



# Inventory for Work Attitudes and Motivational (iWAM)

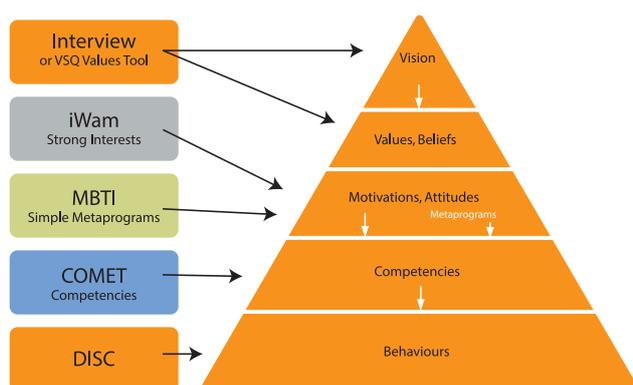
## Reliability, validity and statistical information

### What does iWAM measure?

iWAM is a forty-item questionnaire based on a model of cognitive thinking styles. A total of 48 parameters are measured and interpreted.

iWAM measures the primary (unconscious) filters in our thinking known as metaprograms. Merlevede (2005, p.1) says: "Metaprograms are programs that guide and direct our thought processes". Because we use our metaprograms to filter our perception in relationship to our criteria, they predict how we will react in a given situation and are the building blocks of our attitude and motivation." Metaprograms then are the means through which we organise and process the information that contributes to our internal representations of the world around us.

### Why measure motivations and attitudes rather than competencies?



This model, known as Neurological Levels (Dilts, 1996) depicts the hierarchy of inner processing that drives behaviour. This diagram depicts the level of thinking measured by various popular profiling instruments. iWAM is a simple, yet profound tool, measuring the work attitudes and motivations that drive competencies and therefore behaviours on the job. Just because an individual can

perform a competency there is no guarantee that they will be motivated to do so on an ongoing basis. iWAM will detail what an individual will find comfortable and motivating at work. When there is a natural fit between work demands and the individual's motivations, there is a higher likelihood of excellent and sustained performance as well as longevity in the position. The iWAM tool was developed by Patrick Merlevede, a Belgian cognitive scientist and management consultant. Merlevede, the CEO of JobEQ, Belgium, is the author of a number of popular books on emotional intelligence, mentoring and business consulting, including '7 steps to emotional intelligence'.

After testing and validation procedures iWAM was released in Belgium and Europe in 2000.

Since then it has spread meteorically to 20 countries around the world and is available in 14 languages. It was released in Australia in 2002. Over 50 companies are using iWAM in Australia as a means of simplifying, integrating and adding rigor to their HR and recruiting processes.





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### Statistical information on the construction of the iWAM Questionnaire

The forty questions in the iWAM compare to two-hundred test items in a conventional questionnaire. The power of iWAM comes from the principle that the respondent orders five statements for each question instead of responding to each statement independently as in a "classic" test. As a result, iWAM collects far more information than is generally obtained from an instrument containing only forty items.

The iWAM "Management Report" identifies a person's motivational and attitude preferences in the context for which it was completed and predicts how this person will behave in various job roles such as administrative, customer contact or managerial. The iWAM "Attitude Sorter" describes key motivational preferences and development areas. The questionnaire can be administered over the Internet or as a pencil-and-paper test.

According to JobEQ, statistical tests have shown that the correlations between these twohundred test items and test parameters is very high, while inter-correlations between the 48 test parameters are reasonably low (comparable or better than for other tests, such as 16PF personality inventory, which has a good reputation for factor independence.

### Standard Groups

The iWAM tool uses the principle of standard groups in order to give a relative indication of where an individual scores in comparison to others. A standard group indicates how a population will typically score for a pattern. For instance, if we take

the pattern 'initiation', the question will be how the population's scores will be distributed. Once we know this, we can

then comment on whether an individual scores high or low on that pattern. The standard groups are produced by identifying and testing a representative sub sample of iWAM test takers who are representative of the country's professional mix, in terms of gender, age, role types and ethnicity. It is comprised of 300 - 400 people in each country and is regularly updated.

### Falsification of answers

The iWAM tool is constructed to detect inconsistent or falsified answers. It also notifies the end user if questions are left unchanged and commenting on the reliability of the test.

### Reliability and Validity studies on the iWAM Tool

The iWAM tool has been subject to a number of reliability and validity studies in Europe, the US and now Australia.

### Validation of iWAM in an Australian context

At the University of Newcastle NSW, the tool is being stringently assessed on all 48 parameters for construct validity, face validity, test re test validity and reliability of the tool. The tool is also being trialled as a means of medical student selection with students in the Bachelor of Medicine program.



