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# Motivation Questionnaire

## Employee Motivation Report



**Name**

Mr Sample Candidate

**Date**

# > 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
Achievement Recognition Personal Growth Progression

Highly Demotivating
Competition Immersion

Moderately Motivating
Power Ease and Security Interest Autonomy

Moderately Demotivating
Fear of Failure Flexibility Material Reward Status

## > Highly Motivating

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

<b>Achievement</b>	Strongly motivated by overcoming challenges, hitting targets and being stretched as an individual.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• Could be strongly energised by a challenge and by being professionally stretched</li> <li>• Being able to achieve targets is likely to be a major motivator</li> <li>• Goal-setting is likely to be very energising</li> <li>• Very likely to enjoy a culture that emphasises achieving difficult targets</li> </ul>	<ul style="list-style-type: none"> <li>• Undemanding work could be very frustrating</li> <li>• Lack of targets is very likely to demotivate</li> </ul>	
<b>Tips and suggestions on how to motivate Sample:</b> <ul style="list-style-type: none"> <li>• Check what constitutes a challenging target for Sample</li> <li>• Provide work that will challenge Sample's abilities</li> <li>• Set targets that will give Sample something to strive for</li> <li>• Involve Sample in setting his own targets and measures of success, or get him to set some himself and ensure they are realistic</li> <li>• Always celebrate success when Sample meets difficult targets, particularly ones he had a hand in setting himself</li> <li>• Ensure that Sample does not sacrifice quality of delivery of essential elements by setting himself unrealistic targets that go beyond what is required</li> </ul>		

<b>Recognition</b>	Highly motivated by praise and other outward signs of recognition for achievements.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• Praise and positive feedback is likely to be a strong source of motivation</li> <li>• Recognition for a job well done is likely to be very energising</li> <li>• Little or no praise for contributions is likely to be very demotivating</li> </ul>	<ul style="list-style-type: none"> <li>• Likely to be highly demotivated by a lack of support</li> </ul>	
<b>Tips and suggestions on how to motivate Sample:</b> <ul style="list-style-type: none"> <li>• Check what forms of praise and recognition are most meaningful to Sample</li> <li>• Ensure that you praise his good work</li> <li>• Do not praise Sample too much or too often, as this will dilute the impact of praise when given</li> <li>• Stress what the particular benefits of Sample's work have been</li> <li>• Emphasise how useful Sample's work has been whenever it proves helpful in unanticipated ways</li> <li>• Celebrate success publicly if all members of the team are motivated by recognition</li> </ul>		

<b>Personal Growth</b>	Highly motivated by opportunities for further training and development and the acquisition of new skills.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• Likely to find opportunities for learning new skills very motivating</li> <li>• Personal development is likely to be a strong source of motivation</li> <li>• Very likely to enjoy spending time with and learning from colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Could be very discouraged by a lack of opportunity for self-development</li> </ul>	
<b>Tips and suggestions on how to motivate Sample:</b> <ul style="list-style-type: none"> <li>• Check what constitutes genuine personal development and growth for Sample</li> <li>• Check what Sample's preferred learning styles are</li> <li>• Provide Sample with opportunities to acquire new skills and knowledge</li> <li>• Ensure that Sample is not required to rely solely on his existing skills and knowledge in all aspects of his work</li> <li>• Ensure that Sample's objectives include at least one where he will need to learn new skills</li> <li>• Talk to Sample about his career aspirations and what skills he will need to move forward</li> </ul>		

<b>Progression</b>	Highly motivated by having opportunities for promotion.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• Promotion and career advancement are likely to be very strong drivers</li> <li>• Likely to be strongly motivated by opportunities for career development</li> <li>• Highly likely to be energised by fast-track promotion systems</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of opportunity for promotion is likely to significantly demotivate</li> <li>• Highly likely to be frustrated by unfair promotion decisions</li> </ul>	
<b>Tips and suggestions on how to motivate Sample:</b> <ul style="list-style-type: none"> <li>• Check what constitutes good promotion prospects for Sample</li> <li>• Encourage Sample to put a career plan together</li> <li>• Try to find opportunities for Sample that will increase his skills in areas he will need to advance</li> <li>• Look for opportunities for Sample to work in environments that will increase his visibility in the organisation</li> <li>• 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 him more promotable in future</li> <li>• 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</li> </ul>		

## > Moderately Motivating

The following are likely to moderately motivate Sample:

<b>Power</b>	Motivated by exercising authority, taking responsibility, negotiating and being in a position to influence others.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• Likely to be motivated by responsibility and control</li> <li>• Could find opportunities for managing people or situations energising</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of responsibility is likely to demotivate</li> <li>• No input in decision making is likely to be frustrating</li> </ul>	
<b>Tips and suggestions on how to motivate Sample:</b> <ul style="list-style-type: none"> <li>• Check what constitutes "exercising authority" and "taking responsibility" for Sample</li> <li>• Ensure that Sample has opportunities to take on new responsibilities</li> <li>• Involve Sample in decision-making processes</li> <li>• Encourage Sample to express his opinions and to try to influence others in a constructive manner</li> <li>• Delegate some responsibility to Sample or put him in situations where he will have the opportunity to be in charge and exercise authority</li> <li>• Reward Sample when he uses his power and influence to motivate and encourage others, or when he uses his authority in a positive manner</li> </ul>		

