Motivation Questionnaire

Motivation Pack

Name
Mr Sample Candidate

Date
25 October 2018

Motivation Questionnaire

Profile Chart

Name
Mr Sample Candidate

Date
25 October 2018

Sample Candidate's motivational drivers compared to the selected norm group (in stens):

SS	ENERGY AND DYNAMISM	Scale (1-10)		RS
6	Takes time over tasks, works best without pressure. Demotivated by being rushed.	**Level of Activity (E1)**	Invests energy readily. Thrives on time pressure. Always on the go. Pushes to get things done.	16
8	Seeks moderate rather than extreme challenges. Targets not a major issue.	**Achievement (E2)**	Needs to achieve targets. Strives to overcome difficult challenges.	24
1	Finds competitive environments uncongenial, even demotivating. Outperforming others is not a motivator.	**Competition (E3)**	Tries to do better than others. Comparison often spurs performance.	35
5	Switches off' rather than increasing effort when faced with failure or criticism.	**Fear of Failure (E4)**	Needs to succeed to maintain self-esteem. Prospect of failure spurs activity.	10
7	Does not seek out positions of power, influence or authority.	**Power (E5)**	Needs scope to influence and exercise authority. Demotivated when not given responsibility.	18
1	Demotivated by intrusion of work requirements into personal life.	**Immersion (E6)**	Thrives on feeling involved. Invests energy in job. Prepared to work extended hours.	29
4	Demotivated by over emphasis on profits and finance.	**Commercial Outlook (E7)**	Likes creating wealth and profits. Demotivated when work not linked with cash value.	8

	SYNERGY	Scale (1-10)		
3	Limited need for interaction with others.	**Affiliation (S1)**	Thrives on meeting people, harmonious team work and helping others.	25
10	Has less need for recognition than most. Praise and congratulations not prime motivators.	**Recognition (S2)**	Likes good work to be noticed and achievements recognised. Becomes demotivated without support.	25
3	Unconcerned about moral and ethical issues or quality of work.	**Personal Principles (S3)**	Needs to feel that the organisation's work is sound. Demotivated when asked to compromise ethical standards.	39
6	Not overly concerned by an element of risk. Does not mind inconvenience.	**Ease and Security (S4)**	Needs to feel secure about job and position. Does not easily tolerate unpleasant conditions.	26
10	Not spurred by opportunities for new learning and self development.	**Personal Growth (S5)**	Motivated by work which provides opportunities for development, and acquisition of new skills.	32

	INTRINSIC	Scale (1-10)		
8	Not greatly affected by degree of interest or variety in work.	**Interest (I1)**	Values stimulating, varied or creative work. Demotivated by too many run of the mill tasks.	40
4	Motivated by existence of clear work systems and structures. Intolerant of ambiguity.	**Flexibility (I2)**	Favours a fluid environment without imposed structure. High tolerance of ambiguity.	34
7	Amenable to guidance and supervision from above.	**Autonomy (I3)**	Needs to work independently, organise own approach. Demotivated by close supervision.	20

	EXTRINSIC	Scale (1-10)		
1	Less concerned with having financial benefits link to the job.	**Material Reward (X1)**	Links salary, perks and bonuses to success. Demotivated when remuneration is perceived as unfair or poor.	32
10	Less driven to seek advancement. Promotion prospects not important.	**Progression (X2)**	Career progress and just advancement are motivating. Slow promotion is demotivating.	19
1	Relatively unconcerned with issues of rank and position. Status symbols unimportant.	**Status (X3)**	Concerned with position and status. Demotivated by lack of respect from others.	39

Likely impact of job attributes on Sample Candidate's level of motivation to work:

