There are no good and bad profiles, let alone wrong or right profiles. What makes every Motive Structure Analysis MSA® constructive at all times is its individual nature and the fact that it shows a person's completely personal driving forces and motivations.

Motive Structure Analysis MSA® fulfils the scientific quality criteria for psychodiagnostic procedures throughout. If you require any further information in this regard, please contact us at www.msaprofil.com.

For reasons of simplicity and greater comprehensibility, the following written evaluation may make use of the masculine form of address. All information provided applies, of course, equally to both genders in every case.



KNOWLEDGE

intellectual

Enjoyment of "thinking" for its own sake, gathering knowledge, intellectuality, being inquisitive, "getting to the bottom" of things

pragmatic

"Being practical", focused on application, a prompt "do it now" approach, thinking and acting in a benefit oriented manner

PRINCIPLEDNESS

principle oriented

Following a code, loyalty, moral integrity, valuing and maintaining tradition, values and standards

purpose oriented

Target orientation, loyalty not as an end in itself, situative flexibility more important than principles

POWER

lead

Exerting influence, accepting leadership and responsibility, delivering performance, wishing to have control over other people and other things, determining direction

be led

Not exercising power, reluctant to accept responsibility for others, accepting leadership, can integrate well into hierarchies and accept a subordinate role, service oriented

STATUS

elitist

Striving for success, obtaining an elevated position via wealth or titles, seeking public attention and esteem, alignment to brands and trends, feels as if he or she belongs to the elite

down-to-earth

Intent on equality, little interest in public perception, places little value on titles and the possession of status symbols

ORDER

structured

Wishes stability, clarity and precise detail of processes and structures, complying with defined procedures, maintaining constancy, pedantic tendency, cherishes rituals

flexible

Valuing spontaneity, avoiding or circumventing rules, attempts to break out of structures, seeking and allowing space to manoeuvre, can put up with subordination



MATERIAL SECURITY

retain

Collects goods and hoards possessions/property, maintaining and retaining material goods, keeping and saving money

generous

Finds it easier to part with or lend things, little interest in collecting or saving, not very attached to material things, tendency to waste

FREEDOM

independent

Self-sufficiency, self-determination, self-reliance, seeks independence

team oriented

Ties, commonalities, seeks and values emotional dependence and support from others

RELATIONSHIP

sociable

Very communicative, seeking and nurturing friendships, valuing enjoyment, humour and company

distanced

Withdrawn, tends to be introverted, needs distance, likes to shut himself off, serious

HELP/CARE

caring

Helping other people and paying regard to their feelings and sensitivities, supporting others in their activities, predominantly friendly and benevolent attitude

self-care

Concentration on himself and his own tasks and aims, own requirements in the foreground, prefers to rely upon himself

FAMILY

family oriented

Values an active family life, has a wish for a family or children of his own, able to give and accept intensive proximity and attention

self oriented

Tends to be materially oriented, does not wish to be very strongly dependent on children or his own family, does not wish to accept responsibility for everything and everyone



IDEALISM

idealistic

Social justice and fairness, acting for the good of others without deriving benefit for himself, acting on behalf of other interest groups, "social romantic", wants to "make the world a better place"

realistic

Everyone is responsible for him or herself, accepts given circumstances, accepts that it is not possible to improve the world alone, personal benefit optimisation

RECOGNITION

sensitive

Seeks social acceptance and the acknowledgement of others, fuelled by praise, tends to react sensitively to criticism

self-assured

Can withstand criticism, has self-confidence, motivates himself, i.e. independently of the feedback of others

COMPETITION

pugnacious

Seeking rivalry, competitive, wishes to fight and win, seeks retribution, wishes to measure himself against others

conciliatory

Avoiding conflicts, striving for harmony, mediating in disputes, seeks consensus

RISK

risk taking

Resilient, values challenges, courage to embrace change, taking pleasure in new things, prepared to take risks

risk aware

Wishes to avoid errors and changes, seeks stability and reliability, loves and nurtures his own comfort zone

EATING

indulgent

Likes to eat large amounts of food and/or high-quality cuisine, likes to deal with "eating", thinking and action is often aligned to food

frugal

"Food" as the intake of nutrition, not very drawn to gourmet cuisine, eats to satiate hunger

PHYSICAL ACTIVITY

mobility

Often undertakes and enjoys physical activity, likes to keep fit, frequently plays sport

comfortable

Avoids physical activity, dislikes exercise, not very body oriented

The MSA®-BasicMotives



SENSUALITY

sensuous

Enjoys the sensual side of life and sexuality, takes pleasure in beauty, design, art and aesthetics

demure

Does not view sensuality as the elixir of life, values sobriety and purism

SPIRITUALITY

quest for meaning

Seeking and questioning the (deeper) meaning of life, openness to the existence of a higher being (deity), believes in a spiritual world

rational

Concentration on the "here and now", guided by models of thought which are capable of rational explanation, believes in himself and in his own effectiveness

Your MSA®-Profile (in tabular form)

The tabular summary of the strength of your respective basic motive driving forces:

green			blue	
KNOWLEDGE	intellectual	78 %	22 %	pragmatic
PRINCIPLEDNESS	principle oriented	19 %	81 %	purpose oriented
POWER	lead	64 %	36 %	be led
STATUS	elitist	57 %	43 %	down-to-earth
ORDER	structured	30 %	70 %	flexible
MATERIAL SECURITY	retain	60 %	40 %	generous
FREEDOM	independent	59 %	41 %	team oriented
RELATIONSHIP	sociable	55 %	45 %	distanced
HELP/CARE	caring	36 %	64 %	self-care
FAMILY	family oriented	22 %	78 %	self oriented
IDEALISM	idealistic	12 %	88 %	realistic
RECOGNITION	sensitive	41 %	59 %	self-assured
COMPETITION	pugnacious	12 %	88 %	conciliatory
RISK	risk taking	40 %	60 %	risk aware
EATING	indulgent	45 %	55 %	frugal
PHYSICAL ACTIVITY	mobility	83 %	17 %	comfortable
SENSUALITY	sensuous	67 %	33 %	demure
SPIRITUALITY	quest for meaning	29 %	71 %	rational
SOCIAL DESIRABILITY	desirable	6 %	94 %	authentic

The Motive Structure Analysis MSA® differentiates the following qualities with regard to the psychological significance of these character traits:

Approximately equally marked

Both driving forces are between 46 and 54 percent. This means that your everyday thoughts, feelings and actions are determined relatively equally strongly and in a "balanced" manner by the two driving forces.

