



SCOAP-Profile

Manual

for SCOAP-Profile (SP-120 English)



By Andy Habermacher 2017

Data analysis by Sam Portnow dated 20.06.2017

SCOAP-Profile: Manual

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Chapter One

Introduction

Purpose of the SCOAP-Profile

The SCOAP-Profile was developed as a means to measure emotional Needs satisfaction in the workplace.

Emotional Needs, or basic psychological Needs, are considered basic drives of human nature and also of psychological thriving and/or wellbeing. The SCOAP-Profile was strongly influenced by the work and analysis of Klaus Grawe in neuropsychotherapy¹.

The aim of the SCOAP-Profile is to bring this conceptually to the professional environment by measuring satisfaction, violation, and motivation for the five SCOAP Needs (Self-Esteem, Control, Orientation, Attachment, Pleasure) in the workplace.

Measuring these emotional Needs in the workplace gives an indication of:

- Current satisfaction with the workplace
- Current mental wellbeing in the workplace
- Current work engagement
- Preferences of individuals regarding SCOAP Needs

This information can be used at multiple levels. For a coach dealing with an individual, it gives insight into current state, where there is any incongruence (dissatisfaction) and also personal drives and motives.

For teams, who collectively take the SCOAP-Profile, this gives insights into team dynamics and team wellbeing and can highlight which Needs are not being fulfilled and therefore interventions can be identified separately.

For leaders and managers this helps to identify the current mental wellbeing of employees in the organization and where any changes or interventions are necessary.

¹ Grawe, K. (2007). *Neuropsychotherapy: How the Neurosciences Inform Effective Psychotherapy*. Lawrence Erlbaum Associates.

What the SCOAP-Profile Measures

The SCOAP-Profile measures four main areas of five basic psychological Needs that can be combined for multiple other key metrics such as Big Five personality traits in short form with a version of the TIPI-10².

The SCOAP-Profile measures the five Needs of

1. **Self-Esteem:** being valued, appreciated, performing and treated fairly in the workplace.
2. **Control:** feeling in control, and having autonomy, and the resources to operate effectively in the workplace.
3. **Orientation:** knowing what to do, the direction one is going, and learning.
4. **Attachment:** relationship with colleagues, one's boss, and the organisation.
5. **Pleasure:** enjoyment, fun, and interest in one's role.

Each Need has five sub-dimensions: these are the same for each of the four aspects we measure as outlined below.

1. Needs Satisfaction

The first part measures Needs Satisfaction. These are measured by each of the five Needs and cover key aspects that have been identified as being important in the workplace.

Needs Satisfaction include items such as *"I feel valued"* which are rated on a scale of 0 to 10.

2. Needs Violation

This measure is intended as the opposite to Part 1. "Needs Satisfaction". This measures how much damage is being experienced by individuals to their Needs along the same Needs and dimensions of each Need as measured in Part 1.

Needs Violation include items such as *"I have been put down"* which are rated on a scale of 0 to 10 with 0 corresponding to "not at all" and 10 to "absolutely".

3. Approach Motivation

Approach motivation we assess by measuring the desire or positivity that fulfilling each Need elicits. Items are variation of the items used in Part 1. "Needs Satisfaction" to allow for comparability.

Participants are asked how important they value each sub-dimension or Need with items such as: *"To feel valuable"*. These are rated on a scale of 0 to 10 with 0 corresponding to "irrelevant" and 10 to "very important".

² Gosling, S. D., Rentfrow, P. J., & Swann, W. B., Jr. (2003). A Very Brief Measure of the Big Five Personality Domains. *Journal of Research in Personality*, 37, 504-528.

4. Avoidance Motivation

Avoidance motivation we assess by measuring the amount of disruption that violating a Need would cause. Items are variations of the items used in Part 2. "Needs Violation" to allow for comparability.

Participants are asked how bad the violation of each sub-dimension or Need would make them feel: *"To feel worthless"*. These are rated on a scale of 0 to 10 with 0 corresponding to "irrelevant" and 10 to "terrible".

Purposes

The above are the four main parts of the SCOAP-Profile and these also can be combined to give more information on incongruence which predicts mental well-being and motivation.

These can therefore then give insight into:

1. Wellbeing
2. Engagement
3. Motivation
4. Personality

Incongruence

Form the above, incongruence ratings can be calculated. Incongruence is the mismatch between what an individual desires and what they are experiencing in the workplace. Because this takes into account Achieve or Avoidance Motivation this is a personalized measure of dissatisfaction or negativity that an individual is experiencing. There are two possible forms of incongruence, and these can then be combined to give a total incongruence rating:

1. Achieve Incongruence

Achieve Incongruence is the mismatch between Achieve (Approach) Motivation in Part 3 and Needs Satisfaction in Part 1. So, for example, if a person rates feeling valued as 9 in Part 3 but reports that their current perception of feeling valued in Part 1 is 7, they have a mismatch of 2 or 20%. This gives an incongruence rating of 20% for "Value" as part of the Need of Self-Esteem. There are a total of 30 sub-dimensions (6 for each Need).

2. Protect Incongruence

Protect incongruence is not the mismatch between violation and desire but rather the Protect Motivation will increase the perceived level of incongruence of any violation. For example, if a person has rated the negative effects of feeling worthless as 10 then this will mean this individual will respond more intensively to any violation of the sub-dimension of Value in the Need of Self-Esteem to another person who has rated that as a 7. Incongruence ratings are therefore a combination of the violation multiplied by the Protect Motivation to give a percentage rating comparable to Achieve Incongruence.

3. Total Incongruence

The above incongruences will combine to give a total incongruence score that

will be averaged across all Needs and sub-dimensions. This total incongruence score provides the most predictive value of general well-being and engagement.

Emotional Sensitivity as a moderator

Big five personality data, specifically neuroticism (emotional sensitivity) has been shown to modulate various mental health factors³, and our data shows this also. Therefore, combining neuroticism and incongruence gives a more predictive model for well-being (see *Reliability and Validity*). The reason is that emotional sensitivity is a description of how a person will activate to various emotional stimuli – incongruence is just such an emotional stimulus, and this higher activation in those higher on neuroticism will lead to higher risk of a decrease in mental well-being.

Motivation and Traits

As outlined, we measure two forms of motivation

1. Achieve Motivation which is related to the positivity of fulfilling one's Needs
2. Protect Motivation which is related to the amount of negativity that damaging one's Needs stimulates.

This can be combined to give:

Achieve Motivation by Need and subdimension.

Protect Motivation by Need and subdimension.

Complete Motivation (as a combination of Achieve and Protect Motivation) by Need and sub-dimension.

Motivational patterns – whereby the relationship between Achieve and Protect can give insight into how an individual may approach a Need.

Achieve and Protect Motivation measure the value of each Need for each individual and hence can be considered a part of personality. Whereas measuring the level of satisfaction is environmentally dependent, i.e. this is the current state an individual is experiencing in the workplace, measuring Achieve (and Protect Motivation) reflects an individual's desire and general attitude towards a Need or its sub-dimension, i.e. a trait, or facet of personality.

Achieve and Protect Motivation can be considered personality traits as they represent what an individual values and these vary from individual to individual.

³ For example: Schneider TR, Rench TA, Lyons JB, Riffle RR. The influence of neuroticism, extraversion and openness on stress responses. *Stress Health*. 2012 Apr;28(2):102-10. doi: 10.1002/smi.1409. Epub 2011 Jun 15. PMID: 22281953.

Overview of the SCOAP-Profile Reports

The SCOAP-Profile Report consists of six reporting pages plus various description and self-reflection pages. See Part 2 for interpretation and descriptions of these.

The SCOAP-Profile reports on:

- Satisfaction of Needs and sub-dimensions
- Violation of Needs and sub-dimensions
- Achieve Motivation of Needs and sub-dimensions
- Protect Motivation of Needs and sub-dimensions
- Relationship between Achieve and Protect Motivation
- Incongruence at the level of the sub-dimension, Need, and overall

Page 3 - Full Profile

The full report puts all metrics onto one radar diagram. This gives a visual view of everything measured in the SCOAP-Profile. This visualises Satisfaction, Violation, Achieve Motivation, and Protect Motivation across all Needs and sub-dimensions.

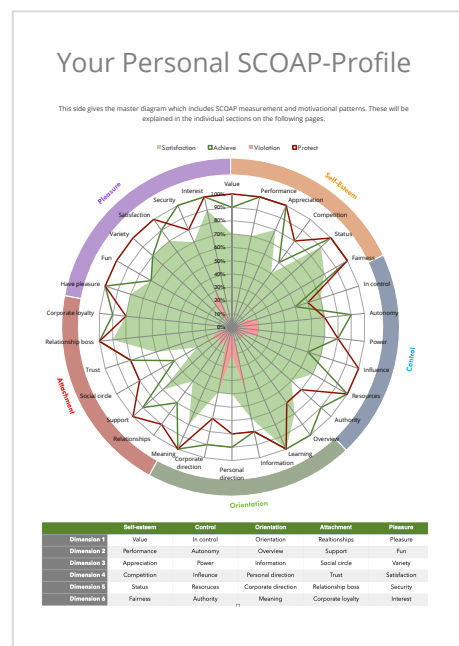


Figure 1: Page 3 - Full Profile

Page 4 – Satisfaction and Violation

Page 4 focuses only on satisfaction and violation of all Needs and sub-dimensions on a radar plot.

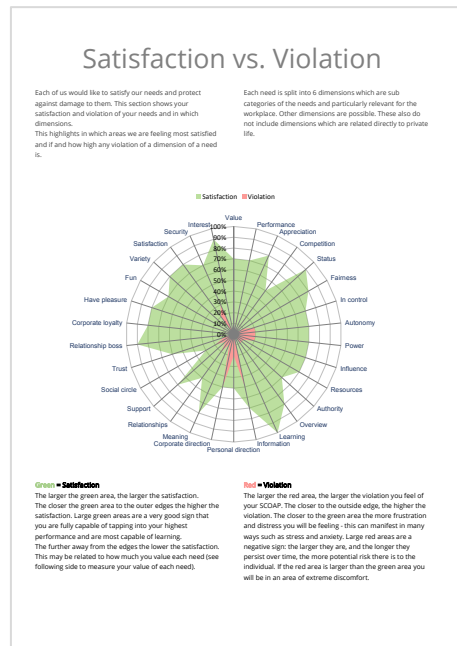


Figure 2: Page 4 - Satisfaction and Violation

Page 5 – Motivational Patterns

Page 5 shows Achieve and Protect Motivation ratings separately across all Needs and sub-dimensions on a radar plot.

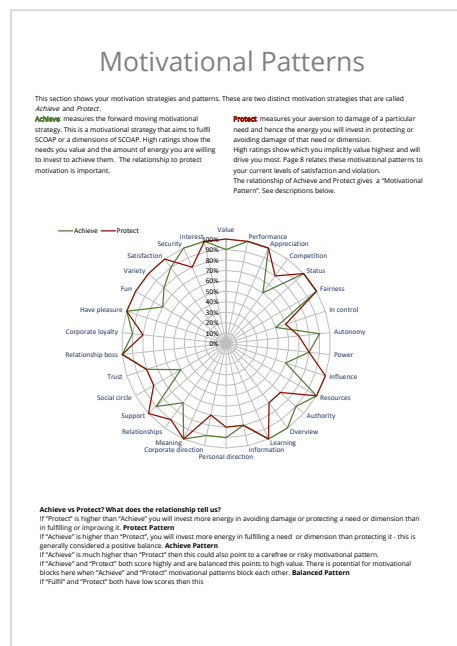


Figure 3: Page 5 - Motivational Patterns

Page 6 – Motivational Patterns

Page 6 shows Achieve and Protect Motivation ratings by sub-dimensions and their relationship to each other. Patterns are highlighted in green or red.

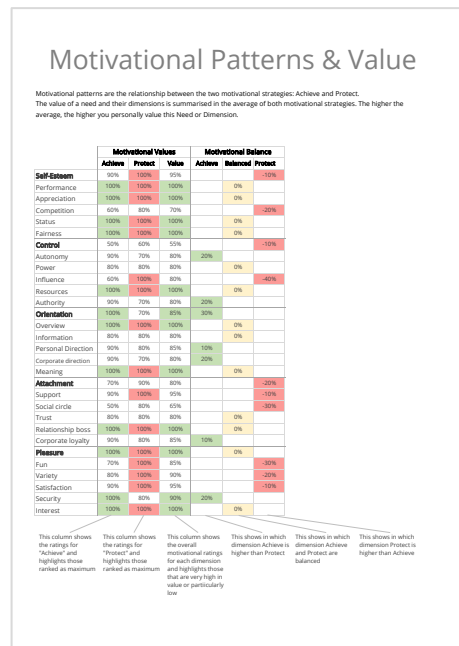


Figure 4: Page 6 - Motivational Patterns & Value

Page 8 – Congruence

Page 8 shows the incongruence on the two motional directions of Achieve and Protect on a radar plot.

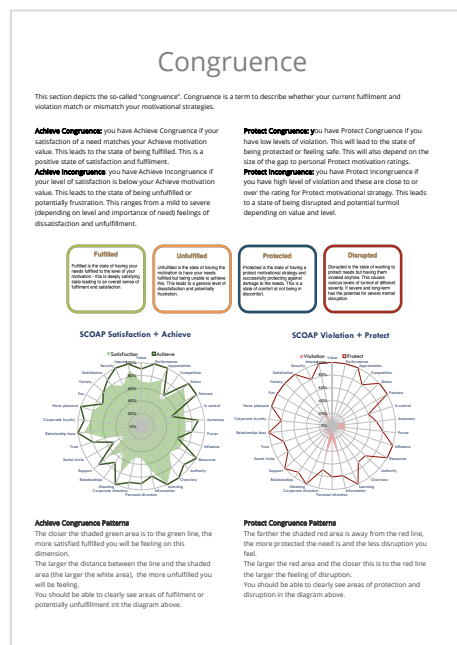


Figure 5: Page 8 - Congruence

Page 9 – Congruence

Page 9 shows the calculated incongruence ratings by sub-dimensions on a bar chart. This gives an individual view of incongruence and how intense this is.

