Motivation Questionnaire

> Employee Motivation Report

Name: **Sample Report**

Date: **12 August 2009**

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 her 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 she answered the questions as well as her 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 she should complete the MQ again.

Summary

Sample's key motivators and demotivators are summarised below in priority order. 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
Autonomy Personal Principles Personal Growth Interest	

Moderately Motivating	Moderately Demotivating
Achievement Material Reward Progression Ease and Security Competition Commercial Outlook Recognition Flexibility Affiliation Status Power	Fear of Failure

❯ Highly Motivating

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

Autonomy	Highly motivated by being given scope to organise own approach to work.

Likely Positives	Likely Negatives
• Likely to be strongly motivated by opportunities to work independently • Being allowed to use initiative is likely to be very motivating	• Likely to be very irritated by regular close supervision • A lack of autonomy could prove to be very demotivating

Tips and suggestions on how to motivate Sample:

- Check what constitutes autonomy for Sample
- Try to take a relatively "hands off" approach to managing her
- Set Sample's objectives and measures and then let her decide how to achieve them, as long as they meet the measures agreed
- As far as practical, ensure that you allow Sample to structure her 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

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

Likely Positives	Likely Negatives
• Very likely to focus on producing work of a high standard • Probably very keen to see alignment between personal values and those of the organisation • Is very likely to place a high value on the organisation working ethically	• Being asked to compromise personal ethical standards is highly 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 her work
- Explore how Sample feels if asked to compromise her standards
- Ensure you do not set resource or time constraints that are likely to require Sample to compromise her standards
- Ensure that Sample does not place so much emphasis on quality that it impacts too much on her productivity or timescales

Personal Growth	Highly motivated by opportunities for further training and development and the acquisition of new skills.

Likely Positives	**Likely Negatives**
• Likely to find opportunities for learning new skills very motivating • Personal development is likely to be a strong source of motivation • Very likely to enjoy spending time with and learning from colleagues	• Could be very discouraged by a lack of opportunity for self-development

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

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Interest	Highly motivated by jobs that provide variety, interest and stimulation.

Likely Positives	**Likely Negatives**
• Highly likely to find variety in work very motivating • Work seen as stimulating or interesting is highly likely to motivate • Opportunities to demonstrate creativity are likely to be highly motivating	• Routine tasks are highly 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 her work
- Ensure that Sample's work is varied
- When deciding Sample's objectives, ask her 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

> **Moderately Motivating**

The following are likely to <u>moderately motivate</u> 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 her own targets and measures of success, or get her to set some herself and ensure they are realistic
- Always celebrate success when Sample meets difficult targets, particularly ones she had a hand in setting herself
- Ensure that Sample does not sacrifice quality of delivery of essential elements by setting herself unrealistic targets that go beyond what is required

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 her 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 her skills in areas she will need to advance
- Look for opportunities for Sample to work in environments that will increase her 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 her 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

Ease and Security	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 important • A pleasant work environment is likely to motivate • Likely to focus on the job package being offered	• Likely to be concerned by any job insecurity • Unpleasant working conditions are likely to be demotivating • An element of risk may be rather demotivating

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

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

Commercial Outlook	Motivated by commercial success, for example increased sales, reduced costs or profitability.

Likely Positives	Likely Negatives
• Probably keen to understand how individual efforts impact on the organisation's performance • Likely to be driven by work where there is a commercial focus • A particular motivator for those working in a sales role	• Possibly discouraged when work is not linked to a cash value

Tips and suggestions on how to motivate Sample:

- Check what would constitute a commercial goal for Sample
- Try to emphasis the links between Sample's work and its impact on the bottom line
- Explore how Sample feels when she cannot relate her work to commercial goals
- Ask Sample to write her own measures and to consider how her effort contributes to shareholder value or financial success
- Reward Sample according to her performance against profit or other financially-oriented targets
- Include Sample in commercial discussions. Ask for her opinion and give her problems to solve that have demonstrable financial or commercial value

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

Likely Positives	**Likely Negatives**
• Praise and positive feedback is likely to be motivating • Recognition for a job well done is likely to be energising • Unlikely to be affected by a lack of praise	• 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 her 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

Flexibility	Motivated by a fluid, unstructured environment.

Likely Positives	**Likely Negatives**
• Likely to find change motivating • Probably finds a degree of ambiguity energising • Likely to thrive in environments that are likely to change unexpectedly	• Likely to get disheartened by an over-regulated or bureaucratic environment

Tips and suggestions on how to motivate Sample:

- Check what constitutes a structured versus an unstructured environment for Sample
- Make sure that the goals for a task are set at a high level, avoiding too much detail
- Try to allow her a degree of flexibility in the way she approaches tasks, provided any objectives and measures are met
- Monitor Sample's performance against major milestones rather than every single event
- Wherever possible, do not set structures and procedures that are too tightly defined
- When Sample is absolutely required to work within clearly defined structures and procedures, sell the benefits to her in terms of one of her other motivators

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 her productivity

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 her
- If possible, reward Sample with outward signs of her position and rank, such as a clearly displayed, suitably impressive job title
- Ensure that Sample is given appropriate accountability in line with her status
- Explore the responsibilities that accompany Sample's position with her and support her in gaining the respect of her colleagues
- Ensure other team members do not disrespect Sample's need to have her status recognised

Power	Motivated by exercising authority, taking responsibility, negotiating and being in a position to influence others.

Likely Positives	Likely Negatives
• Likely to be motivated by responsibility and control • Could find opportunities for managing people or situations energising	• Lack of responsibility is likely to demotivate • No input in decision making is likely to be frustrating

Tips and suggestions on how to motivate Sample:

- Check what constitutes "exercising authority" and "taking responsibility" for Sample
- Ensure that Sample has opportunities to take on new responsibilities
- Involve Sample in decision-making processes
- Encourage Sample to express her opinions and to try to influence others in a constructive manner
- Delegate some responsibility to Sample or put her in situations where she will have the opportunity to be in charge and exercise authority
- Reward Sample when she uses her power and influence to motivate and encourage others, or when she uses her authority in a positive manner

Highly Demotivating

Sample has indicated that she has 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 she is unlikely to succeed no matter how hard she tries
- Ensure you provide Sample with sufficient support so that she does not feel exposed to the likelihood of failure
- Encourage Sample to come to you if she has any problems or issues
- If Sample appears to have disconnected from a particular task, sensitively explore the reasons why with her
- Structure any feedback to Sample so it is balanced, emphasises success and includes practical ways she can realistically improve her performance

❯ 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.
Immersion	Immersion is concerned with the extent to which someone is motivated by work which requires commitment beyond normal working hours.

❯ About this Report

ASSESSMENT METHODOLOGY

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

Questionnaire / Ability Test	Comparison Group	Used
MQ US English v1 (Std Inst)	MQM5_EN_US_IS01_ General Population - 2005 (US)	Yes

PERSON DETAIL SECTION

Name	Sample Report
Date	12 August 2009
Candidate Data	E1=27/5, E2=34/5, E3=31/4, E4=18/3, E5=28/4, E6=22/6, E7=31/5, S1=29/4, S2=31/5, S3=37/6, S4=32/6, S5=35/6, I1=35/6, I2=30/10, I3=38/9, X1=34/6, X2=34/6, X3=29/5
	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 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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