Somewhat more marked

One of the two complementary driving forces is between 55 and 68 percent and exerts a relatively strong influence on your everyday thoughts, feelings and actions - the influence of the other complementary force remains more or less discernable.

Significantly more marked

One of the two complementary driving forces is over 68 percent and exerts a very strong influence on your everyday thoughts, feelings and actions - the influence of the other complementary force remains less discernable.

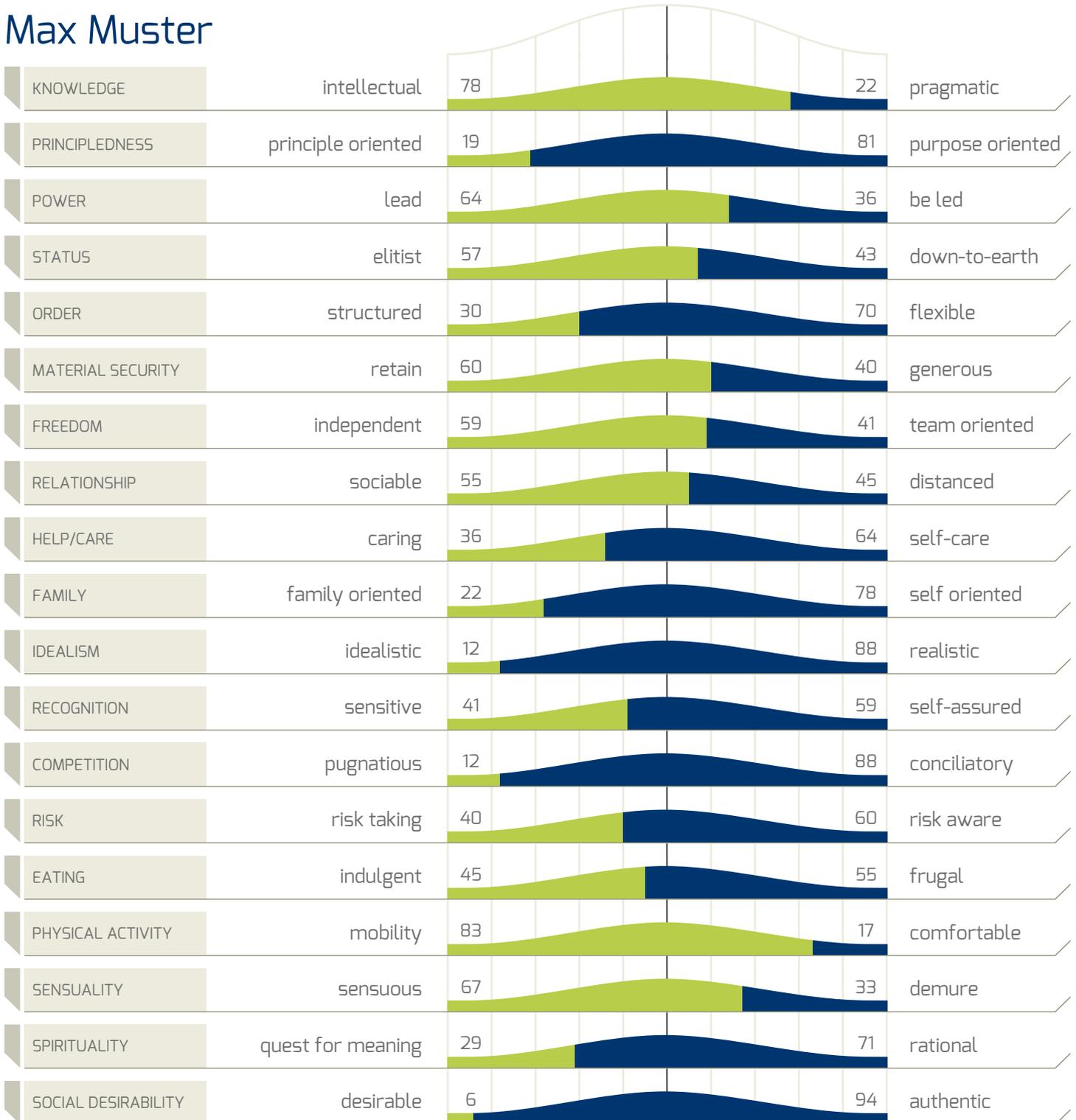
Your MSA®-Profile

The following provides you with a graphical summary of the strength of your respective driving forces with regard to the motives evaluated.

The two complementary driving forces in each basic motive are indicated by different colours. The **green** bar documents the extent of the influence of the "left" driving force, whereas the **blue** bar indicates the strength of the "right" driving force.



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The motive of **knowledge**

Meaning

This basic motive means the striving for knowledge, the striving to learn something, the pursuit of knowledge for the sake of knowledge.

In the **green** motive area (meaning when the *intellectual* drive is predominant), people mainly try to understand the things within their life and are very open to knowledge and ideas or to truth and logical argumentation.

In the **blue** motive area on the other hand (meaning when the *pragmatic* drive is predominant), people tend to be more practically oriented and acquire only as much "theoretical" knowledge as they require for the purpose of realisation and implementation.



In your basic motive Knowledge the *intellectual* drive is significantly more marked than the *pragmatic* drive.

Characteristic features

You embody the definition of an inquisitive person who is thirsty for knowledge. You have the desire and the ability to address topics in detail: You probably describe yourself as a "lifelong learner". You appreciate and like knowledge. You may occasionally have a tendency to make things more complicated than they are. It is highly probable that you enjoy dealing with complex topics and nuances. You may prefer abstractions to the tangible. You perhaps tend to form sentences which are too long and complex when speaking or writing.

Motivation

You are open to all intellectual, cognitive or mental aspects of life and your work: Your performance is improved if you have time to think during your activity - and you enjoy it when your profession requires you to display "mental awareness": You are motivated by receiving stimulations (such as in the form of travel). You experience intellectual problems and tasks as a stimulating rather than burdensome - developing strategic concepts and plans or finding "higher" solutions to any problems in daily business. Activities and routines which are not very demanding in cognitive terms may rapidly bore you.

