

Talent Q Drives

Drives Report

Candidate **Ali Example**

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

Coaching Report 5

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

Who could use components of this report:

-  Coaches
-  HR professionals
-  Trained practitioners

What can components of this report be used for:

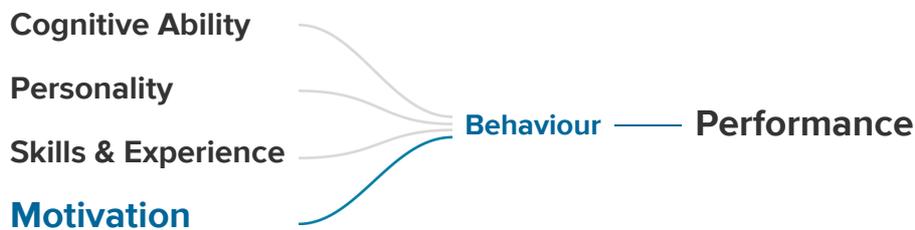
-  Identification of high potential
-  Individual development
-  Internal resourcing

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.

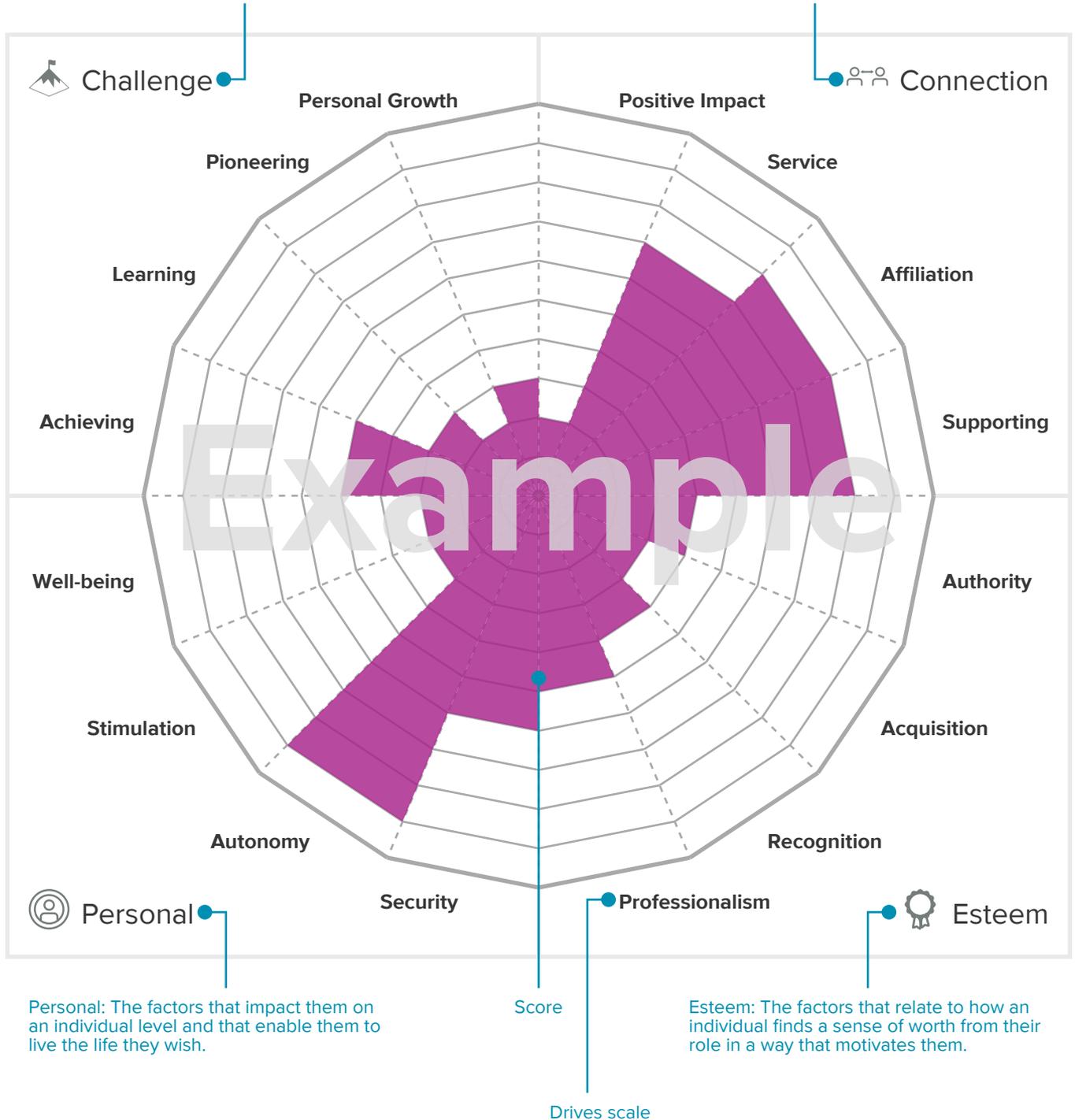


Using the Drives Profile Chart

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.

