

SECTION 3

MOTIVATORS: WHAT TO FOCUS ON

SUMMARY:

Motivators reveal the things you really care about. They are what makes you want to learn, what grabs your heart, and what gets you excited. If someone ignores or dismisses your top Motivators you may feel hurt and disengaged.

Motivators are like an engine beneath the hood of a car. Motivators aren't easily seen from the outside, but they are what powers you. This is important for major and career choice since Motivators correlate directly to fulfillment and meaning. Most people are happiest selecting a major and career based on their top two Motivators.

The Indigo Assessment measures six Motivators:

Aesthetic – Desire for form, harmony, balance, or beauty.

Individualistic – Desire for independence, visibility, rank, or power.

Social – Desire to help others or solve society's problems.

Theoretical – Desire to learn for the sake of knowledge.

Traditional – Desire to live by a personal set of principles, standards, or beliefs.

Utilitarian – Desire for a return on investment of time, energy, or money.



HISTORY OF MOTIVATORS:

Much of the study about motivation is fairly recent, and we really didn't start seriously talking about Motivators until Eduard Spranger wrote his book, *Types of Men*, in 1928. Prior to Spranger's work, Motivators had not been clearly defined, researched, or studied.

TTI's Motivators are based on Spranger's model. He was an influential writer who defined Motivators (values) as a compilation of likes, dislikes, viewpoints, inner inclinations, rational and irrational judgments, prejudices, and patterns that determine a person's view of the world. Once all these things are merged, they consciously or subconsciously become a standard for guiding a person's actions.

In addition to Spranger, there were a number of authors in the early 20th century who contributed to the body of knowledge supporting research exploring what motivates people. Some of these authors are Robert Hartman, Carl Jung, Sigmund Freud and Gordon Allport.



IF YOU CAN'T
FIGURE OUT YOUR
PURPOSE, FIGURE
OUT YOUR **PASSION**

FOR PASSION WILL
LEAD YOU RIGHT INTO
YOUR **PURPOSE**

BISHOP T.D. JAKES

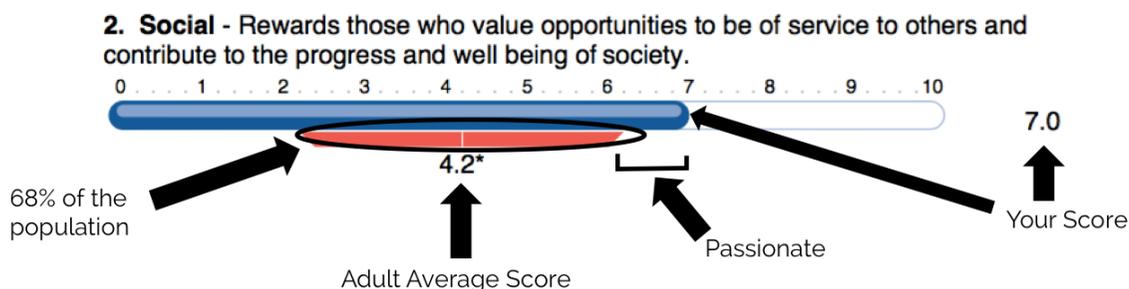
WHY MOTIVATORS MATTER:

Motivators will help you know *what you will want most out of your career and future plans*. A person with a high Theoretical score, for example, will want to have the opportunity to learn more about whatever they are doing. However, a student with a low or indifferent Theoretical score will completely check out in the same situation unless they are particularly interested in the subject. This is especially true of Low Theoreticals with high Dominance and low Compliance scores. They care about getting to the point fast without spending time on every little detail.

HOW TO READ THE MOTIVATOR GRAPH

The Indigo Summary page displays a graph on the bottom left corner ranking relative passion for each of the six Motivators.

