



Talent in Innovation.
Innovation in Talent.

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.

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	Employee Motivation 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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