Motivation Questionnaire

Employee Motivation Report

Name
Ms Sample Candidate

Date
13 July 2023

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 them 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 they answered the questions as well as their 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 they 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 her, and to discuss with her the impact of this in her current or future role.

Highly Motivating	Highly Demotivating
Ease and Security	

Moderately Motivating	Moderately Demotivating
Achievement Competition Affiliation Recognition Personal Principles Personal Growth Interest Autonomy Material Reward Progression Status	Fear of Failure Immersion Flexibility

❯ Highly Motivating

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

Ease and Security	Highly motivated by feeling secure about job and position and by contextual factors, such as pleasant working conditions.

Likely Positives	Likely Negatives
- Job security is likely to be very important - A pleasant work environment is very likely to motivate - Highly likely to focus on the job package being offered	- Uncertainty about job security is very likely to demotivate - Unpleasant working conditions are likely to be very demotivating - May be very demotivated by having to deal with a lot of risks

Tips and suggestions on how to motivate Sample:

- Check what constitutes comfortable working conditions and job security for Sample
- Ensure that Sample's working environment is comfortable
- It may be beneficial to try to introduce some "safe risk" into Sample's role, where failure can be viewed as a learning opportunity
- If possible, emphasise Sample's job security and longer-term job prospects
- If long-term job security is unlikely, be honest and upfront
- Try to keep Sample informed as much as possible during periods of uncertainty and insecurity

Moderately Motivating

The following are likely to _moderately motivate_ Sample:

Achievement	Motivated by overcoming challenges, hitting targets and being stretched as an individual.

Likely Positives	Likely Negatives
- Likely to enjoy a challenge and being professionally stretched - Being able to achieve targets could be a source of satisfaction - Goal-setting is likely to appeal - A culture that emphasises achieving difficult targets is likely to appeal	- Could become frustrated by undemanding work - Lack of targets is likely to demotivate

Tips and suggestions on how to motivate Sample:

- Check what constitutes a challenging target for Sample
- Provide work that will challenge Sample's abilities
- Set targets that will give Sample something to strive for
- Involve Sample in setting their own targets and measures of success, or get them to set some themselves and ensure they are realistic
- Always celebrate success when Sample meets difficult targets, particularly ones they had a hand in setting themselves
- Ensure that Sample does not sacrifice quality of delivery of essential elements by setting themselves unrealistic targets that go beyond what is required

Competition	Motivated by being benchmarked and compared favourably with others.

Likely Positives	Likely Negatives
- Doing better than others is likely to energise - Beating targets could be quite motivating - Likely to enjoy an environment that encourages competition	- Lack of a competitive culture could be frustrating - A lack of comparison with others may demotivate

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 them to compare their performance to that of other people
- Look to incorporate Sample's need to compete into any objectives you set for them, possibly as competition with themselves if competing with others would be inappropriate
- Ask Sample how they would measure their performance in relation to others. Explore who they regard as their benchmark group and who they aspire to be like
- Ask Sample to identify anything that might prevent them being the best. Explore if they will positively tackle any blockages identified
- Consider ways of positively channelling Sample's competitive drive to motivate the rest of the team

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Affiliation	Motivated by interaction with other people in their work.

Likely Positives	Likely Negatives
- Being able to work as part of a team and help others is a likely source of motivation - Opportunities for meeting new people are likely to motivate - The people side of work is likely to be important	- Lack of interaction with others is probably frustrating - An unhappy work environment is likely to be demotivating

Tips and suggestions on how to motivate Sample:

- Check what constitutes closely working with others for Sample
- Emphasise the importance you place on teamworking
- Ensure that Sample works with others most of the time
- Explore opportunities for Sample to coach others or offer support
- Explore opportunities for Sample to network or meet other people
- Ensure that Sample's need for social interaction does not impact on their productivity

Recognition	Motivated by praise and other outward signs of recognition for achievements.

Likely Positives	Likely Negatives
- Praise and positive feedback are likely to be motivating - Recognition for a job well done is likely to be energising	- Little or no praise for contributions is likely to be demotivating - Likely to become demotivated by a lack of support

Tips and suggestions on how to motivate Sample:

- Check what forms of praise and recognition are most meaningful to Sample
- Ensure that you praise their good work
- Do not praise Sample too much or too often, as this will dilute the impact of praise when given
- Stress what the particular benefits of Sample's work have been
- Emphasise how useful Sample's work has been whenever it proves helpful in unanticipated ways
- Celebrate success publicly if all members of the team are motivated by recognition

Personal Principles	Motivated by being able to uphold ideals and conform to high ethical and quality standards.

Likely Positives	**Likely Negatives**
- 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	Being asked to compromise personal ethical standards is likely to demotivate

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 their work
- Explore how Sample feels if asked to compromise their standards
- Ensure you do not set resource or time constraints that are likely to require Sample to compromise their standards
- Ensure that Sample does not place so much emphasis on quality that it impacts too much on their productivity or timescales

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 their existing skills and knowledge in all aspects of their work
- Ensure that Sample's objectives include at least one where they will need to learn new skills
- Talk to Sample about their career aspirations and what skills they will need to move forward

Interest	Motivated by jobs that provide variety, interest and stimulation.

Likely Positives	Likely Negatives
- Likely to find variety in work quite motivating - Work seen as stimulating or interesting is likely to motivate - Likely to enjoy being creative	Routine tasks are 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 their work
- Ensure that Sample's work is varied
- When deciding Sample's objectives, ask them 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

Autonomy	Motivated by being given scope to organise own approach to work.