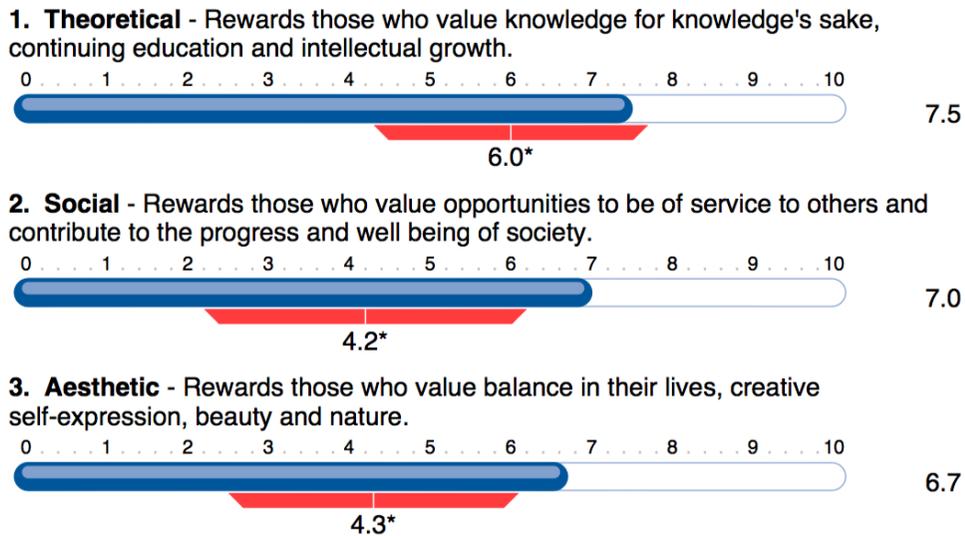
The graph ranks your Motivators in order from the most important to the least important to you, with the 1st being the motivator with your highest score and the 6th being the motivator with your lowest score. The Motivator score is a number between 1 and 10. Your score is reflected by the top blue bar and the numerical value of your score is listed on the right hand side of each bar. The number below the graph followed by an * is the working adult national population average score. The smaller red bar above the adult average score represents the scores for the middle 68% of the working adult population.



Notice where your score falls above or below the smaller bar (68% of population). This reveals areas where your Motivators may be outside the mainstream and could lead to passion or conflict. The further a score rises above mainstream, the more you may feel passionate about that Motivator. The further a score falls below mainstream, the more negative you probably feel about that Motivator. Essentially, this is a “de-motivator”. What turns you “off” is just as valuable to notice as what gets you jazzed. It can sometimes explain why certain people are resistant to different activities or can’t get along with people who have a Motivator opposite to theirs.

MOTIVATOR RANKING VS. INTENSITY:

When reading each graph, look at your ranking first (ranking is the order in which the motivators appear). Whether the numerical score is very high or around average, the top two Motivators are the most important to look at. If the third Motivator is above the adult average, it is generally worth thinking about as well.



Now, look at the intensity of the scores. When a person has passionate Motivator scores (higher than the smaller red bar - Social and Aesthetic in the example above) it is probably a defining characteristic of who they are. If you have passionate scores, think about how they might stand out in your life and how you can use your passion in practical ways.

If most of your scores are near the average, this could mean that you are in a state of transition and aren't really sure what matters to you. Try many different things and take note of which activities bring you joy or misery. By consciously associating types of activities with an emotion, you will begin to develop your own personal driving forces.

Aesthetic – Desire for form, harmony, balance, or beauty.

High Aesthetics want to be in an environment that fits well with them. If the environment feels off to them, it can affect their ability to perform in school and the workplace. Also, some Aesthetics desire the opportunity to create their own expression of harmony and balance through a specific art medium. If you are a High Aesthetic, think about what that art medium is and how you can incorporate it into your life, education, or career.

Passionate Aesthetics are greatly affected by their physical environment. The atmosphere or appearance of a school or workplace can even affect their grades or performance at work. Therefore it is critical they physically visit prospective workplaces or post-graduate schools.