Interaction

You seek out people who offer you intellectually stimulating company and who enjoy intelligent and lively discussions. You are motivated by the pursuit of exciting ideas completely irrespective of the practical relevance of these trains of thought. It may be that you appreciate the exchange of ideas more than joint acts. Once you have found out how something works, it is possible that you may no longer be interested in its implementation. You are stimulated by activities such as intellectual conversation, reading, chess or bridge.



The motive of **principledness**

Meaning

The basic motive Principledness means the striving for an accordance to a Code of Conduct/ Code of Ethics, acting with integrity and in a responsible way.

People in the **green** motive area (meaning when the *principle oriented* drive is predominant) to live in accordance with their own code. Such people live by established principles and abide by them once they have been set.

In the **blue** motive area on the other hand (meaning when the *purpose oriented* drive is predominant), people tend to be more prepared to give up established principles. Such people tend to focus on the purpose of a matter. They are ready to jettison principles if this serves the purpose.



In your basic motive Principledness the **purpose oriented** drive is significantly more marked than the **principle oriented** drive.

Characteristic features

One fundamental maxim underpins your actions: "do what is feasible". This means that you primarily act in a rationally purposeful and expedient manner. You believe that it is right to do everything possible to conclude an important task. It is possible that you think that this form of "flexibility" is the only route to success.

Motivation

You are driven by a type of self-interest which puts you in a position constantly to seek options which will enable you to make progress. You are prepared to pay the price of success, even if this involves opening up promises which have already been made to renewed discussion. This purpose orientation is a very strong motivating force for you. You always want to know what the benefits are for you, your company or your group.

Interaction

You are quick to become annoyed when faced with self-righteous and moralistic conduct on the part of others. You yourself adhere to established principles to the extent that such principles are useful to the purpose you are pursuing on behalf of yourself, your group or your company. You view anything else as misconceived loyalty. You usually wear this maxim very much on your sleeve. If it serves your purpose, you are very flexible with regard to compliance with agreements and stipulated rules and you see this as a necessary characteristic for the achievement of success in business life. As soon as you perceive that there has been any change to the foundations underlying a strategy or decision, you are capable of jettisoning such strategies or decisions and reaching a new decision which benefits you more.



The motive of **power**

Meaning

The basic motive Power means striving for influence, leadership, telling others, where to go.

In the **green** motive area (meaning when the *lead* drive is predominant), power is revealed in a particular need to lead, instruct and control others - people like being "Chief".

People with **blue** power values (meaning when the *be led* drive is predominant) like to be "Indian" instead of Chief, they avoid instructing or controlling others.



In your basic motive Power the **lead** drive is somewhat more marked than the *be led* drive.

Characteristic features

Although you are not a "born leader", you enjoy exercising authority from time to time. In certain situations, you are in a position to assume leadership roles. You do not experience any problems in taking on responsibility as long as this does not exceed a certain manageable extent.

Motivation

You are occasionally guided by a certain performance or motivating ambition in work tasks which interest you.

Interaction

If you find yourself in "leadership situations", you are in a good position to cope. You can instruct others well and are capable of monitoring your team's achievement of objectives effectively and checking achievement on an ongoing basis. You enjoy delivering performance.



The motive of **status**

Meaning

The basic motive Status means the striving for attention, prestige and reputation, "social standing", wealth and titles and sometimes for fame.

People with **green** status values (meaning when the *elitist* drive is predominant) frequently attempt to use prestige property or an outstanding professional position to make a particular impression or try to surround themselves with famous people or to show themselves at important occasions.

People in the **blue** status area (meaning when the *down-to-earth* drive is predominant) are, on the other hand, modest. They view themselves as equal amongst equals and live their lives according to this standard irrespective of their actual social or occupational status.



In your basic motive Status the **elitist** drive is somewhat more marked than the *down-to-earth* drive.

Characteristic features

You are a person who has a certain need for status and are occasionally impressed by high society and wealth. Although money and hierarchical level is not the be-all and end-all for you, you sometimes view money, your own rank within the hierarchy or your particular role within a specialist area as a certain indicator of a person's importance and sometimes like to flirt with expensive clothing with a certain "label", with luxury jewellery and with "top of the range" cars as well as demanding that you receive a larger office, an excellent parking space or first-hand information.

Motivation

You certainly perceive status in a moderate form to be something positive. You occasionally experience a need to be important/significant, although this is not constantly the case. It may be that you wish to be respected on the basis of your social or professional position. For you, this issue is initially distinct from the question of wealth. Public perception means that you tend to place more value on importance, significance or originality.

If this need is fulfilled, you feel important and significant. If it remains unfulfilled, you feel ignored.

Interaction

You have a tendency to view prestige, social status and even wealth in a positive manner, even if you do not pull out all the stops to belong to the "beautiful people" or have every conceivable privilege at your disposal. For this reason, you tend towards a job where you are satisfied with the prestige value and where you are provided with recognition. Alongside your title, professional image and a higher salary, other "status symbols" such as a generously proportioned office or your own parking space may play a certain role within this process.



The motive of **order**

Meaning

The basic motiv Order means striving to organise things. Order essentially makes people want to plan and categorise everything.

People in the **green** motive area (meaning when the *structured* drive is predominant) require clear "external" structures and often fear change. Alongside trivialities and details, they pay particular attention to rituals during which process their behaviour make take on compulsive elements.

People in the **blue** motive area (meaning when the *flexible* drive is predominant) do not, however, require any external structures. Such people are intent on flexibility and are often very spontaneous and generous as well as being open to equivocal or ambiguous situations.



In your basic motive Order **flexible** drive is significantly more marked than the *structured* drive.

Characteristic features

It is anathema to you to adapt your behaviour to predetermined structures or forms of order, to rules, to deadlines, to priority lists which other draw up for you or to other plans. You experience order and perfectionist approaches as constraining. External structures and order mean so little to you that you probably do not even notice if your room is untidy or if too much unwashed crockery is in the sink. You have a marked aversion to organisation and planning in themselves. You are very open and tolerant to undetermined, uncertain or ambiguous situations.

