

Talent Q Drives

Drives Report

Candidate **Ali Example**

Date of Report: **16/01/2017**

Assessment Report 5

Also Recommended: Dimensions, Elements, Line Manager Report, Coaching Report

Who could use components of this report:

-  Coaches
-  HR professionals
-  Line managers
-  Trained practitioners

What can components of this report be used for:

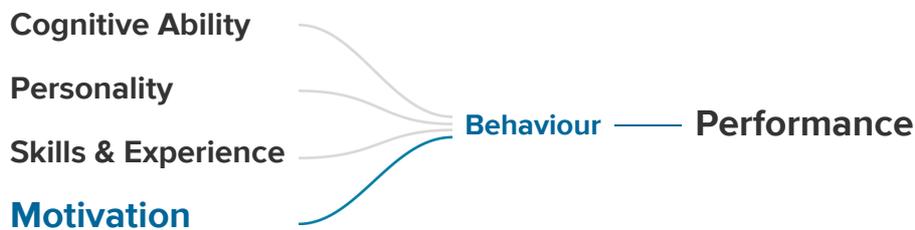
-  Identification of high potential
-  Individual development
-  Internal resourcing
-  Leadership development
-  Recruitment
-  Team development

Assessment Drives
Completed date 14/10/2015
Language English (UK)

Introduction to Drives

Drives measures an individual's motivations and values, providing a better understanding of the factors that help stimulate and energise people in their daily working lives. Drives provides clear and pragmatic insight about motivation in contemporary organisations. Understanding what motivates, enthuses and drives employees is key to ensuring they are engaged and committed. Drives is suitable for use from graduate, supervisory, managerial and professional levels to senior management roles, across all functions and industry sectors.

Drives is underpinned by a robust model and is supported by strong reliability and validity data, providing users with the confidence that Drives is both highly effective and complies with best practice and regulatory guidelines. The questionnaire has a unique response format which combines simple rating scales with an element of forced-choice to ensure that it is exacting and difficult to fake. Drives can be used in a stand-alone manner or as part of a broader assessment process.