Seek balance in
their lives

Appreciate nature and
beauty in the world

Artistic, self-expressed

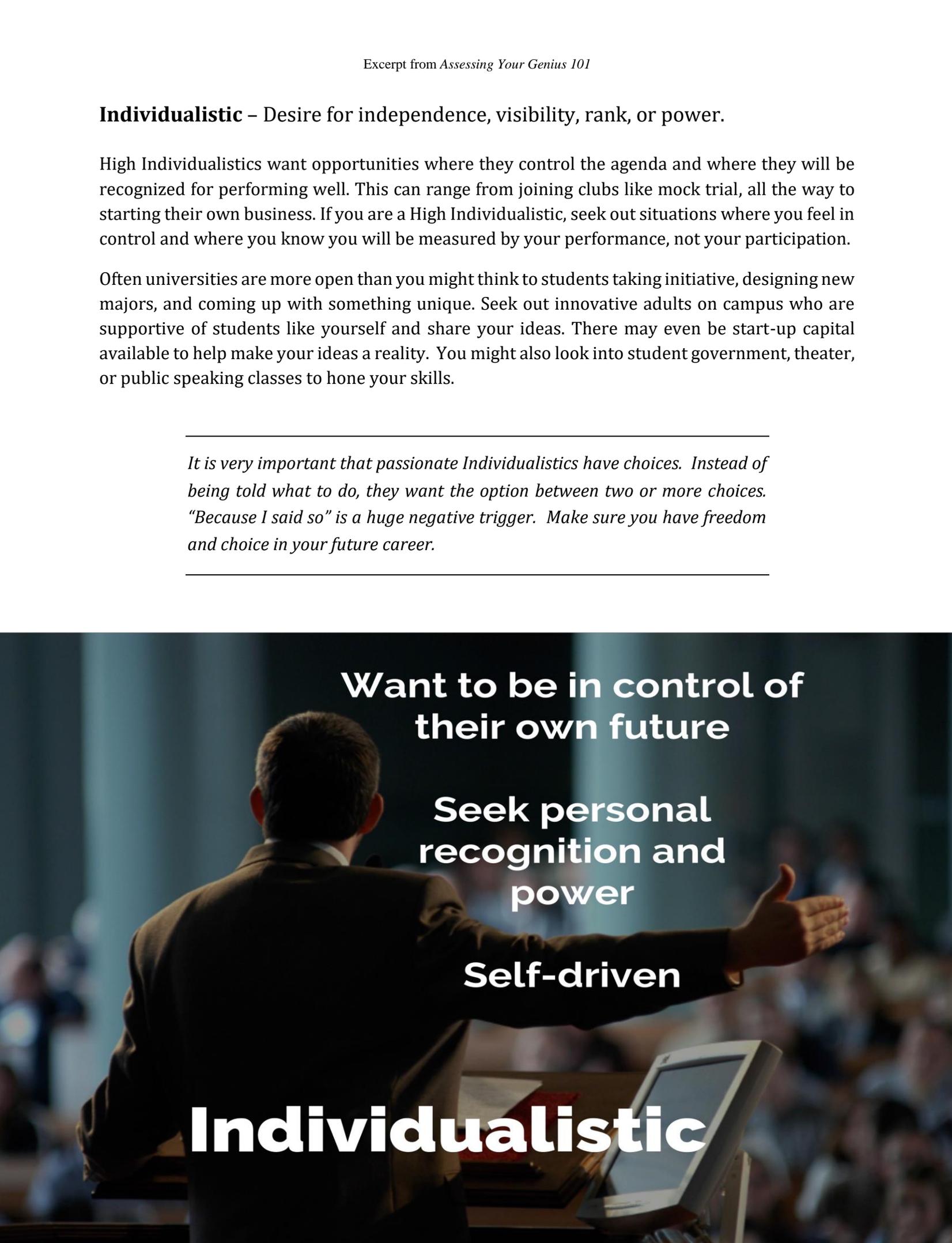
Aesthetic

Individualistic – Desire for independence, visibility, rank, or power.