Motivation

If you work in an environment which is too ordered or too determined by rules, you tend to feel uncomfortable or controlled and are not motivated. You prefer to keep your options open for as long as possible in order to be able to react spontaneously. You do not like plans. It may be that you do not waste much energy in thinking how you wish to structure your life. You act on the proverbial premise of always "following your nose". You quickly switch to something else if an issue does not develop as expected or when matters become stressful. Your plans are not "set in stone". This continues to provide you with the courage you need to grasp the nettle and to engage with new things.

Interaction

You value improvisation and spontaneity and like people who are able to adapt in this manner. You tend to resolve matters with a minimum of preparation. This means that you like to throw yourself into new projects and learn what needs to be done along the way. When speaking, you display a proclivity simply to begin talking without previously having sketched out in detail what you wish to say. You probably find absolutely no enjoyment in complying with regulations, filling in forms or always doing things in accordance with the same schematic pattern. You often do not pay attention to detail. You consider order and cleanliness to be unimportant or staid and conventional. You probably often mislay things and may exhibit a tendency bordering on "messy" or "disorganised".



The motive of **material security**

Meaning

The basic motive Material security means striving to collect and hoard everything, to save money, to build up stocks.

People in the **green** motive area (meaning when the *clinging* drive is predominant) are mostly "hoarders" and frugal to the point commonly described as avaricious.

In the **blue** motive area (meaning when the *generous* drive is predominant), on the other hand, people act generously; they may, however, also become wasteful and tend towards a throwaway mentality.



In your basic motive of Material Security the **retain** drive is somewhat more marked than the *generous* drive.

Characteristic features

Although you are not a "collector and saver", you sometimes have a tendency to retain or hoard things. You could occasionally be described as frugal in this regard. You certainly find it better to have something old repaired rather than buy something new. You often make do with what you have or with what is put at your disposal and think that it is wrong to be wasteful.

Motivation

You feel motivated when you have the important things you need for your work within easy reach. You think carefully about what you throw away. You could need it again. For you, a good working atmosphere prevails when you can access important things without difficulty.

Interaction

In your team or family, you probably also have the reputation of having to hand many things which are required. You are probably frugal and never make excessive demands. You feel comfortable within an environment in which part of your task consists of keeping things together within the broadest definition of the term.



The motive of **freedom**

Meaning

The basic motive Freedom means the striving for self-reliance, liberty and self-determination.

People with **green** freedom values (meaning when the *independent* drive is predominant) feel satisfied when they are able to make decisions themselves and when they deal with things without the help of others.

People with **blue** freedom values (meaning when the *team oriented* drive is predominant) prefer to take decisions and act within a team.



In your basic motive Freedom the ***independent*** drive is somewhat more marked than the ***team oriented*** drive.

Characteristic features

Although you are not a born "freedom fighter", you place a certain value on your liberty and independence. You like to take your own decisions and do not need to agree these decisions with others. You like to do things your way and are proud when you achieve success by following your own personal route.

Although you can integrate well into a team, you also enjoy working on your own. You are able to give good justifications for your convictions.

Motivation

You are satisfied when you are able to make your own decisions and when you are in situations where you are left to your own devices. You derive a good feeling from being independent of the favour or support of others. You like to emphasize your own "personal touch". You are best able to develop in an environment which is not too greatly characterised by the regimentation of others or by "group compulsion".

Interaction

Although you are able to accept support or advice from others, you feel more comfortable when you do not require external assistance. You like to act in a self-reliant manner and do not particularly enjoy being "indebted" to others. Although you are not the typical "lone wolf", you need a large proportion of individuality in order to be able to work in a motivated way. You like to set yourself apart from the crowd in your habits, in the way in which you live and reside and in the manner in which you spend your leisure time.



The motive of **relationship**

Meaning

Relationship means the striving for communication with others.

In the **green** motive area (meaning when the *sociable* drive is predominant), people are interested in others and try to conduct themselves in an affable and socially competent manner. Many also seek fun and entertainment within this process. Some people may also be typical jokers and group entertainers.

People with **blue** relationship values (meaning when the *distanced* drive is predominant), on the other hand, prefer to be alone and avoid public performances. Many are considered to be serious, withdrawn people who do not have much care for others.



In your basic motive Relationship the **sociable** drive is somewhat more marked than the *distanced* drive.

Characteristic features

You are a person with a moderate need for relationships. You are friendly and meet others with a certain openness without giving the impression of being directly extrovert. Although you enjoy being together with other people, you do not always feel a need for this. Now and again, you seek an opportunity to be with a large number of people or to get to know new people. You sometimes enjoy attending parties and occasionally like to act humorously.

Motivation

Although you are not a classic "communicator", you mostly enjoy being able to have dealings with other people and engaging in social interaction in your professional life. Now and again, you like to undertake activities in groups and sometimes join social groups and organisations for this purpose. You occasionally enjoy the experience of being "needed", although this does not dictate your everyday life.

Interaction

Although you are not a born "group person" or "joker", you tend to seek to meet people and engage in contact and proximity with others. You also take an interest in other people and mostly try to conduct yourself in an affable manner and have fun with others.



The motive of **help/care**

Meaning

The basic motive Help/Care describes the pursuit and the selfless pleasure to support other people and to look after their well-being.

In the **green** motive area (meaning when the *caring* drive is predominant), people wish to act selflessly in helping others both professionally and privately, in according consideration to people's feelings and sensitivities and in actively supporting people in their activities.

In the **blue** motive area (meaning when the *selfish* drive is predominant), people are focused on themselves and on the respective task at hand: they prefer to rely upon themselves, concentrate on achieving their own objectives and place their own needs to the fore.



In your basic motive Help/Care the **selfish** drive is somewhat more marked than the *caring* drive.

Characteristic features

You prefer to be free from the sensitivities, needs and goals of others wherever possible. Although you sometimes have an open ear and an instinct for the needs of others, your basic assumption is that actually everyone needs to help him or herself. Apart from some exceptions, your own "ego" and personal interests are very much to the fore.

Motivation

You mainly concentrate on the achievement of your personal goals and on satisfying your own intrinsic needs. You frequently only feel good about yourself when you sense that you are on the right road in this regard. This means that although you will not do everything in this regard, you will undertake much and will mostly have little regard for the feelings of others.

