A photograph of a business meeting around a dark table. Several people are visible, with their hands on laptops. The image is partially obscured by a large, light blue diagonal graphic element on the left and right sides.

IDI Technical Considerations

Executive Summary

***The Individual Directions Inventory™: Technical Documentation Report** describes the theoretical underpinnings, operating characteristics, reliability, validity, translations and norms for this instrument. The full, 56-page report is available from MRG®.*



Challenging



The Directions associated with the Challenging Cluster share a common objective of overcoming opposing forces in one's world. Individuals with high scores are likely to toward their environment. They may use the behaviors associated with these Directions to respond to threats and opportunities. These Directions often (although not always) have a proactive stance in interpersonal contexts; however, these directions may also have may rise to the occasion to meet a challenge (i.e. "winning the war on poverty", or "beat trained in the form of a challenge (i.e. "winning the war on poverty", or "beat

The three Directions associated with Challenging are:



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Giving

Gaining satisfaction from relating to others by providing them with support, affection, and empathy.



May prefer more objective relationships, more direct in carefully choosing who to help and

Receiving

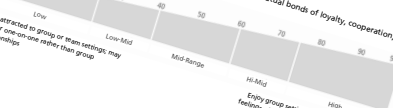
Gaining satisfaction from relating to others in order to receive support, affection, and empathy from them.



May be uncomfortable accepting help from others, may prefer to succeed through their own efforts, may prefer to avoid assignments

Belonging

Gaining satisfaction from relating to others in groups and developing mutual bonds of loyalty, cooperation, and friendship.



Less attracted to group or team settings; may prefer one-on-one rather than group

Affiliating

Enjoy helping others, often to opportunities to be kind and caring like giving freely of your time, energy and resources

Appropriate receiving fosters and affection; comfortable admitting that you need help now and then, do to have a support system around you

Enjoy group settings and activities, value the feelings of comradeship gained through group membership

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The IDI

The Individual Directions Inventory™ (IDI) is a tool for personal and professional development. It was created with the understanding that every individual is unique, there is no universal path to success and meaningful growth requires deep self-awareness. The IDI explores an individual's motivations and preferences, helping them understand what restores and what drains their energy. This knowledge is valuable for individuals working with a practitioner to determine what actions to take to make gains toward their personal and professional goals.

With the support of a certified practitioner, the IDI allows individuals to understand:

- What they want to experience in their world
- Their attraction to specific emotional outcomes and corresponding experiences
- The value they place on different emotional incentives
- How they mold their worlds to achieve emotional payoffs

The IDI can also be used for team development by allowing teams to explore areas of motivational alignment, as well as potential sources of friction and complementation.

Details

Target Audience

The IDI can be completed by any adult. It can be used with managers and professionals at all levels within an organization, but it can also be used outside of organizational settings. A ninth-grade reading level is required.

Applications

Applications for the IDI include candidate selection, individual coaching and development, career transitions, executive transitions, team development, retirement planning, outplacement counseling, and others. The IDI can enhance the interpretation of other assessment measures. It can be used in conjunction with MRG's role specific instruments (i.e., leadership, sales) or other assessments. The IDI is a component of MRG's Personal Directions assessment which measures life architecture and quality of life in addition to motivation.

Feedback Scales

The IDI provides measures 17 dimensions of motivation divided into 6 functional areas. Each dimension represents a major area of emotional outcomes and experiences to which individuals may be attracted to a greater or lesser degree. The dimensions help individuals understand what they are drawn to emotionally and that from which they receive energy. Dimensions are written and measured in a non-evaluative way. A brief definition of each dimension is provided below.

IDI

Affiliating

Giving: Gaining satisfaction from relating to others by providing them with support, affection, and empathy.

Receiving: Gaining satisfaction from relating to others in order to receive support, affection, and empathy from them.

Belonging: Gaining satisfaction from relating to others by developing mutual bonds of loyalty, cooperation, and friendship.

Expressing: Gaining satisfaction from relating to others by expressing oneself in a direct, spontaneous, and emotionally uninhibited fashion.

Attracting

Gaining Stature: Gaining satisfaction from obtaining social rewards such as recognition, status and respect as the result of social skills, achievements and/or activities.

Entertaining: Gaining satisfaction from obtaining social rewards such as admiration and visibility by using personal charisma and talent to enliven situations and entertain people.

Perceiving

Creating: Gaining satisfaction from being imaginative and original and perceiving one's world in an innovative and creative manner.

Interpreting: Gaining satisfaction from seeking intellectual stimulation and perceiving one's world in a logical, analytical and non-emotional manner.