High Individualistics want opportunities where they control the agenda and where they will be recognized for performing well. This can range from joining clubs like mock trial, all the way to starting their own business. If you are a High Individualistic, seek out situations where you feel in control and where you know you will be measured by your performance, not your participation.

Often universities are more open than you might think to students taking initiative, designing new majors, and coming up with something unique. Seek out innovative adults on campus who are supportive of students like yourself and share your ideas. There may even be start-up capital available to help make your ideas a reality. You might also look into student government, theater, or public speaking classes to hone your skills.

It is very important that passionate Individualistics have choices. Instead of being told what to do, they want the option between two or more choices. "Because I said so" is a huge negative trigger. Make sure you have freedom and choice in your future career.



**Want to be in control of
their own future**

**Seek personal
recognition and
power**

Self-driven

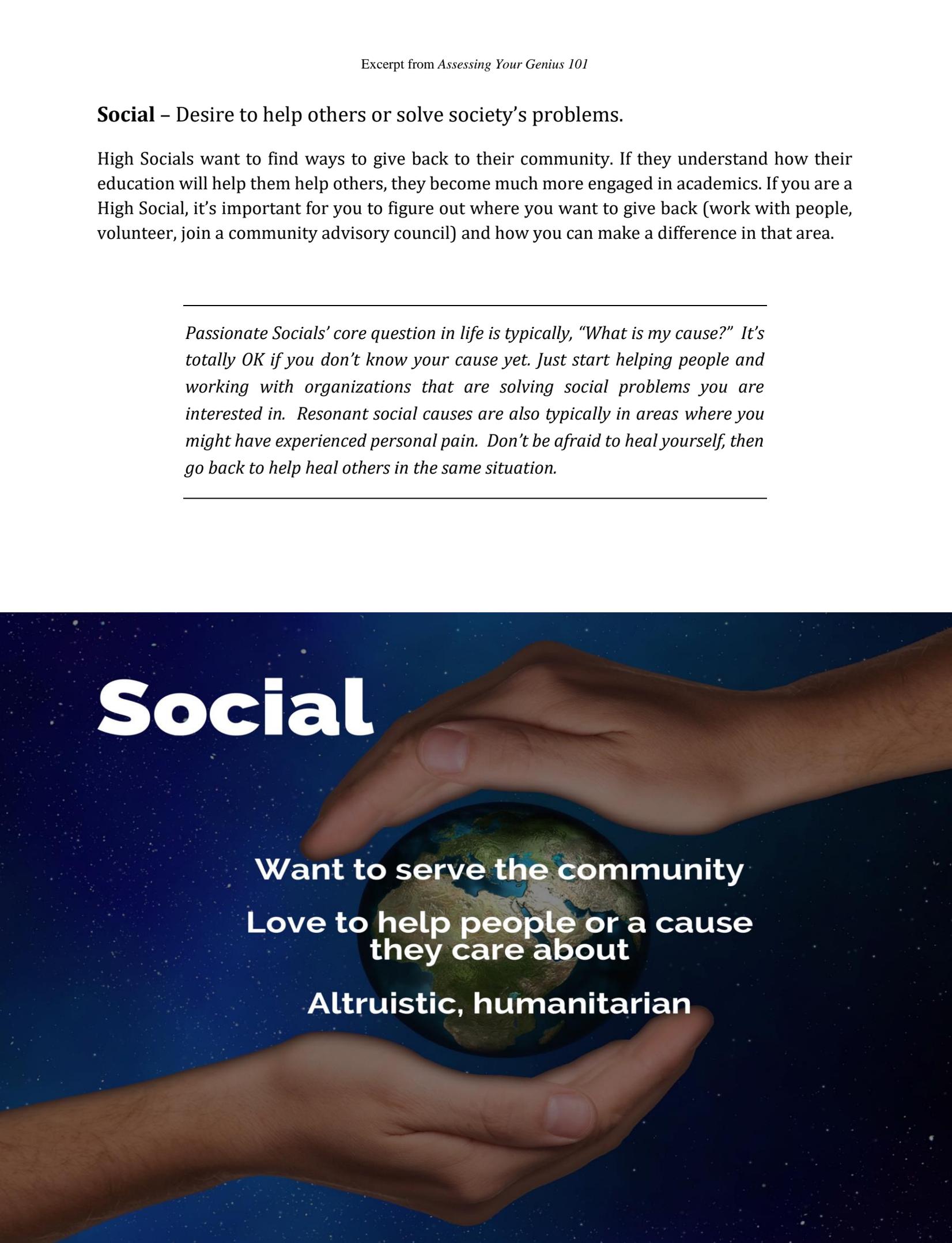
Individualistic

Social – Desire to help others or solve society’s problems.

High Socials want to find ways to give back to their community. If they understand how their education will help them help others, they become much more engaged in academics. If you are a High Social, it’s important for you to figure out where you want to give back (work with people, volunteer, join a community advisory council) and how you can make a difference in that area.

Passionate Socials’ core question in life is typically, “What is my cause?” It’s totally OK if you don’t know your cause yet. Just start helping people and working with organizations that are solving social problems you are interested in. Resonant social causes are also typically in areas where you might have experienced personal pain. Don’t be afraid to heal yourself, then go back to help heal others in the same situation.

