



## Motivation Questionnaire

> Employee Motivation Report

Name: **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 summarized below in priority order. Typically, focusing on areas that are highly motivating or demotivating is most effective.

To maximize 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.

<b>Highly Motivating</b>	<b>Highly Demotivating</b>
<b>Moderately Motivating</b>	<b>Moderately Demotivating</b>
Competition Personal Principles	

## **Highly Motivating**

**Sample has indicated that he has no highly motivating areas.**

## > Moderately Motivating

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

<b>Competition</b>	Motivated by being benchmarked and compared favorably with others.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"><li>• Doing better than others is likely to energize</li><li>• Beating targets could be quite motivating</li><li>• Likely to enjoy an environment that encourages competition</li></ul>	<ul style="list-style-type: none"><li>• Lack of a competitive culture could be frustrating</li><li>• A lack of comparison with others may demotivate</li></ul>	
<b>Tips and suggestions on how to motivate Sample:</b> <ul style="list-style-type: none"><li>• Check what constitutes a competitive environment for Sample</li><li>• Consider how you could provide Sample with an objective benchmark to enable him to compare his performance to that of other people</li><li>• 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</li><li>• 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</li><li>• Ask Sample to identify anything that might prevent him from being the best. Explore if he will positively tackle any obstacles identified</li><li>• Consider ways of positively channeling Sample's competitive drive to motivate the rest of the team</li></ul>		

<b>Personal Principles</b>	Motivated by being able to uphold ideals and conform to high ethical and quality standards.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"><li>• Likely to focus on producing work that is of a high standard</li><li>• Probably eager to see alignment between personal values and those of the organization</li><li>• Is likely to place a high value on the organization working ethically</li></ul>	<ul style="list-style-type: none"><li>• Being asked to compromise personal ethical standards is likely to demotivate</li></ul>	
<b>Tips and suggestions on how to motivate Sample:</b>		
<ul style="list-style-type: none"><li>• Check which ethical and quality standards are important to Sample</li><li>• Check whether these are in line with the organization's requirements and culture</li><li>• Explore how the organization's vision and values affect Sample and his work</li><li>• Explore how Sample feels if asked to compromise his standards</li><li>• Ensure you do not set resource or time constraints that are likely to require Sample to compromise his standards</li><li>• Ensure that Sample does not place so much emphasis on quality that it impacts too much on his productivity or timescales</li></ul>		

## **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:

<b>Level of Activity</b>	The extent to which someone is motivated by having lots to do, working under time pressure and getting work completed.
<b>Achievement</b>	Achievement is about the extent to which someone is motivated by being given challenging targets and feeling that their abilities are being stretched.
<b>Fear of Failure</b>	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.
<b>Power</b>	The extent to which someone is motivated by having opportunities for exercising authority, taking responsibility, negotiating and being in a position to influence others.
<b>Immersion</b>	Immersion is concerned with the extent to which someone is motivated by work which requires commitment beyond normal working hours.
<b>Commercial Outlook</b>	Commercial outlook deals with the extent to which someone is motivated by revenue and profit.
<b>Affiliation</b>	Affiliation is concerned with the extent to which someone is motivated by opportunities for interaction with other people in their work.
<b>Recognition</b>	The extent to which someone is motivated by praise and other outward signs of recognition for their achievements.
<b>Ease and Security</b>	Ease and security is the extent to which someone is motivated by such things as having pleasant working conditions and job security.
<b>Personal Growth</b>	The extent to which someone is motivated by opportunities for further training and development, and the acquisition of new skills.
<b>Interest</b>	The extent to which someone is motivated by work which provides variety, interest and stimulation.
<b>Flexibility</b>	The extent to which someone is motivated by the absence of clearly defined structures and procedures for managing tasks.
<b>Autonomy</b>	The extent to which someone is motivated by being given scope to organize their own work.
<b>Material Reward</b>	The extent to which someone is motivated by financial rewards.
<b>Progression</b>	The extent to which someone is motivated by having good promotion prospects.
<b>Status</b>	The extent to which someone is motivated by outward signs of position and status, and recognition of rank.

## > About this Report

### ASSESSMENT METHODOLOGY

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

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

### PERSON DETAIL SECTION

Name	Sample Candidate
Date	25 September 2018
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
	15696/11/2299

### 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.

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