You have a greater need for responsibilities and space to manoeuvre both for yourself and for your own sense of personal well-being. This means that you allow your fellow human beings to adopt a willingness for self-responsibility or else require them to do so.

Interaction

This attitude which you tend to adopt also frequently characterises the matter-of-fact and sober style you adopt in your dealings with others. This value describes the extent to which you pursue the achievement of your personal goals. You mostly emphasise the proper execution of activities and tasks rather than caring for the personal needs of your fellow human beings to any great extent. Private and personal matters tend to be of little significance in the way in which you interact with others. For you, the main focus is on a results oriented attitude and course of action and on rational communication.



The motive of **family**

Meaning

The basic motive of family describes the extent to which people strive to establish a family of their own and have children - or else prefer to live in an individualistic manner.

In the **green** motive area (meaning when the *family oriented* drive is predominant), people have a wish for a family of their own or for children, live an active family life, interact with children, and wish actively to support children in their everyday lives and journey through life.

People in the **blue** motive area (meaning when the *self oriented* drive is predominant), tend to wish to be independent of children or their own family and prefer individualistic activities.



In your basic motive Family the **self oriented** drive is significantly more marked than the *family oriented* drive.

Characteristic features

For you, the main focus of your interest is your own person. You view all happenings and events predominantly from the point of view of the degree of significance for and relation to your own person. It may be that you have a great need to be unattached and perceive the duties of parenthood to be oppressive. You are capable of loving any children you may have, but you do not enjoy providing them with practical care around the clock.

Motivation

Some people with a great need to be unattached do not form ties with children. This may also be the case with you. If you are separated from your family you may not think of them very much. It may well be that you prefer jobs which take you away from your family.

Interaction

Because you have a great need to be unattached, you probably perceive a family to be stressful. You perhaps harbour doubts as to whether you wish to be a parent or not. If you have children, you may feel that they place an undue strain on you. This can lead to conflict. It may be that you do not get on well with your children or siblings.



The motive of idealism

Meaning

The basic motive Idealism means the striving for making the world a better place. This altruistic endeavour motivates people to show social commitment, make donations and take an interest in social developments or welfare.

In the **green** motive area (meaning when the *idealistic* drive is predominant), idealistic persons mostly tend to be members of charitable, humanistic groups or parties.

In the **blue** motive area (meaning when the *realistic* drive is predominant), people obey to the general rule "no politics!", they tend to be oriented towards themselves.



In your basic motive Idealism the **realistic** drive is significantly more marked than the *idealistic* drive.

Characteristic features

You probably describe yourself as a realist and believe that injustice is part of life and that little can be done to change this. You avoid becoming involved in any social or humanitarian areas because anything which is not directly connected to your own life or which does not bring you any benefit is not really important to you.

Motivation

It is possible that the motto governing your life is "the world is as good or as bad as it is, and there is no point in wishing to change it". As far as your achievement motivation is concerned, this means that you concentrate on getting the best for yourself and for people who are important to you. As long as you do not damage anyone else in the process, it is perfectly possible for you to live by this motivation as a form of healthy egotism and pursue both your own goals and the goals of the small group of people who are important to you – your family and team.

Interaction

You do not care for the well being of people who live far away. It may be that you do not support a boycott of a company which engages in such practices as child labour or which infringes environmental regulations or conducts animal experiments. You tend to take a matter-of-fact approach towards social problems and believe that those who are oppressed and unjustly treated need to help themselves rather than relying on others, whether this be in your own company or within a wider context.



The motive of **recognition**

Meaning

The basic motive Recognition means the striving for a positive self-worth, the pursuit of the approval and praise of others.

In the **green** motive areas (meaning when the *sensitive* drive is predominant), people display a very "needy" and aggression free "soft" behaviour in which they are particularly sensitive to any criticism, rejection or errors.

People with **blue** recognition values on the other hand (meaning when the *self-assured* drive is predominant), are characterised by the fact that they are able to deal with and accept criticism, rejection or errors well.



In your basic motive Recognition the **self-assured** drive is somewhat more marked than the *sensitive* drive.

Characteristic features

You tend to behave in a confident manner towards other people and do not seek recognition "at any price". You generally have a good ability to deal with criticism, rejection or errors whilst at the same time being capable of expressing annoyance or anger when this is appropriate in the situation.

You believe in your abilities and talents. You are well able to affirm yourself against others. You are able to see the opportunities within a situation and concentrate on things which could go well rather than on aspects which could go wrong.

Motivation

You are able to deal with criticism in an objective manner and seldom run the risk of overreaction if criticism is levelled at your person or a thing. You have a good ability to deal with situations in which you are evaluated or assessed. You do not fear failure very often and possess a good level of self-confidence. Your attitude to life may be "I am confident in myself and am able to achieve many things." You are generally constructive and optimistic.

Interaction

You are prepared to take calculated risks and also occasionally ready to take failure on board. You do not hold back in the pursuit of ambitious goals. You have a good ability to deal with performance appraisals, job interviews, trial presentations and tests of any kind and are also in a position to handle negative feedback. You are in a good position to learn from your mistakes and usually react appropriately to constructive criticism.



The motive of **competition**

Meaning

The basic motive Competition means the striving to be better than others, it fosters rivalry and business competition with others.

Green competitive people (meaning when the *pugnacious* drive is predominant) are typically very demanding and tend to exhibit spontaneous outbursts of feeling such as displays of bad temper. They are prone to seek conflict, including within a constructive sense, and focuses on leaving others behind them at all times.

Blue competition values on the other hand (meaning when the *conciliatory* drive is predominant), represent diplomatic behaviour which seeks to achieve harmony and peaceful resolution.



In your basic motive Competition the **conciliatory** drive is significantly more marked than the *pugnacious* drive.

Characteristic features

Many people with a great need to avoid conflicts are against violence and hatred. It is possible that you believe in non-violence. This means that it may well be that your personal belief is that violence only generates more aggression rather than resolving problems. You are quick to forgive people who have annoyed you.

Motivation

People with a strong need to avoid conflicts ignore or simply overlook provocations. They are hard to annoy. They believe that the avoidance of conflict and dispute is perhaps the only way of winning a dispute. They tend to allow others to emerge unscathed rather than challenging them.

