

JOB SCULPTING CASE STUDY

The Wendy's Company

> THE MOTIVATORS ASSESSMENT™ FROM
 “WHAT MOTIVATES ME” ENGAGEMENT TRAINING™



The Challenge

Leaders at fast food giant The Wendy's Company face the challenge of attracting, retaining and developing great talent in a very competitive industry. Diane Weed is Vice President of the Denver Division. She oversees eight direct reports who then oversee all the restaurants and the thousands of Wendy's employees in the Rocky Mountain area.

The Aha-s

Diane attended a Culture Works training at her company's senior leadership conference. She said, "I was intrigued by the Motivators Assessment. I immediately took the assessment myself and sent links to my eight direct reports." Her team members' results were put on a grid and Diane examined the similarities and differences. (See graph below)



	Diane Weed	Employee 2	Employee 3	Employee 4	Employee 5	Employee 6	Employee 7	Employee 8	Employee 9	
Top 7 Motivators	1	Teamwork	Teamwork	Impact	Impact	Family	Challenge	Creativity	Learning	Developing Others
	2	Impact	Learning	Learning	Fun	Variety	Pressure	Problem Solving	Purpose	Pressure
	3	Pressure	Challenge	Family	Service	Friendship	Impact	Variety	Problem Solving	Prestige
	4	Service	Developing Others	Problem Solving	Learning	Learning	Problem Solving	Pressure	Creativity	Service
	5	Developing Others	Excelling	Challenge	Purpose	Empathy	Teamwork	Empathy	Impact	Challenge
	6	Variety	Friendship	Creativity	Teamwork	Impact	Excelling	Excelling	Teamwork	Learning
	7	Purpose	Excitement	Excitement	Variety	Social Responsibility	Fun	Learning	Autonomy	Ownership
Bottom 3 Motivators	21	Learning	Ownership	Prestige	Prestige	Recognition	Recognition	Fun	Excelling	Empathy
	22	Recognition	Recognition	Social Responsibility	Creativity	Prestige	Prestige	Service	Service	Variety
	23	Money	Money	Money	Money	Money	Money	Money	Pressure	Excitement
Top 3 Identities	1	Builder	Builder	Thinker	Builder	Thinker	Achiever	Achiever	Thinker	Builder
	2	Achiever	Thinker	Achiever	Thinker	Builder	Builder	Thinker	Caregiver	Achiever
	3	Thinker	Caregiver	Caregiver	Achiever	Caregiver	Thinker	Builder	Builder	Reward-Driven
Motivators	Autonomy Challenge Creativity Developing Others	Empathy Excelling Excitement Family	Friendship Fun Impact Learning	Money Ownership Pressure Prestige	Problem Solving Purpose Recognition Service	Social Responsibility Teamwork Variety	Identities	Achievers Builders Caregivers Reward-Driven	Thinkers	

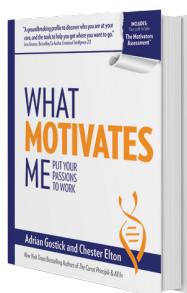
“It was an eye opener for me and helpful in many ways,” she said. “First, I’m now able to reflect on how my motivators may impact others in positive and negative ways. For example, ‘Pressure’ is a top motivator for me, but I have a subordinate who has Pressure in her bottom motivators. I now know to be sensitive to this as I interact with her if I want to get maximum performance.” In fact, in a subsequent training, that employee (who was not motivated by Pressure) thanked her trainer for the Motivators Assessment, saying, “It has saved my career.”

Another eye-opener, added Diane: “Seven of my eight team members have ‘Learning’ as a top motivator, where for me, it’s in my bottom three. I have had to be more cognizant of that when I’m developing meeting agendas, personal development ideas, etc., to ensure I’m providing my people with opportunities to learn and grow.”

Finally, said Diane, the training and Motivators Assessment results have changed the way she develops team assignments and who she assigns to various tasks and key business challenges. “For example, I have a couple of people on my team who have ‘Creativity’ as a top motivator—so when I have projects that need that skill set, I now look to those team members for their input. This has not only helped motivate and engage them in the business, but I get a better business outcome.”

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—Diane Weed, Vice President,



WHAT'S THE NEXT STEP? Learn how your organization can benefit from the Motivators Assessment and the skills taught in What Motivates Me Engagement training. Contact us today to learn more. Call 1-844-668-4888, email: info@thecultureworks.com or visit us at thecultureworks.com.