<b>Ease and Security</b>	Motivated by feeling secure about job and position, and by contextual factors, such as pleasant working conditions.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• Job security is likely to be important</li> <li>• A pleasant work environment is likely to motivate</li> <li>• Likely to focus on the job package being offered</li> </ul>	<ul style="list-style-type: none"> <li>• Likely to be concerned by any job insecurity</li> <li>• Unpleasant working conditions are likely to be demotivating</li> <li>• An element of risk may be rather demotivating</li> </ul>	
<b>Tips and suggestions on how to motivate Sample:</b> <ul style="list-style-type: none"> <li>• Check what constitutes comfortable working conditions and job security for Sample</li> <li>• Ensure that Sample's working environment is comfortable</li> <li>• It may be beneficial to try to introduce some "safe risk" into Sample's role, where failure can be viewed as a learning opportunity</li> <li>• If possible, emphasise Sample's job security and longer-term job prospects</li> <li>• If long-term job security is unlikely, be honest and upfront</li> <li>• Try to keep Sample informed as much as possible during periods of uncertainty and insecurity</li> </ul>		

<b>Interest</b>	Motivated by jobs that provide variety, interest and stimulation.	
<b>Likely Positives</b>		<b>Likely Negatives</b>
<ul style="list-style-type: none"> <li>• Likely to find variety in work quite motivating</li> <li>• Work seen as stimulating or interesting is likely to motivate</li> <li>• Likely to enjoy being creative</li> </ul>		<ul style="list-style-type: none"> <li>• Routine tasks are likely to frustrate and demotivate</li> </ul>
<b>Tips and suggestions on how to motivate Sample:</b> <ul style="list-style-type: none"> <li>• Check what constitutes variety for Sample</li> <li>• Check what interests Sample most and try to include elements of this in his work</li> <li>• Ensure that Sample's work is varied</li> <li>• When deciding Sample's objectives, ask him to make some suggestions</li> <li>• Avoid setting too many routine tasks for Sample</li> <li>• When routine tasks are essential, encourage Sample to find ways to explore new approaches or improve efficiency in undertaking them</li> </ul>		

<b>Autonomy</b>	Motivated by being given scope to organise own approach to work.	
<b>Likely Positives</b>		<b>Likely Negatives</b>
<ul style="list-style-type: none"> <li>• Having opportunities to work independently is a likely source of motivation</li> <li>• Being allowed to use initiative is likely to motivate</li> </ul>		<ul style="list-style-type: none"> <li>• Regular close supervision is likely to demotivate</li> <li>• A lack of autonomy is likely to demotivate</li> </ul>
<b>Tips and suggestions on how to motivate Sample:</b> <ul style="list-style-type: none"> <li>• Check what constitutes autonomy for Sample</li> <li>• Try to take a relatively "hands off" approach to managing him</li> <li>• Set Sample's objectives and measures and then let him decide how to achieve them, as long as they meet the measures agreed</li> <li>• As far as practical, ensure that you allow Sample to structure his own approach to work</li> <li>• Be sensitive to Sample's need for empowerment and do not impose too many constraints</li> <li>• Ensure that Sample has the support, materials and means of communication to work independently. Jointly agree communication methods, styles and frequency</li> </ul>		

## > Highly Demotivating

The following are likely to **highly demotivate** Sample:

<b>Competition</b>	Extremely demotivated by being benchmarked and compared with others.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>Is far more likely to be motivated by cooperation rather than competition</li> </ul>	<ul style="list-style-type: none"> <li>Likely to be extremely demotivated by a competitive culture</li> <li>Being compared and benchmarked against others is very likely to undermine motivation</li> <li>The prospect of having to beat targets could be very demotivating</li> <li>A competitive environment could be very demotivating</li> </ul>	
<b>Tips and suggestions on how to prevent Sample becoming demotivated:</b> <ul style="list-style-type: none"> <li>Check what constitutes a competitive environment for Sample</li> <li>Ensure you focus on Sample's performance relative to goals instead of relative to other people</li> <li>Don't put Sample in a situation where he has to outperform colleagues in order to do well</li> <li>If the environment is naturally competitive, try to shield Sample from some of the harsher aspects of competing</li> <li>Set targets that focus on the team achieving the desired result. Measure success by the whole team's achievement, rather than focusing purely on Sample's contribution</li> </ul>		