		Highly Demotivating	Demotivating	No Effect	Motivating	Highly Motivating
ENERGY AND DYNAMISM	Having to work under pressure and coping with multiple demands within short timeframes	**Level of Activity** — Demotivating				
	Overcoming challenges, having to hit targets and being stretched as an individual	**Achievement** — No Effect				
	Working in a competitive environment	**Competition** — Highly Motivating				
	Fear of failing on a task, being exposed to criticism and negative judgements by others	**Fear of Failure** — Highly Demotivating				
	Having opportunities for exercising authority, taking responsibility, being in a position to influence others	**Power** — Demotivating				
	Work requiring commitment beyond 'normal' working hours	**Immersion** — Motivating				
	Work that is commercially or profit orientated	**Commercial Outlook** — Highly Demotivating				
SYNERGY	Having opportunities for interaction with other people at work	**Affiliation** — No Effect				
	Receiving praise and other outward signs of recognition for their achievements	**Recognition** — No Effect				
	Upholds ideals and conforms to high ethical and quality standards	**Personal Principles** — Highly Motivating				
	Work environment and contextual factors, such as pleasant working conditions and job security	**Ease and Security** — No Effect				
	Having opportunities for further training and development and the acquisition of new skills	**Personal Growth** — Motivating				
INTRINSIC	Work that provides variety, interest and stimulation	**Interest** — Motivating				
	Having a fluid unstructured environment and flexibility in the way tasks are carried out	**Flexibility** — Motivating				
	Having scope for organising work as one sees fit	**Autonomy** — Demotivating				
EXTRINSIC	Level of financial reward, a clear link between salary, bonus and performance	**Material Reward** — Motivating				
	Having opportunities for promotion	**Progression** — Demotivating				
	Having outward signs of position and status	**Status** — Motivating				

		Highly Demotivating	Demotivating	No Effect	Motivating	Highly Motivating

Motivation Questionnaire

Employee Motivation Report

Name
Mr Sample Candidate

Date
25 October 2018

Employee Motivation Report

Introduction

This report describes the factors that are likely to have an impact on Sample's motivation at work.

It provides a high level summary of Sample's motivators and demotivators followed by more detailed information on what is likely to motivate and demotivate Sample at work including tips and suggestions on how to keep him motivated.

This report is based on Sample's responses to the Motivation Questionnaire (MQ). The accuracy of this report depends on the frankness with which he answered the questions as well as his self-awareness.

This report has a shelf-life of 18-24 months and should be treated confidentially. If there are major changes in Sample's life or work he should complete the MQ again.

Summary

Sample's key motivators and demotivators are summarised below. Typically, focusing on areas that are highly motivating or demotivating is most effective.

To maximise the value of this information it is important to confirm with Sample what motivates him, and to discuss with him the impact of this in his current or future role.

Highly Motivating	Highly Demotivating
Competition Personal Principles Interest Status	Fear of Failure Commercial Outlook

Moderately Motivating	Moderately Demotivating
Immersion Personal Growth Flexibility Material Reward	Level of Activity Power Autonomy Progression

❯ Highly Motivating

The following are likely to <u>highly motivate</u> Sample:

<table>
<tr>
<td>Competition</td>
<td colspan="2">Highly motivated by being benchmarked and compared favourably with others.</td>
</tr>
<tr>
<td>Likely Positives</td>
<td colspan="2">Likely Negatives</td>
</tr>
<tr>
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Very likely to gain great satisfaction from doing better than others
Could be very driven by opportunities to beat targets
Working in an environment that encourages competition is likely to be very motivating

</td>
<td colspan="2">

Lack of a competitive culture could be very frustrating
A lack of comparison with others may significantly demotivate

</td>
</tr>
<tr>
<td colspan="3">
Tips and suggestions on how to motivate Sample:

Check what constitutes a competitive environment for Sample
Consider how you could provide Sample with an objective benchmark to enable him to compare his performance to that of other people
Look to incorporate Sample's need to compete into any objectives you set for him, possibly as competition with himself if competing with others would be inappropriate
Ask Sample how he would measure his performance in relation to others. Explore who he regards as his benchmark group and who he aspires to be like
Ask Sample to identify anything that might prevent him being the best. Explore if he will positively tackle any blockages identified
Consider ways of positively channelling Sample's competitive drive to motivate the rest of the team