Many people with a great need to avoid conflicts value cooperation and do not enjoy competitive struggles. You prefer to cooperate with others rather than compete with them. You tend not to compare yourself with other people. This has considerable implications, including within the professional area. It may be that a management position does not appear to you to be something worth striving for because the necessary disputes associated with such a role are not in your nature or cause you stress. Insofar as you occupy a management position, it is absolutely necessary for you to reflect on this characteristic and discover a level at which you are able to deal with the situation. A cooperative management style probably appears appropriate to you.

Interaction

Many people with a great need to avoid conflicts are good peacemakers. This is likely to apply to you too. You have a good ability to reach resolutions for disputes. You seek a common basis and compromises. You may attempt to bring people back together after they have argued, been in competition or fought with one another. After a competition, you are the person who urges people to shake hands, hug one another, share and make amends. You may contribute to the maintenance of peace in your family or in your office.



The motive of **risk**

Meaning

The basic motive Risk describes the striving for emotional stimulation and excitement: Such people feel particularly comfortable in stress situations when they are "under pressure", they seek adventure or a "kick" and occasionally also danger.

People in the **green** risk area (meaning when the *risk taking* drive is predominant) are unaffected by stress and display virtually no fear. This area includes people who are courageous and seek adventure.

Blue risk types on the other hand (meaning when the *risk aware* drive is predominant), react in a particularly stress sensitive and fearful way. They are very quickly under undue strain, shy away from risks, worry a great deal and act "carefully".



In your basic motive Risk the **risk aware** drive is somewhat more marked than the *risk taking* drive.

Characteristic features

Although you do not perceive life to be stressful and disquieting at all times, you tend towards a certain sensitivity to risk and stress. This occasionally causes you to see discretion as the better part of valour.

Motivation

Many people with a moderate risk motive do not particularly like adventure. Your aim is probably also largely to minimise levels of excitement and thrill. You sometimes become concerned for your health or safety if you experience pain or stress.

You like to stick with what you know and do not seek out the unfamiliar. Although you do not avoid stressful challenges in your professional life at any price, you are well able to live without them.

Interaction

Risk aware people tend to be anxious. For this reason, you probably subject yourself to few dangers and tend to be a careful person. You believe that you are clever and foresighted and think that people who take risks are foolhardy and simply do not understand the danger they are putting themselves in. You enjoy peace and quiet in your leisure time and do not need to engage in such activities as riding roller-coasters or going to horror films.



The motive of **eating**

Meaning

The basic motive Eating means the joy and the striving to consume food.

People with **green** motive values (meaning when the *indulgent* drive is predominant) have a large appetite: they are gourmards or else adopt a gourmet approach and enjoy devoting considerable attention to all aspects of eating.

In the **blue** area on the other hand (meaning when the *frugal* drive is predominant) contains weak eaters for whom food merely represents a necessity for survival, they attach a very low value or no value at all to the selection of their food.



In your basic motive Eating the **frugal** drive is somewhat more marked than the *indulgent* drive.

Characteristic features

Although you are perfectly capable of enjoying good food, you do not place any increased value on particular taste sensations or copious meals. Because you are not a great eater, you may occasionally forget a mealtime if you are engrossed in your work.

Motivation

If eating were not a biological necessity, you probably would tend not do it very often. When you are absorbed in your work, you have no problems in missing out or simply occasionally forgetting a mealtime. Between mealtimes you think very little about food or snacks. You probably tend to be thin.

Interaction

Many reticent eaters tend to have little interest in food or food preparation. They may not particularly enjoy cooking and do so rarely or else tend to cook in order to fulfil their duties towards their family. Many people whose appetite is somewhat below average tend to be choosy about their food. This means that they may prefer eating tried and tested dishes and only sometimes wish to try out new dishes from other cultures.



The motive of **physical activity**

Meaning

The basic motive Physical activity means the joy and striving for movement and "sporting" activities.

In the **green** motive area (meaning when the *mobility* drive is predominant) people lead a characteristically "active lifestyle".

The **blue** motive zone on the other hand (meaning when the *comfortable* drive is predominant) indicate adherence to a different motto in life, namely that peace and quiet and inactivity are the source of strength.



In your basic motive Physical Activity the **mobility** drive is significantly more marked than the *comfortable* drive.

Characteristic features

Many people with a great need for physical activity are athletic. You may be fast and quick and capable of coordinated movement. You may be a member of a sports club. You may have mastered several sports and pursue these as often as you can. You enjoy doing this and simply feel better when you are active.

Motivation

You have a great need for physical activity and like to feel your own body. It may be that you enjoy working out and like to remain in good physical condition and shape throughout the year.

Interaction

You undertake considerable endeavours to improve your stamina and endurance. It may be that you will find a way to remain active throughout the whole of your life. If you are not active, you quickly feel dissatisfied and unbalanced. It is highly probable that you see your own fitness in comparison to that of others and will try to remain more active than other people throughout your life.



The motive of **sensuality**

Meaning

The basic motive Sensuality means the striving for romantic, sensualism and eroticism. This motive is also connected with the desire for beauty and aesthetics and with love of the fine arts.

In the **green** motive area (meaning when the *sensual* drive is predominant), people strive to live an erotic life, they also live out their sensuality by turning their interest to beauty and the arts.

People with **blue** motive values on the other hand (meaning when the *demure* drive is predominant) think significantly less about sex and tend to adopt a rather ascetic kind of lifestyle, avoiding sensuous in many areas.



In your basic motive Sensuality the **sensuous** drive is somewhat more marked than the "demure" drive.

Characteristic features

Although you are probably not a slave to sensuous life and sexuality, you are aware of the benefits these areas and other good things in life can occasionally bring you.

You are open to and interested in many aspects of life which are connected with beauty, aesthetics, art and design.

Motivation

You certainly perceive sensuality to be something positive. You like sensuality and integrate it into your life without tying yourself down too much with regard to this aspect. Although you do not overvalue sensuality, you notice whether others are sexy, sensually erotic or passionate.

Interaction

Many people with a moderate need for sensuality do not object to flirting. Although they do not avoid any opportunities which arise in this regard (and perhaps do more than merely avoid opportunities), they do not explicitly seek flirtation. Some are occasionally sexually permissive and value an intensive sex life.



