

The Nine Motivators

- Learn about the nine key motivators driving your employees
- Understand how these motivators influence behavior and values
- Gain strategies to increase employee well-being and productivity



Understand what motivates your people

Support that motivation with
mojo.

Three clusters, nine motivators

There are nine fundamental workplace motivators, divided into three clusters centered around personal growth, achievement, and interpersonal relationships. These motivators are rooted in behavioral science and based on our hierarchy of needs and the nine Enneagram types.

The DNA of motivation

Every person is driven by a unique blend of their motivators. These motivators can change over time and as roles, responsibilities, or life experiences change. Discovering your top people's key motivators can make the difference between a team that functions to a team that excels.

Enter mojo

Mojo takes the guesswork out of engagement. It is a quick, intuitive tool designed to be easily understood and integrated by employees and managers.

The Three Motivational Clusters

Relationship Cluster Defender, Friend, Star

Motivation in this cluster is driven by our interpersonal relationships: security through structure and belonging, the feeling of belonging itself, and recognition and being noticed and celebrated.

Achievement Cluster Director, Builder, Expert

Motivation in this cluster is driven by a need for influence and mastery: the ability to assign work and allocate resources, building or developing tangible rewards our outcomes, and developing knowledge and specialization.

Growth Cluster Creator, Searcher, Spirit

Motivation in this cluster is driven by self-actualization: innovation and creative expression, autonomy and freedom from constraint, and working toward meaning and purpose

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-  Defender
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The Defender

Seeks security, certainty, and stability

Defenders strongly value the secure and dependable over the risky or temporary. They need to believe what they are doing contributes to a solid and predictable future. They are reassured, and need to be reassured, in the workplace by factors of stability: a clear path toward a sustainable retirement, an organization with longevity, well-defined company goals. Defenders lean into security, one of the most fundamental human drives. They seek safety and avoid risk. However, Defenders can and will act boldly when supported by accurate information, frequently reinforced, that suggests a high level of probability.

Values

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

Strategies

- Provide clear, regular communication
- Create continuity in tasks and project planning
- Offer support during periods of change
- Explain the risks of taking no action
- Give regular review of progress
- Link achievements and outcomes to security



The Friend



Seeks belonging and rewarding relationships

Friends want nourishing relationships at work and to feel like they belong to a strong work community. They prefer roles and projects that focus on collaboration over competition and want to work for organizations with a strong identity and culture where people are valued. They think about how decisions and actions in the company will impact the people. Loyalty and continuity are key values, and they like working in groups or on teams instead of independently. They will often remain in a role they're not fully happy with if they like their colleagues.

Values

- Feeling of belonging
- Fulfilling relationships
- Collaborative environment
- Being liked and supported
- Being listened to
- Loyalty and continuity

Strategies

- Involve and consult with them regularly
- Plan social events for the team
- Personalize their work or roles
- Allow time for mentorship and coaching
- Emphasize good social working habits
- Develop a people-first culture



The Star

Seeks recognition, respect, and social esteem

Stars need to be recognized, admired, and respected by their communities. This includes not just their workplace, but in their industry or profession, and by highly esteemed people (professional associations, influencers, peers, etc.). Stars respond well to recognition, reward, and compliments. They are more willing to take on a task if they can easily picture the end result and their place in it. They seek roles where advancement, promotion, and recognition are likely, and they seek organizations that publicly recognize people and their work.

Values

- Social and public recognition
- Being noticed and held in high esteem
- Awards and certificates
- Clear hierarchy
- Competitive opportunities
- Positive feedback

Strategies

- Provide recognition and rewards
- Involve them in group projects
- Give them opportunities to present or perform
- Offer clear career progression
- Regularly review targets and goals
- Frequently consult with them or ask for their opinions





The Director



Seeks power, positions of authority, and control of resources

Directors want to influence outcomes and processes and control people and resources. Being anonymous, unseen, or without influence is wholly dissatisfying. Directors want to make critical decisions about how things are done in their organizations. Directors need to be dominant, though their influence can be expressed in various ways since they seek power formally and informally. Directors tend to move toward management and leadership career structures. They also tend to have high self-confidence and clarity about what needs to be done. Being given responsibility is highly motivating, even if the responsibility is contained in a project or process.

Values

- Being in control / in charge
- Being stretched
- Making critical decisions
- Clearly defined career path
- Having control of resources
- Responsibility and influence

Strategies

- Create opportunities to show leadership and delegation
- Regularly review progress
- Offer a mentor or the ability to mentor
- Craft role and title to reflect authority
- Provide opportunities to represent the team or department
- Create opportunities for them to recognize and lead others



The Builder

Seeks money, material rewards, and above-average living

Builders need tangibility and value. They are motivated by a pursuit of material goods, money, and a high standard of living. They tend to compare themselves with others and can be competitive. They make decisions that achieve material success. For them, money is a strong driver. Taken to extremes, their motivation becomes the pursuit of wealth itself. Typically, though, it shows up as a focus on the financial returns of business decisions for themselves and the organization.