</td>
</tr>
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<tr>
<td>Personal Principles</td>
<td colspan="2">Highly motivated by being able to uphold ideals and conform to high ethical and quality standards.</td>
</tr>
<tr>
<td>Likely Positives</td>
<td colspan="2">Likely Negatives</td>
</tr>
<tr>
<td>

Very likely to focus on producing work of a high standard
Probably very keen to see alignment between personal values and those of the organisation
Is very likely to place a high value on the organisation working ethically

</td>
<td colspan="2">

Being asked to compromise personal ethical standards is highly likely to demotivate

</td>
</tr>
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Tips and suggestions on how to motivate Sample:

Check which ethical and quality standards are important to Sample
Check whether these are in line with the organisation's requirements and culture
Explore how the organisation's vision and values affect Sample and his work
Explore how Sample feels if asked to compromise his standards
Ensure you do not set resource or time constraints that are likely to require Sample to compromise his standards
Ensure that Sample does not place so much emphasis on quality that it impacts too much on his productivity or timescales

</td>
</tr>
</table>

Interest	Highly motivated by jobs that provide variety, interest and stimulation.

Likely Positives	Likely Negatives
• Highly likely to find variety in work very motivating • Work seen as stimulating or interesting is highly likely to motivate • Opportunities to demonstrate creativity are likely to be highly motivating	• Routine tasks are highly likely to frustrate and demotivate

Tips and suggestions on how to motivate Sample:

- Check what constitutes variety for Sample
- Check what interests Sample most and try to include elements of this in his work
- Ensure that Sample's work is varied
- When deciding Sample's objectives, ask him to make some suggestions
- Avoid setting too many routine tasks for Sample
- When routine tasks are essential, encourage Sample to find ways to explore new approaches or improve efficiency in undertaking them

Status	Highly motivated by outward signs of position and status and recognition of rank.

Likely Positives	Likely Negatives
• Highly likely to feel most energised when rewarded with status symbols such as own office or a company car • Very likely to place a high value on a job title that reflects the status of the role • May feel that status is very important	• Highly likely to be demotivated by any perceived lack of respect

Tips and suggestions on how to motivate Sample:

- Check which signs of status are most motivating for Sample
- Ensure that you respect Sample's position in all your dealings with him
- If possible, reward Sample with outward signs of his position and rank, such as a clearly displayed, suitably impressive job title
- Ensure that Sample is given appropriate accountability in line with his status
- Explore the responsibilities that accompany Sample's position with him and support him in gaining the respect of his colleagues
- Ensure other team members do not disrespect Sample's need to have his status recognise

❯ Moderately Motivating

The following are likely to <u>moderately motivate</u> Sample:

Immersion	Motivated by work that requires commitment beyond normal working hours.

Likely Positives	Likely Negatives
- Likely to feel quite motivated by investing extra hours in work - Probably quite happy taking work home and working outside normal working hours if necessary - Strongly driven by work - May be inclined to travel as part of the job	Not being able to show commitment to work is highly likely to demotivate

Tips and suggestions on how to motivate Sample:

- Check what constitutes normal working hours for Sample
- Explore what Sample would consider to be an excessive work demand, as even the most committed individual is likely to have limits
- Try to ensure that Sample feels included in work matters, particularly at planning stages
- Seek Sample's opinions on issues and bounce ideas off him
- Ensure that the energy Sample invests in his job is focused and that he manages his time efficiently
- Allow Sample to take work home with him if he wishes

Personal Growth	Motivated by opportunities for further training and development and the acquisition of new skills.

Likely Positives	Likely Negatives
- Probably finds opportunities for learning new skills motivating - Personal development is likely to be important - Will probably be energised by opportunities to spend time with and learn from colleagues	A lack of opportunity for self-development could frustrate

Tips and suggestions on how to motivate Sample:

- Check what constitutes genuine personal development and growth for Sample
- Check what Sample's preferred learning styles are
- Provide Sample with opportunities to acquire new skills and knowledge
- Ensure that Sample is not required to rely solely on his existing skills and knowledge in all aspects of his work
- Ensure that Sample's objectives include at least one where he will need to learn new skills
- Talk to Sample about his career aspirations and what skills he will need to move forward

Flexibility	Motivated by a fluid, unstructured environment.

