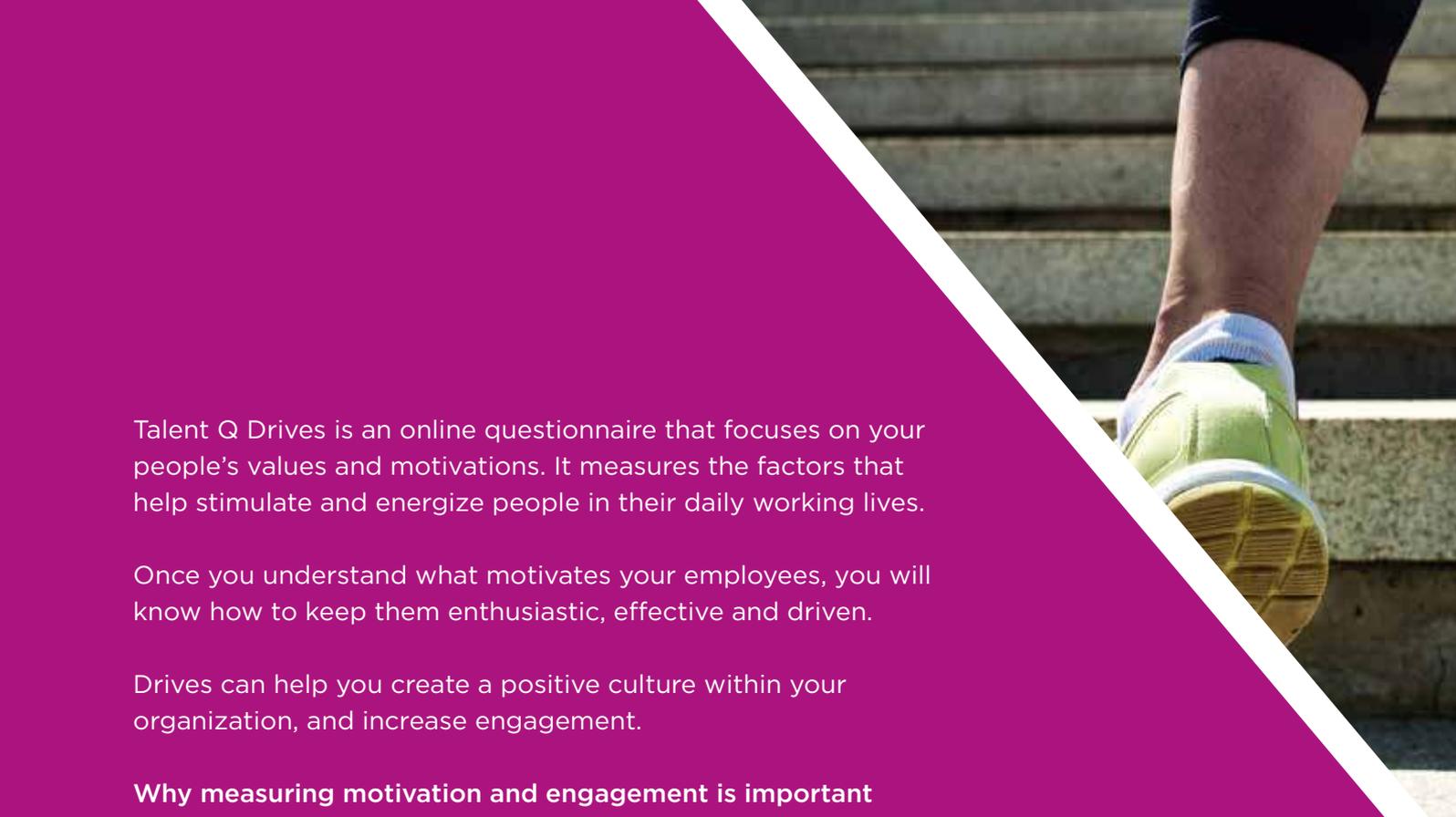




Talent Q Drives





Talent Q Drives is an online questionnaire that focuses on your people's values and motivations. It measures the factors that help stimulate and energize people in their daily working lives.

Once you understand what motivates your employees, you will know how to keep them enthusiastic, effective and driven.

Drives can help you create a positive culture within your organization, and increase engagement.

Why measuring motivation and engagement is important

How a person performs at work depends on more than just their capability. Having the right abilities, skills and behaviors is not enough - for optimal performance, they also need to be motivated and engaged. So understanding and measuring what motivates your staff is a key piece of the talent management jigsaw. People thrive in environments where their capability and motivations closely match their job and organization. Finding the right balance can be a challenge for the organization and the employee, but when it happens there are clear benefits.



Stronger revenue.