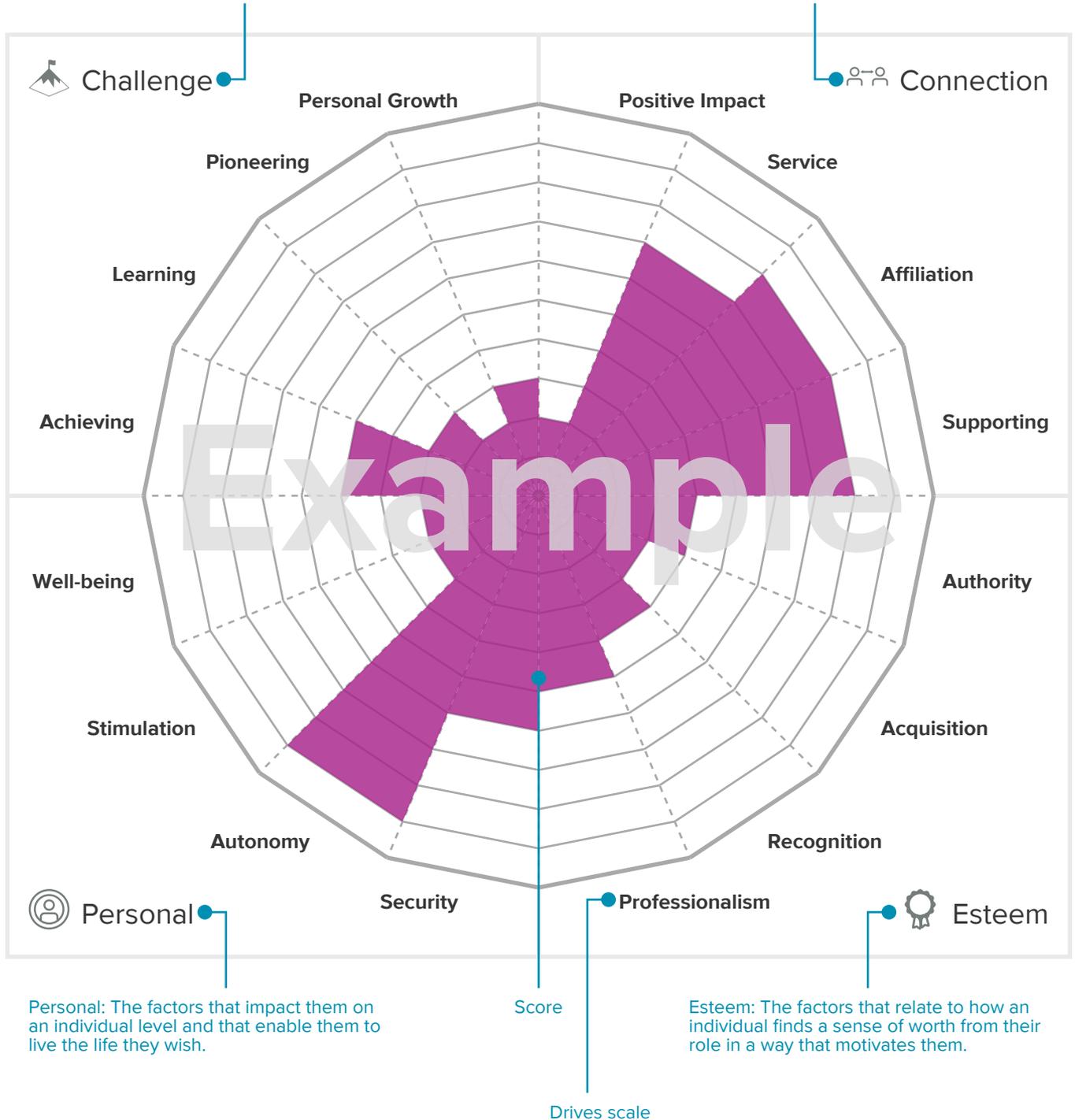


Using the Drives Profile Chart

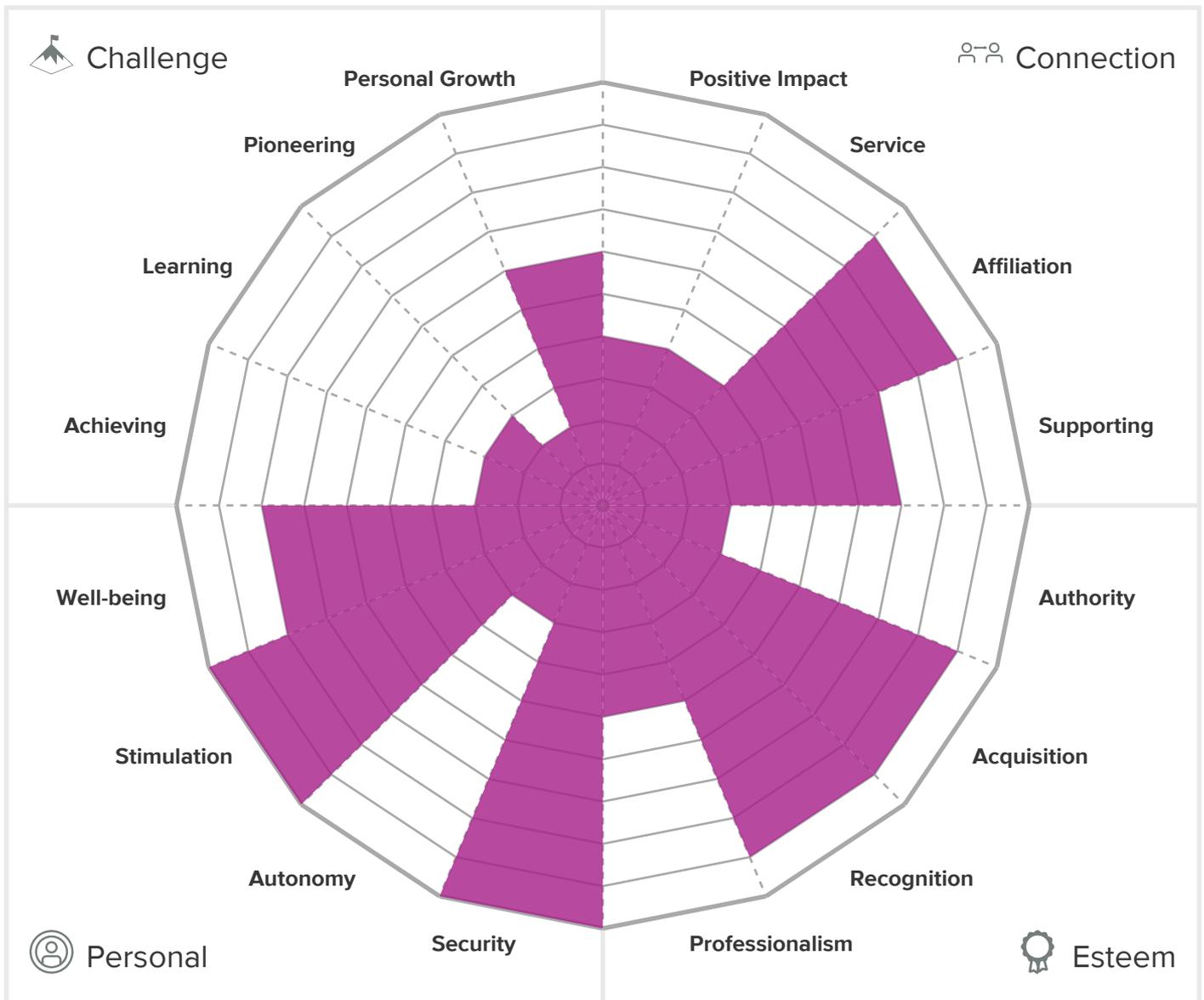
The Profile provides an overview of the areas which energise and stimulate the individual at work. Those which are strong sources of motivation will fall closer to the outer edge of the profile. These are areas of work which motivate and enthuse the individual. Conversely, those that fall nearer the centre of the profile are unlikely to enthuse or give energy to the individual.

Challenge: The factors that relate to how someone seeks challenge and personal development.

Connection: The factors that impact on how someone regards other people and how important relationships are to them.



Drives profile



Response styles

Tendency towards reporting that fewer scales are motivational for them than most people



Tendency to report that more scales are motivational for them than most people

A relatively flat profile: relatively little differentiation between scales, possible inconsistency or lack of self-awareness



Accentuated profile, with clear relative hot spots and cold spots

Narrow range of ratings used, with tendency to avoid extreme ratings



Wide range of ratings, including frequent use of extremes

Assessment report

Drives profile summary



Challenge

Achieving



She tends to perceive challenging targets as unhelpful or, at times, a source of pressure. She avoids competitive environments, preferring a collective approach to achieving goals.

Learning



She is prepared to learn new techniques in the workplace when necessary but generally enjoys applying existing knowledge to solve problems. She may feel uncomfortable in environments where she is regularly required to learn about new models or techniques to do her work, or is required to perfect specific tasks.

Pioneering



She tends to apply proven methods when addressing issues and is unlikely to be motivated by situations involving a lot of risk. She is unlikely to be the first to identify opportunities for using new, creative approaches. She will be more motivated in an environment where outcomes are reliably predicted.

Personal Growth



She is interested in opportunities to develop herself at work. This is not, however, a primary motivation for her, and she may seek a level of wider fulfilment from areas outside of work. It is of moderate importance to her to share the same values as the organisation.

Connection

Positive Impact



She is not overly concerned about the level of difference her work can make to the wider community. She is not driven in work by a need to have a positive impact on others or work for an organisation whose mission is to make a difference to others.

Service



She is not always entirely focused on the needs of the customer, instead preferring to concentrate on her own priorities. She would be better suited to roles that have scope for project work where she can focus on broader goals without having to react to customer needs.