Total incongruence scores are also given and compared to intensity levels.

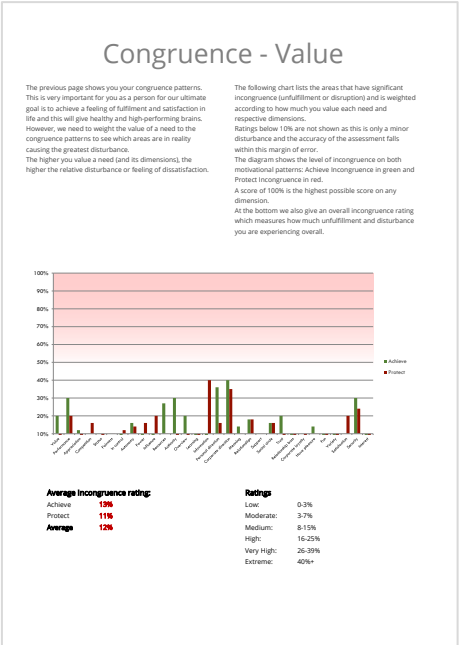


Figure 6: Page 9 - Congruence Values

Additional sides

Additional sides give either descriptions or space for self-reflection notes

Chapter Two

Administration and Interpretation

Administration

To take the SCOAP-Profile assessment only requires accessing a relevant Typeform online. This may be set up for an organization or project as a unique link. The SCOAP-Profile standard link is here:

<https://leading-brains.typeform.com/SCOAP-Profile-F>

The online form collects limited personal data and demographic data. Those who take the assessment online have the option to also take the Medical Outcomes Survey MOS-36 as part of continuing data collection with regard to wellbeing.

Once the online assessment has been completed this will be processed automatically and sent to the participant by email.

Depending on agreements, projects, and organization, the SCOAP-Profile reports may also be saved to a shared file or sent to a SCOAP Coach or SCOAP-Profile Practitioner.

We recommend a full-debrief with each respondent and this will normally require 60 minutes.

Interpretation

Page 2 provides a short introduction to SCOAP.

Page 3 shows all metrics on one radar plot as shown below. From this a lot can be interpreted without looking into the precise data.

However, the full plot may require closer analysis depending on the shape of the lines and shaded areas and hence the descriptions on the pages that follow this may create more clarity.

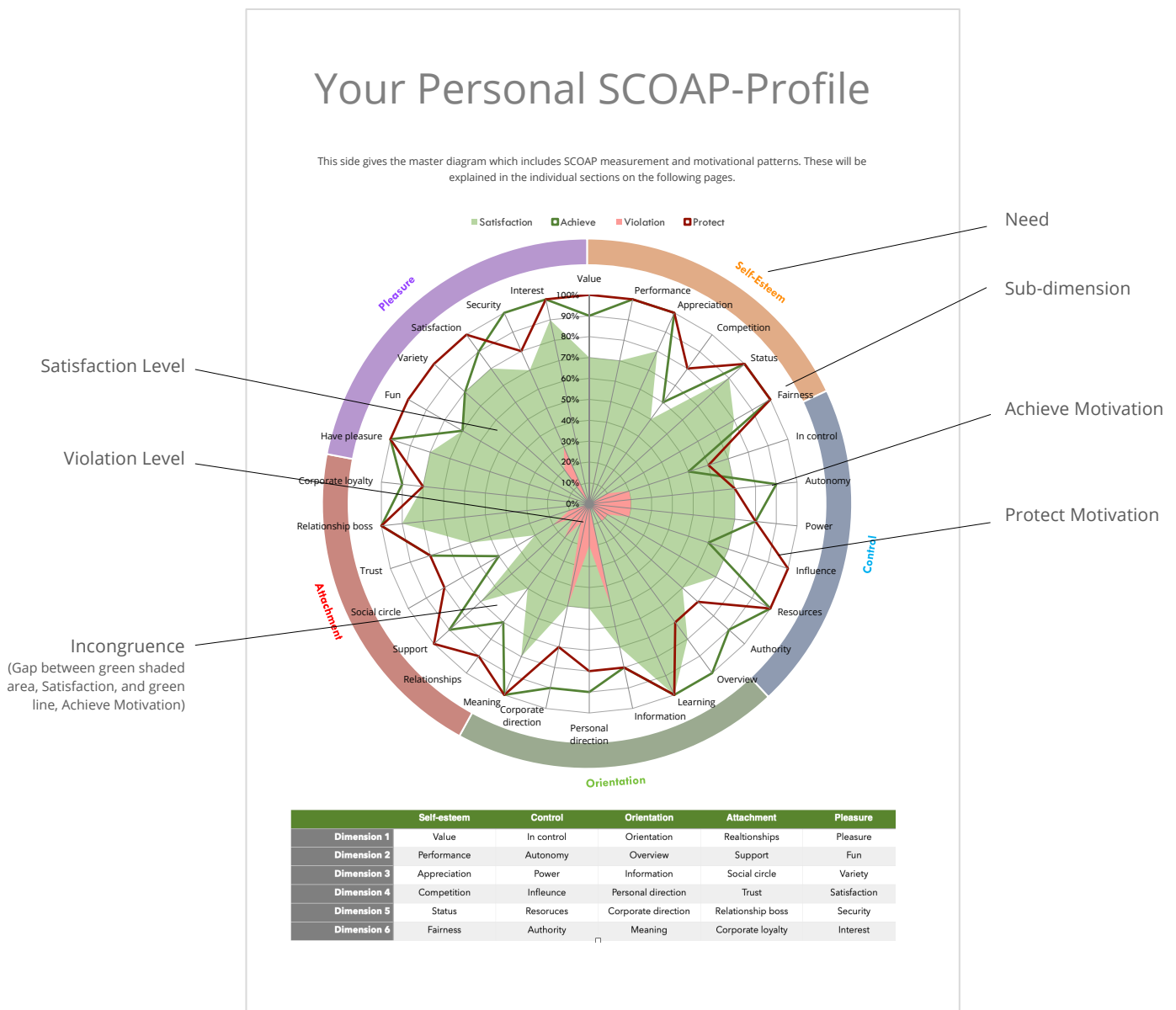


Figure 7: Page 3 - Full Profile

Satisfaction and Violation of Needs and Sub-Dimensions

The shaded areas show the satisfaction of Needs (green) and the violation of Needs (red).

Satisfaction is the degree to which the sub-dimensions are satisfied, and this relates to the amount of positivity a person will be receiving in the workplace.

Violation shows the degree to which a respondent is experiencing direct negativity (in contrast to not receiving any positivity).

Ideally an individual would have high levels of satisfaction, green shaded area, and low or no levels of violation, red-shaded area.

The higher the satisfaction and the lower the violation the better an individual is doing and the lower the risk of mental health issues and job-related negative impacts such as burnout or disengagement.

Small levels of dissatisfaction or violation may be inconsequential. Indeed, some levels may be motivating due to the desire to improve the ratings.

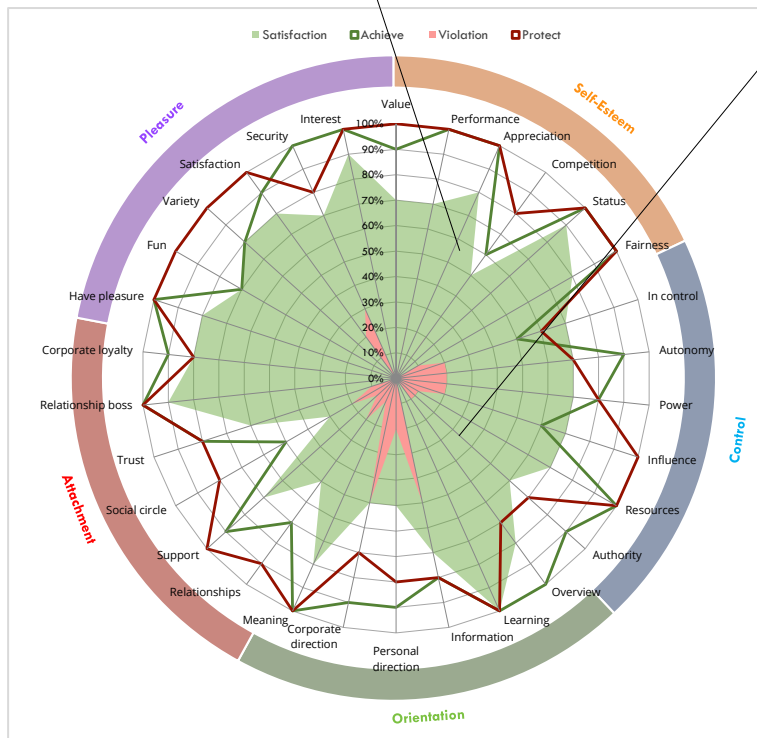


Figure 8: Full Plot

Page 4 looks at satisfaction and violation levels alone:

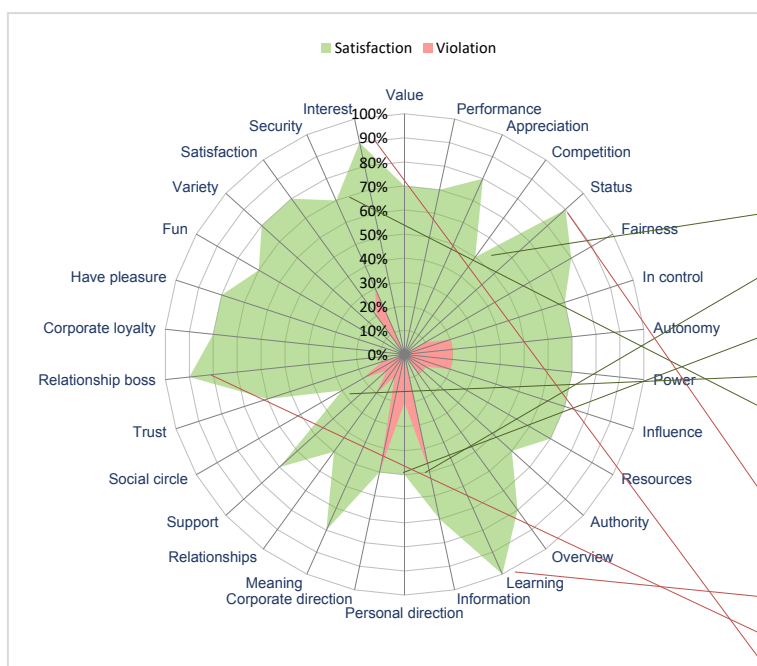


Figure 9: Satisfaction and Violation

For this respondent left, we can see moderately large green areas pointing to moderately high satisfaction, but we can also see that there are significant drops and low levels notably on the sub-dimensions:

Competition

Personal direction

Corporate direction

Social circle

Security

Other areas have high satisfaction:

Status

Learning

Relationship boss

Interest

Therefore, for this individual we can say that they lack, to a degree, satisfaction in the workplace for:

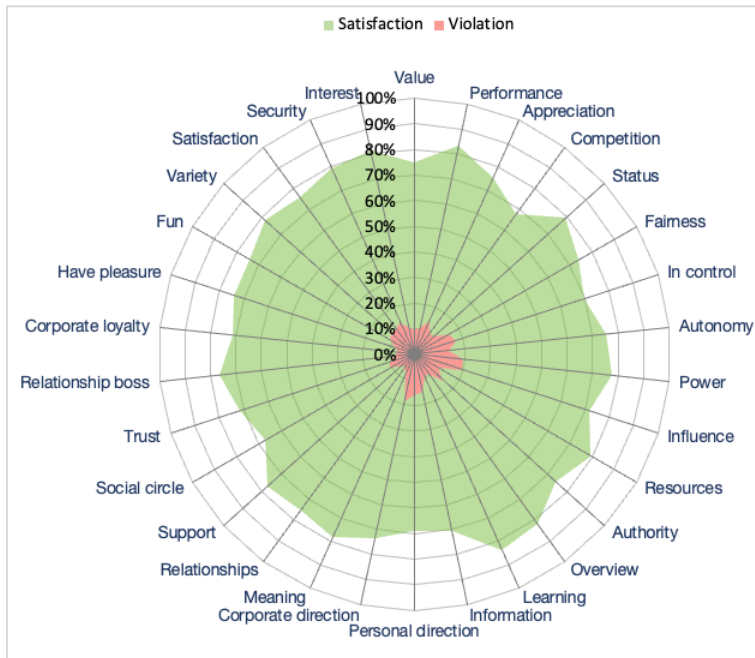
- *Competition*
- *Personal direction*
- *Corporate direction*
- *Social circle*
- *Security*

There are also experiencing notable violations on:

- *Control*
- *Power*
- *Influence*
- *Information*
- *Corporate direction*
- *Security*

We can compare this to the data set average.

Average ratings



Here we can see the average ratings of this dataset.

The individual on the previous page would therefore be above average levels of satisfaction on some dimensions but below on other sub-dimensions.

The same applies to violation with some sub-dimensions clearly above the average left.

Figure 10: Average Ratings Satisfaction Violation

The average of this data set does not however, do justice to the variation we can see. Here are some further examples from three different individuals.

