



# Inventory for Work Attitude and Motivation

## What is the iWAM?

The ***Inventory for Work Attitude and Motivation (iWAM)*** is a revolutionary tool that shows you a set of “hidden” motivational and attitudinal patterns that directly influence (1) what you sense from “experience” in the world around you, (2) how you interpret that experience, and, ultimately, how you behave. The iWAM is one of two major tools (the other being an interview technique) that assesses these motivational and attitudinal patterns.

## How is the iWAM different than other tests?

The iWAM is not like any other test with which we are familiar. It measures motivational and attitudinal patterns—a set of filters and translators that exist below our awareness but are accessible when we want to understand them. Unlike tests that measure traits that tend to be consistent over time and situations, motivational and attitudinal patterns assessed by the iWAM may be somewhat different in different contexts, for example, at work versus in the family setting. The iWAM provides a look at a dimension of humans that is not available through any other assessment.

## Why are motivational and attitudinal patterns important?

Studies have shown that motivational and attitudinal patterns have a significant correlation with performance in a role. So, if one knows what is important to perform at high levels over time in a given role, one can identify individuals with patterns who are likely to do well. Factors such as personality have shown far less correlations with performance. Given that motivational and attitudinal patterns are “upstream” from decision-making and actions, it is important to know what may be influencing behavior that is less than optimal or even ineffective.

## How can we use the iWAM individually?

Elizabeth Barrett Browning said: “Let me count the ways.” First, the iWAM *will help you make your “hidden” patterns visible*. That means you will have a clearer sense of how these patterns affect your emotions and behavior at work. Second, and equally important, the iWAM will help you know how others, who have similar or different patterns, relate to and communicate with the world. With this knowledge, you can choose to move beyond the one-size-fits-all approach to dealing with people by using **powerful iWAM information** to increase the effectiveness of your communication and interpersonal relationships.

## Is the iWAM useful in helping two people relate to each other more effectively?

Absolutely! The iWAM can be part of an “iWAM Comparison” report that shows the similarities and differences between two people’s motivational and attitudinal patterns. This definitive comparison provides insights about where the two may have strengths and challenges in dealing with each other based on their similarities (two people who may want to decide for themselves may have a challenge influencing each other if they have different positions) and their differences (a high goal/low problem individual may have challenges managing or relating to a low goal/high problem individual).

## **Can we use the iWAM to improve the organization or the overall business?**

Yes. Since the iWAM assesses a dimension of people that is not tested by other assessment tools such as the Myers Briggs or DiSC. *Model of Excellence* research by the developers of the iWAM and professionals globally has shown that the attitudinal and motivation patterns measured by the iWAM are one of *the most powerful predictors of performance*!

One way to use the iWAM is to teach supervisors and managers how to manage and coach individuals with different patterns to maximize performance.

The iWAM is used with leadership or project teams to increase the synergy of the group in achieving goals. As noted above, sometimes similarities and sometimes differences can get in the way of effective relationships.

The iWAM can be used to assess the culture in the organization. This information is important in building high-impact communication strategies, in implementing change in the organization, as well as informing hiring and succession planning.

Finally, you can use the iWAM to build *Models of Excellence* which will be an added dimension in selecting candidates—internal or external—for a role. The model will highlight candidates who are most likely to have the motivational and attitudinal patterns that lead to consistent, persistent high performance in a specific role.

## **Is the iWAM the only assessment tool I need?**

It depends upon the application. If you are coaching an individual, the iWAM may provide the kind and depth of insight you need to help make a difference.

If you are doing assessment for leadership development, you might want to consider one or two other assessments that provide the full range of information an individual wants and needs for developmental planning and growth.

The iWAM is not the “magic pill” for everything, but it is an essential tool for understanding the motivational component of human behavior and for connecting motivation to performance. It gives you a window into some powerful factors that are not “hard-wired” and that can really make a difference in how someone performs in a given context and may even provide indications about how agile the individual is if or when the context changes.

## **More questions?**

If you have additional questions about the iWAM, contact:

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