Affiliation



She gets energy from feeling part of a wider team working closely together. She is driven by a need to communicate closely and regularly with other like-minded people, and feels reassured to know there is support available if needed. She may react negatively to any friction within her direct team.

Supporting



She enjoys supporting others and helping them develop. She may become demotivated in environments that are insular, instead preferring a team where people actively help each other to achieve a shared goal.

 **Esteem**

Authority



She has little desire to be an authoritative figure in work or to determine what others focus on. She prefers working alongside colleagues rather giving instructions and orders on what needs to be done.

Acquisition



She is motivated by a well paid role so that she can afford the lifestyle she would like to have. She aspires to demonstrate her success through acquisition of the material possessions she wants. Being in a role that will not allow her to acquire this is likely to discourage her at work.

Recognition



She strongly values and benefits from positive recognition from others when she has performed well in her role. She needs to feel valued and respected within the team. Without such public affirmation, she may feel devalued and significantly less motivated.

Professionalism



She enjoys making sure that work is completed with quality in mind. However when perfection is not possible, she ensures the work is completed on time to the agreed requirements. She is comfortable balancing her own expectations of quality with demanding deadlines.

 **Personal**

Security



She seeks to create or find situations where she has a strong sense of security and stability. She is likely to be anxious in unpredictable situations and may quickly feel threatened when changes feel out of her control.

Autonomy



She enjoys working within a structure rather than being left with the freedom to decide how things are done. She may become disoriented without having predefined processes to follow.

Stimulation



She is stimulated by the opportunity for fun and self expression. She is energised by knowing and liking her colleagues personally in the workplace. A serious and formal environment will make the workplace seem overly rigid to her.

Well-being



She believes in achieving a comfortable work-life balance, and will be more engaged in a role when she can integrate working flexibly with her other commitments outside of work.

Hot spots

This section depicts the top three 'hot spots' for Ali Example which represent the key sources of motivation she will gain from her work.



Drives

Stimulation	She places great importance on being with like-minded people who socially stimulate her and with whom she can express herself. She would feel stifled in an environment where she cannot be herself and get social stimulation from her colleagues. She will operate most effectively in an organisation that recognises the importance of a good rapport.
Security	She places a very strong value on consistency and stability in the workplace. She feels most assured in an established organisation that can provide clarity and certainty to her future. She would be stressed by a rapidly changing environment.
Affiliation	She relies on her colleagues for social support and a sense of belonging at work. She helps bond a team and creates a feeling of team membership in the workplace by frequent interactions with them. She will feel isolated working in a team where colleagues do not work together closely.

Ideal environment

Below are areas of work activity that will energise Ali. She will thrive in roles that involve participation in these areas.

- ✓ Organisations that can assure a long term position will give her a great deal of comfort and reassurance.
- ✓ Feels a strong sense of well-being from organisations that can demonstrate a clear long-term plan.
- ✓ Enjoys working in relaxed surroundings where she can enjoy entertaining her colleagues.
- ✓ Feels more stimulated in an informal working environment where she is comfortable expressing herself.
- ✓ Engaged by being part of a close-knit team that provides a sense of common purpose.

Cold spots

This section depicts the main 'cold spots' for Ali Example, indicating those areas which are least likely to be sources of motivation for her.



Drives

Pioneering	She does not benefit greatly being given space to think about how things can be improved. She would rather be told how to do things so that she can simply get on with them. She might see questioning existing processes as a waste of time that could be better spent doing work.
Achieving	She is likely to find stretching goals and targets a source of pressure rather than being excited by them. She could withdraw from competing with others or be stretched beyond where she is comfortable.
Autonomy	She will not respond well to being left to her own devices with little direction, and no interaction may leave her feeling disoriented. She will feel uncomfortable with a lack of structure and set objectives.

Ideal environment

Below are areas of work that will not energise or motivate Ali. Instead they will leave her feeling cold and disengaged.