Social

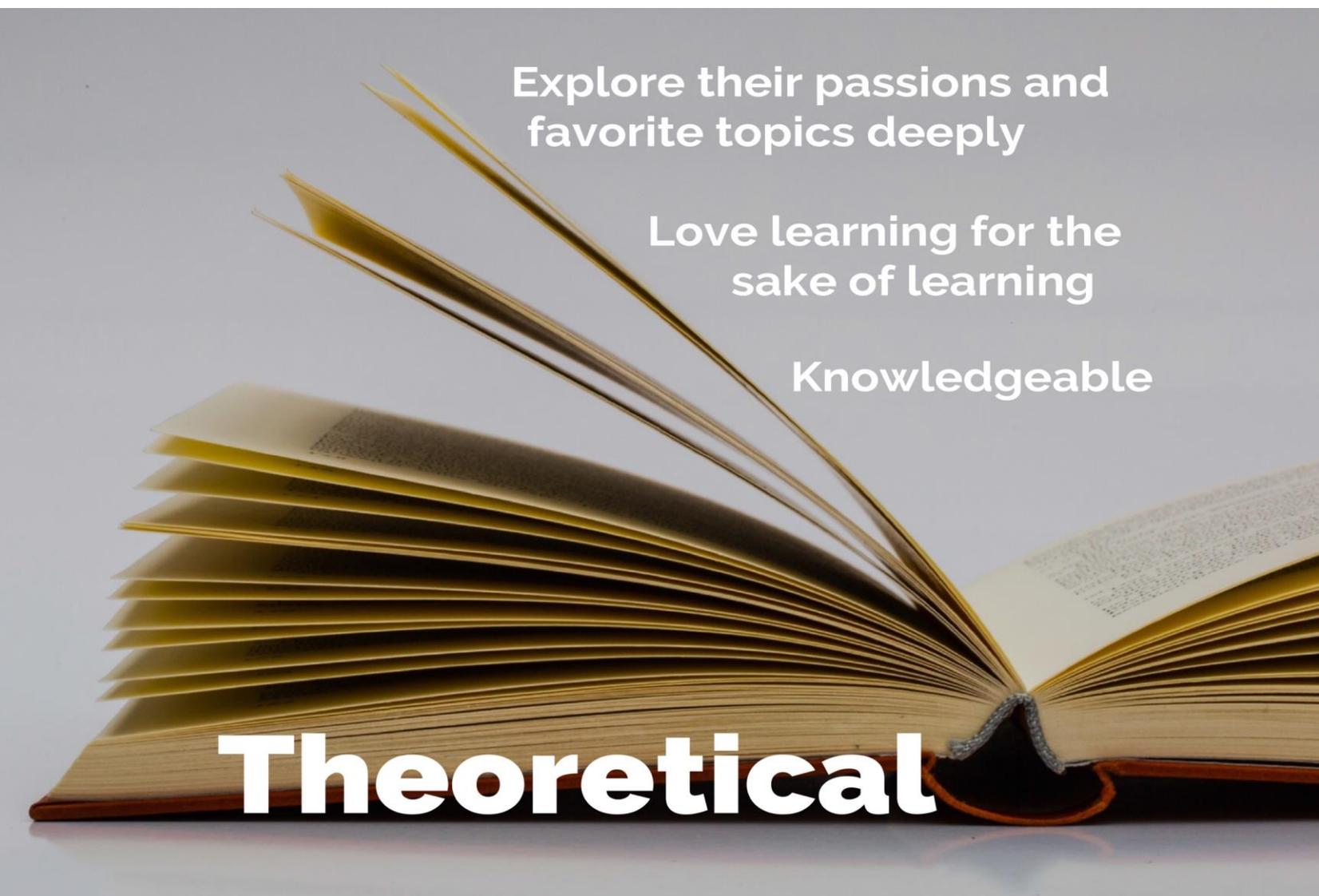


Want to serve the community
Love to help people or a cause
they care about
Altruistic, humanitarian

Theoretical – Desire to learn for the sake of knowledge.

High Theoreticals love learning-oriented challenges—anything where they are required to learn a new skill. Some Theoreticals will want to go deep on a handful of subjects, while others will be all over the place with their learning. Many Theoreticals go on to Masters or Doctoral degrees. If you are a High Theoretical, figure out the particular way you approach learning, and look for challenges and opportunities that will push you to go deeper in your studies. When looking at future career options, make sure there are plenty of opportunities for continuous learning and intellectual growth. Having a group of friends who are interested in similar topics will feel stimulating and exciting, so seek them out!

As a passionate Theoretical, you might run the risk of going so deep in an interest area that you lose interest in other topics. If that is the case, find a more specialized educational program or job that allows you to dedicate more time to go as deep as possible in your specialty.



Explore their passions and
favorite topics deeply

Love learning for the
sake of learning

Knowledgeable

Theoretical

Traditional – Desire to live by a personal set of principles, standards, or beliefs.

High Traditionals need an environment where their beliefs are acknowledged and respected. They do not necessarily need everyone to share their beliefs — but acknowledgement and respect are crucial for building a healthy relationship. If you are a High Traditional, look for opportunities that validate and/or allow you to share your beliefs.