High Satisfaction and Low Violation (ideal)

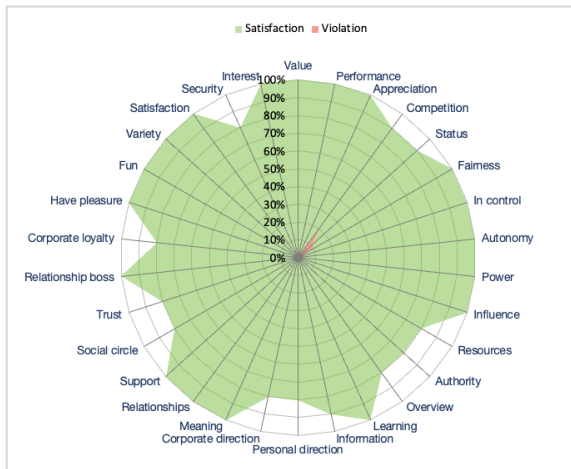


Figure 11: High Satisfaction - Low Violation

Here we can see very high satisfaction on all Needs and sub-dimensions with only a few sub-dimensions being a little lower. Violation ratings are either zero or negligible.

This person will be in a positive emotional state and can likely perform to their best in the workplace.

Lower Satisfaction and Moderate Violation

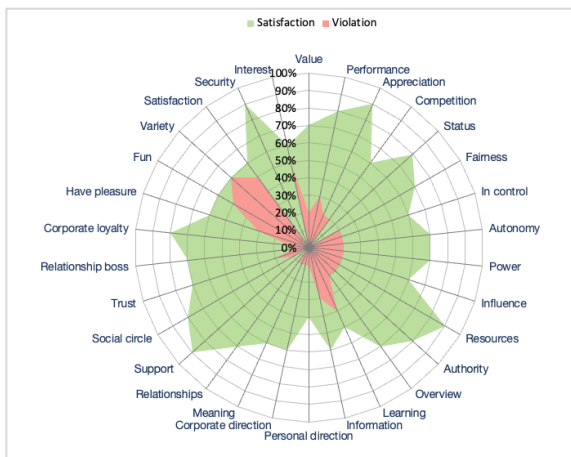


Figure 12: Lower Satisfaction and Moderate Violation

Here we can see a smaller green shaded area showing lower levels of satisfaction with some clear peaks and troughs. We can also see some areas where there is significant violation with some clear larger red shaded areas.

This person is experiencing moderate levels of frustration and negativity and is likely to be not quite at their best and have low to moderate levels of stress.

Low Satisfaction and High Violation

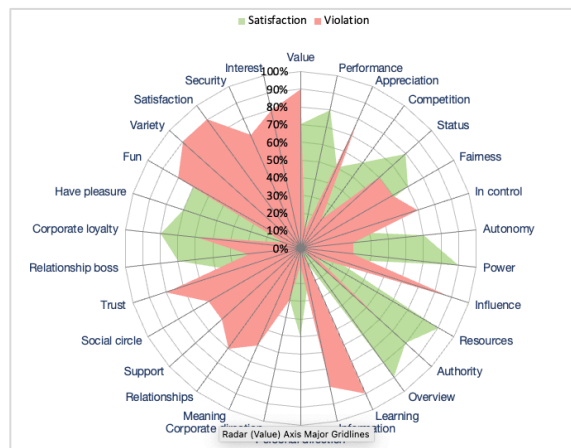


Figure 13: Low Satisfaction and High Violation

Here we can see the shaded green area is general low or non-existent showing low levels of satisfaction. We can see large, red-shaded areas showing high and very high levels of violation

This person is experiencing very high levels of frustration and negativity and will almost certainly not be able to perform to their best but also be at higher risk of stress-related symptoms and disorders.

Motivation and Value of Needs and Sub-Dimensions

The full diagram on page 2 also shows the Achieve and Protect Motivation ratings and therefore we can also see on this side what an individual values most. These are measured by respondent ratings of what they value most. These are reported individually on page 4 of the report.

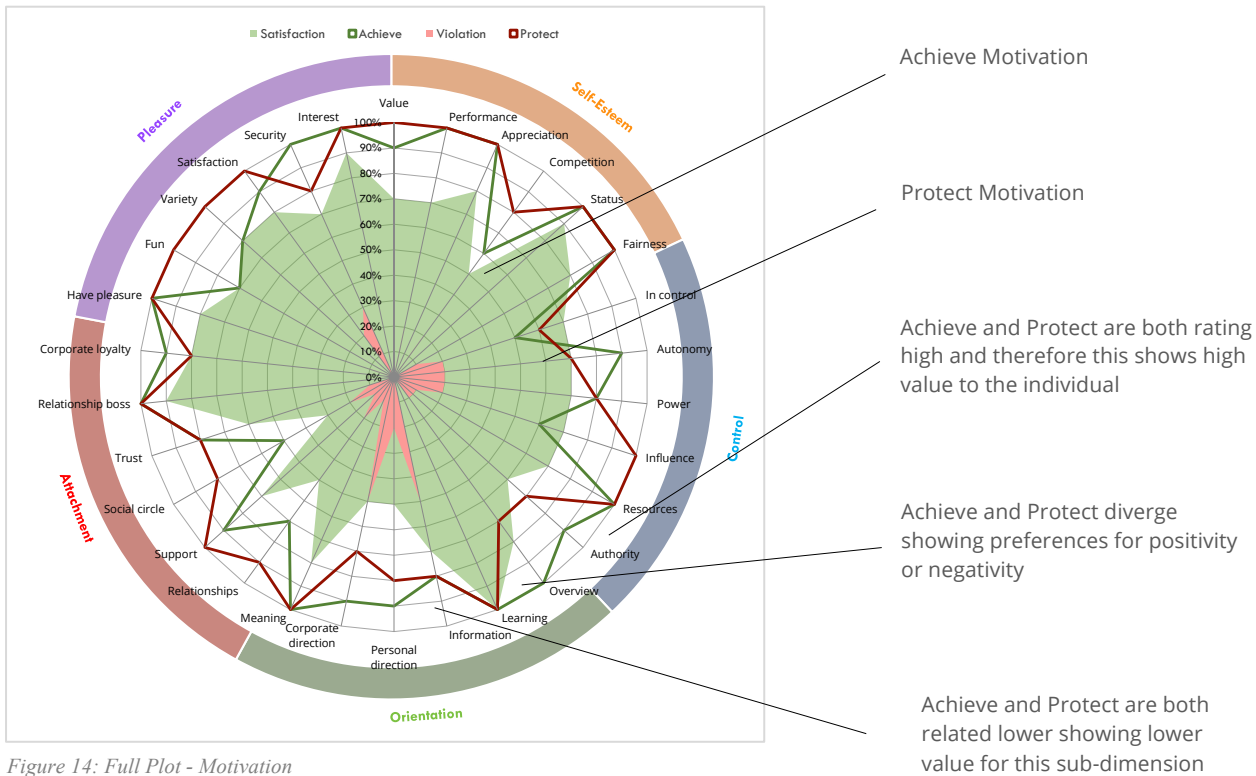


Figure 14: Full Plot - Motivation

Page 4 looks at Achieve and Protect Motivational ratings alone:

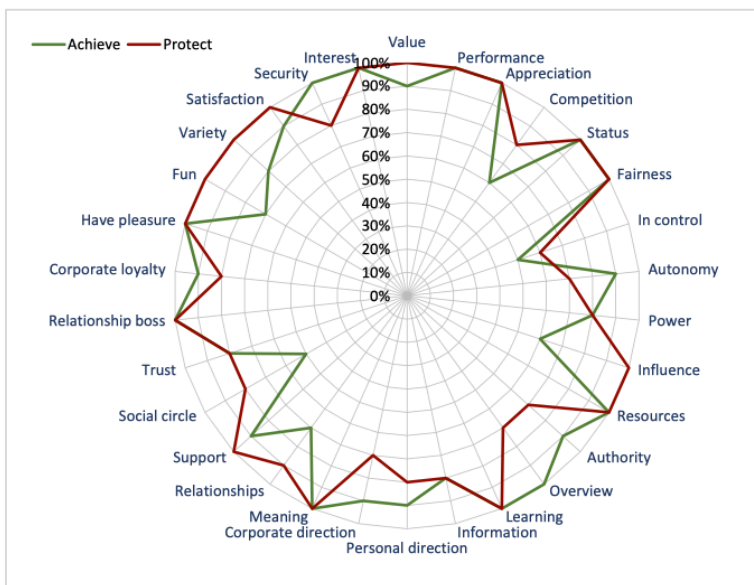


Figure 15: Motivation Ratings

For this respondent left, we can see generally high motivation with some differences between Achieve and Protect. A number of sub-dimensions have maximal ratings showing high value for this individual.

Maximum ratings and highest value are for example:
Performance
Competition
Status
Fairness
Resources

We can see differences in:
Influence
Overview
Social Circle
Fun

Average

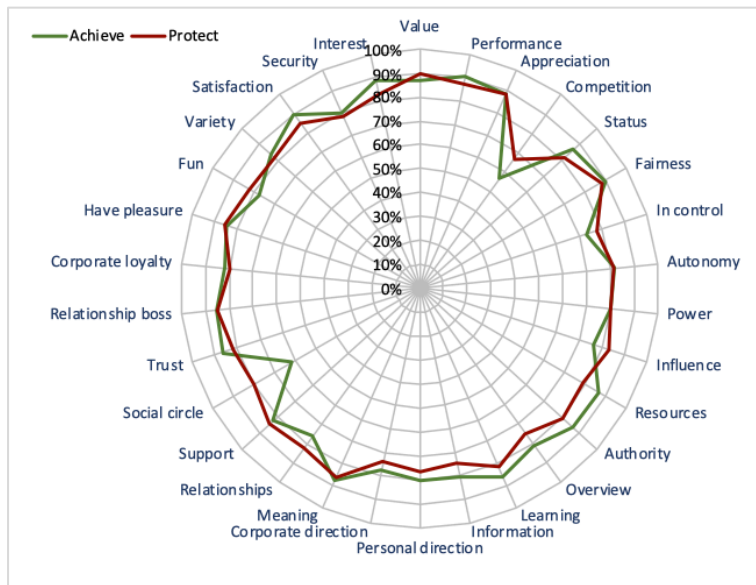


Figure 16: Average Motivation Ratings

The average of the dataset shows average motivation levels around the 80% level (82.86%).

Achieve Motivation (83.56%) is generally slightly higher than Protect Motivation (82.15%) as we would expect.

We can see two clear dips:

1. Competition*. Though some research suggest that we compare ourselves to others this shows that being competitive and performing better than peers in the workplace is of much less value than other Needs. This is not related to Performance which is rated very highly.
2. Social circle has a clear mismatch between Protect and Achieve Motivation. This means that losing a social circle has more value than putting effort into achieving social circle. This translates into missing a social circle when one has it but is not considered a key factor in the workplace

Averages of the Needs shows how much we value each Need on average (rank):

Self-Esteem	87.75% (1)
Control	80.56% (4)
Orientation	80.12% (5)
Attachment	82.61% (3)
Pleasure	83.23% (2)

*because Competition is rated so low it distorts the results and is not included in calculations of Self-Esteem. The Competition items are still in the profile and reporting because it is a useful metric precisely because it varies greatly between individuals.

Further examples:

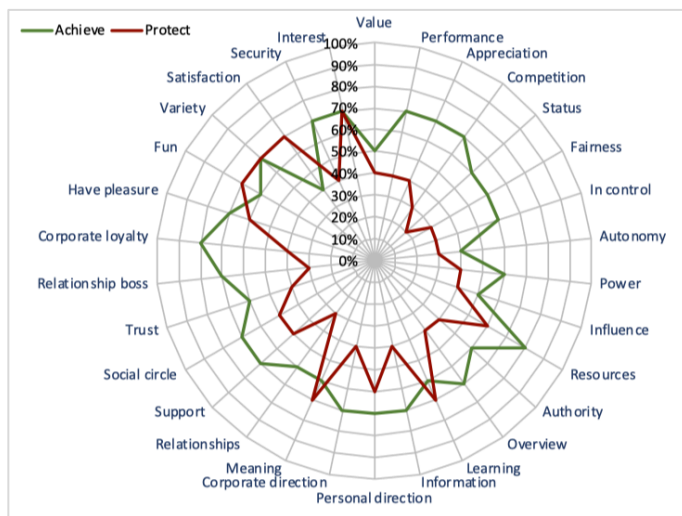


Figure 17: Sample Low Motivation

Low Motivation

This sample on the left shows much lower levels of motivation all consistently below average ratings. This shows low activations – this can represent multiple issues:

- Low sensitivity and emotionality
- Low motivation and engagement in general
- Resignation
- Learned helplessness

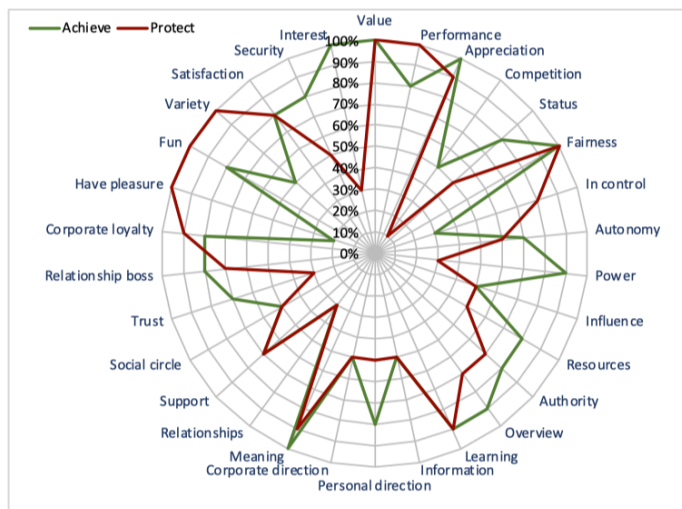


Figure 18: Sample High Motivational Variation

High Variation

This sample here on the left shows very high variability. We have called these “quirky” profiles because the individuals often exhibit high “personality” caring strongly about some issues but caring much less or not at all about other factors (sub-dimensions).