The motive of spirituality

Meaning

The basic motive Spirituality describes the extent of your interest in spiritual contexts, in the search for meaning beyond tangible reality, in theological areas or in metaphysical teachings.

In the **green** motive area (meaning when the *quest for meaning* drive is predominant) people seek the deeper meaning of life and are open to the idea of the divine and a spiritual presence beyond our visible world. They are either in search of such a presence or believe firmly in it and have an inner conviction that a deeper meaning of life exists (regardless of type of theology or religion). They place their life and tasks in relation to their belief.

In the **blue** motive area (meaning when the *rational* drive is predominant) people are guided by the "here and now" and by material thoughts. They hold the conviction that they determine their own fate and meaning of life. They are of the view that religion (of any kind) is the opium of the people and believe in themselves and in what they can see and touch.



In your basic motive Spirituality the **rational** drive is significantly more marked than the *quest for meaning* drive.

Characteristic features

In matters of meaning and belief you have both feet firmly on the ground of reality and it is very important to you to define the aims and purpose of your life for yourself.

Motivation

You are of the firm conviction that your view of the world is the correct one. You draw your energy and strength directly from your own absolute sense of self-determination. You are motivated by constantly experiencing that the only things which counts is "our lives are entirely shaped by the way we shape them". It is important to you that there is no institution dictating to you the commandments and beliefs by which you "must" live.

Interaction

You perceive other people who also live in the "here and now" to be good companions. You like to communicate your view of the world to like-minded people or to address ideas related to a materialistic view of the world.

You are capable of extremely vehement commitment in presenting your view of things and of using your view of life to bring other people "back down to earth" when you consider this necessary.

The motive of **Social Desirability**

Meaning and background

The social desirability effect describes the tendency to address statements in a scientific test by providing answers which do not apply personally to the individual in question.

Replies are influenced by the subjective motivation and considerations of the test person as to which answer could be perceived as most desirable in this special situation.

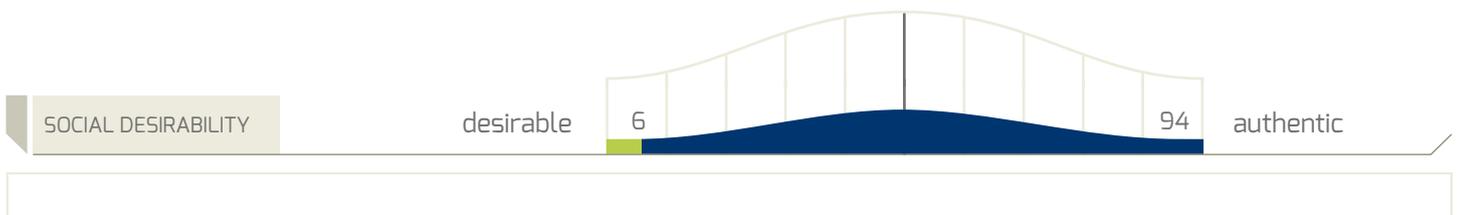
No direct link can be drawn between the answering of items on social desirability and behaviour otherwise observed during answering, as only the items mentioned have been considered for the following calculation.

Note

The following calculation relates to the evaluation of the standard MSA population (with over 4,500 participants).

Statements on social desirability:

- I always tell the truth.
- I have never disappointed my partner.
- I always abide by the rules of the road.
- I have never thrown refuse away in the countryside.
- I always let others finish speaking.



Implications

On a purely statistical level, test persons characterised by an above-average (greater than 69 %) manifestation of social desirability present themselves as being *more independent* (freedom motif), *tidier* (tidiness motif) and *more principled* (principled motif), *more idealistic* (idealism motif) and *more balanced* (competition motif) than they really are.

This can serve as a guide during interpretation - in an individual case, an above-average manifestation of social desirability can also influence basic motives to a greater or lesser degree.

The possible influencing of other statements should be clarified in the personal discussion!



There is a series of further complex areas of consultancy and application to your Motive Structure Analysis MSA® which extend beyond the representation of the individual motives and which can only be provided via personal and professional feedback and coaching. This especially applies to the aspect of the combination of motives and the resultant findings for individual structuring of professional and personal lives.

The complementarity of your motives

All basic motives in the Motive Structure Analysis MSA® are bipolar.

The basic motive of *relationship*, for example, comprises the two fundamentally different poles of *sociable* and *distanced*. In this process, the *sociable* drive is striving for contact and proximity and supplements the opposite drive of *distanced*, which describes the striving to be alone and to gain separation from the relationship motive as a whole. Although people differ in the way in which these two drives are individually distributed, both drives are always present in everyone.

This particular dynamism which the motives possess also explains a type of behaviour which appears contradictory to many people when, for example, an extrovert and outgoing person with a very marked sociable drive makes the completely unexpected announcement within their environment that he or she needs peace and quiet and distance on occasion. This is an example of a phenomenon which can occur even with a very strongly marked *sociable drive* of, for example, 90% paired with a 10% influence of the complementary *distanced drive*. This requires attention. People wish to/should live out such a trait as an inner need and motivation.

This complementary and bipolar balance of each basic motive has an evolutionary basis. In human development, such aspects as fighting (*pugnacious drive* in the motive of competition) were important for self-defence or the expansion of the living environment.

Nevertheless, cooperation and the striving to resolve conflicts peacefully rather than always with a club were equally important (the complementary *conciliatory drive* in the competition motive).

As far as everyday practice is concerned, this means not only living by the "strong" drive and integrating the other, supposedly "weaker" drive into the daily routine rather than resisting it.

If, for example, you are a very ordered person and have a strong *structured* drive in the motive of order, it is perfectly natural for you occasionally to feel the need to be unstructured and simply to operate in a comparatively "chaotic" fashion free of schedules or any other kind of organisational stipulations. You are permitting the complementary *flexible* drive to act as your "motivational opponent". This enables you to experience a certain balance within the motive of order. This realisation can be very liberating for those with strongly marked order/structure aspects. This is particularly the case when people do not (or no longer) give way to the "other" drive or experience this complementary drive as foreign or in another negative fashion. This may be due to dissatisfaction or even failure or annoyance in cooperation with others because the person in question is no longer able to "go through with" the high degree of structuredness at a motivation level of one hundred percent.