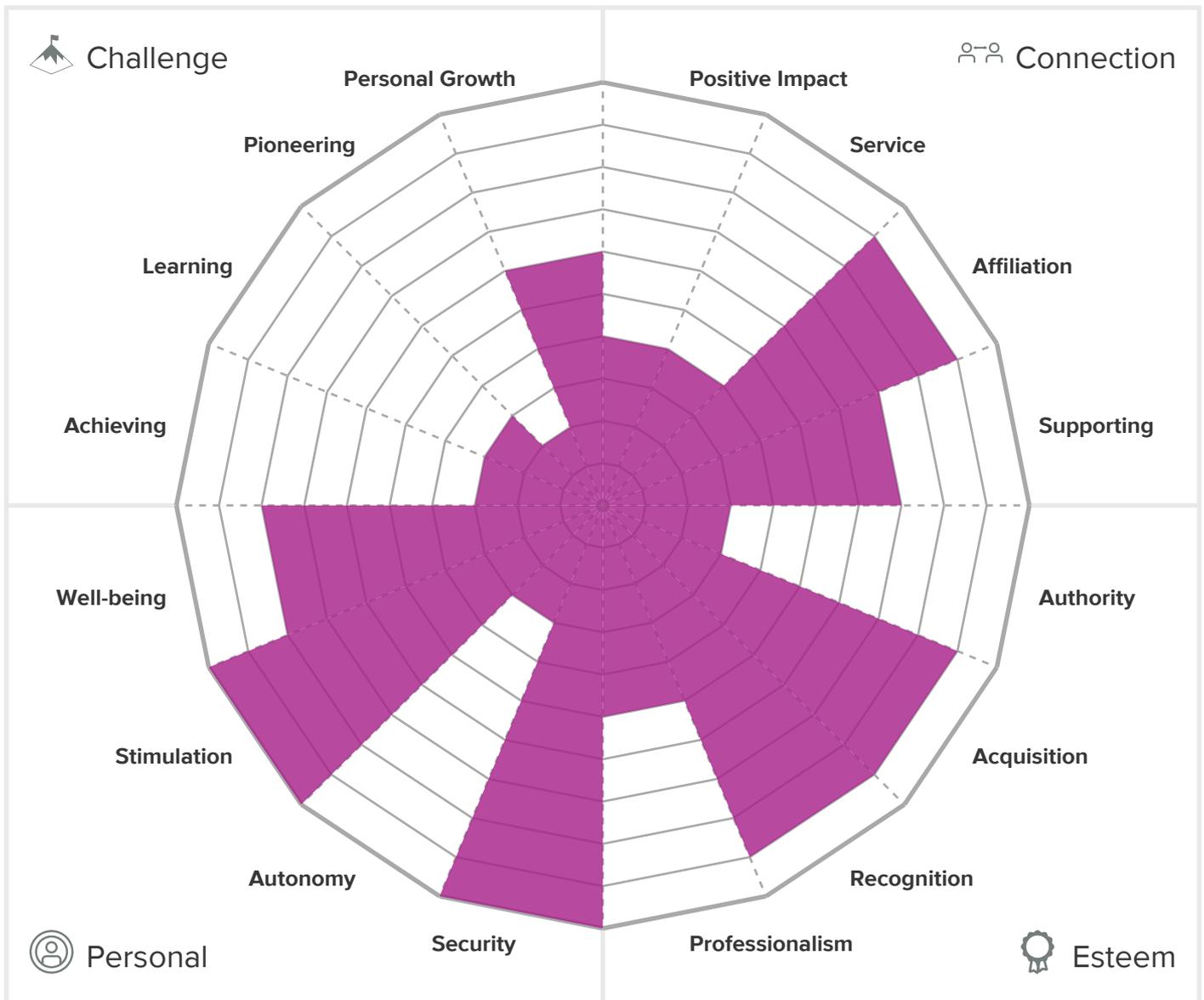
Connection: The factors that impact on how someone regards other people and how important relationships are to them.



Personal: The factors that impact them on an individual level and that enable them to live the life they wish.

Esteem: The factors that relate to how an individual finds a sense of worth from their role in a way that motivates 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

Coaching report

Drives indicator profile

This coaching report is intended for the individual, their coach and their line manager. It gives a full breakdown of the 48 discrete indicators measured by Drives.