Disengaged employees cost the **UK £44billion** and the **US between \$450billion to \$550billion** annually in lost productivity.

Organizations in the top quartile on engagement demonstrate revenue growth **2.5 times higher** than those in the bottom quartile.



Better employee performance.

The Economist reported that **84 per cent of senior leaders** believe disengaged employees are one of the **three biggest threats facing their business**, yet only 12 per cent of them even monitor engagement levels.

Highly engaged employees are **10 per cent more likely to exceed performance expectations**.



Lower turnover.

Organizations with high levels of engagement show employee **turnover rates 40 per cent lower** than companies with low levels of engagement.

Engaged employees are **87 per cent less likely to leave**.

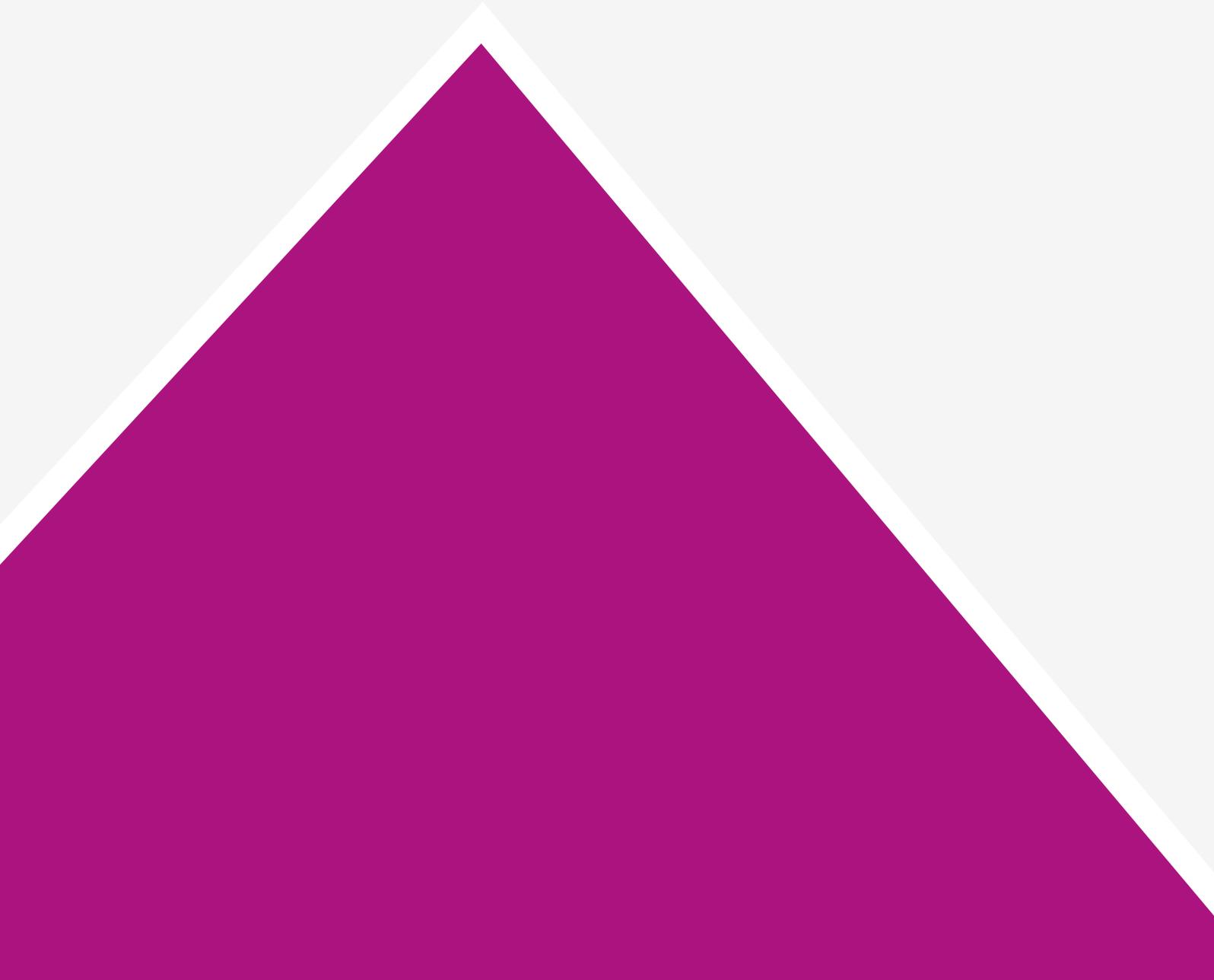


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WHAT IT MEASURES.

Drives measures four domains of human motivation that energize and drive someone to behave in different ways at work – Challenge, Connection, Esteem and Personal.