We can see some dimensions such as Value are rated as 100% on Achieve and Protect Motivation. Others are very low such as Relationships, which is rated at 20% to some rated at, or close to, 0% on Achieve or Protect Motivation: Competition, Have Pleasure.

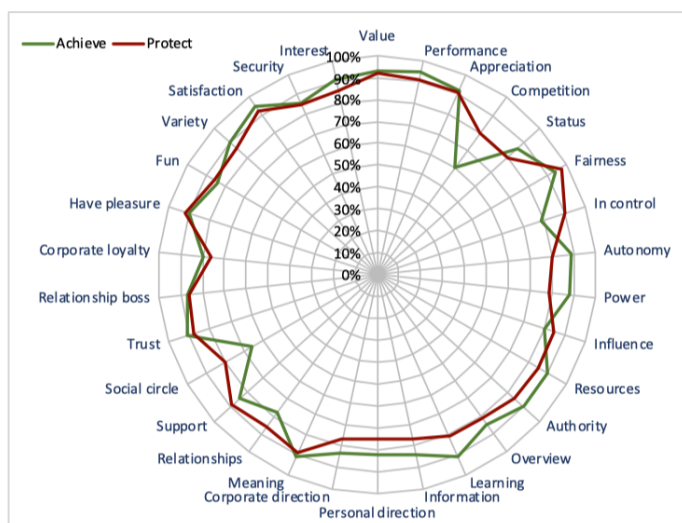


Figure 19: High Performer Average

“High Performer”

There was a small subset of data that could be ascribed to what are classed as “High-Performers” in the business world. This was not a formalised distinction but allowed some provisional analysis. The “High-Performers” seemed to exhibit high Motivation across all Needs rating most of them almost maximally.

This would be logical suggesting that all Needs are valuable and that they are willing to invest considerable energy into fulfilling these Needs.

The general pattern still followed i.e. lower ratings for Competition and Social Circle.

Page 5 reports the Achieve and Protect Motivation ratings in table format with the highest ratings highlighted and differences highlighted.

	Motivational Values			Motivational Balance		
	Achieve	Protect	Value	Achieve	Balanced	Protect
Self-Esteem	87%	90%	88%			-3%
Performance	91%	87%	89%	3%		
Appreciation	89%	89%	89%	0%		
Competition	57%	67%	62%			-10%
Status	87%	81%	84%	5%		
Fairness	89%	88%	89%	2%		
Control	73%	78%	76%			-5%
Autonomy	82%	82%	82%	0%		
Power	81%	80%	80%	1%		
Influence	76%	83%	80%			-7%
Resources	86%	79%	83%	8%		
Authority	86%	81%	83%	5%		
Orientation	81%	75%	78%	6%		
Overview	86%	82%	84%	4%		
Information	81%	75%	78%	6%		
Personal Direction	80%	77%	78%	4%		
Corporate direction	78%	74%	76%	4%		
Meaning	88%	86%	87%	1%		
Attachment	76%	83%	79%			-7%
Support	82%	85%	84%			-2%
Social circle	61%	80%	71%			-19%
Trust	87%	82%	84%	4%		
Relationship boss	85%	85%	85%	0%		
Corporate loyalty	82%	80%	81%	2%		
Pleasure	85%	85%	85%			-1%
Fun	77%	82%	80%			-5%
Variety	84%	81%	82%	3%		
Satisfaction	89%	85%	87%	4%		
Security	80%	79%	79%	1%		
Interest	89%	83%	86%	6%		

This column shows the ratings for "Achieve" and highlights those ranked as maximum

This column shows the ratings for "Protect" and highlights those ranked as maximum

This column shows the overall motivational ratings for each dimension and highlights those that are very high in value or particularly low

This shows in which dimension Achieve is higher than Protect

This shows in which dimension Achieve and Protect are balanced

This shows in which dimension Protect is higher than Achieve

Table 1: Motivational Patterns

Incongruence

Incongruence is a term that describes not just the levels of satisfaction or violation but the difference between what one wants, and one has. Here this means the mismatch for example between Achieve Motivation and Satisfaction.

Incongruence is therefore a personalised level of dissatisfaction because it depends on an individual's personal Motivation patterns rather than defining a standard level of satisfaction as good enough.

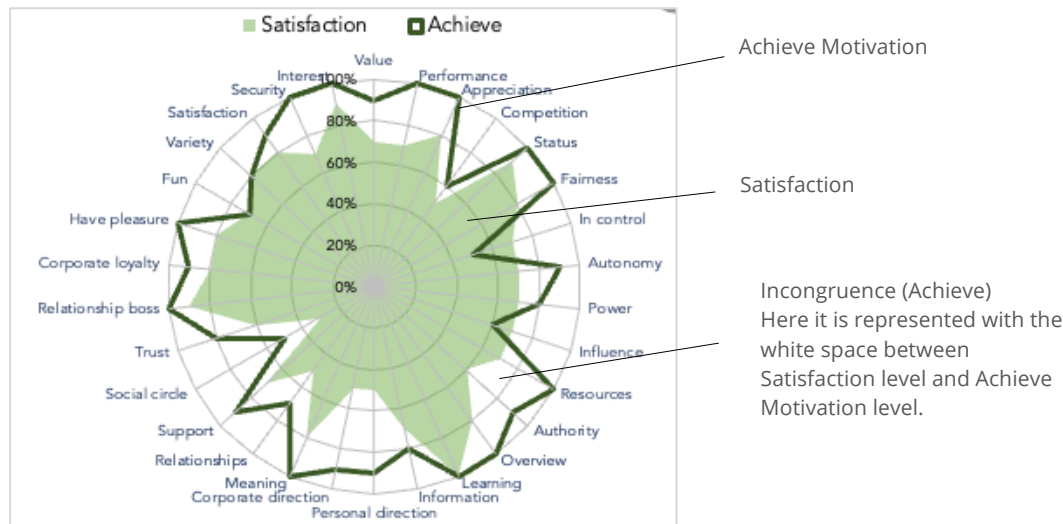


Figure 20: Achieve Incongruence

In the above diagram we can see plenty of white gaps between the Achieve Motivation line and the green shaded area of satisfaction. This therefore shows large areas and moderate to large levels of dissatisfaction – this person is therefore experiencing noticeable levels of dissatisfaction in the workplace.

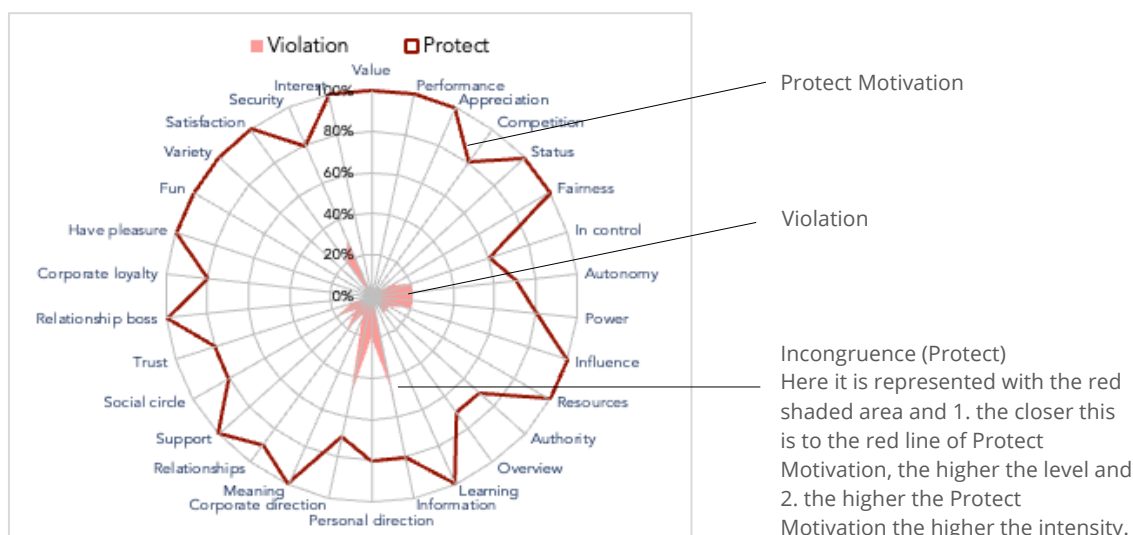


Figure 21: Protect Incongruence

In the above diagram we can see small, red-shaded areas showing lower levels of violation, however, there are some noticeable peaks in Information and Personal Direction showing higher levels of violation and incongruence.

Further examples

High Achieve Incongruence Low Protect Incongruence

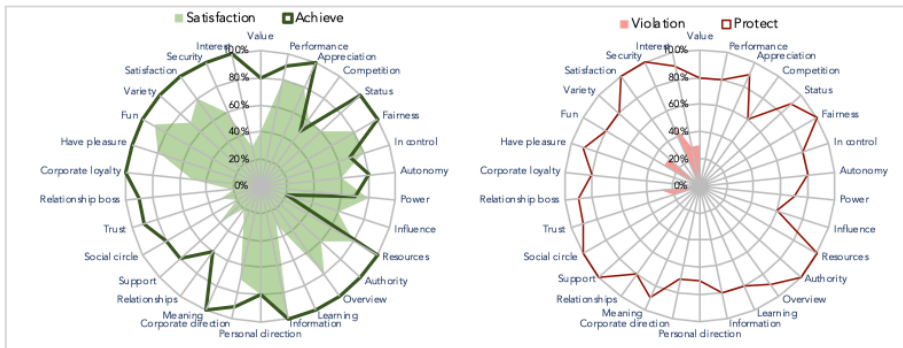


Figure 22: High Achieve and Low Protect Incongruence

the workplace but is not experiencing any direct negativity.

High Congruence

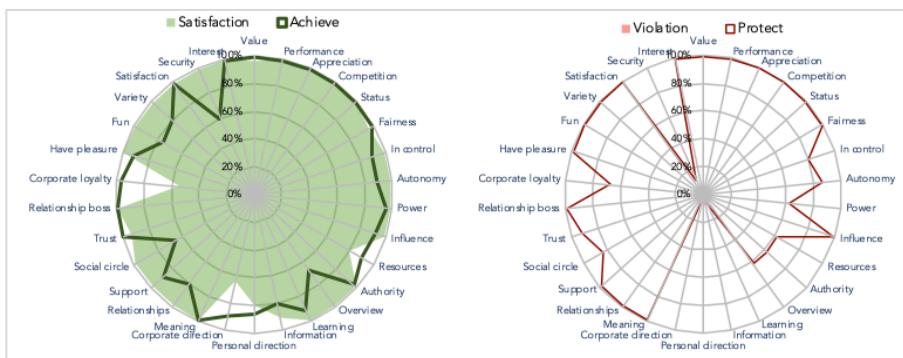


Figure 23: High Congruence

High Incongruence

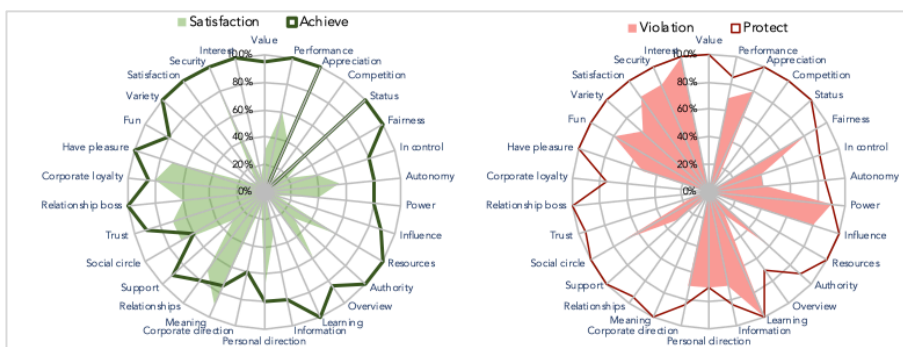


Figure 24: High Incongruence

Here we can see that the green shaded area of satisfaction is at a distance on most Needs and sub-dimensions to the Achieve line. These large white areas show areas of dissatisfaction or frustration. However, in contrast on violation we see only small, red-shaded areas. This shows low Protect Incongruence. Hence this person is lacking fulfilment in

Here we can see that the green-shaded area reaches, or exceeds, the green line of Achieve Motivation showing that this person's personal Needs are satisfied. Similarly, there are no red-shaded areas showing no violation. This person therefore is fully satisfied in the workplace.

Here we can see low, green-shaded areas of satisfaction showing high achieve incongruence. This is combined with large red-shaded areas showing that this person is experiencing significant violation to Needs. This person therefore shows very high incongruence, and this will be represented with dissatisfaction, low

engagement, frustration, negativity and higher risk of disruption to mental wellbeing and mental health.

Incongruence Values, Page 9

The radar plots on the previous page give a good visual representation of incongruence but they may be harder to quantify. Page 9 therefore shows Achieve and Protect Incongruence levels on a bar chart and gives the overall percentage ratings.

Only ratings that are above 10% are shown on the bar chart. Within the average ratings all incongruence is taken into account.

