



Talent in Innovation.
Innovation in Talent.

Motivation Questionnaire

Motivation Pack



Name

Mr Sample Candidate

Date

25 September 2018



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Motivation Questionnaire Profile Chart



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

SS	ENERGY AND DYNAMISM	1	2	3	4	5	6	7	8	9	10		
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.	RS 24
2	Seeks moderate rather than extreme challenges. Targets not a major issue.	Achievement (E2) 										Needs to achieve targets. Strives to overcome difficult challenges.	24
8	Finds competitive environments uncongenial, even demotivating. Outperforming others is not a motivator.	Competition (E3) 										Tries to do better than others. Comparison often spurs performance.	32
7	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.	24
5	Does not seek out positions of power, influence or authority.	Power (E5) 										Needs scope to influence and exercise authority. Demotivated when not given responsibility.	26
8	Demotivated by intrusion of work requirements into personal life.	Immersion (E6) 										Thrives on feeling involved. Invests energy in job. Prepared to work extended hours.	24
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.	24
SYNERGY		1	2	3	4	5	6	7	8	9	10		
3	Limited need for interaction with others.	Affiliation (S1) 										Thrives on meeting people, harmonious team work and helping others.	24
2	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.	24
4	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.	28
2	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.	24
2	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.	24
INTRINSIC		1	2	3	4	5	6	7	8	9	10		
2	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.	24
7	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.	24
2	Amenable to guidance and supervision from above.	Autonomy (I3) 										Needs to work independently, organise own approach. Demotivated by close supervision.	24
EXTRINSIC		1	2	3	4	5	6	7	8	9	10		
2	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.	24
2	Less driven to seek advancement. Promotion prospects not important.	Progression (X2) 										Career progress and just advancement are motivating. Slow promotion is demotivating.	24
2	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.	24
												MQM5 UKE UK General Population 2000	

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



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Motivation Questionnaire

Employee Motivation Report



Name

Mr Sample Candidate

Date

25 September 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

Moderately Motivating
Competition Personal Principles

Moderately Demotivating

> Highly Motivating

Sample has indicated that he has no highly motivating areas.

> Moderately Motivating

The following are likely to **moderately motivate** Sample:

Competition	Motivated by being benchmarked and compared favourably with others.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Doing better than others is likely to energise • Beating targets could be quite motivating • Likely to enjoy an environment that encourages competition 	<ul style="list-style-type: none"> • Lack of a competitive culture could be frustrating • A lack of comparison with others may demotivate 	
Tips and suggestions on how to motivate Sample: <ul style="list-style-type: none"> • 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 		

Personal Principles	Motivated by being able to uphold ideals and conform to high ethical and quality standards.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Likely to focus on producing work that is of a high standard • Probably keen to see alignment between personal values and those of the organisation • Is likely to place a high value on the organisation working ethically 	<ul style="list-style-type: none"> • Being asked to compromise personal ethical standards is likely to demotivate 	
Tips and suggestions on how to motivate Sample: <ul style="list-style-type: none"> • 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 		

> Highly Demotivating

Sample has indicated that he has no highly demotivating areas.

> Moderately Demotivating

Sample has indicated that he has no moderately demotivating areas.

> Little or no impact

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

Level of Activity	The extent to which someone is motivated by having lots to do, working under time pressure and getting work completed.
Achievement	Achievement is about the extent to which someone is motivated by being given challenging targets and feeling that their abilities are being stretched.
Fear of Failure	Fear of failure is about the extent to which someone is motivated by the need to avoid failure, criticism and the loss of self-esteem.
Power	The extent to which someone is motivated by having opportunities for exercising authority, taking responsibility, negotiating and being in a position to influence others.
Immersion	Immersion is concerned with the extent to which someone is motivated by work which requires commitment beyond normal working hours.
Commercial Outlook	Commercial outlook deals with the extent to which someone is motivated by revenue and profit.
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.
Personal Growth	The extent to which someone is motivated by opportunities for further training and development, and the acquisition of new skills.
Interest	The extent to which someone is motivated by work which provides variety, interest and stimulation.
Flexibility	The extent to which someone is motivated by the absence of clearly defined structures and procedures for managing tasks.
Autonomy	The extent to which someone is motivated by being given scope to organise their own work.
Material Reward	The extent to which someone is motivated by financial rewards.
Progression	The extent to which someone is motivated by having good promotion prospects.
Status	The extent to which someone is motivated by outward signs of position and status, and recognition of rank.