Likely Positives	Likely Negatives
- Likely to find change motivating - Probably finds a degree of ambiguity energising - Likely to thrive in environments that are likely to change unexpectedly	Likely to get disheartened by an over-regulated or bureaucratic environment

Tips and suggestions on how to motivate Sample:

- Check what constitutes a structured versus an unstructured environment for Sample
- Make sure that the goals for a task are set at a high level, avoiding too much detail
- Try to allow him a degree of flexibility in the way he approaches tasks, provided any objectives and measures are met
- Monitor Sample's performance against major milestones rather than every single event
- Wherever possible, do not set structures and procedures that are too tightly defined
- When Sample is absolutely required to work within clearly defined structures and procedures, sell the benefit to him in terms of one of his other motivators

Material Reward	Motivated by financial reward.

Likely Positives	Likely Negatives
- Likely to be focused on salary and benefits - Likely to focus on the relationship between effort invested and subsequent pay	Likely to be very demotivated by what appears to be an insubstantial increase in pay or benefits

Tips and suggestions on how to motivate Sample:

- Check what constitutes fair remuneration for Sample
- As far as possible, ensure that you highlight the links between Sample's performance and any pay rises and bonuses awarded
- Demonstrate to Sample how an increase in his performance will lead to increased financial reward
- As far as you can, ensure that salaries, bonuses and other financial rewards are awarded equitably

❯ Highly Demotivating

The following are likely to <u>highly demotivate</u> Sample:

Fear of Failure	Extremely demotivated by possible failure, criticism or the loss of self-esteem.

Likely Positives	Likely Negatives
● Will probably prefer work where the prospect of failure is very low ● Likely to find a blame-free culture highly motivating	● Can easily become discouraged by the prospect of doing badly ● Likely to find undue criticism extremely demotivating

Tips and suggestions on how to prevent Sample becoming demotivated:

- Sensitively check what constitutes failure for Sample
- Avoid setting Sample objectives that are so unrealistic that he is unlikely to succeed no matter how hard he tries
- Ensure you provide Sample with sufficient support so that he does not feel exposed to the likelihood of failure
- Encourage Sample to come to you if he has any problems or issues
- If Sample appears to have disconnected from a particular task, sensitively explore the reasons why with him
- Structure any feedback to Sample so it is balanced, emphasises success and includes practical ways he can realistically improve his performance

Commercial Outlook	Extremely demotivated by the focus being purely commercial, for example increased sales, reduced costs or profitability.

Likely Positives	Likely Negatives
● May find an environment that down-plays the commercial side very motivating ● Likely to be highly motivated by work which is not commercially focused	● Likely to find terms like the "bottom-line" or being "commercially focused" extremely irritating ● May feel very frustrated by sustained focus on profits and money

Tips and suggestions on how to prevent Sample becoming demotivated:

- Check what constitutes over-emphasis on profits for Sample
- See what is important to Sample instead of commercial matters
- Ensure that any financial and profit targets are clear and simple. Make them achievable but stretching, monitor them yourself, but do not make them the primary focus when dealing with Sample
- Make a clear link between the effort Sample puts in and his personal achievements against financial targets. Talk to Sample in terms of his effort rather than the targets
- When reporting financial progress use headlines only. Emphasise the action needed rather than the financial data itself
- If the organisational culture is especially profit-oriented, try to emphasise other aspects of the culture that will appeal more to Sample

❯ Moderately Demotivating

The following are likely to <u>moderately demotivate</u> Sample:

Level of Activity	Demotivated by the need to be busy. Does not enjoy multitasking or having to cope with time pressure.

Likely Positives	**Likely Negatives**
● Likely to prefer a calm, steady work pace ● Likely to prefer focusing on a single task	● Unlikely to respond well to consistent time pressure ● Unlikely to enjoy multitasking and may find consistent time pressure demotivating ● May find a constantly fast pace of work demotivating

Tips and suggestions on how to prevent Sample becoming demotivated:

- Check you understand what constitutes being busy for Sample
- Ensure Sample doesn't have too much to do at once
- Try to structure his work as a series of tasks that can be conducted one after the other
- Where possible, allow Sample to work at his own pace
- Help him to identify his priorities and where to focus his time
- Try to ensure that Sample does not procrastinate too much in completing his work. Help him to avoid unnecessary distractions

Power	Demotivated by having to take responsibility or exercising authority.

