



Inventory for Work Attitude and Motivation

**The Application of
Motivational & Attitudinal Patterns
to
Individual, Team, and Organization
Performance Improvement**



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Additional information and documentation is available upon request. If you have questions, would like to receive additional information, and/or would like to complete a complementary iWAM, please contact:

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What Are We Measuring?

There is a special element of humans that are called motivational and attitudinal patterns (MAPs). The construct began to emerge in the 1950s in research on transformational language. From this foundational research, twenty years later the work of some cognitive psychologists in the emerging field of neurolinguistics yielded the basic definitions for what we now call motivational and attitudinal patterns.

What Functions Do Motivational and Attitudinal Patterns Perform?

MAPs are the first stage of how we respond to experience. The MAPs perform three major functions:

1. **They filter experience.** There is too much going on in the world around us to process all of it. Our MAPs filter experience by letting some things through and blocking awareness of other aspects of experience.
2. **They translate experience.** Experience comes as a form of foreign language. Our MAPs translate that language into something we understand.
3. **They connect to our “meaning system”.** MAPs connect present experience to our history and memory.

Our “reality” is the outcome of the three functions of MAPs (filter, translate, and connect). MAPs are an essential element in defining the world on which we act and to which we respond.

What are MAPs Not?

MAPs are not the human traits of *intelligence* and *personality*; nor do they represent ability.

Traits such as intelligence and personality are stable over time and situations. MAPs may be different in different contexts and can be changed with certain kinds of interventions.

They are not abilities—what you can do—but, represent what you “want to do” based on motivation and attitudes.

MAPs are unique in the world of assessment (very few measuring tools exist) and are as powerful a predictor of performance as any other factor and more powerful than most.

Why Are We Measuring It?

Once we've measured these "motivational and attitudinal patterns," how do we apply them in a meaningful way? That's the key question. We measure MAPs because they turn out to be a powerful predictor of performance.

jobEQ, the publisher of the iWAM, cites research which identified the power of various selection tools in the hiring process. Here is a summary of the results of that study.

Research on Selection Tools

<u>Selection Tool</u>	<u>Predictive Validity</u>
• Attitude Based (iWAM & LAB)	45 - 65%
• Competency-Based Tools	45 - 60%
• Assessment center	45 - 60%
• Structured Interview	35 - 45%
• Structured Curriculum Vita	20 - 45%
• Personality Questionnaire	20 - 35%
• References Checks	20 - 35%
• Unstructured Curriculum Vita	< 20%
• Unstructured Interview	< 20%

Van der Maesen de Sombreff, P, *Het rendement van personeelsselectie* (1992)

Further, for the last decade, the *Inventory for Work Attitude and Motivation* (iWAM) has been used to create models of excellence—mathematical models that compare individuals to documented profiles of high performers. Here is a table of values from several models created for business and not-for-profit organizations in the United States. Comparable results have been demonstrated in models created elsewhere in the world.

Model of Excellence Correlations and Prediction		
Target Population	Correlation (r)	Predictive Power (r²)
Business Development Professionals	.6906	47.7%
Youth Camp Summer Staff	.7535	56.8%
Sales Representatives – Type 1	.8726	76.1%
Sales Representatives – Type 2	.7023	49.3%
Partners in a Law Firm Practice Group	.7525	56.6%

How Do We Measure MAPs?

We use the *Inventory for Work Attitude and Motivation*. Here is a summary of the iWAM.

The iWAM	The <i>Inventory for Work attitude and Motivation</i> (iWAM) is an online or paper-and-pencil questionnaire which helps an organization identify an individual's attention filters and cognitive styles, also called motivational and attitudinal patterns or MAPs. With the iWAM, one can predict what motivates a person, their work attitudes, how they prefer to communicate, and how they prefer to behave in their work context. iWAM allows the organization to take individual preferences into account and to value each person for his or her strengths. Using the iWAM help an organization "get the right people on the bus" and make better use of the human potential of its members.
Applications	✓ Recruiting and Screening for Employment ✓ Business Team Management and Development ✓ Organizational Culture (e.g. for Mergers and Acquisitions) ✓ Succession Planning ✓ Professional Development ✓ Coaching and Mentoring
Target Population	The iWAM was developed for use with the full range of organizational members—from executives and professionals to front-line staff across myriad roles from operations to legal and from engineering to sales and service. Successful applications include industrial and manufacturing firms, professional service firms, the hospitality industry, not-for profits, government, and entrepreneurial ventures.
Test Time	On average, completing the iWAM takes 30 minutes. Most people complete iWAM in 20 to 40 minutes (no time limit is imposed).
Face Validity	Do people agree with what the iWAM tells about them? Based on the iWAM feedback form, on average people agree with 90% of the patterns. Further analysis shows that half of the disagreement is a result of people not liking the outcome, even though the description is correct. Another source of disagreement comes because of people misinterpreting what the scale measures.
Construct Validity	Is the iWAM designed well and does the questionnaire measure what it claims to measure? • Each of the 200 statements embedded in the iWAM has been designed to measure a specific motivational and attitudinal pattern—certified practitioners are able to tell which statement is designed to measure which specific pattern • The correlation between the MAPs from various categories is generally below 0.25 indicating that they are independent constructs
Consistency	Are results consistent when testing people several times with iWAM? • 95% of the iWAM results can be confirmed during a retest using the LAB Profile interview, another validated tool for measuring metaprograms. • In a conventional test-retest, where people completed the iWAM a second time after a period of one month on average, the scores for most patterns remained within 5% of the original score, indicating that on the retest the iWAM yielded virtually the same conclusion regarding the pattern.