Mastering

Excelling: Gaining satisfaction from challenging oneself and pushing for ever-higher levels of achievement.

Enduring: Gaining satisfaction from demonstrating persistence, determination and tenacity.

Structuring: Gaining satisfaction from controlling one's environment through the use of organization, precision, and thoroughness.

Challenging

Maneuvering: Gaining satisfaction from actively seeking and pursuing opportunities in the environment and turning them to one's advantage.

Winning: Gaining satisfaction from acting in a forceful, aggressive, and directly competitive manner in order to win.

Controlling: Gaining satisfaction from being in charge, having power and authority, influencing and controlling people and events.

Maintaining

Stability: Gaining satisfaction from minimizing risk by maintaining a predictable, safe and consistent environment.

Independence: Gaining satisfaction from being self-reliant and staying free of external controls on personal autonomy.

Irreproachability: Gaining satisfaction from ascribing to and striving towards ideal behavior and a personal code which places one beyond reproach.

Response Format

The IDI employs a unique normative/semi-ipsative format for item responses. A normative scale allows for comparison of the individual to other individuals, while an ipsative scale is an idiographic approach which allows for comparison of individuals to themselves. The normative semi-ipsative approach was developed to capitalize on the advantages of both methodologies, while minimizing their disadvantages. As such, it reduces rater bias, limits attempts at impression management and social desirability distortion, and helps to maximize the reliability and validity of rater responses.

Length of Instruments

The questionnaire consists of 62 questions in addition to demographic items. Individuals may elect to omit any of the demographic items. The full assessment can typically be completed in 30 minutes or less.

Translations

The Individual Directions Inventory is currently available in American English, Arabic, British English, Danish, Dutch, French, German, Italian, Russian, Spanish and Swedish.

Translations to a target language are completed by a professional translation firm working in tandem with a target language native speaking business professional trained in

the IDI. The resulting translated questionnaire is then back-translated and the two versions assessed for comparability. Once a translation has been finalized, it is tested for a period of time and analyses are conducted to ensure that each item and scale operates as expected.

Norms

IDI scales are reported as percentile ranks for selected geographic reference groups. The following country and regional norms are available: Africa, Asia, Australia - New Zealand, Belgium, Canada, Continental Europe, Denmark, France, General Europe, Germany, Netherlands, Nordic, North America, South Africa, Switzerland, United Kingdom – Ireland and United States. In addition to these, gender norms (female and male) are available for Australia-New Zealand, Continental Europe, General Europe, North America, Switzerland, United Kingdom-Ireland. Norms are updated every 5 years.

Scoring

The IDI questionnaire is scored by MRG. Scoring is typically accomplished by completing questionnaires online. It can also be accomplished by sending the questionnaires to MRG for processing.





Instrument Development

This section briefly describes the origins of the IDI and empirical evidence for the instrument's reliability and validity.

Origins of Items: Theory/Research

The IDI grew out of two decades of clinical and research experience working with client organizations to assess and develop their managerial, leadership and sales personnel. This work underscored the utility of instruments that could help practitioners interpret an individual's motivations and behaviors. The IDI was devised to be such an instrument.

The IDI was designed to measure the complexity and richness of the way individuals interact with the world and make life choices. An early form of the IDI was developed in 1986 by James Mahoney, Ph.D. That version was revised in 1991 to reduce the item count.

In constructing the questionnaire, a major objective was to adequately survey variables critical to understanding personal motivations in a non-evaluative and conceptually meaningful manner. Scales were developed to adequately cover a wide range of conceptually meaningful motivators, while at the same time being relatively independent of each other. Items had to be positively worded (i.e., individuals should not have to rate themselves as having negative motivators). Additionally, the social desirability of the items was balanced across scales. The resulting profile of the scales should be highly idiosyncratic for the individual (i.e., they should maximize the opportunity for the individual to put their own stamp on the results).

Current Scale Characteristics

Scale means, standard deviations and correlations were

evaluated in a sample of 30,504 assessments. Each IDI scale demonstrated symmetric distributions and adequate variability as evidenced by large standard deviations. Scale intercorrelations (Pearson Product Moment correlations) were low, with a mean absolute correlation of 0.16 (SD = 0.11). The largest correlations were between Stability and Structuring (0.46), Winning and Controlling (0.43), Belonging and Receiving (0.40), and Giving and Receiving (0.40). Variability aids in discrimination among test takers, while low intercorrelations allow users to focus on individual motivators.

Reliability

Reliability refers to the stability or consistency of measurement over a variety of conditions.