Likely Positives	**Likely Negatives**
● Probably motivated by minimal responsibility ● Having a role with set responsibilities for own tasks rather than managing others may be quite motivating	● Unlikely to enjoy roles with responsibility ● Having to take charge could be demotivating

Tips and suggestions on how to prevent Sample becoming demotivated:

- Check what constitutes "exercising authority" and "taking responsibility" for Sample
- Ensure that Sample is not given too many new responsibilities at once
- Do not put Sample in situations where he will frequently have to influence others
- Do not put Sample in situations where he will have to exercise his authority over other people
- If setting a task for a group that includes Sample, empower someone who would appreciate being in charge

Autonomy	Demotivated by a lack of direction.

Likely Positives	**Likely Negatives**
● Being given a clear sense of direction is likely to motivate ● Probably motivated by frequent close supervision	● Likely to find unclear job objectives frustrating ● A lack or supervision or management may be quite demotivating

Tips and suggestions on how to prevent Sample becoming demotivated:

- Check what constitutes autonomy for Sample
- Take a relatively "hands on" approach to managing Sample
- Ensure that you set clear direction for Sample
- Make it clear to Sample that you are there to support him whenever necessary
- Get Sample to go through his plans with you and make positive suggestions to improve them
- Ensure there is clear agreement of how you will monitor Sample's progress

Progression	Demotivated by the prospect of advancement.

Likely Positives	Likely Negatives
- May be content at current job level - Could be looking for other motivators from work rather than promotion - Unlikely to be particularly interested in opportunities for promotion	May become anxious with the prospect of additional responsibility

Tips and suggestions on how to prevent Sample becoming demotivated:

- Check what Sample's long-term ambitions are
- Check how important opportunities for advancement are for Sample
- Ensure that if someone else is promoted above him, Sample is made aware of the reasons why they were promoted and is happy that they were fair reasons
- Explore Sample's current role. Look at how it can be developed and what can be changed and improved. Involve him in discussions about his role
- Look out for possible future moves which might appeal to Sample for reasons other than career advancement. New positions may be roles that play to his strengths, allow him to gain more skills, improve his variety of work or provide some other aspect that would motivate him

❯ Little or no impact

These are the areas likely to have little or no impact on Sample's motivation:

Achievement	Achievement is about the extent to which someone is motivated by being given challenging targets and feeling that their abilities are being stretched.
Affiliation	Affiliation is concerned with the extent to which someone is motivated by opportunities for interaction with other people in their work.
Recognition	The extent to which someone is motivated by praise and other outward signs of recognition for their achievements.
Ease and Security	Ease and security is the extent to which someone is motivated by such things as having pleasant working conditions and job security.

Motivation Questionnaire

Candidate Motivation Report

Name
Mr Sample Candidate

Date
25 October 2018

› Candidate Motivation Report

Introduction

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Highly likely to feel most energised when rewarded with status symbols such as own office or a company car
Very likely to place a high value on a job title that reflects the status of the role
May feel that status is very important

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Highly likely to be demotivated by any perceived lack of respect

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› Moderately Motivating

The following are likely to _moderately motivate_ you:

Immersion	Motivated by work that requires commitment beyond normal working hours.
Likely Positives	**Likely Negatives**
• Likely to feel quite motivated by investing extra hours in work • Probably quite happy taking work home and working outside normal working hours if necessary • Strongly driven by work • May be inclined to travel as part of the job	• Not being able to show commitment to work is highly likely to demotivate

Personal Growth	Motivated by opportunities for further training and development and the acquisition of new skills.
Likely Positives	**Likely Negatives**
• Probably finds opportunities for learning new skills motivating • Personal development is likely to be important • Will probably be energised by opportunities to spend time with and learn from colleagues	• A lack of opportunity for self-development could frustrate