The fact that this individual personality also contains the other motivation and the need for *order/flexibility* and the fact that it makes sense for this drive to be welcomed and embraced may remove to a great extent the burden and stress which the person is under. This gives rise, for example, to liberating permission: *"OK, I'm not able to be on time today. But other people aren't always punctual, there's no need to be stressed" or "OK, the template this colleague has presented me with is chaotic once again, but I'll try not to become annoyed. The opposite may be the case. He is probably very flexibly motivated and cannot understand why I constantly become annoyed with him. Such a preference for flexibility actually also has its good sides. I'll speak to him."*

This balance arises from the characteristics of your individual motive structure. If you have a flexible drive of 10%, this "chaotic behaviour" will only occupy a small space in your life and will tend to appear as an exception.

This phenomenon of complementarity, which we have explained using the two examples stated, applies to **all basic motives**.



For this reason, you should not only examine the extent to which you are able to live by your strongly marked drives. You should also perhaps accord a small yet necessary space to the respective complementary drive. You should accord the relevant development and action scope to the complementary dynamic oscillation exhibited by your basic motives to reflect the to's and fro's of life as a whole.

Your individual motive combinations

Knowledge of the individual drives in each basic motive is of elementary significance. In many professional and life situations, however, several drives and motives are activated at the same time. This means that the significance of the combination of the basic motives forms a further core area of the Motive Structure consultancy.

These motivational influences may act together in a positive manner and lead to synergies. A simple example of this would be if the two motives driving a person are a strong striving for team orientation on the one hand and a striving for sociality or communicative pleasure on the other. They may, however, also exert a relatively "negative" effect and lead to contradictions, such as when a person is influenced by a strong striving for freedom and sociality.

This means that it is definitely a motivational advantage for a member of management staff to have a strongly marked pleasure in power and competition at his or her disposal in order to use this as a vehicle for delivering a high degree of professional performance on a long-term basis. The question of the optimum efficiency of your own personal management style will, however, require a very differentiated response which accords due consideration to all professionally relevant motives. Does such a management style embrace risk and stress or does it tend to be risk averse? Does it display a love of order or is it flexible? Is it aligned towards honour and principle or is it of a pragmatic nature?

Because all traits and combinations are possible and because these traits and combinations also occur, such complex and individual effect structures are only capable of clarification on a personal basis.

An individual analysis of the determining motivational effect structures overwhelmingly leads to crucial insights and "aha"-experiences in respect of fundamental action aspects, such as dealing with criticism and willingness to embrace change, and with regard to areas of life.

This means that your Motive Structure serves as the basis for exploring, processing and shaping the following areas in a personal feedback and coaching session with a MSA-Motive Consultant:

- Your private and professional *relationships*: What are the optimum relationship structures for your well being and ability to perform? Why do you experience major problems with some relationships? And why do other relationships function well of their own accord?
- Your *communication* behaviour: How can you best develop your communication skills? Which strengths and weaknesses result from your motivational drives?
- Your learning and performance behaviour Under which conditions do you learn best? How can you best motivate yourself to learn? In which situations and environments do you deliver the best performance? When are you able to make best use of your abilities?
- Your *professional prospects*: Are you in a suitable profession given your motivational signals? Are the prevailing conditions within your job suitable for getting the best out of you? Are you in the right place? What would have to change to enable you to work in an even more effective manner?
- Your *management motivation*: What do you need to take account of in your management role? Are you aware of the difference between external and self-perception? Are your motivational preferences and drives a good and appropriate guide for your everyday management activities?

Your work-life balance

A Motive Structure consultancy makes it clear that we are only able to lead a balanced life and be more content, healthier and more effective in our actions if we shape our professional and private existence in a way which is in accordance with our basic motives.

Work-life balancing (WLB) is a process which needs to be shaped in a deeply individual way. Even if, or indeed because, policy makers and (company) management are able to set out the framework, each person structures his or her actual WLB profile in his or her completely personal way based on motives and drives.



Against this background, the usual extremely general and probably overarching advice to be found in WLB literature is of little assistance.

- A family oriented human resources and company policy will, for example, only really help those with high family motives. Such people gain increased life satisfaction and work motivation from more time and opportunities for their children.
- The social area is similarly of great significance. Here again, however, it will have a completely different level of importance for introverted people as opposed to those who are socially outgoing.
- Stress avoidance too is a helpful WLB premise, but can only be realised on an individual basis. People need "stress" in the form of sensible tasks, challenges and goals in order to feel good about themselves. Stress researchers draw a distinction between "distress", a process which drains people of their energy and causes illness, and "eustress". The latter is positive and revitalising and provides pleasant feelings of satisfaction and happiness because of the committed, devoted, interested or passionate approach adopted.

People with a high ability to deal with stress, those who exhibit strong risk traits in the Motive Structure Analysis MSA®, will therefore experience strain and stress in a quite different manner and will require such strain and stress in the form of eustress in order to be happy in life. This is in contrast to those who are sensitive to stress, who will be much more susceptible to distress.

These examples apply to all basic motives in their entirety. A detailed Motive Structure Analysis MSA® shows your motivational dysbalances. In which areas of life are you not living in a way which would benefit you? Why are you not able to shape your respective drives and motives in a way which would be desirable in reality? The Motive Structure Analysis MSA® also develops individual perspectives and routes via which you can regain a personal balance in respect of these drives and motives.

General information and recommendations

The interpretations of this individual evaluation of your Motive Structure Analysis MSA® is based on test theory probabilities which have been calculated in an empirically valid manner.

The statements made are proposals and ideas for a better understanding of your own motivations and personality.

- Make a written note of your thoughts and of what you find striking in respect of individual motive classes and the respective structure of the associated drives.
- Discuss your evaluation with people whom you trust.
- In cases of doubt, do not hesitate to seek the advice of a psychologically schooled and trained expert, consultant or coach.

As with any other personality or motivational psychology test, subjects need to decide on an individual basis which indications or verdicts contained within the results are important or significant and which are not.

Further evaluation of your Motive Structure Analysis MSA®



Reflection: Own analyses, comments, questions ...

Further evaluation of your Motive Structure Analysis MSA®



Reflection & Realization: What to change? What needs to change? What will change? - What do I do concretely in the next four weeks? (keywords):

Important and urgent - What do I do first? (keywords):

Feedback - How do I check/control the results? (keywords):