How Can We Use iWAM Motivational and Attitudinal Patterns?

MAPs have a broad range of applications from recruiting to succession planning including just about every HR activity in between.

Here's a summary of the ways an organization and/or individual can use motivational and attitudinal patterns:

Selection

For an organization that selects candidates from applicants or internal candidates, an iWAM Model of Excellence is a powerful tool to help to know (a) whom to interview first; (b) what candidates are likely to perform well versus others; (b) how long an individual is likely to stay in a job or role before wanting to move; and (d) what language to use to "sell" the best candidates to accept a position.

Individual Development

A MAP report is an excellent tool to use in helping people craft their development plans or to diagnose the basis of professional or leadership challenges. The iWAM not only provides insight to the individual's motivation and attitude, but also helps individuals understand how others' patterns are crucial in business and interpersonal interactions.

Team Development

The iWAM has proven to be a powerful tool in helping increase the effectiveness of teams. Using the iWAM system's team report, the iWAM facilitator can help a functioning team understand where their respective motivational and attitudinal patterns can be sources of synergy, conflict, and groupthink. Using a iWAM profile, the team gains insights into how their respective patterns compare to teammates' and how similarities and differences represent potential assets and liabilities.

Managing Performance

If individuals manage others as part of their role in a job, then understanding the *language of influence* as a concept and strategy is a real possibility. By learning to apply that knowledge to the MAPs of low performers to improve performance and to high performers to motivate maximum achievement will often increase the outcome leverage of managers.

Organization Culture Analysis

Using the iWAM system's team analysis technology, it is possible to identify an organization's motivational and attitudinal patterns of the organization (and to see if there are subcultures within the larger organization). This information is extremely valuable in recruiting, onboarding, development, communication, and succession planning.

What Else is Important to Know?

iWAM is a Global Assessment with a Global Network

The *Inventory for Work Attitude and Motivation* is available, online, in 20 languages. Further, there are certified, experienced consultants available to support efforts in most major countries of the world.

iWAM is Accessible to Everyone

jobEQ built the iWAM as an online tool easily accessed through the Internet. For those who do not have computer access or for whom use of the computer is not convenient, the iWAM can be completed in a paper-and-pencil version. Then the data can be entered easily through the jobEQ web site portal to generate reports.

Global Standard Groups

There are numerous standard groups based on the test-taker's work country. The standard group for a country is defined by those individuals who have completed the iWAM test.¹ This country-based set of standard groups is available worldwide and provides a cultural baseline for interpreting the potential impact of MAPs on behavior.²

Custom Standard Groups

The iWAM system provides the means to create a custom standard group for a specific client. This provides an in-house tool to see how individuals compare to and contrast from the individuals in a role. It is possible to create a predefined standard group—for example, high performers in a given role—to use for numerous purposes in the organization

Research Capability

jobEQ's test and data storage system and The Institute's experience and expertise provide client organizations with research capability to support structured inquiry into significant business questions. For example, it is possible to determine how employees in different regions of the country or different countries of the world are similar to and different from each other.

Model of Excellence Technology and Expertise

jobEQ has created and maintains a system of tools and technology to support the creation and application of Models of Excellence. The Institute has a successful track record of building viable models and of helping organizations use the models in their organization.

¹ There are certain parameters for accepting the results as valid including the number of items that are left unchanged in the ranking.

² A publication describing the demographics of the U.S. Standard Group (2016) is available from The Institute.

What Opportunities Exist for Using the iWAM?

The Inventory for Work Attitude and Motivation (iWAM) is one of the most versatile tools available for understanding who we are in a defined context and for managing how we perform whether performance involves influence, communication, goal achievement, problem solving, or relationships.

Since our traits and abilities or competencies are measured in other ways, the focus here is on some questions that might be answered in part or in total through understanding motivational and attitudinal patterns (MAPs) at an individual, team, or organization level.

- What MAPs differentiate an organization's best performers from their less successful people in a certain role?
- If motivation precedes action (i.e., "All behavior is motivated") and if we want to change our actions or behavior, what must shift in our motivation?
- Are retention issues in an organization related to getting the right people on the bus? Getting the right people in the right seat on the bus? Or, knowing when it is time for someone to change seats on the bus?
- What does the language I use have to do with the influence I have in dealing with a colleague or customer?
- If we understood the MAPs culture of an organization, could we better predict how to organize and manage change in the organization?
- How could mutual understanding of MAPs and how they likely influence behavior be helpful in improving the relationships between a boss and director report or between two peers in a team or organization?
- Could we use what we know about an individual's MAPs to coach and develop more effective leaders?
- Could we use the MAPs of high performers to teach managers how to upgrade the performance of average or low performers?
- What if multi-national companies used knowledge about cultural differences in MAPs to deal with their sites, vendors, and customers in other countries?

There are questions that could be added to the list, but this is a good starting point for to help you understand the wide range of possibilities for the Inventory for Work Attitude and Motivation.