Flexibility	Motivated by a fluid, unstructured environment.
Likely Positives	**Likely Negatives**
• Likely to find change motivating • Probably finds a degree of ambiguity energising • Likely to thrive in environments that are likely to change unexpectedly	• Likely to get disheartened by an over-regulated or bureaucratic environment

Material Reward	Motivated by financial reward.
Likely Positives	**Likely Negatives**
• Likely to be focused on salary and benefits • Likely to focus on the relationship between effort invested and subsequent pay	• Likely to be very demotivated by what appears to be an insubstantial increase in pay or benefits

❯ Highly Demotivating

The following are likely to <u>highly demotivate</u> you:

Fear of Failure	Extremely demotivated by possible failure, criticism or the loss of self-esteem.
Likely Positives	**Likely Negatives**
● Will probably prefer work where the prospect of failure is very low ● Likely to find a blame-free culture highly motivating	● Can easily become discouraged by the prospect of doing badly ● Likely to find undue criticism extremely demotivating

Commercial Outlook	Extremely demotivated by the focus being purely commercial, for example increased sales, reduced costs or profitability.
Likely Positives	**Likely Negatives**
● May find an environment that down-plays the commercial side very motivating ● Likely to be highly motivated by work which is not commercially focused	● Likely to find terms like the "bottom-line" or being "commercially focused" extremely irritating ● May feel very frustrated by sustained focus on profits and money

Moderately Demotivating

The following are likely to _moderately demotivate_ you:

Level of Activity	Demotivated by the need to be busy. Does not enjoy multitasking or having to cope with time pressure.
Likely Positives	**Likely Negatives**
- Likely to prefer a calm, steady work pace - Likely to prefer focusing on a single task	- Unlikely to respond well to consistent time pressure - Unlikely to enjoy multitasking and may find consistent time pressure demotivating - May find a constantly fast pace of work demotivating

Power	Demotivated by having to take responsibility or exercising authority.
Likely Positives	**Likely Negatives**
- Probably motivated by minimal responsibility - Having a role with set responsibilities for own tasks rather than managing others may be quite motivating	- Unlikely to enjoy roles with responsibility - Having to take charge could be demotivating

Autonomy	Demotivated by a lack of direction.
Likely Positives	**Likely Negatives**
- Being given a clear sense of direction is likely to motivate - Probably motivated by frequent close supervision	- Likely to find unclear job objectives frustrating - A lack or supervision or management may be quite demotivating

Progression	Demotivated by the prospect of advancement.
Likely Positives	**Likely Negatives**
- May be content at current job level - Could be looking for other motivators from work rather than promotion - Unlikely to be particularly interested in opportunities for promotion	May become anxious with the prospect of additional responsibility

› Little or no impact

These are the areas likely to have little or no impact on your motivation:

Achievement	Achievement is about the extent to which someone is motivated by being given challenging targets and feeling that their abilities are being stretched.
Affiliation	Affiliation is concerned with the extent to which someone is motivated by opportunities for interaction with other people in their work.
Recognition	The extent to which someone is motivated by praise and other outward signs of recognition for their achievements.
Ease and Security	Ease and security is the extent to which someone is motivated by such things as having pleasant working conditions and job security.

ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information for Mr Sample Candidate:

Questionnaire / Ability Test	Comparison Group
MQ UK English v1 (Std Inst)	MQM5 UKE UK General Population 2000

PERSON DETAIL SECTION

Name	Mr Sample Candidate
Candidate Data	E1 = 16/6, E2 = 24/8, E3 = 35/1, E4 = 10/5, E5 = 18/7, E6 = 29/1, E7 = 8/4, S1 = 25/3, S2 = 25/10, S3 = 39/3, S4 = 26/6, S5 = 32/10, I1 = 40/8, I2 = 34/4, I3 = 20/7, X1 = 32/1, X2 = 19/10, X3 = 39/1
Report	Motivation Pack report v2.0 RE

ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Motivation Questionnaire (MQ). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

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