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Motivation Questionnaire

Candidate Motivation Report



Name

Mr Sample Candidate

Date

25 September 2018

> Candidate Motivation Report

Introduction

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

It provides a high level summary of your motivators and demotivators followed by more detailed information on what is likely to motivate and demotivate you at work.

This report is based on your responses to the Motivation Questionnaire (MQ). The accuracy of this report depends on the frankness with which you have answered the questions as well as your self-awareness.

This report has a shelf-life of 18-24 months. If there are major changes in your life or work you should complete the MQ again.

Summary

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

Highly Motivating

Highly Demotivating

Moderately Motivating
Competition Personal Principles

Moderately Demotivating

> Highly Motivating

You have indicated that you have no highly motivating areas.

> Moderately Motivating

The following are likely to **moderately motivate** you:

Competition	Motivated by being benchmarked and compared favourably with others.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Doing better than others is likely to energise • Beating targets could be quite motivating • Likely to enjoy an environment that encourages competition 	<ul style="list-style-type: none"> • Lack of a competitive culture could be frustrating • A lack of comparison with others may demotivate 	

Personal Principles	Motivated by being able to uphold ideals and conform to high ethical and quality standards.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Likely to focus on producing work that is of a high standard • Probably keen to see alignment between personal values and those of the organisation • Is likely to place a high value on the organisation working ethically 	<ul style="list-style-type: none"> • Being asked to compromise personal ethical standards is likely to demotivate 	

> Highly Demotivating

You have indicated that you have no highly demotivating areas.

> Moderately Demotivating

You have indicated that you have no moderately demotivating areas.

> Little or no impact

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

Level of Activity	The extent to which someone is motivated by having lots to do, working under time pressure and getting work completed.
Achievement	Achievement is about the extent to which someone is motivated by being given challenging targets and feeling that their abilities are being stretched.
Fear of Failure	Fear of failure is about the extent to which someone is motivated by the need to avoid failure, criticism and the loss of self-esteem.
Power	The extent to which someone is motivated by having opportunities for exercising authority, taking responsibility, negotiating and being in a position to influence others.
Immersion	Immersion is concerned with the extent to which someone is motivated by work which requires commitment beyond normal working hours.
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Affiliation	Affiliation is concerned with the extent to which someone is motivated by opportunities for interaction with other people in their work.
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Personal Growth	The extent to which someone is motivated by opportunities for further training and development, and the acquisition of new skills.
Interest	The extent to which someone is motivated by work which provides variety, interest and stimulation.
Flexibility	The extent to which someone is motivated by the absence of clearly defined structures and procedures for managing tasks.
Autonomy	The extent to which someone is motivated by being given scope to organise their own work.
Material Reward	The extent to which someone is motivated by financial rewards.
Progression	The extent to which someone is motivated by having good promotion prospects.
Status	The extent to which someone is motivated by outward signs of position and status, and recognition of rank.

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 = 24/6, E2 = 24/2, E3 = 32/8, E4 = 24/7, E5 = 26/5, E6 = 24/8, E7 = 24/4, S1 = 24/3, S2 = 24/2, S3 = 28/4, S4 = 24/2, S5 = 24/2, I1 = 24/2, I2 = 24/7, I3 = 24/2, X1 = 24/2, X2 = 24/2, X3 = 24/2
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.

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