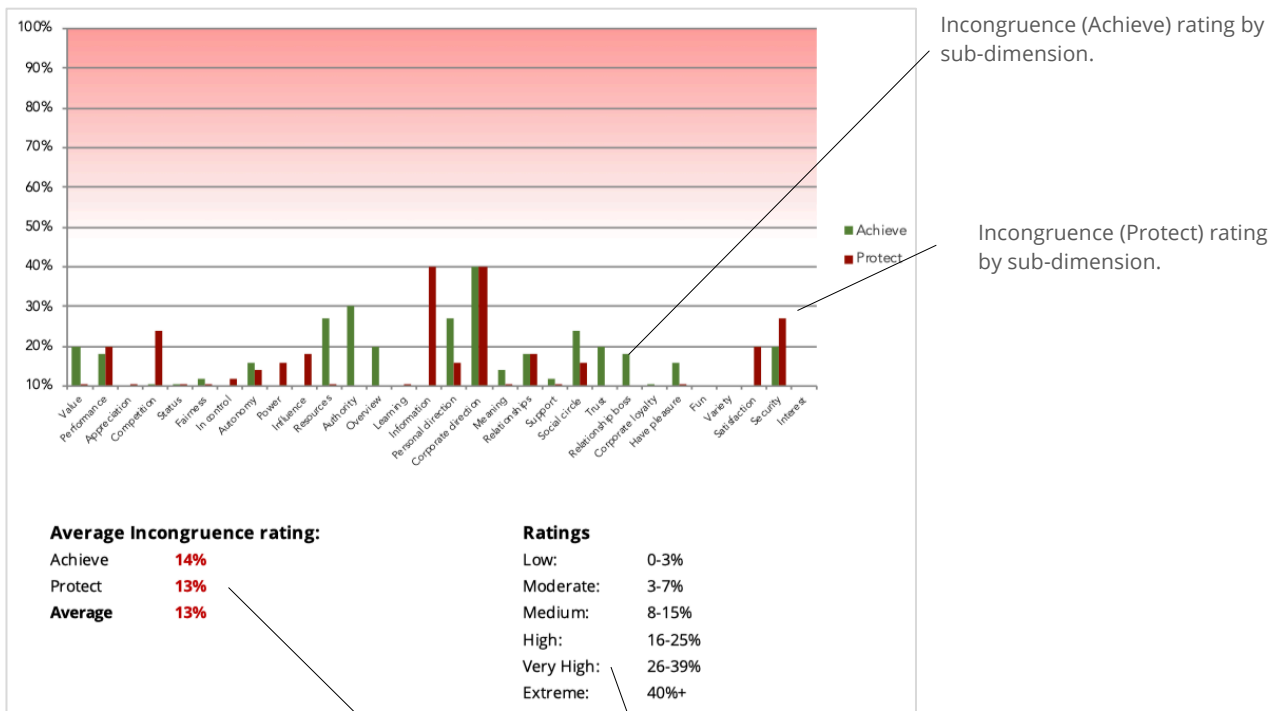


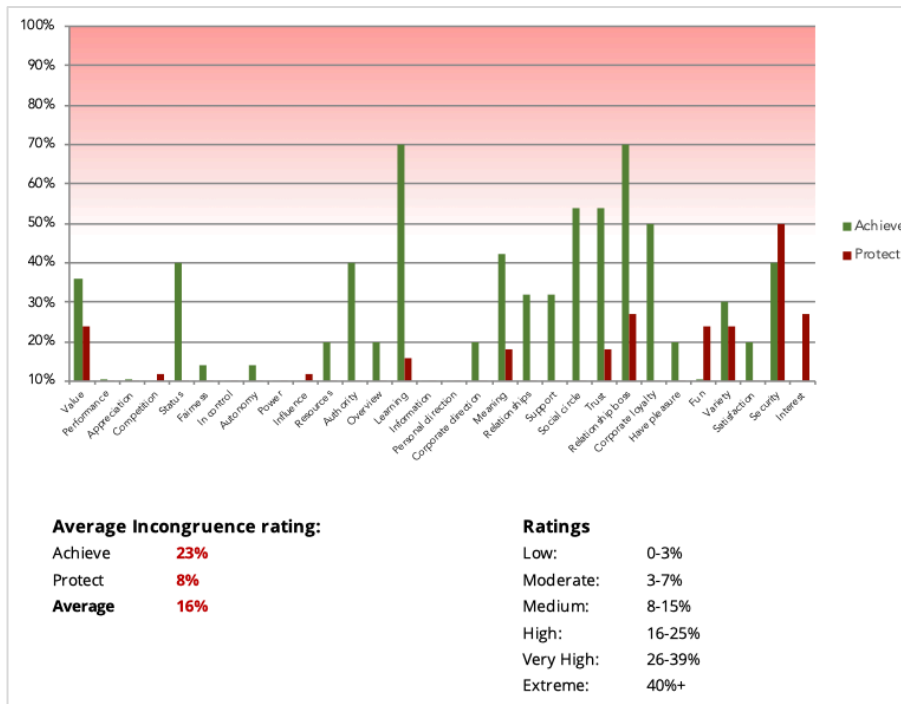
Figure 25: Incongruence Values

Overall ratings

Interpretation of ratings

Further examples

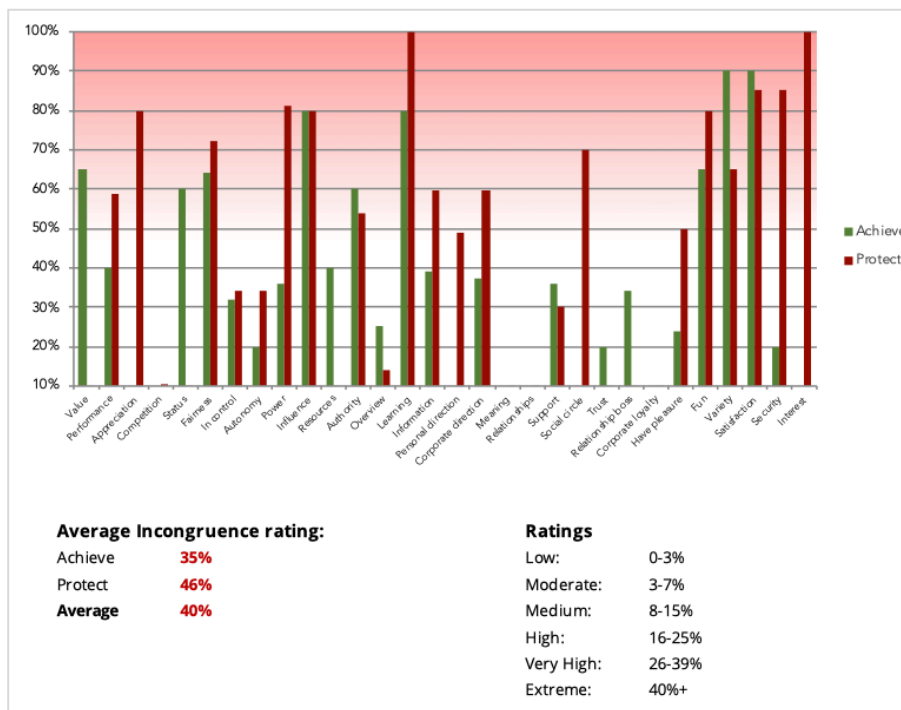
High Achieve Incongruence



Here we can see which sub-dimensions have the highest incongruence. We can see mostly green bars for Achieve Incongruence and that this is much higher than Protect Incongruence. The overall levels of incongruence, however, are high and this is likely having significant impacts on this individual's motivation, engagement, and wellbeing.

Figure 26: High Achieve Incongruence Values

High Incongruence



Here we can see very high incongruence levels. The overall ratings are at 40% which is extreme incongruence. This individual is at very high risk of suffering from various motivational disengagement issues and at much higher risk of mental health disruption.

Figure 27: High Incongruence Values

Summary Interpretation

The SCOAP-Profile reports on personal achieve and protect motivation on the five Needs of SCOAP and their respective sub-dimensions and the satisfaction or violation of these Needs and sub-dimensions in the workplace.

This reports on

1. Satisfaction and Violation

Satisfaction and violation represent the amount of positivity vs. negativity that an individual is experiencing in the workplace.

The more positivity, the better an emotional state the individual will be in.

2. Motivational patterns

The ratings for Achieve and Protect Motivation show

- a. What an individual values most – this can be considered a trait, a facet of their personality. This can be viewed by Need or by sub-dimension
- b. How an individual prioritises the upside vs, the downside of Needs and their sub-dimensions.
- c. Whether an individual prioritises the upside (Achieve), or downside (Protect) more in general.
- d. How intense their motivational patterns are in general

3. Incongruence

This is a personalised rating of mismatch between what an individual wants (motivational) and what they have (satisfaction or violation). This correlates best with mental wellbeing and represents:

- a. Current emotional state and wellbeing
(see *Validity – Mental Wellbeing*)
- b. Current dissatisfaction or frustration with workplace and hence also workplace engagement and motivation.

In short, the SCOAP-Profile measures how an individual is motivated by SCOAP Needs and their sub-dimensions and their current state in the workplace which predicts mental wellbeing and workplace engagement.

Chapter Three

Development of the SCOAP-Profile

Process

SCOAP draws strongly on Klaus Grawe's consistency theory model, and this proposes four Needs of Self-Esteem, Control & Orientation, Attachment, and Pleasure. However, after reviewing business and motivational literature it was necessary that Control and Orientation could and should be considered two separate Needs. Control with a focus on self-efficacy and autonomy, and orientation with a focus on knowledge, orientation and learnings. These are distinct brain systems and well documented in the behavioural sciences.

Klaus Grawe and Martin Grosse-Holtforth had developed two assessments for therapeutic purposes:

- Fragebogen zur Analyse Motivationaler Schemata (FAMOS)⁴
- Der Inkongruenzfragebogen (INK)⁵

These were analysed but their structure and items were not considered suitable for the workplace. Further analysis focused on commonly used constructs that matched SCOAP in the workplace. From this a clear structure was developed with each Need having six sub-dimensions consisting of one general item and five sub-dimensions:

	Self-Esteem	Control	Orientation	Attachment	Pleasure
General Item	Value	Control	Orientation	Relationships	Pleasure
Sub-Dimension 1	Performance	Autonomy	Learning	Support	Fun
Sub-Dimension 2	Appreciation	Power	Information	Social circle	Variety
Sub-Dimension 3	Competition	Influence	Personal Direction	Trust	Satisfaction
Sub-Dimension 4	Status	Resources	Business Direction	Relationship Superior	Safety
Sub-Dimension 5	Fairness	Authority	Meaning	Loyalty	Interesting Work

Table 2: Needs and Sub-Dimensions

Items were field tested in two separate try-out trials. The final item selections are based on item level analysis as well as scale to scale item correlations.

⁴ Grosse Holtforth, M., & Grawe, K. (2000). Fragebogen zur Analyse Motivationaler Schemata (FAMOS). *Zeitschrift Für Klinische Psychologie Und Psychotherapie*, 29(3), 170–179. <https://doi.org/10.1026//0084-5345.29.3.170>

⁵ Grosse Holtforth, M., & Grawe, K. (2003). Der Inkongruenzfragebogen (INK). *Zeitschrift Für Klinische Psychologie Und Psychotherapie*, 32(4), 315–323. <https://doi.org/10.1026//1616-3443.32.4.315>

The final version of the SCOAP-Profile consists of 120 items.

Structure SP-120

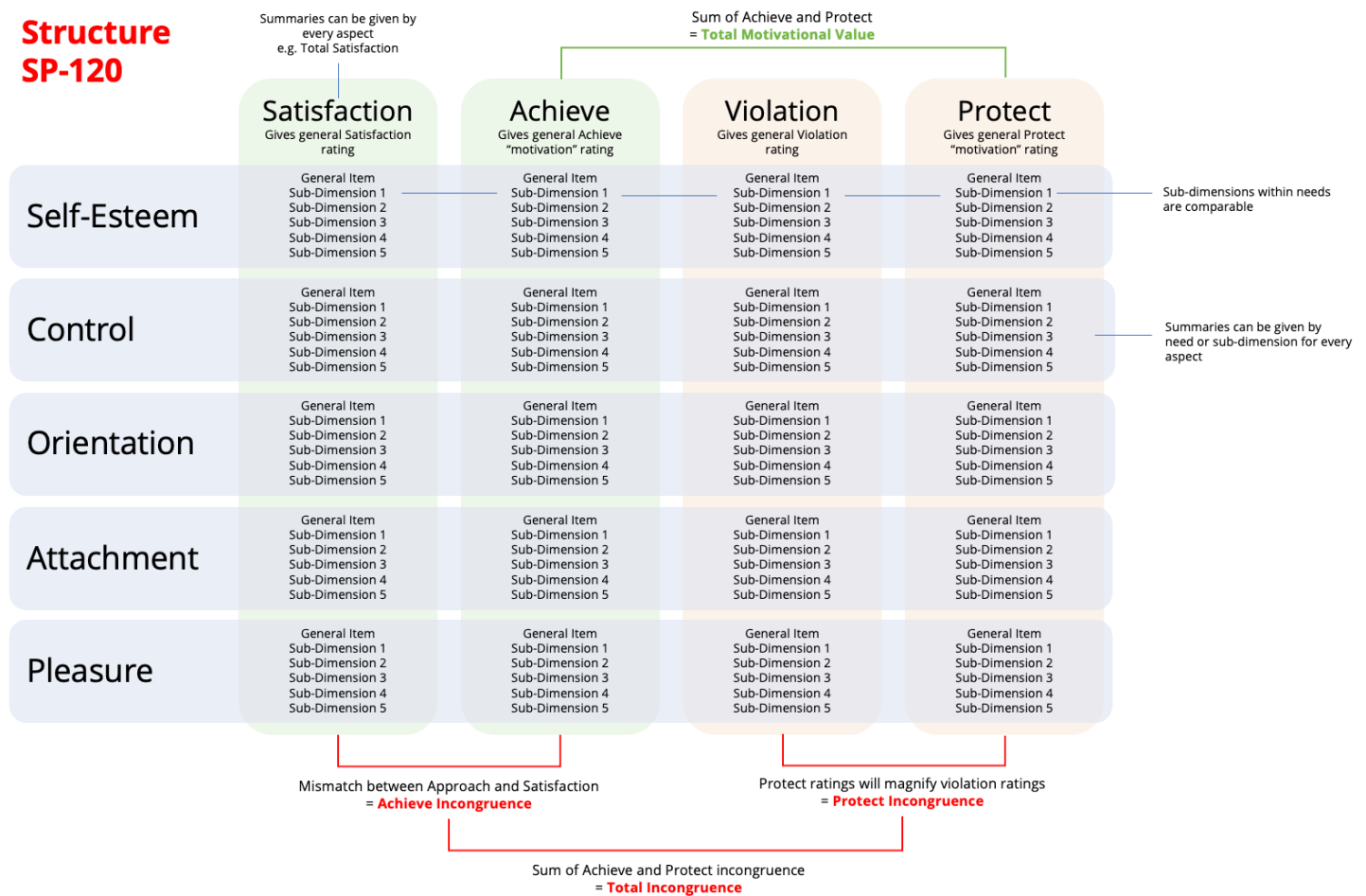


Figure 28: Structure of SCOAP-Profile

Data collection

Data was collected through various means:

- Projects in business
- Ongoing collection through workshops
- Call for participation
- Student projects

This led to a total of 491 complete SCOAP-Profiles. These were measured against other measures and a subset also took the Medical Outcomes Study 36-Item Short Form Survey (SF-36) by the RAND Corporation.