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### Test- re-test reliability

The IWAM (inventory for Work Attitudes and Motivations) instrument has been submitted to test- re- test reliability by 90 university students in Brussels, Belgium. Each of the forty test items, contained in the iWAM profile have been validated with the LAB profile (Language and Behaviour structured interview), by eighty six participants, described in detail by Charvet, (1995). Here the validity was rated at 0.9. The validation process was carried out in Belgium, France and the UK, between 1996 and 1999.

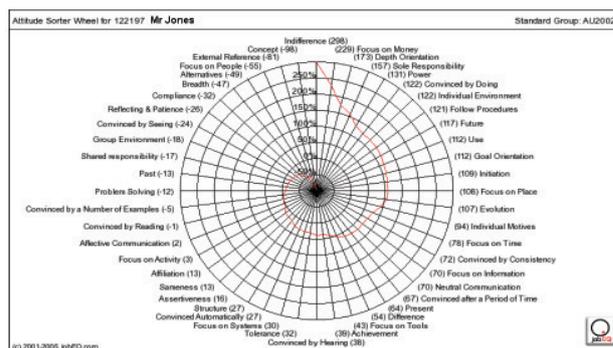
### To what degree do test takes agree with the text generated about them in the basic iWAM report?"

A recent random sampling of the feedback of 617 persons having completed iWAM Questionnaire, was conducted amongst respondents from 12 countries. The feedback was requested as Yes=Agree / No= Not agree / Unsure, for each of the 48 individual iWAM patterns.

The survey revealed an average rating of 89.33% agreement for users commenting on their perceived accuracy of their iWAM report. The data indicates that on average persons disagree with 1 out of the 10 categories. Further analysis show that they agree in 85.27% of the cases and are unsure in the remaining 4.55%.

This represents very high end user validation of the accuracy of the iWAM reports. All research studies are available in detail on request.

### A closer look at the iWAM Measures



- Action Level (2 scales)**  
 Is the person proactive or reactive? How quickly does the person start taking action? How much patience does this person have?
- Action Direction (2 scales)**  
 How well can this person maintain focus on the goals? Are they able to recognize the problems which would interfere with obtaining those goals?
- Evaluation Reference (2 scales)**  
 What are the sources of motivation for this person? Do they decide for themselves or do they need others to give advice or even make the decision?
- Task Attitude (2 scales)**  
 Does this person follow procedures or do they generate alternatives?
- Task Orientation (2 scales)**  
 When working with information, how small or large is the information this person naturally thinks about? Do they tend to work with large, medium-sized, or small pieces of information?



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### 6. Communication Sort (2 scales)

Does this person primarily focus on the “content” of the message when communicating? Does the individual communicate using and listen to/for nonverbal communication?

### 7. Work Environment Type (2 scales)

Does this person want to work around other people? Would the individual prefer to work alone?

### 8. Work Assignment Type (2 scales)

Does this person want sole responsibility for the work results or do they want to share that responsibility?

### 9. Relationship Sorting (3 scales)

How does this individual view change? Does this person like things to remain stable for a long period of time? Do they show a tendency to want to improve things? What is their perspective on major change? Also, what is this person’s cycle time for maintaining interest in and motivation toward projects, tasks, and jobs?

### 10. McClelland’s Motivational Types (3 scales)

What are the basic motivation factors for this person? Is it Power, Affiliation, and/or Achievement?

### 11. Work Approach (3 scales)

What is the internal process this person uses when approaching or working on a task or project? Do they focus on theory/understanding, organising/structuring, and/or use/implementation?

### 12. Temporal Processing (3 scales)

When working on a project/task or when thinking about or organising something, how do they relate

and refer to time? Do they remember the past, think about the present, or plan/project into the future?

### 13. Norming - Rule Structure (4 scales)

How does this person deal with the unwritten rules or the social contract in the workplace? Do they feel the need to tell others how they should act? Do they tend to want to follow others’ rules? How do they feel about others’ out-of-the-box behaviour?

### 14. Convincer Patterns: Input Representation (4 scales)

How is this person convinced about something or someone new? How do they gather the data to be convinced?

### 15. Convincer Patterns: Interpretation Process (4 scales)

What do they do with that data to be convinced? How do they process it? Become convinced about it?

### 16. Interest Filters (8 scales)

What does this person attend to in the environment? What does this person need in work to feel successful?

## References

Merlevede, P., Bridoux, D. (2005) Mastering Mentoring and Coaching for Emotional Intelligence, Crown House Publishing, London, UK.