Challenge

Drive	Indicator	Importance	Description
Achieving	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
Learning	Curiosity		Thinking about interesting and novel ways of doing things
	Acquiring Knowledge		Learning and absorbing new information
	Mastery		Perfecting a specific task
Pioneering	Seeing Opportunities		Identifying new openings and opportunities
	Creating		Thinking differently to provide novel solutions
	Innovating		Improving ways of working
Personal Growth	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	Indicator	Importance	Description
Positive Impact	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	Service Focus		Providing an exceptional service
	Understanding Customers		Getting to know the customer's needs
	Delighting Customers		Knowing the customer is happy
Affiliation	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	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	Importance	Description
Authority	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		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		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	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	Importance	Description
Security	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	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	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	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

Drives indicator summary

In the following summary tables, suggested benefits and development considerations are presented for highest (hot) and lowest (cold) indicators. These will be a useful focus for the individual and their coach or line manager when discussing development.



Challenge

Indicator	Benefits	Development considerations	
HOT	Fulfilment	Attaches a strong sense of meaning to her work and gets a sense of accomplishment from contributing to their organisation's success	Invests a lot of emotion into her work and may lose confidence if she feels she is not performing effectively
	Congruence	Connects with an organisation that shares the same values as her own	May find it difficult to feel part of the team where an organisation has different values to her own

Indicator	Benefits	Development considerations	
COLD	Raw Challenge	Takes a relaxed approach, doesn't need to feel challenged to maintain engagement	May not engage readily with challenging goals, which could risk coming across as disinterested
	Creating	Steers more towards pragmatic thinking, does not get fulfilment from having to be creative at work	Not driven by creative thinking and so may not immediately relate to some of the more imaginative ideas she hears
	Innovating	Will do her best with less than perfect processes, appreciates changing things is not always the answer	Does not instinctively think about potential solutions to problems
	Seeing Opportunities	Comfortable working in accordance with the way things are and is not energised by frequently looking to change things	Seldom recognises new opportunities to improve things at work

 **Connection**

	Indicator	Benefits	Development considerations
H O T	Team Membership	A committed team player who gets energy from a strong sense of membership at work	May feel uneasy working for a team that is disconnected
	Need to Affiliate	Social interaction at work helps contribute towards a sense of belonging for her and others within the team	Working on projects where there is no time for social interaction will make her feel isolated
	Developing Others	Takes great energy from seeing others develop	Is likely to feel disheartened in organisations that don't foster personal development
	Having Support	Feels much more assured when support is available for her to draw upon	Likely to draw on others for their help and guidance

	Indicator	Benefits	Development considerations
C O L D	Understanding Customers	Not solely driven by understanding the customer and so avoids becoming tied-up with satisfying the customer's every need	Does not have an innate passion for understanding the customer's needs and consequently may sometimes not fully understand exactly what they want
	Altruism	Comfortable contributing a specific function to a larger process, does not always need to see the direct benefit her work has on others to be dedicated	Focused on her own specific responsibilities and so may lose sight of the benefit her work has on others
	Wider Contribution	Tends to focus primarily on helping to move her organisation in the right direction, does not need assurances her work is helping the wider community	Could unconsciously neglect supporting people outside of her direct circle of colleagues

 **Esteem**

Indicator	Benefits	Development considerations
Demonstrating Status	Works hard towards being recognised as someone who has a high status in the organisation	Unfulfilled in roles where she does not stand out as someone with status compared with others around her
Feeling Respected by Others	Feels strongly motivated to deliver when she feels she has the respect of others	Will not be as strongly motivated to work at her best when she does not perceive a certain level of respect
Acquiring Possessions	Aspires to be in a position where she will be able to afford the finer things in life	May not be encouraged to work hard for non-monetary rewards
Feeling Valued	Encouraged by other people's opinions of her performance, looks to please her colleagues through her work	Will find it difficult to receive negative feedback

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Indicator	Benefits	Development considerations
Being in Command	Comfortable working behind the scenes following instructions from others	Prone to falling into the background instead of taking charge
Focus on Quality	Recognises when perfection is not possible and is focused on achieving what is realistic	Some may see her work as lacking a level of prowess
Need for Seniority	Does not have a strong drive to reach senior positions, instead she prefers to be competent and comfortable in her current role	May opt for a comfortable role rather than one that will push her
Need for Control	Can take a less controlling role without feeling inferior amongst colleagues	May find it unsettling having to take full control of a project

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 **Personal**

	Indicator	Benefits	Development considerations
H O T	Social Stimulation	Able to provide entertainment to her colleagues through social chat	Overly formal environments can feel stifling to her
	Organisational Stability	Dedicated to working for an organisation that values long-serving employees	May feel uneasy working within an ever-changing organisation
	Job Security	Committed to having a long-term position within the organisation	Feels vulnerable if she is unclear about her organisation's future
	Expression	Wants to be able to be herself at work and allow her colleagues to understand who she really is	Does not feel she should have to change her personality for the purposes of work

	Indicator	Benefits	Development considerations
C O L D	Autonomous decisions	Wouldn't feel a natural urge to make a difficult decision quickly, especially when there is a high level of risk	Could be hesitant when pressurised to make a quick decision
	Structuring My Time	Happy to follow protocol in terms of how her time is divided	May feel she lacks guidance in positions where she has autonomy over how she manages her own time

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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