Dataset

Gender

488 reported their gender:

Male: 201 (41.2%)

Female: 287 (58.8%)

Age

408 participants reported their age.

Median: 41

Average: 41.7

Nationalities

Data was collected from participants from 43 different countries. Here are the top ten countries:

Country	Nr	%
USA	128	25.9%
Switzerland	67	14.0%
Slovakia	66	13.8%
United Kingdom	51	10.2%
Germany	19	4.0%
Netherlands	15	3.1%
France	14	2.9%
Namibia	13	2.7%
Italy	10	2.1%
India	9	1.9%

Table 3: Dataset nationalities

Education Level

356 participants reported their educational level:

Education	Nr	%
High School	9	2.5%
High school diploma	12	3.4%
Trade/Vocational/Technical	16	4.5%
Bachelors	85	23.9%
Masters	171	48.0%
Doctorate	41	11.5%
Other	22	6.2%

Table 4: Dataset Education Level

Company size

479 participants reported the size of the company where they are employed:

Company Size	Nr	%
0 - 50	124	25.9
50-250	20	4.2
250 - 1000	17	3.5
1,000 - 10,000	45	9.4
10,000 - 25,000	219	45.7
above 25,000	54	11.3

Table 5: Dataset Company Size

Leadership Level

486 participants reported their leadership level:

Leadership level	Nr	%
Board of Directors	5	1.0
Executive committee	18	3.7
Executive	30	6.2
Manager	74	15.2
Team leader	103	21.2
Project manager	23	4.7
Specialist	56	11.5
Associate	106	21.8
Owner	25	5.1
Self-employed	37	7.6
Other	9	1.9

Table 6: Dataset Leadership Level

Chapter Four

Reliability and Validity

Internal Consistency

Internal consistency measures the consistency of items within the traits they are measuring.

Acceptable alphas are as follows:

- $\alpha \geq 0.9$ Great
- $0.8 \leq \alpha < 0.9$ Good
- $0.7 \leq \alpha < 0.8$ Acceptable
- $0.6 \leq \alpha < 0.7$ Questionable
- $0.5 \leq \alpha < 0.6$ Poor
- $\alpha < 0.5$ Unacceptable

Internal Consistency within Needs

Below the standard alpha measuring internal consistency. We can see good to excellent internal consistency across the areas and Needs.

	Self-Esteem	Control	Orientation	Attachment	Pleasure	
Satisfaction	0.84	0.88	0.85	0.89	0.92	<i>Std. Alpha</i>
	Good	Good	Good	Good	Excellent	<i>Description</i>
Violation	0.81	0.87	0.83	0.85	0.89	<i>Std. Alpha</i>
	Good	Good	Good	Good	Good	<i>Description</i>
Achieve	0.79	0.84	0.86	0.8	0.87	<i>Std. Alpha</i>
	Acceptable	Good	Good	Good	Good	<i>Description</i>
Protect	0.86	0.88	0.89	0.87	0.93	<i>Std. Alpha</i>
	Good	Good	Good	Good	Excellent	<i>Description</i>
All	0.88	0.91	0.91	0.9	0.92	<i>Std. Alpha</i>
	Good	Excellent	Excellent	Excellent	Excellent	<i>Description</i>

Table 7: Internal Consistency

Factor Analysis

Here we show the factor analysis data using different methodologies and across the five Needs. We can see acceptable or good fit irrespective of methodology.

Good fit as follows:

- CFI greater than 0.95
- TLI greater than 0.95
- RMSEA less than .07
- SRMR less than 0.08

	Self-Esteem	Control	Orientation	Attachment	Pleasure
cfl.robust	0.93	0.94	0.93	0.93	0.95
Fit	Acceptable	Acceptable	Acceptable	Acceptable	Good
tlr.robust	0.91	0.91	0.91	0.91	0.93
Fit	Acceptable	Acceptable	Acceptable	Acceptable	Acceptable
rmsea.robust	0.07	0.07	0.07	0.07	0.07
Fit	Acceptable	Acceptable	Acceptable	Acceptable	Good
srmr	0.05	0.04	0.05	0.05	0.04
Fit	Good	Good	Good	Good	Good

Table 8: Factor Analysis

Principal Component Analysis

Principal component analysis (PCA) was conducted to identify principal components and inform potential structure of short versions of the SP-120 or identify lower performing items and/or sub-dimensions.

	Self-Esteem		Control		Orientation		Attachment		Pleasure	
	Item	Loading	Item	Loading	Item	Loading	Item	Loading	Item	Loading
Satisfaction	S_S_03	0.88	S_C_03	0.85	S_O_03	0.84	S_A_04	0.88	S_P_04	0.92
	S_S_01	0.86	S_C_06	0.84	S_O_04	0.84	S_A_01	0.87	S_P_02	0.88
	S_S_05	0.84	S_C_04	0.82	S_O_05	0.82	S_A_02	0.86	S_P_06	0.88
	S_S_06	0.82	S_C_02	0.81	S_O_06	0.80	S_A_03	0.73	S_P_01	0.87
	S_S_02	0.59	S_C_01	0.73	S_O_02	0.67	S_A_05	0.72	S_P_03	0.84
	S_S_04	0.45	S_C_05	0.66	S_O_01	0.59	S_A_06	0.72	S_P_05	0.67
Violation	V_S_03	0.80	V_C_04	0.88	V_O_04	0.83	V_A_01	0.82	V_P_06	0.90
	V_S_01	0.77	V_C_02	0.85	V_O_05	0.79	V_A_04	0.82	V_P_03	0.87
	V_S_05	0.77	V_C_01	0.83	V_O_03	0.78	V_A_02	0.77	V_P_04	0.87
	V_S_06	0.69	V_C_03	0.83	V_O_06	0.70	V_A_03	0.74	V_P_02	0.85
	V_S_02	0.65	V_C_06	0.82	V_O_01	0.69	V_A_05	0.74	V_P_05	0.67
	V_S_04	0.56	V_C_05	0.44	V_O_02	0.65	V_A_06	0.67	V_P_01	0.66
Achieve	A_S_03	0.84	A_C_03	0.82	A_O_05	0.86	A_A_02	0.84	A_P_01	0.86
	A_S_01	0.78	A_C_06	0.79	A_O_03	0.85	A_A_01	0.81	A_P_04	0.84
	A_S_02	0.76	A_C_02	0.75	A_O_04	0.85	A_A_04	0.73	A_P_06	0.82
	A_S_06	0.75	A_C_04	0.74	A_O_01	0.76	A_A_03	0.68	A_P_03	0.81
	A_S_05	0.68	A_C_01	0.72	A_O_02	0.66	A_A_06	0.66	A_P_02	0.72
	A_S_04	0.35	A_C_05	0.63	A_O_06	0.63	A_A_05	0.53	A_P_05	0.59
Protect	P_S_03	0.86	P_C_02	0.84	P_O_03	0.88	P_A_01	0.84	P_P_02	0.94
	P_S_06	0.79	P_C_04	0.83	P_O_04	0.86	P_A_03	0.83	P_P_04	0.92
	P_S_01	0.78	P_C_06	0.83	P_O_05	0.82	P_A_02	0.80	P_P_03	0.90
	P_S_02	0.78	P_C_03	0.80	P_O_01	0.80	P_A_04	0.80	P_P_06	0.90
	P_S_05	0.74	P_C_01	0.74	P_O_02	0.76	P_A_06	0.71	P_P_01	0.84
	P_S_04	0.63	P_C_05	0.72	P_O_06	0.68	P_A_05	0.69	P_P_05	0.64

Table 9: Principal Component Analysis

Supports Factor Structure

Across all five Needs, the items within each construct (Satisfaction, Violation, Achievement, Protection) tend to load strongly onto a single component.

Shows High Internal Consistency

The PCA analysis shows high internal consistency with many items across all domains have high loadings (e.g., > 0.80):

Example: In Pleasure Satisfaction, S_P_04 has a loading of 0.92, and S_P_02 and S_P_06 are both 0.88, indicating strong coherence.

Similarly, in Violation–Control, V_C_04 shows a loading of 0.88, reflecting a strong connection to the underlying factor.

Some Lower Loadings

A few items in certain constructs show moderate or lower loadings (e.g., 0.44–0.59):

Example: S_S_04 in Self-Esteem–Satisfaction (loading = 0.45), and V_C_05 in Violation–Control (loading = 0.44).

Balanced Representation Across Constructs

The PCA structure remains consistent across the four constructs (Satisfaction, Violation, Achievement, Protection) in each Need, indicating that this factor model is robust across conceptual dimensions.

Example: The Achievement construct shows consistently high loadings across all domains (e.g., A_P_01 = 0.86, A_O_05 = 0.86, A_S_03 = 0.84).

Pleasure – Strongest Factor Loadings

Pleasure has particularly strong factor loadings, notably in Protection (e.g., P_P_02 = 0.94, P_P_04 = 0.92, P_P_03 = 0.90).

Though some items have lower loadings it was decided to keep the structure of the assessment as such for consistency between Needs and constructs i.e. each Need with one general item and five sub-dimensions. Of note is that the general items (always “01”) tends to perform very well in all Needs and across all levels.

Item 4 in Self-Esteem (Competition) S-S-04 / V_S_04 / A_S_04 / P_S_04 is, however, removed from calculations and used only for reporting i.e. it is not used to report on personal Self-Esteem ratings, but the level is shown diagrammatically on the report. This is because 1. It performed poorly but at the same time appears to be a useful personality metric and can be useful in coaching conversations or reporting for individuals.

Test-Retest Reliability

Reliability data had two sets: one (n49) taken within 1 week of each other. The second (n12) taken over 3-18 months at least three times.

We would expect high reliability over a short period of time for all domains. However, over longer periods we would expect Satisfaction and Violation to differ (hopefully improving over time) represented in lower reliability scores.

Test-retest reliability coefficients (also called coefficients of stability) vary between 0 and 1, where:

- 1: perfect reliability,
- ≥ 0.9 : excellent reliability
- $\geq 0.8 < 0.9$: good reliability
- $\geq 0.7 < 0.8$: acceptable reliability
- $\geq 0.6 < 0.7$: questionable reliability
- $\geq 0.5 < 0.6$: poor reliability

	Self-Esteem	Control	Orientation	Attachment	Pleasure
2 times < 1 week					
Coefficient	0.91	0.91	0.95	0.92	0.95
Rating	Excellent	Excellent	Excellent	Excellent	Excellent
3 times (3-18 months)					
Coefficient	0.84	0.83	0.81	0.87	0.88
Rating	Good	Good	Good	Good	Good

Table 10: Test-Retest Reliability

Validity - Mental Wellbeing

The Medical Outcomes Study 36-Item Short Form Survey (SF-36) by the RAND Corporation⁶ measures 8 scales related to physical and mental health:

1. **Physical Functioning:** Assesses limitations in daily activities due to physical health problems.
2. **Role Limitations Due to Physical Health:** Measures limitations in work or other usual activities due to physical problems.
3. **Bodily Pain:** Evaluates the level of pain experienced and its impact on daily life.
4. **General Health Perceptions:** Assesses overall health status and how it's perceived.
5. **Vitality:** Focuses on energy levels, fatigue, and how they affect daily activities.
6. **Social Functioning:** Measures limitations in social activities due to physical or emotional problems.
7. **Role Limitations Due to Emotional Problems:** Evaluates limitations in work or other usual activities due to emotional or mental health problems.
8. **Emotional Well-Being:** Assesses emotional well-being, including psychological distress and anxiety.

Those that were considered relevant to the SCOAP-Profile and the workplace were:

- **Emotional Well-Being:** this is a general measure of emotional or mental health.
- **Energy/Fatigue:** this is a measure of energisation that is important in the workplace.
- **Role Functioning Emotional:** measures the impact that emotional issues have on one's role.
- **Social Functioning:** measure the impact of emotional or health issues on social factors - this may also be relevant to the workplace as social functions are often a common feature of workplaces.

Four measures were compared⁷:

1. **Satisfaction of Needs alone:** the SCOAP-Profile measure satisfaction of Needs separately to violation of Needs
2. **Violation of Needs alone:** the SCOAP-Profile measure violation of Needs separately to satisfaction of Needs
3. **Incongruence:** this is the mismatch between motivational patterns and satisfaction or violation.
4. **Incongruence with Neuroticism:** neuroticism as a measure of emotional sensitivity has been shown to magnify the effects of stress and mental health.