You will enjoy having a group of likeminded people who share your particular belief system. Whether it is a culture, religion, or way of thinking, look for organizations where you can meet these people. Keep in mind that Low Traditionals might not understand why you feel so strongly in certain areas. Look for employers that align with or value your way of living.

Passionate Traditionals' belief systems serve as the north star in their lives. If you have this motivator, it's important for you to find ways to plug your belief system into something happening at school or a social cause that aligns.



Traditional

Value traditions

Driven by strong beliefs: family, religious, military, cultural, self determined, etc.

Principled

Utilitarian – Desire for a return on investment of time, energy or money.

High Utilitarians want an opportunity to get a practical return for their resources. Utilitarians are best engaged when they understand the return on investment they will get from their education. Passionate Utilitarians will want to be surrounded by students who are going places and care about ROI. If you are High Utilitarian, look into incorporating business classes and clubs along with internship opportunities or a paying job.

Passionate Utilitarians tend to be least served in most school environments, because Utilitarian is generally the last motivator of educators. Keeping this in mind, it's important you make sure the program/major/college you choose helps you to achieve your personal goals as quickly as possible. Do your research – an alternative pathway may appeal to you.

A hand is shown from the top, dropping a gold coin into the slot of a pink piggy bank. The piggy bank is the central focus of the image, with the coin just above its opening. The background is a plain, light-colored surface.

