



The Inventory for Work Attitude and Motivation: An Overview of the iWAM

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Introduction

The Inventory for Work Attitude and Motivation or iWAM Profile is a technology for identifying certain thinking and behavior patterns that can be recognized by evaluating language structure. This technology has been in use in the USA and Europe in a variety of business applications since 1981. The original patterns in the iWAM are based on the work of Rodger Bailey in the field of neurolinguistic psychology (NLP). jobEQ expanded the basic iWAM to include other key motivational and attitudinal measures such as McClelland's Basic Motivation scales. For information on the development and administration of the iWAM testing system, visit www.jobeq.com.

Motivation and Attitude

The iWAM generates a “work attitude and motivation profile.” What does that mean and why is it important?

The words “attitude” and “motivation” are labels given to concepts that attempt to explain what some of what occurs in an individual that cannot be viewed externally. While the two concepts may be labeled differently, there is likely to be a degree of overlap as they both impact the behavior of an individual.

Merriam-Webster dictionary (2007) offers the following definitions:

Motivation: *a motivating force, stimulus, or influence: incentive, drive*

Attitude: (a) a mental position with regard to a fact or state;
(b) a feeling or emotion toward a fact or state.

Applying these definitions to the iWAM, one could say that an individual is motivated (moved to action) by “Power” (a McClelland need). At the same time, the data may show that he or she has an “Assertive” attitude (the Norming scale) based on a belief that it is appropriate to tell someone else to follow the rules that this person uses to guide his or her behavior.

So, while the motivation and attitude are different, they are related in the sense that this person might be motivated by a need for “Power” and also motivated by a an “Assertive” attitude; that is, wanting others to follow your rules for work. The combination of the motivator and the attitude might provide a stronger drive than either pattern by itself.

iWAM Structure and Content

The iWAM questionnaire consists of 40 questions each of which includes five test items. As a result, the iWAM generates a total of 200 data points. The data points feed 48 patterns in 15 groups

The iWAM assesses the preference an individual has for the kinds of words and phrases that relate to respective language patterns. Once a preference is identified, the profile can then predict the thinking, language, and the behavior patterns of the individual based on the motivational and attitudinal patterns related to these factors.

When we know an individual's patterns, we can predict how they are likely to want to behave or perform in a specific context. In addition, the iWAM identifies what language will motivate and de-motivate the individual. This is important in work situations where assigning tasks and maximizing the probability of excellent performance is essential.

Equally important, if these patterns have been identified for a group or team, the group's behavior related to performance can also be predicted. Here, too, the language that motivates and improves the work group's performance could be identified by using the motivational language that fits the statistical peaks for their iWAM patterns.

Conclusion

The iWAM is a unique tool in the field of human assessment. It assesses a different aspect of individuals than other popular assessment tools in the market. In addition, it acknowledges and accounts for the fact that *context* is critical in understanding and predicting performance levels in an individual.

Attitudinal and motivational patterns do not stand alone in their impact on human behavior. These patterns interact with each other and with other facets of the individual such as values, emotions, and competencies. Understanding the connections between the factors is important.

In numerous studies of the relationship between attitude and motivational patterns and performance in a role or job, the iWAM often has a predictive value of 40-50% and higher. This is an indicator of the power these patterns play in the performance of an individual.

The iWAM is a relatively unique tool in the assessment of human behavior.¹ Compared to thousands of other instruments available today, the iWAM assesses a different and very important aspect of individuals.



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¹ The original iWAM was developed by Rodger Bailey, an American psychologist. It was enhanced and put online by jobEQ. The Institute is the North American representative for the iWAM and manages certification, client support, research, and communication.