⁶ Hays, Ron D., Cathy D. Sherbourne, and Rebecca Mazel, User's Manual for the Medical Outcomes Study (MOS) Core Measures of Health-Related Quality of Life. Santa Monica, CA: RAND Corporation, 1995. https://www.rand.org/pubs/monograph_reports/MR162.html.

⁷ Ghadiri, A. (2017). Bedürfnisse messen - Eine empirische Studie im organisationalen Kontext. *Zeitschrift Für Führung Und Organisation*, 1(86), 18–23.

144 participants also completed the SF-36. We can see medium to large effect sizes in the four SF-36 scales. Effect sizes for incongruence are larger suggesting this is a more accurate measure of these scales. Incongruence and Neuroticism (N*I) provided larger effect sizes as predicted.

Notable is the large effect size of -0.63 on emotional wellbeing considering that the SCOAP-Profile only measures emotional Needs fulfilment in the workplace. This shows the large effect of workplace satisfaction on emotional health in general.

Energy / Fatigue				
	N*I	Incongruence	Satisfaction	Violation
P-Value	<.0001	<.0001	<.0001	<.0001
Significance	Clearly significant	Clearly significant	Clearly significant	Clearly significant
Spearman's Rho	-0.50	-0.40	0.40	-0.37
Effect size	Large	Medium	Medium	Medium

Emotional Wellbeing				
	N*I	Incongruence	Satisfaction	Violation
P-Value	<.0001	<.0001	<.0001	<.0001
Significance	Clearly significant	Clearly significant	Clearly significant	Clearly significant
Spearman's Rho	-0.63	-0.52	0.43	-0.48
Effect size	Large	Large	Medium	Medium

Role Functioning Emotional				
	N*I	Incongruence	Satisfaction	Violation
P-Value	<.0001	<.0001	<.0001	<.0001
Significance	Clearly significant	Clearly significant	Clearly significant	Clearly significant
Spearman's Rho	-0.41	-0.34	0.30	-0.33
Effect size	Medium	Medium	Medium	Medium

Social Functioning				
	N*I	Incongruence	Satisfaction	Violation
P-Value	<.0001	<.0001	<.0001	<.0001
Significance	Clearly significant	Clearly significant	Clearly significant	Clearly significant
Spearman's Rho	-0.50	-0.45	0.40	-0.47
Effect size	Large	Medium	Medium	Medium

Table 11: Validity - Wellbeing Measures

Construct and Discriminant Validity

Various population groups also took various other assessments on related constructs. These were:

- **Rosenberg Self-Esteem Scale (RSE):** measures global self-worth
- **Global Self-Efficacy (GSE)** by Jerusalem and Schwarzer: measures self-efficacy
- **Life Orientation Test- Revised (LOT-R):** a measure of optimism and pessimism
- **Measure of Attachment Qualities (MAQ)** by Carver: measures adult attachment patterns
- **The international Positive and Negative Schedule Short Version (I-PANAS-SF):** measure positive and negative affect

MAQ reports on four attachment patterns:

1. **Secure**
2. **Avoidant**
3. **Ambivalence-worry**
4. **Ambivalence-merger**

I-PANAS-SF reports on two levels:

1. **Positive Affect**
2. **Negative Affect**

The above scales give some insight into the construct and discriminant validity of the five Needs. However, the above do not directly measure the Needs as proposed in SP-120 and in the SP-120 various constructs are included under each Need. Hence weak but significant relationships are expected.

Furthermore, we would expect that Satisfaction, Violation, Achieve, and Protect would exhibit different relationships to these scales. Satisfaction and Violation are related to those that measure current state; Achieve and Protect to those that reflect more trait measures.

Expected relationship outlined

Rating at or above 0.2 / -0.2 in bold

Self-Esteem				
	Satisfaction	Violation	Achieve	Protect
RSES	0.15	-0.23	0.02	0.05
GSE	0.02	-0.07	0.25	0.2
LOT	0.08	-0.09	0.22	0.14
MAQ_AMBm	-0.09	0.13	0.16	0.08
MAQ_AMBw	-0.13	0.14	-0.03	0.03
MAQ_Avo	-0.15	0.16	-0.19	-0.21
MAQ_Sec	0.14	-0.12	0.27	0.17
Positive	0.18	-0.11	0.29	0.19
Negative	-0.12	0.2	0.21	0.18

Control				
	Satisfaction	Violation	Achieve	Protect
RSES	0.17	-0.15	0	0.1
GSE	0.17	-0.12	0.21	0.21
LOT	0.21	-0.09	0.26	0.18
MAQ_AMBm	0	0.09	0.2	0.2
MAQ_AMBw	-0.03	0.13	0.01	0
MAQ_Avo	-0.1	-0.02	-0.01	-0.14
MAQ_Sec	0.2	-0.04	0.2	0.22
Positive	0.25	-0.05	0.29	0.33
Negative	-0.06	0.18	0.14	0.17

Orientation				
	Satisfaction	Violation	Achieve	Protect
RSES	0.13	-0.14	0.2	0.13
GSE	0.12	-0.18	0.34	0.21
LOT	0.16	-0.2	0.38	0.22
MAQ_AMBm	-0.1	0.05	0.16	0.16
MAQ_AMBw	0	0.04	-0.07	-0.06
MAQ_Avo	-0.27	0.14	-0.26	-0.2
MAQ_Sec	0.18	-0.26	0.36	0.26
Positive	0.21	-0.17	0.46	0.36
Negative	-0.05	0.01	0.11	0.14

Attachment				
	Satisfaction	Violation	Achieve	Protect
GSE	0.07	-0.07	0.12	0.08
LOT	0.12	-0.1	0.14	0.05
MAQ_AMBm	-0.13	0.2	0.12	0.07
MAQ_AMBw	-0.15	0.25	-0.04	0
MAQ_Avo	-0.27	0.07	-0.33	-0.27
MAQ_Sec	0.16	-0.1	0.25	0.16
Positive	0.19	-0.1	0.23	0.09
Negative	-0.11	0.14	0.02	0.1

Pleasure				
	Satisfaction	Violation	Achieve	Protect
RSES	0.2	-0.2	0.06	0
GSE	0.08	-0.1	0.1	0.08
LOT	0.14	-0.13	0.11	0.08
MAQ_AMBm	-0.11	0.1	0.13	0.22
MAQ_AMBw	-0.11	0.13	0.02	0.03
MAQ_Avo	-0.17	0.08	-0.16	-0.05
MAQ_Sec	0.17	-0.1	0.18	0.2
Positive	0.25	-0.11	0.18	0.17
Negative	-0.09	0.08	0.09	0.17

Table 12: Construct and Discriminant Validity

Construct validity is often within expected ranges but sometimes falls outside expectations. This is due to the specific constructs measured and the structure of the SP-120.

Other correlations are worthy of further investigation notably correlations between Achieve Motivation and the scales – this would also align with the theoretical model in that Achieve Motivation would be aligned with higher Needs satisfaction.

Summary Reliability and Validity

The dataset is a varied dataset covering mixed gender, ages and nationalities. However, it is an educated population with 88.4% holding a bachelor's degree and above. Similarly, the majority are in people leadership roles in large corporations. This does represent the target group of measuring emotional Needs in the workplace particularly of managers and leaders.

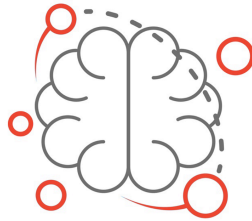
Internal consistency is good to excellent across all Needs and domains. Factor analysis shows good and acceptable fit on multiple methodologies. Reliability is excellent, also exhibiting good reliability over larger time ranges with multiple assessments.

Validity is good showing strong relationships to emotional wellbeing, energy/fatigue, social functioning, and moderate relationship to emotional role functioning. Construct and discriminant validity is within expectations.

In summary the SCOAP-Profile exhibits robust internal consistency and high reliability and shows strong relationships to emotional wellbeing, energy/fatigue, social functioning, and moderate relationship to emotional role functioning.

Appendix One

Full SCOAP-Profile Report



SCOAP-Profile

The SCOAP-Profile measures which core human needs drive each individual and how well these are currently fulfilled (or not) in the workplace.

Name

Sample General Manual

Company

Company

Date

17.07.2017

Introduction to the SCOAP-Profile

The SCOAP Theory is a scientific and humanistic framework for all business and human interactions.

The theory builds on the scientific observation that performance in business (and elsewhere) is driven by brain chemicals.

Research has shown that five core human needs drive the majority of human interaction. These are the five core human needs that the SCOAP-Profile measures. These are tightly correlated to emotional feelings of satisfaction and disruption and respective brain circuits and chemicals.

In combination with the five core human needs we have two natural instinctive motivational patterns. These aim to avoid damage (Protect) or fulfil (Achieve) these core human needs. The motivational patterns have also been built and learnt in each person's life through their experiences.

Different people in different situations in the workplace will react differently to these needs and have developed different motivational patterns. This is precisely what the SCOAP-Profile measures: the current state of core needs and motivation patterns.

This translates into, according to the research, positive or negative chemicals in the brain, and conscious or unconscious motivation or resistance.

SCOAP: The Five Core Human Needs

The SCOAP Theory consolidates psychological and neuroscientific research and states that five core human needs drive brain health and human action and interaction.

These needs if fulfilled will give rise to positive feelings and positive chemicals in the brain (and cellular growth) and if damaged will give rise to negative feelings and chemicals.

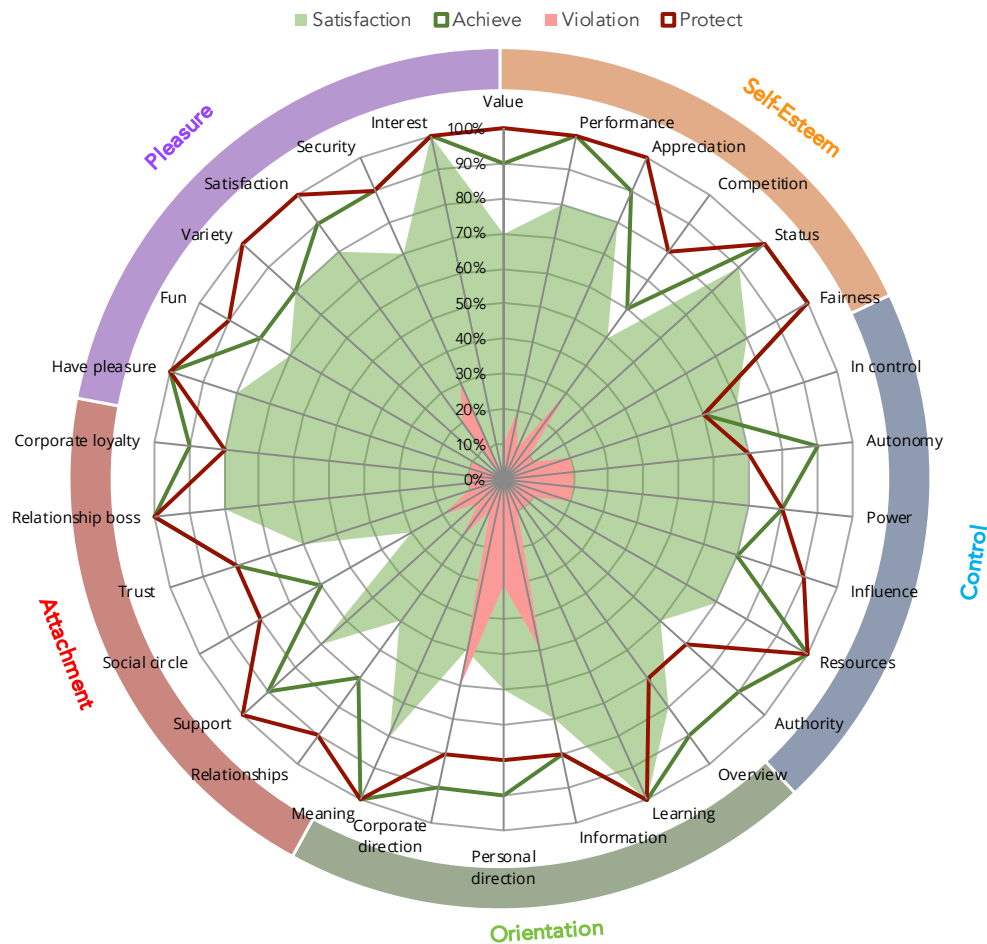
Long-term and sustained damage will cause mental and physical disruption.

These are closely related to motivational patterns (note that these can also be part determined by personality). The SCOAP profile is not a personality assessment.



Your Personal SCOAP-Profile

This side gives the master diagram which includes SCOAP measurement and motivational patterns. These will be explained in the individual sections on the following pages.