Utilitarian

Tend to be money motivated

Seek practical rewards for their efforts

Value efficiency

BOTTOM MOTIVATORS

Bottom Motivators are very important because they may act as “anti-drivers.” You could be subconsciously avoiding situations where your bottom Motivators are prominent, because you do not value this dimension as much. If you are experiencing strong conflict with someone, it could be because they have an opposite Motivator to you.

Pay close attention if your bottom Motivator falls below the smaller red bar, as this means that you are less motivated by this factor than most people.

Just because you score very low on one Motivator category, it doesn't mean you have zero interest in this area. It usually means that your interest in this area will be expressed via one of your top Motivators. For example, someone in the fashion industry might have a low Aesthetic score but their interest in fashion comes from another Motivator, such as Individualistic (because they can use clothes to make a statement), or Utilitarian (because they can make functional clothes that also make a profit).

At a recent workshop I was speaking with a university student with Low Compliance and a High Individualistic Motivator. She was adapting her Compliance up quite a bit and I asked her what kind of professors she was taking classes from. I suggested interviewing the professors first and finding ones who allowed her freedom to express herself, with few classroom rules and fewer constraints on how to complete assignments. When I said this her entire countenance changed; she was literally glowing and with a huge grin she exclaimed, “That makes so much sense! There was one professor like that last year and I learned more in that class than I could have imagined. I had no idea it might have to do with our behavioral styles matching.” I also suggested looking at the syllabus and noting that if it was long and super detailed, the professor was probably High Compliance and she might want to think twice about taking that class. The exact opposite would be true for a High Compliance student.

Sheri Smith
Indigo Education Company CEO



HOW MOTIVATORS WORK TOGETHER

It's important to think about Motivators as interrelated rather than as separate concepts. **A person's #1 Motivator is always most important and #2 or #3 are how that person goes about fulfilling Motivator #1 in the world.** There are lots of high achieving students who are Utilitarian #1, Theoretical #2. This type of person will use their knowledge to make money. They typically see the acquisition of knowledge as a way to succeed in life, so they are willing to invest the time in their studies to reap a future reward.

Look at the last Motivator to see how it may or may not impact the way the top Motivators work together. In the example above, if that same student is also a #6 Individualistic, then they are not striving toward success for power, control, or a desire to be seen in the public eye. However, if Individualistic is their #3 and above the adult average, you know that public recognition *is* a part of life that matters to them, and they may even have the characteristics of a high potential entrepreneur.

MOTIVATOR COMBINATION EXAMPLES

Jack is a Theoretical #1, Individualistic #2, and Traditional #6. Jack's primary motivations are to become an expert in his field and to be recognized for the excellence of his learning. He views excelling and being noticed as platforms for accessing and pursuing more challenging and unique learning opportunities. Jack has his own style—he will not be bound by any set of core beliefs or systems that dictate the best way to approach his goals. He will abandon “tried and true” approaches in favor of finding his own way.

Stefan is an Aesthetic #1, Social #2, and Individualistic #6. Stefan wants beauty and harmony to be realized in the world, and he sees involvement in his community as the way to achieve that goal. Stefan's work may include anything from working with people to improve negative body image to creating art for the community—but it must be something that he feels will add beauty to the world. Stefan feels neither the urge to be recognized for excelling at what he does, nor a strong desire to control his agenda. He is satisfied by knowing that his work is making the world a better place.

Zheng Li is a Traditional #1, Utilitarian #2, and Aesthetic #6. Zheng Li's life is centered on her family and culture, and she feels most at home in an environment that promotes both. Zheng Li interns at the financial bank where her brother works. Zheng Li sees high-paying opportunities as a means to build a stable life and spend more time with her family. She is partial to jobs that reflect the culture she had in her home when growing up. She does not feel any need for balance or harmony to be present in her life. Since her family is already centering her, anything extra just seems superfluous and impractical.