Values

- Above-average standard of living
- Material and financial rewards
- Clear goals and targets
- Work that is visibly well rewarded
- Responsibility
- Competitive/targeted environment

Strategies

- Use money as a reward strategy
- Explain the material benefits of decisions or plans
- Offer a clear career path and plan
- Regularly review progress and focus on achievements
- Give them responsibility tied to financial growth
- Offer opportunities to make them more valuable





The Expert



Seeks knowledge, expertise, and specialization

Experts are motivated by mastery of a subject or role. They seek to be an expert in what they do and to achieve technical mastery. When given a responsibility or task where they think they might not perform well due to a lack of knowledge or skill, they become demotivated. If they do fall short, the response can turn inward. Falling short reads to them less like a mistake and more like a failure of self. Likewise, situations in which they cannot demonstrate their expertise can be stressful and frustrating. Experts often seek to demonstrate their specific areas of expertise. Training and development opportunities are highly motivating, and they may seek such opportunities themselves instead of waiting for them to be offered.

Values

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

Strategies

- Offer training and development
- Allow them to mentor and train others
- Review progress with clear standards
- Provide access to other experts
- Connect training to career advancement
- Set ambitious targets



The Spirit

Seeks freedom, independence, and the ability to make their own decisions

Spirits need freedom and autonomy. They seek to be independent and make key decisions for themselves. Restrictions and procedures can feel irritating. They will become highly demotivated and stressed if their ability to choose or decide for themselves is taken away. Spirits thrive in self-directed roles. They can work with clear objectives but will become demotivated by micromanagement. They have low tolerance for bureaucracy and boxes, and will naturally create an independent workflow for themselves. A position of power or prestige is less important than having self-direction. Spirits tend to be highly entrepreneurial and risk-friendly.

Values

- Working autonomously
- Making own decisions
- Having a choice
- Freedom and independence
- Awareness of the bigger picture
- Clear and specific objectives

Strategies

- Link their role to the organization's vision
- Delegate responsibility
- Empower them to make decisions
- Avoid micromanaging
- Invite them to self-reflect when giving feedback
- Set clear goals without rigid steps to follow



The Creator



Seeks originality, novelty, and creativity

Creators need to be creative, innovative, and original. They seek opportunities to break barriers and bring into existence what wasn't there before. Confronting new or novel challenges and problems will bring out their best thinking and work. They are highly motivated to find innovative solutions to problems and want the products and services they create to carry their imprint. Creators are often optimistic and resilient in the face of adversity. Because they like solving problems as a form of play, there is a specific rush or "buzz" Creators seek in their work. Without an element of creative play, they will not be happy in their role.

Values

- Environment with change and variety
- Opportunity to solve problems
- Being original
- Creating something new / improved
- Ability to work alone and in small groups
- Recognition of their creativity

Strategies

- Involve them in planning and idea generation
- Give them problems to solve
- Create objectives that require originality
- Limit routine or rote tasks, "busy work"
- Promote a culture of change
- Reward innovation



The Searcher

Seeks meaning, making a difference, and providing useful things

Searchers need purpose and meaning. They want the work they do to be significant in its own right, and they want to contribute to work they believe in. This means that their roles and responsibilities need to have impact for them, beyond just providing money or status. They must see the importance or significance of their work or an idea for it to generate buy-in. Searchers seek to make a difference — to the quality of their work and their lives. They gravitate toward organizations, roles, or projects with clear purposes behind them, not just functions to perform.

Values

- Meaning and purpose in what they do
- Significant and important work
- Making a difference
- Seeing the big picture
- Being listened to / consulted
- Change and variety

Strategies

- Provide impact-oriented feedback
- Link personal goals to the organization's mission
- Provide regular feedback and praise
- Avoid assigning menial or rote tasks
- Provide a mentor or coach
- Involve them in significant projects



Why choose mojo?

Unlock your team's motivation

Fast and simple

Discover your unique motivational map in less than 10 minutes with a targeted 36-question survey.

Instant insights

Access your personalized mojo dashboard immediately. Easily view your overall motivation score, top three motivators, and personalized insights with clear, accessible descriptions.

Actionable strategies

Applying mojo is straightforward. Employees develop Motivation Action Plans (MAPs) with their managers to drive continuous improvement.

Empowered managers

Managers are equipped to effectively coach, motivate, and communicate with their teams, fostering stronger relationships and seamless collaboration.

Compelling ROI

The resulting improvements in productivity, resilience, and well-being ensure that mojo delivers a powerful return on investment.

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**You can use mojo to power productivity
and the full potential of your people.
Contact SparkMotiv today.**