Contained within each domain are four drives (scales). Each of the 16 drives are further categorized into three indicators (sub-scales).

Challenge	Connection	Esteem	Personal
The factors that relate to how someone seeks challenge and personal development.	The factors that impact on how someone regards other people and how important relationships are to them.	The factors that relate how they find a sense of worth from their role in a way that motivates them.	The factors that impact them on an individual level and that enable them to live the life they wish.
ACHIEVING LEARNING PIONEERING PERSONAL GROWTH	POSITIVE IMPACT SERVICE AFFILIATION SUPPORTING	AUTHORITY ACQUISITION RECOGNITION PROFESSIONALISM	SECURITY AUTONOMY STIMULATION WELL-BEING

HOW IT WORKS.

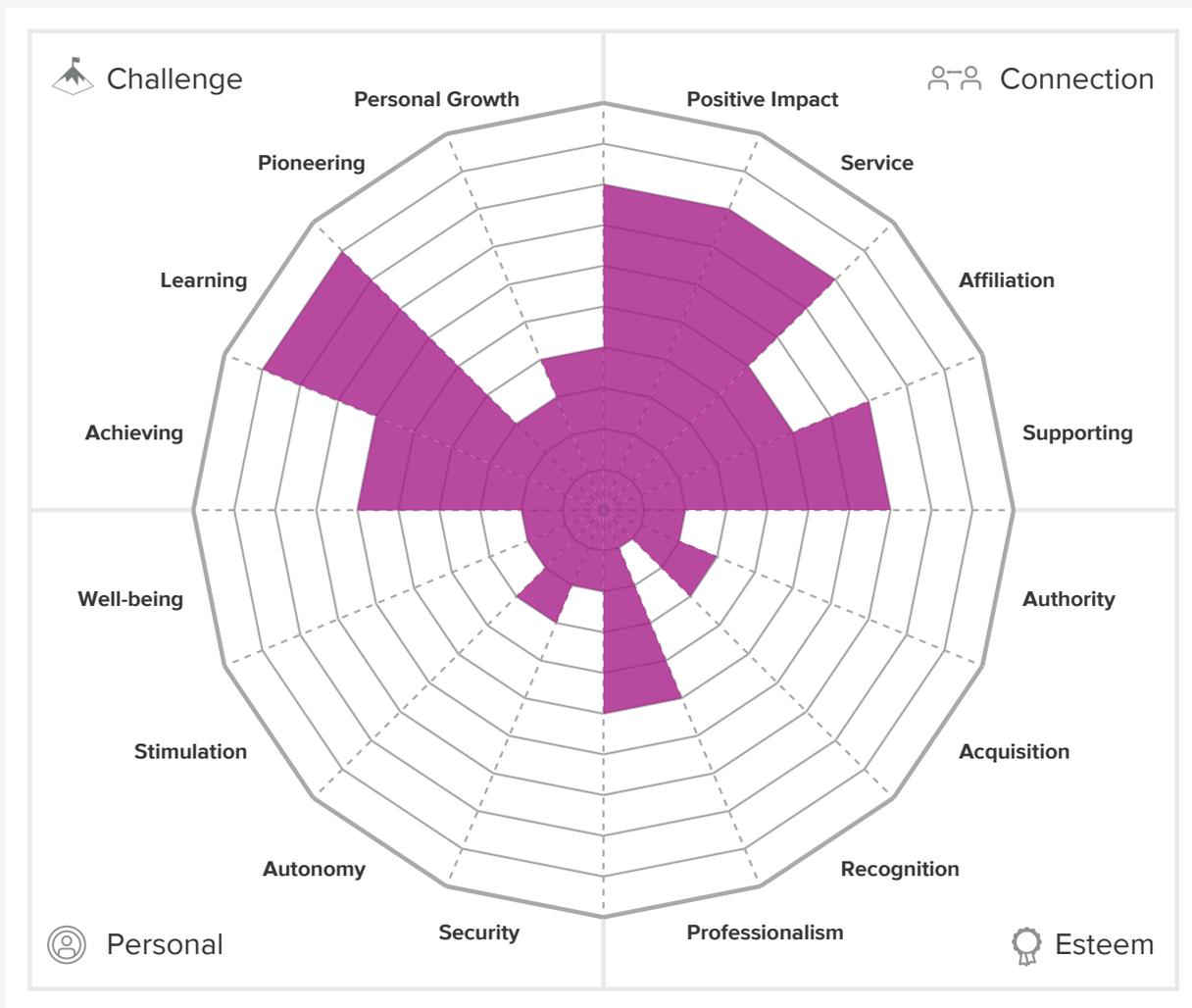
The Drives questionnaire includes a series of statements about motivation at work. The statements are grouped into blocks of four. The respondent has to rate each statement, from “not important” to “extremely important”, according to how significant it is to them at work.