Motivator Reference Guide

Motivators	Things to Do	Activities You Might Enjoy	Major/Career Ideas
<p>Theoretical</p>  <p><i>Value learning and knowledge.</i></p>	<p>Continuing education. Start a blog. Research. Experiment. Work in a bookstore.</p>	<ul style="list-style-type: none"> * Research-based tasks. * Lectures with lots of facts or high concept load. * Robotics and science clubs. * Continuous education and learning opportunities. 	<p>Science, R&D, Astronomy, Engineering, Education, IT, Mathematics, Economics, Journalism, Law, Medicine, Aerospace, Think Tanks, Healthcare, Psychology.</p>
<p>Utilitarian</p>  <p><i>Value practical accomplishments.</i></p>	<p>Get a paying job. Internships to enhance your resume. Build something tangible.</p>	<ul style="list-style-type: none"> * Assignments that connect to the real world (experiential learning). * Explicit connections between things you are learning and how you can use them to reach your goals. <ul style="list-style-type: none"> * Real-world mentors. * Business and finance programs. 	<p>Sales, Finance, Entrepreneurship, Law, Programming, Medicine, Consulting, Accounting, Engineering, Real Estate, Construction, Trade Jobs, Software Development.</p>
<p>Aesthetic</p>  <p><i>Value beauty and harmony.</i></p>	<p>Volunteer outdoors. Decorate your room. Participate in a local music or art festival.</p>	<ul style="list-style-type: none"> * Beautifying the community/school. <ul style="list-style-type: none"> * Hands-on, creative self-expression. * Harmony in the classroom & world. * Physical environment matters! 	<p>Visual Arts, Architecture, Event Planning, Design, Culinary Arts, Music, Environmental Studies, Landscaping, Marketing/PR, Outdoor/Adventure.</p>
<p>Social</p>  <p><i>Value being of service.</i></p>	<p>Peer Mentor/Tutor. Community Service. Non-profits. Homeless volunteering. Animal care.</p>	<ul style="list-style-type: none"> * Opportunities to help others in activities and assignments. * Learning about things that make a difference in the world. <ul style="list-style-type: none"> * Serving peers and community members. 	<p>Non-Profits, Social Entrepreneurship, Corporate Social Responsibility, Education, Healthcare and Social Services, Community Programs, Physical Training, Psychology.</p>
<p>Individualistic</p>  <p><i>Value personal achievement, freedom, and independence.</i></p>	<p>Assist a local political campaign. Start your own business. Create your own music. Participate in individual sports.</p>	<ul style="list-style-type: none"> * Opportunities for public recognition in class or job. * Independent learning and freedom. <ul style="list-style-type: none"> * Control over assignments and delivery of that assignment. * Theater, student government, music performance, leadership programs. 	<p>Entrepreneurship, Politics, Chef, Public Speaker, Consulting, Driver, Actor/Singer, Pilot, Outdoor/Adventure Jobs, Investment Banking, Accounting, Gaming, Trade Jobs such as Welding, Plumbing, Masonry etc.</p>
<p>Traditional</p>  <p><i>Unique system of core values.</i></p>	<p>Help local military groups and veterans. Volunteer at your religious institution. Work with cultural or government groups. Family time.</p>	<ul style="list-style-type: none"> * Opportunities to share your beliefs with others. * Assignments and activities that align with your core values. * Joining a cultural or religious group. 	<p>Government, Education, Banking, Military, Engineering, Health Services, Insurance, Religious Roles, Lobbying, Oil and Gas Jobs, Quality Control, Industrial Jobs, Activism.</p>



Motivators Overview

The Six Motivators

Individualistic: Desire recognition and control over their future

Social: Want to help the world and have an impact

Theoretical: Love to learn

Aesthetic: Seek balance and self-expression

Utilitarian: Value practical return on investment

Traditional: Hold core values, beliefs or traditions

Reading the Motivators Graph

- Look at your 1st and 2nd Motivators. How do these motivators show up in your life?
- Look at the lowest Motivator. Is this a "turn-off" for you?

Key Tips

- Motivators supersede DISC in explaining behavior when your Motivators are triggered.
- Consider your particular Motivator combinations and how they work together.
- Connecting your Motivators to a job, role, or company is a great way to find a fulfilling career.