- ✓ Attempting to motivate her by setting difficult challenges is unlikely to succeed and may conversely lead to her withdrawing from the situation.
- ✓ Would benefit from support with critical decisions to prevent her feeling anxious and intimidated.
- ✓ Likely to find creative tasks difficult and uninspiring, she prefers pragmatic thinking.
- ✓ Prefers roles where there is not too much expectation on her to improve ways of working, would prefer to simply get on with her work using existing processes.
- ✓ May feel pressured if she is expected to identify problems and solutions in the workplace.

Glossary



Challenge

Drive

Achieving: Meeting challenging goals and targets

Learning: Intellectual curiosity and enjoying the task of learning how to do things better or more effectively

Pioneering: Taking the initiative in finding creative new approaches and putting them into practice

Personal Growth: Growing and developing as an individual through work, gaining intrinsic fulfilment

Indicator

Raw Challenge: Having challenges they can tackle directly

Goal Focus: Target-driven, having set objectives to work towards

Competition: Being able to compete and benchmark performance against others

Curiosity: Thinking about interesting and novel ways of doing things

Acquiring Knowledge: Learning and absorbing new information

Mastery: Perfecting a specific task

Seeing Opportunities: Identifying new openings and opportunities

Creating: Thinking differently to provide novel solutions

Innovating: Improving ways of working

Developing: Growing in their ability to function in their field

Congruence: Sharing the same values as the organisation

Fulfilment: A sense of accomplishment from contributing to an organisation's success



Connection

Drive

Positive Impact: Making a difference to the wider community/world

Service: Delivering a great service to customers, providing elegant solutions that meet and exceed expectations

Affiliation: Affiliating with others and valuing positive social contact at work

Supporting: Supporting and developing people, taking satisfaction from investing in others and seeing them grow

Indicator

Wider Contribution: Benefiting people outside of the organisation

Organisational Contribution: Working for an organisation whose mission is worthwhile

Altruism: Putting the needs of others before their own

Service Focus: Providing an exceptional service

Understanding Customers: Getting to know the customer's needs

Delighting Customers: Knowing the customer is happy

Team Membership: Being part of a team working towards a shared goal

Need to Affiliate: Positive social interaction with colleagues

Having Support: Feeling assured where there is support to draw on

Supporting Others: Being able to help others with their work

Investment in Others: Playing a role in helping someone else develop

Developing Others: Taking energy from seeing others develop

 **Esteem**

Drive

Indicator

Authority: Being in control and gaining a sense of worth from seniority

Need for Control: Having responsibility for the outcome of a project

Being in Command: Taking charge of situations

Need for Seniority: A need to reach senior positions

Acquisition: Acquiring wealth and resources, creating a sense of worth through what you have

Acquiring Wealth: A drive towards a good salary

Acquiring Possessions: Being able to afford the finer things

Demonstrating Status: Being recognised as having a high status

Recognition: Feeling respected by others, gaining a sense of worth through being valued for your contribution

Feeling Respected by Others: A need to have the respect of others

Feeling Valued: Knowing others have a good opinion of them

Public Acknowledgement: Being recognised for good performance

Professionalism: Doing things to a high standard of professionalism and quality

Focus on Quality: Motivated by delivering work of the highest quality

Professional Integrity: Having high ethical standards

Presentation: Creating work that looks professional

 **Personal**

Drive

Indicator

Security: Meeting my needs to feel secure and in a safe position

Job Security: Having a long-term position

Organisational Stability: Working in an organisation that is established and long-standing

Certainty: A clear sense of what is expected at work

Autonomy: Having the freedom and autonomy to decide how things are done

Autonomous decisions: Making decisions independently

Structuring My Time: Having control over how long to spend on different tasks

Task Autonomy: Being able to do things in line with their own thinking

Stimulation: Need for stimulation and self-expression as part of work

Fun: A belief that work should be fun

Expression: Being able to reveal who they are at work

Social Stimulation: Sharing social chat with colleagues

Well-being: Need to have a healthy, safe and balanced work life

Health: A consideration for health-related factors in the workplace

Work-Life Balance: Being able to keep up with social commitments outside of work

Safety: Committed to a safe working culture

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