Test-retest reliability

With semi-ipsative questionnaires, test-retest reliability is the most appropriate method of assessing consistency of measurement.

To test the reliability of the IDI, the assessment was administered to a sample of 50 individuals. Most participants worked in a large insurance firm. A 14-day interval separated the first and second test administrations. The individuals were not provided with test feedback until both administrations were completed. The two-week interval was chosen because it was long enough to minimize memory or practice effects and it was short enough to minimize the effects of real change on the part of subjects.

Scale test-retest reliability coefficients ranged from 0.69 to 0.91, with a median coefficient of 0.82. These findings suggest that the questionnaire has excellent reliability, and compares favorably with other popular multi-scale psychological instruments.

Validity

Validity refers to the degree to which an instrument measures what it purports to measure.

Several studies have tested the validity of the IDI by exploring relationships between IDI scales and external variables and factors (including scales from other psychological instruments and demographic factors). Some representative studies are described below.

The IDI and other instruments

Relationships between the IDI and other MRG assessments have been studied on several occasions. In one study, the relationship between the IDI and leadership styles was investigated in a sample of 16,658 individuals completing both the IDI and the Leadership Effectiveness Analysis™ (LEA), which measures 22 leadership dimensions. In another study, the relationship between the IDI and life choices was explored in a group of 11,913 individuals who completed the IDI, Appraise Your World (AYW) and World Outcomes (WO) instruments. The AYW questionnaire measures the investment of energy and emphasis individuals place in 18 life sectors. The WO questionnaire measures 11 quality of

life dimensions. The overall pattern of correlations between IDI dimensions and those measured in these three MRG instruments lent strong support to the construct validity of the IDI. Correlations between the IDI and these instruments are listed in the full technical report available from MRG.

Relationships between the IDI and several personality and cognitive assessment instruments were evaluated using data collected by a North American psychological consulting firm. Individuals in the United States and Canada completed the IDI, and one or more of the following instruments as part of ongoing screening or organizational development activities: Sixteen Personality Factors Questionnaire (16PF; Cattell, Eber, & Tatsuoka, 1970), California Psychological Inventory (CPI; Gough, 1975), Myers-Briggs Type Indicator (MBTI; Myers & McCaulley, 1989) and Wesman Personnel Classification Test (WPCT; 1965). Individuals represented a wide variety of industries, management levels, and job functions. Samples sizes ranged from 208 to 1,114 depending on the instrument. The pattern of these correlations add support to the construct validity of the IDI scales. Correlations between the IDI and these instruments are listed in the full technical report available from MRG.

The IDI and demographic factors

The responses of 24,955 men and women completing the IDI were compared in a recent study. This was followed by matched group comparison in which 3,565 men and 3,565 women matched for country, management level, job



function, industry and age were compared on IDI scores. As expected, both studies found that men and women differed in systematic ways, primarily along gender stereotypic lines. Effect sizes varied from small to medium in magnitude. Results for the matched group comparison were similar to the unmatched comparison in direction but had somewhat smaller effect sizes.

Since individuals with different personal motivators may be attracted to different types of roles, one would expect to find variation in personal motivations as a function of job focus. From a validity standpoint, such differences

should be reflected in the measurement of IDI variables. To examine this, the responses of individuals representing nine job functions were compared in a study of 1,725 participants. Very clear and interpretable group differences were obtained. For example, individuals in Marketing/Sales roles tended to score higher on Winning, Controlling, and Maneuvering, and lower on Stability than other groups. At the other end of the spectrum, the Accounting/Finance, Tech/Engineering/Research, and Data Processing roles were quite similar, with a tendency toward higher Stability scores, and lower Winning, Controlling, and Maneuvering scores.

Other Studies

MRG has completed a variety of studies with the IDI covering a broad range of topics. These include:

- Large, matched studies of gender differences in motivation.
- Studies of generational and age differences in motivation.
- Country differences in motivation.

Webinars and workshops on IDI motivators are also available from MRG:

- Motivation and bias.
- Motivation and self-regulation.
- Tapping into motivation for a successful career transition.

Career Transition & Motivation: Expectations &...

Using motivation to determine alignment:
 • What should a person be looking for?
 • What won't...

RECEIVING: Accepting and appreciating help, support, affection, and generosity

GAINING STATURE: Being socially skilled, experiencing recognition and respect, being well-known and esteemed by others

A COACHING CRIB SHEET FROM MRG
COACHING ACROSS GENERATIONS

The Generational Debate: Reality versus Rumor
 Millennials – the fastest growing segment of the workforce, born between 1980-1995 – have become fodder for a great generational debate. Stereotypes and even anecdotal observations often characterize this rising generation as entitled, unmotivated, and in need of constant assistance. However, if we look more closely at the research, we discover a pool of high achieving, globally conscious, spirited team players.
 With the right support and better understanding, Millennials arrive at the office with new ideas, fresh energy, and a commitment to quality work.