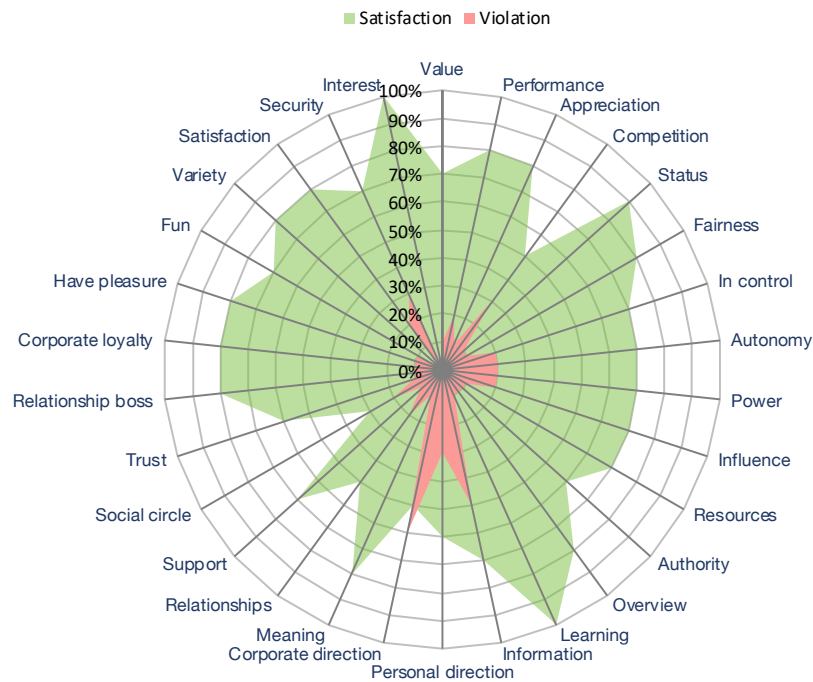
	Self-esteem	Control	Orientation	Attachment	Pleasure
Dimension 1	Value	In control	Orientation	Relationships	Pleasure
Dimension 2	Performance	Autonomy	Overview	Support	Fun
Dimension 3	Appreciation	Power	Information	Social circle	Variety
Dimension 4	Competition	Influence	Personal direction	Trust	Satisfaction
Dimension 5	Status	Resources	Corporate direction	Relationship boss	Security
Dimension 6	Fairness	Authority	Meaning	Corporate loyalty	Interest

Satisfaction vs. Violation

Each of us would like to satisfy our needs and protect against damage to them. This section shows your satisfaction and violation of your needs and in which dimensions.

This highlights in which areas we are feeling most satisfied and if and how high any violation of a dimension of a need is.

Each need is split into 6 dimensions which are sub categories of the needs and particularly relevant for the workplace. Other dimensions are possible. These also do not include dimensions which are related directly to private life.



Green = Satisfaction

The larger the green area, the larger the satisfaction. The closer the green area to the outer edges the higher the satisfaction. Large green areas are a very good sign that you are fully capable of tapping into your highest performance and are most capable of learning. The further away from the edges the lower the satisfaction. This may be related to how much you value each need (see following side to measure your value of each need).

Red = Violation

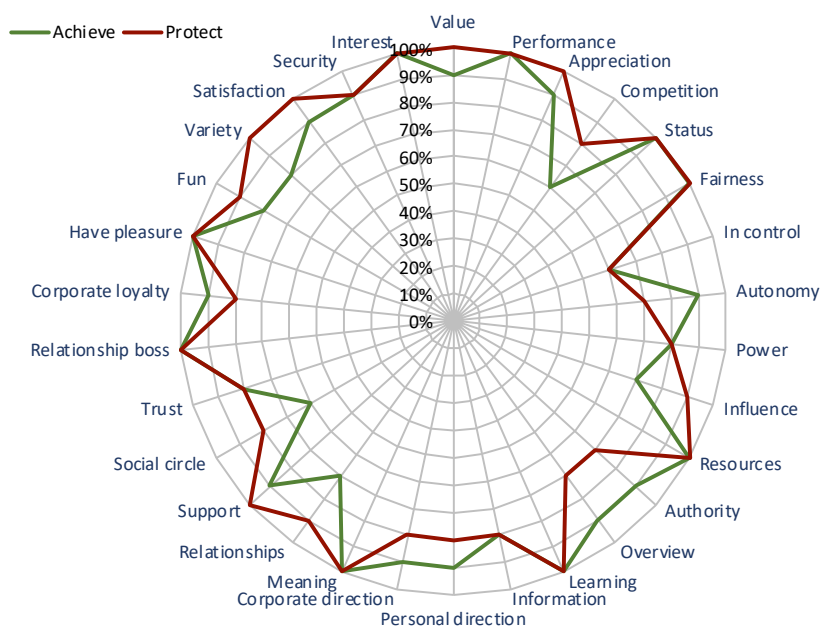
The larger the red area, the larger the violation you feel of your SCOAP. The closer to the outside edge, the higher the violation. The closer to the green area the more frustration and distress you will be feeling - this can manifest in many ways such as stress and anxiety. Large red areas are a negative sign: the larger they are, and the longer they persist over time, the more potential risk there is to the individual. If the red area is larger than the green area you will be in an area of extreme discomfort.

Motivational Patterns

This section shows your motivation strategies and patterns. These are two distinct motivation strategies that are called *Achieve* and *Protect*.

Achieve: measures the forward moving motivational strategy. This is a motivational strategy that aims to fulfil SCOAP or a dimensions of SCOAP. High ratings show the needs you value and the amount of energy you are willing to invest to achieve them. The relationship to protect motivation is important.

Protect: measures your aversion to damage of a particular need and hence the energy you will invest in protecting or avoiding damage of that need or dimension. High ratings show which you implicitly value highest and will drive you most. Page 8 relates these motivational patterns to your current levels of satisfaction and violation. The relationship of Achieve and Protect gives a "Motivational Pattern". See descriptions below.



Achieve vs Protect? What does the relationship tell us?

If "Protect" is higher than "Achieve" you will invest more energy in avoiding damage or protecting a need or dimension than in fulfilling or improving it. **Protect Pattern**

If "Achieve" is higher than "Protect", you will invest more energy in fulfilling a need or dimension than protecting it - this is generally considered a positive balance. **Achieve Pattern**

If "Achieve" is much higher than "Protect" then this could also point to a carefree or risky motivational pattern.

If "Achieve" and "Protect" both score highly and are balanced this points to high value. There is potential for motivational blocks here when "Achieve" and "Protect" motivational patterns block each other. **Balanced Pattern**

If "Fulfil" and "Protect" both have low scores then this

Motivational Patterns & Value

Motivational patterns are the relationship between the two motivational strategies: Achieve and Protect.

The value of a need and their dimensions is summarised in the average of both motivational strategies. The higher the average, the higher you personally value this Need or Dimension.

	Motivational Values			Motivational Balance		
	Achieve	Protect	Value	Achieve	Balanced	Protect
Self-Esteem	90%	100%	95%			-10%
Performance	100%	100%	100%		0%	
Appreciation	90%	100%	95%			-10%
Competition	60%	80%	70%			-20%
Status	100%	100%	100%		0%	
Fairness	100%	100%	100%		0%	
Control	60%	60%	60%		0%	
Autonomy	90%	70%	80%	20%		
Power	80%	80%	80%		0%	
Influence	70%	90%	80%			-20%
Resources	100%	100%	100%		0%	
Authority	90%	70%	80%	20%		
Orientation	90%	70%	80%	20%		
Overview	100%	100%	100%		0%	
Information	80%	80%	80%		0%	
Personal Direction	90%	80%	85%	10%		
Corporate direction	90%	80%	85%	10%		
Meaning	100%	100%	100%		0%	
Attachment	70%	90%	80%			-20%
Support	90%	100%	95%			-10%
Social circle	60%	80%	70%			-20%
Trust	80%	80%	80%		0%	
Relationship boss	100%	100%	100%		0%	
Corporate loyalty	90%	80%	85%	10%		
Pleasure	100%	100%	100%		0%	
Fun	80%	90%	85%			-10%
Variety	80%	100%	90%			-20%
Satisfaction	90%	100%	95%			-10%
Security	90%	90%	90%		0%	
Interest	100%	100%	100%		0%	

This column shows the ratings for "Achieve" and highlights those ranked as maximum

This column shows the ratings for "Protect" and highlights those ranked as maximum

This column shows the overall motivational ratings for each dimension and highlights those that are very high in value or particularly low

This shows in which dimension Achieve is higher than Protect

This shows in which dimension Achieve and Protect are balanced

This shows in which dimension Protect is higher than Achieve

Personal Reflections

Identify which needs and dimensions have the highest overall value. How does this influence your focus and actions in the workplace?

Identify which dimensions have an overriding Achieve Pattern. How does this influence your focus, your actions and decisions in the workplace?

Identify which needs have an overriding Protect Pattern. How does this influence your focus, your actions and decisions in the workplace?

Do you have needs of SCOAP that have strong Protect or strong Achieve tendencies? How does this influence your way of behaving and leading in the workplace?

Congruence

This section depicts the so-called “congruence”. Congruence is a term to describe whether your current fulfilment and violation match or mismatch your motivational strategies.

Achieve Congruence: you have Achieve Congruence if your satisfaction of a need matches your Achieve motivation value. This leads to the state of being fulfilled. This is a positive state of satisfaction and fulfilment.

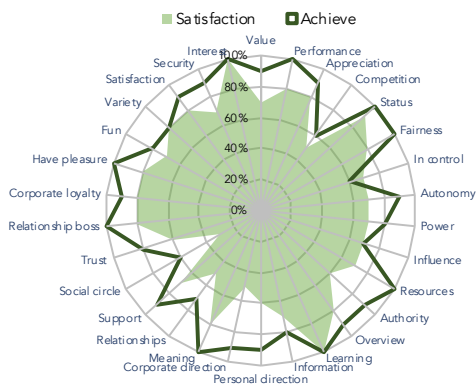
Achieve Incongruence: you have Achieve Incongruence if your level of satisfaction is below your Achieve motivation value. This leads to the state of being unfulfilled or potentially frustration. This ranges from a mild to severe (depending on level and importance of need) feelings of dissatisfaction and unfulfillment.

Protect Congruence: you have Protect Congruence if you have low levels of violation. This will lead to the state of being protected or feeling safe. This will also depend on the size of the gap to personal Protect motivation ratings.

Protect Incongruence: you have Protect Incongruence if you have high level of violation and these are close to or over the rating for Protect motivational strategy. This leads to a state of being disrupted and potential turmoil depending on value and level.



SCOAP Satisfaction + Achieve

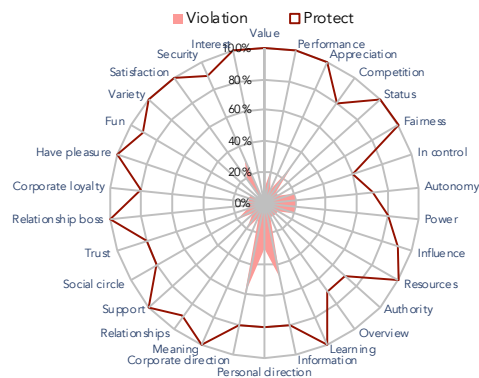


Achieve Congruence Patterns

The closer the shaded green area is to the green line, the more satisfied fulfilled you will be feeling on this dimension. The larger the distance between the line and the shaded area (the larger the white area), the more unfulfilled you will be feeling.

You should be able to clearly see areas of fulfilment or potentially unfulfillment in the diagram above.

SCOAP Violation + Protect



Protect Congruence Patterns

The farther the shaded red area is away from the red line, the more protected the need is and the less disruption you feel.

The larger the red area and the closer this is to the red line the larger the feeling of disruption.

You should be able to clearly see areas of protection and disruption in the diagram above.

Congruence - Value

The previous page shows you your congruence patterns. This is very important for you as a person for our ultimate goal is to achieve a feeling of fulfilment and satisfaction in life and this will give healthy and high-performing brains. However, we need to weight the value of a need to the congruence patterns to see which areas are in reality causing the greatest disturbance. The higher you value a need (and its dimensions), the higher the relative disturbance or feeling of dissatisfaction.

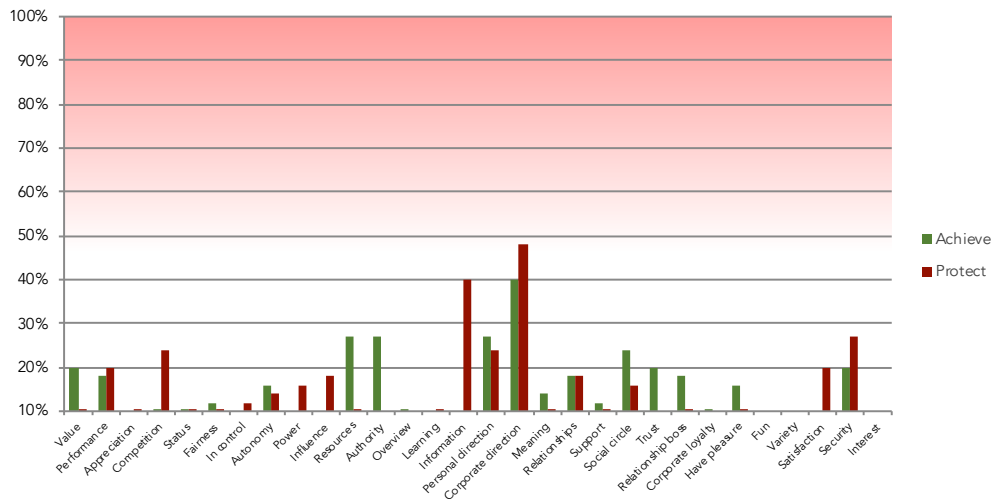
The following chart lists the areas that have significant incongruence (unfulfillment or disruption) and is weighted according to how much you value each need and respective dimensions.

Ratings below 10% are not shown as this is only a minor disturbance and the accuracy of the assessment falls within this margin of error.

The diagram shows the level of incongruence on both motivational patterns: Achieve Incongruence in green and Protect Incongruence in red.

A score of 100% is the highest possible score on any dimension.

At the bottom we also give an overall incongruence rating which measures how much unfulfillment and disturbance you are experiencing overall.



Average Incongruence rating:

Achieve **13%**

Protect **15%**

Average 14%

Ratings

Low: 0-3%

Moderate: 3-7%

Medium: 8-15%

High: 16-25%

Very High: 26-39%

Extreme: 40%+

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Revisions:

This manual was updated with new logo and report with updated logo and colour coding on 18.01.2025.



SCOAP-Profile

SCOAP-Profile: Manual

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