WHEN TO USE DRIVES.

Use Drives to optimize organizational engagement and culture fit

Drives can be a useful tool to help create a more harmonious culture across an organization, resulting in high levels of employee engagement and a close fit between employee drives and organizational culture.

It allows you to conduct an audit of your existing employees and helps you gauge the current culture. You can then build on this culture, and make informed decisions about whether the business is being run in the way it was intended, or whether changes are needed.





Use Drives in decision-making

Drives has a wide variety of applications but in many contexts it is used to make a decision about those who have been asked to complete it.

Selection:

Selection decisions are probably the most common decision type, and whilst there is substantial evidence for using questionnaires such as Drives in this type of scenario, it is important to use them appropriately. Generally speaking, Drives is best used as one of a number of measures. Typically, it acts as an aid to interview to help you form a more rounded and complete view of the candidate so that the decision made is fair and robust. We also recommend considering a potential employee's personality profile, using Dimensions. Whereas Drives gives us an insight into what people want to do, Dimensions tells us whether they have the right tools to get there. This can prove a very powerful aid to decision-making.

Internal moves:

This may cover a number of scenarios like promotions, restructures, mergers and acquisitions. Whilst many people may not immediately understand the need for extra information when they have previous historical information to draw on, there is usually a strong requirement for extra objective information. There is likely to be a different emphasis from their existing role, so the key is being able to assess their future suitability and potential fit for the new role or organization. As for external selection, it is strongly recommended that accompanying interviews are also carried out to enable you to explore the results more comprehensively with the candidate.

Assessment and development centers:

In the scenarios described above, there may be a situation where the Drives scores are feeding into a wider assessment or development center. As Drives gives candidates the opportunity to provide information about themselves, it is naturally complemented by approaches that give others the chance to observe behavior for themselves. Using a combination of self-report and observer assessment goes some way to ensuring that the disadvantages of one approach are counterbalanced by the advantages of the other. For example, a candidate with a lack of self-insight may present themselves somewhat differently in the questionnaire than the observed exercises. The primary (observed) and secondary (Drives) evidence can then be combined to enable decisions to be made on the basis of the key requirements of the role.

REPORTS.

Assessment Report:

This report provides a profile and narrative overview of a person's key motivations across the 16 scales within the Drives model, and can be used as part of assessment and development processes.

It is designed for an organization to use with a trained practitioner, and gives them an easy to interpret view of how to motivate a candidate and how they might fit into their new environment.

Management Report:

This report provides practical guidance on how to engage people in the workplace.

It is designed for use by a line manager, to help them get the best from their people..

Coaching Report:

This in-depth profile report provides a detailed breakdown of an individual's motivations using the 48 indicators that make up the overall Drives model.

It is designed for use by a coach, to help an individual gain a detailed insight into their personal drives.

Candidate Report:

This report provides candidates with an overview of their individual drives.

It has been designed to offer candidates appropriate feedback on the Drives questionnaire, including their hot and cold spots and what this means for them.

	When to use which Drives Report		
	Assessment Report	Management Report	Coaching Report
Recruitment	✓		
Individual development	✓	✓	✓
Internal resourcing	✓		
Leadership development	✓		
High-stakes recruitment	✓		✓
Organizational change	✓	✓	✓
Motivating individuals	✓	✓	✓





KEY BENEFITS.

There is a range of benefits to using Drives for both the organization and individual employees:

Reduce staff turnover	By identifying the factors that are making employees disengaged or demotivated, you can focus on ways to keep them enthusiastic and driven, therefore reducing the risk of them leaving.
Increase employee engagement and productivity	A motivated and engaged employee is a productive employee.
Assess individual engagement	By focusing on an individual's drives, you can have meaningful conversations with your employees, and understand what personally drives them to perform at work.
Support recruitment and development	By matching the motivations and values of an individual to a job and the organization, you can assess employees' suitability and potential fit as well as identify any development needs.
Help create a more positive working culture	By understanding your employees' motivations, you can create a positive culture.
Designed with the manager in mind	The Management Report has been specifically designed for line managers, and does not require qualifications or training to use.
Create a great candidate experience	Using our complimentary candidate reports, you can give candidates an overview of their individual drives in an easy to understand format.
Multiple uses	Recruitment, onboarding, individual development, leadership development, organizational change, succession planning.



ABOUT KORN FERRY

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- Talent Strategy and Work Design
- Rewards and Benefits
- Assessment and Succession
- Executive Search and Recruitment
- Leadership Development

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