Motivation Has its Own DNA...and it affects how we work
 Understanding motivators is paramount in supporting a generationally diverse team of employees who can learn from each other, appreciate differences, and work collaboratively toward shared company goals.
 The data presented here, drawn from a global study, measures intrinsic motivation – those feel-good vibes that come from satisfaction and personal fulfillment. A person's unique motivational profile develops early, within the first 10 to 12 years of life.
But motivations are not set in stone!
 We can't discuss the impact of life experience and personal growth. Perspective is inevitably gained as we age and can affect what we find emotionally satisfying, thereby altering our motivational DNA and changing how we work.

Individual Directions Inventory (IDI): Measuring Motivation
 Measuring 17 key dimensions, the IDI reveals how an individual gains emotional satisfaction from work and life.

ACHIEVING Giving Learning Empowering	ATTRACTING Giving Status Entertaining	RECEIVING Creating Inspiring
MAINTAINING Evaluating Structuring	CHALLENGING Measuring Winning Counting	MANDATING Stability Independence Impersonability

The IDI will reveal untapped sources of energy to help your employees reach their full potential.

What the Data Tell Us about Millennials
They have... higher expectations of achievement (**Excelling**) and a greater sense of urgency for career progression
They want... significant achievement (**Excelling**) with less inherent risk (**Stability**) and less self-sufficiency (**Independence**). Previous generations, particularly those whose work ethic revolves around "serving one's time," might not appreciate these characteristics
They are... motivated by a world that is safe and predictable (**Stability**) and less by environments that require them to innovate, creatively and to think in more lateral terms (**Creating**)
They need... democratic, inclusive decision-making processes and a facilitative approach to leadership. Assuming command (**Controlling**) or a more autonomous, self-reliant work style (**Independence**) is less comfortable

Examples of multiple bias effects: Interpersonal Dynamics

Sensitive to feeling unsupported

Sensitive to feeling ignored

Sensitive to feeling unappreciated or under-recognized

Sensitive to feeling isolated or excluded

What are my unique sensitivities?
 What biases might they give rise to?
 How can I calibrate my behaviors to account for this?

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Reports

Individual Reports

IDI Standard Development Report

This IDI report provides detailed descriptions of an individual's motivators and emotional drivers.

Motivation & Career Report

Takes your unique motivational profile and places it in the context of your career. It is intended to provide awareness as to how your motivations have impacted your life and career choices, and to allow you to make more informed choices moving forward.

Team and Group Reports

IDI Team Development Report

Provides insights and observations that add to those already provided by the individual IDI Development Report. It includes a team profile with key observations, insights into potential areas of individual and team bias, in-depth discussion of core themes, and suggestions for action planning.

IDI Composite Report

Reveals how team members' energy is aligned across the IDI dimensions.

IDI Energy Charts

Provides a graphically visual representation of a group by IDI dimension.

Combination Reports

LEA/IDI Candidate Report

Narrative summary of potential assets and challenges, motivational considerations, and suggested interview questions to further explore a candidate's profile. It also

includes a role profile and requirements match, indicating which dimensions fall within the requirements of a target role.

LEA/IDI Coaching Report

Similar to the LEA/IDI Candidate Report with the exception of including coaching suggestions in place of interview questions.

Custom and Research Reports

Reports can be created by our Research Department, to present IDI results in a customized manner, or to perform statistical analyses of the data, including group comparisons, benchmarking, validation and comparisons with broader industry data.

Facilitator's Guide

A comprehensive Facilitator's Guide is available for the IDI. The Guide contains extensive interpretive information on the dimensions measured by the IDI.

Certification

To purchase and deliver IDI feedback, individuals must currently be an organizational consultant, human resource professional, or clinical or I/O psychologist, and must attend an IDI facilitator training program offered by MRG or one of its designated Master Trainers. Certification participants are trained in the interpretation and delivery of feedback from the IDI Questionnaire.

Participants receive their own IDI feedback, plus sample copies of IDI-related feedback materials and the Individual Directions Inventory Facilitator's Guide. Upcoming IDI certifications are listed on the MRG events calendar: www.mrg.com/calendar/.

**For additional information, please contact MRG at
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MRG welcomes technical inquiries and suggestions for further research.

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