Likely Positives	Likely Negatives
- Having opportunities to work independently is a likely source of motivation - Being allowed to use initiative is likely to motivate	- Regular close supervision is likely to demotivate - A lack of autonomy is likely to demotivate

Tips and suggestions on how to motivate Sample:

- Check what constitutes autonomy for Sample
- Try to take a relatively "hands off" approach to managing them
- Set Sample's objectives and measures and then let them decide how to achieve them, as long as they meet the measures agreed
- As far as practical, ensure that you allow Sample to structure their own approach to work
- Be sensitive to Sample's need for empowerment and do not impose too many constraints
- Ensure that Sample has the support, materials and means of communication to work independently. Jointly agree communication methods, styles and frequency

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 their performance will lead to increased financial reward
- As far as you can, ensure that salaries, bonuses and other financial rewards are awarded equitably

Progression	Motivated by having opportunities for promotion.

Likely Positives	Likely Negatives
• Promotion and career advancement are likely to be drivers • Likely to be motivated by opportunities for career development • Likely to be energised by fast-track promotion systems	• Lack of opportunity for promotion is likely to demotivate • Likely to be frustrated by unfair promotion decisions

Tips and suggestions on how to motivate Sample:

- Check what constitutes good promotion prospects for Sample
- Encourage Sample to put a career plan together
- Try to find opportunities for Sample that will increase their skills in areas they will need to advance
- Look for opportunities for Sample to work in environments that will increase their visibility in the organisation
- If there are no real opportunities for Sample to advance in the near future, look for ways to encourage Sample to develop skills that will make them more promotable in future
- Examine sideways moves for Sample to gain extra experience as well as promotion. Look at special projects and make it clear to Sample what you are doing and why you are doing it

Status	Motivated by outward signs of position and status, and recognition of rank.

Likely Positives	Likely Negatives
• Likely to be energised when rewarded with status symbols such as own office or a company car • Probably places a value on a job title that reflects the status of the role • May feel that status is important	• 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 them
- If possible, reward Sample with outward signs of their position and rank, such as a clearly displayed, suitably impressive job title
- Ensure that Sample is given appropriate accountability in line with their status
- Explore the responsibilities that accompany Sample's position with them and support them in gaining the respect of their colleagues
- Ensure other team members do not disrespect Sample's need to have their status recognised

› Highly Demotivating

Sample has indicated that they have no highly demotivating areas.

❯ Moderately Demotivating

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

Fear of Failure	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 low • Is likely to find a blame-free culture motivating	• Can become discouraged by the prospect of doing badly • Likely to find undue criticism 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 they are unlikely to succeed no matter how hard they try
- Ensure you provide Sample with sufficient support so that they do not feel exposed to the likelihood of failure
- Encourage Sample to come to you if they have any problems or issues
- If Sample appears to have disconnected from a particular task, sensitively explore the reasons why with them
- Structure any feedback to Sample so it is balanced, emphasises success and includes practical ways they can realistically improve their performance

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

Likely Positives	Likely Negatives
• Likely to be motivated by being able to work normal hours • Having a clear work-life balance is likely to motivate • May not mind a lack of opportunity to show commitment to work	• Beyond the occasional extra work requirement such as business travel or end-of-year accounting, the prospect of regular additional hours is likely to be unappealing • May not be attracted by the need for business travel

Tips and suggestions on how to prevent Sample becoming demotivated:

- Check what constitutes normal working hours for Sample
- Avoid giving Sample so much to do that they will inevitably have to do some work in their personal time
- Ensure that Sample has the chance to organise their tasks at work to avoid having to work in their own time
- Only contact Sample at home about work matters if it is absolutely essential
- Encourage Sample to formulate a work-life balance that is reasonable both for themselves and for the organisation
- Be a good role model for a sensible work-life balance. Ensure you leave work on time, even if only occasionally, and demonstrate that your values are about performance, not number of hours spent at work

Flexibility	Demotivated by the absence of clearly defined structures and procedures for managing tasks.

Likely Positives	**Likely Negatives**
- Probably prefers an environment that offers clear rules and systems - Likely to enjoy a process-driven or transactional way of working	- Ambiguity or vague guidelines may well frustrate - The prospect of unexpected change is likely to demotivate

Tips and suggestions on how to prevent Sample becoming demotivated:

- Check what constitutes clearly defined structures and guidelines for Sample
- Ensure that Sample has clear structures, guidelines and objectives to work with
- Ask Sample to summarise your requirements back to you, and ensure that everything is clearly understood by both of you
- Work with Sample to manage their time, helping them to maintain clear priorities, structures and measures
- Encourage Sample to break complex or long projects down into clearer, more manageable tasks
- If Sample is working in a fluid environment, try to provide elements of structure for their particular tasks

❯ 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.
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.
Commercial Outlook	Commercial outlook deals with the extent to which someone is motivated by revenue and profit.

ASSESSMENT METHODOLOGY

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

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

PERSON DETAIL SECTION

Name	Ms Sample Candidate
Candidate Data	E1 = 23/5, E2 = 28/4, E3 = 28/6, E4 = 15/4, E5 = 27/6, E6 = 17/4, E7 = 24/4, S1 = 33/7, S2 = 31/5, S3 = 28/4, S4 = 37/9, S5 = 33/7, I1 = 31/6, I2 = 19/4, I3 = 33/7, X1 = 31/5, X2 = 30/5, X3 = 32/7
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.

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