



Talent in Innovation.
Innovation in Talent.

Motivation Questionnaire

Candidate Motivation Report



Name

Ms Sample Candidate

Date

13 July 2023

> 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
Ease and Security

Highly Demotivating

Moderately Motivating
Achievement Competition Affiliation Recognition Personal Principles Personal Growth Interest Autonomy Material Reward Progression Status

Moderately Demotivating
Fear of Failure Immersion Flexibility

> Highly Motivating

The following are likely to highly motivate you:

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	
<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	

> Moderately Motivating

The following are likely to moderately motivate you:

Achievement	Motivated by overcoming challenges, hitting targets and being stretched as an individual.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Could become frustrated by undemanding work • Lack of targets is likely to demotivate 	

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 	

Affiliation	Motivated by interaction with other people in their work.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Lack of interaction with others is probably frustrating • An unhappy work environment is likely to be demotivating 	

Recognition	Motivated by praise and other outward signs of recognition for achievements.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Praise and positive feedback are likely to be motivating • Recognition for a job well done is likely to be energising 	<ul style="list-style-type: none"> • Little or no praise for contributions is likely to be demotivating • Likely to become demotivated by a lack of support 	

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 	

Personal Growth	Motivated by opportunities for further training and development and the acquisition of new skills.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • A lack of opportunity for self-development could frustrate 	

Interest	Motivated by jobs that provide variety, interest and stimulation.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Likely to find variety in work quite motivating • Work seen as stimulating or interesting is likely to motivate • Likely to enjoy being creative 	<ul style="list-style-type: none"> • Routine tasks are likely to frustrate and demotivate 	

Autonomy	Motivated by being given scope to organise own approach to work.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Having opportunities to work independently is a likely source of motivation • Being allowed to use initiative is likely to motivate 	<ul style="list-style-type: none"> • Regular close supervision is likely to demotivate • A lack of autonomy is likely to demotivate 	

Material Reward	Motivated by financial reward.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Likely to be focused on salary and benefits • Likely to focus on the relationship between effort invested and subsequent pay 	<ul style="list-style-type: none"> • Likely to be very demotivated by what appears to be an insubstantial increase in pay or benefits 	

Progression	Motivated by having opportunities for promotion.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Lack of opportunity for promotion is likely to demotivate • Likely to be frustrated by unfair promotion decisions 	

Status	Motivated by outward signs of position and status, and recognition of rank.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Likely to be demotivated by any perceived lack of respect 	

Highly Demotivating

You have indicated that you have no highly demotivating areas.

> Moderately Demotivating

The following are likely to moderately demotivate you:

Fear of Failure	Demotivated by possible failure, criticism or the loss of self-esteem.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Will probably prefer work where the prospect of failure is low • Is likely to find a blame-free culture motivating 	<ul style="list-style-type: none"> • Can become discouraged by the prospect of doing badly • Likely to find undue criticism demotivating 	

Immersion	Demotivated by work that requires commitment beyond normal working hours.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	

Flexibility	Demotivated by the absence of clearly defined structures and procedures for managing tasks.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Probably prefers an environment that offers clear rules and systems • Likely to enjoy a process-driven or transactional way of working 	<ul style="list-style-type: none"> • Ambiguity or vague guidelines may well frustrate • The prospect of unexpected change is likely to demotivate 	

> 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.
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.

> About this Report

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	Candidate 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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