<b>Immersion</b>	Extremely demotivated by work that requires commitment beyond normal working hours.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>Likely to be highly motivated by being able to work normal hours</li> <li>Having a clear work-life balance is very likely to motivate</li> <li>Is likely to not be demotivated by a lack of opportunity to show commitment to work</li> </ul>	<ul style="list-style-type: none"> <li>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 very unappealing</li> <li>Very unlikely to be attracted by the need for business travel</li> </ul>	
<b>Tips and suggestions on how to prevent Sample becoming demotivated:</b> <ul style="list-style-type: none"> <li>Check what constitutes normal working hours for Sample</li> <li>Avoid giving Sample so much to do that he will inevitably have to do some work in his personal time</li> <li>Ensure that Sample has the chance to organise his tasks at work to avoid having to work in his own time</li> <li>Only contact Sample at home about work matters if it is absolutely essential</li> <li>Encourage Sample to formulate a work-life balance that is reasonable both for himself and for the organisation</li> <li>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</li> </ul>		

## > Moderately Demotivating

The following are likely to moderately demotivate Sample:

<b>Fear of Failure</b>	Demotivated by possible failure, criticism or the loss of self-esteem.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• Will probably prefer work where the prospect of failure is low</li> <li>• Is likely to find a blame-free culture motivating</li> </ul>	<ul style="list-style-type: none"> <li>• Can become discouraged by the prospect of doing badly</li> <li>• Likely to find undue criticism demotivating</li> </ul>	
<p><b>Tips and suggestions on how to prevent Sample becoming demotivated:</b></p> <ul style="list-style-type: none"> <li>• Sensitively check what constitutes failure for Sample</li> <li>• Avoid setting Sample objectives that are so unrealistic that he is unlikely to succeed no matter how hard he tries</li> <li>• Ensure you provide Sample with sufficient support so that he does not feel exposed to the likelihood of failure</li> <li>• Encourage Sample to come to you if he has any problems or issues</li> <li>• If Sample appears to have disconnected from a particular task, sensitively explore the reasons why with him</li> <li>• Structure any feedback to Sample so it is balanced, emphasises success and includes practical ways he can realistically improve his performance</li> </ul>		

<b>Flexibility</b>	Demotivated by the absence of clearly defined structures and procedures for managing tasks.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• Probably prefers an environment that offers clear rules and systems</li> <li>• Likely to enjoy a process-driven or transactional way of working</li> </ul>	<ul style="list-style-type: none"> <li>• Ambiguity or vague guidelines may well frustrate</li> <li>• The prospect of unexpected change is likely to demotivate</li> </ul>	
<p><b>Tips and suggestions on how to prevent Sample becoming demotivated:</b></p> <ul style="list-style-type: none"> <li>• Check what constitutes clearly defined structures and guidelines for Sample</li> <li>• Ensure that Sample has clear structures, guidelines and objectives to work with</li> <li>• Ask Sample to summarise your requirements back to you, and ensure that everything is clearly understood by both of you</li> <li>• Work with Sample to manage his time, helping him to maintain clear priorities, structures and measures</li> <li>• Encourage Sample to break complex or long projects down into clearer, more manageable tasks</li> <li>• If Sample is working in a fluid environment, try to provide elements of structure for his particular tasks</li> </ul>		

<b>Material Reward</b>	Not particularly motivated by financial reward.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• A pay increase is likely to be seen as a pleasant reward rather than as a motivator</li> <li>• May be looking for other aspects of the job to enhance motivation rather than just financial aspects</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of equity in the distribution of rewards may demotivate</li> </ul>	
<b>Tips and suggestions on how to prevent Sample becoming demotivated:</b> <ul style="list-style-type: none"> <li>• Check what constitutes fair remuneration for Sample</li> <li>• As far as you can, ensure that salaries, bonuses and other financial rewards are awarded equitably</li> <li>• Ask Sample what alternatives he can suggest to financial reward and apply where it is practical to do so</li> <li>• Ensure you use praise, recognition and positive reinforcement of Sample's successes. Do not rely on organisational mechanisms such as bonus schemes to motivate him</li> </ul>		

<b>Status</b>	Less motivated by outward signs of position and status, and recognition of rank.	
<b>Likely Positives</b>	<b>Likely Negatives</b>	
<ul style="list-style-type: none"> <li>• Could be motivated by an environment without obvious indicators of rank and status</li> <li>• May be slightly energised by a working environment that downplays job titles, hierarchies and level</li> </ul>	<ul style="list-style-type: none"> <li>• May be put off by a working environment that is status-conscious</li> <li>• May find the notion of status demotivating</li> </ul>	
<b>Tips and suggestions on how to prevent Sample becoming demotivated:</b> <ul style="list-style-type: none"> <li>• Check what constitutes over-emphasis on status and signs of rank for Sample</li> <li>• Try to not act impressed by status symbols in front of Sample</li> <li>• If possible, ensure Sample's role title reflects his expertise rather than his rank (e.g. "...expert" not "...manager")</li> <li>• Look at Sample's reputation in terms of the value of his contribution to the business rather than in terms of rank or position. Support him in gaining an excellent reputation and the respect of others</li> <li>• Focus on what Sample achieves rather than his rank</li> </ul>		

## > 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>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>Personal Principles</b>	The extent to which someone is motivated by being able to uphold ideals and conform to high ethical and quality standards.

## 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

<b>Name</b>	Mr Sample Candidate
<b>Candidate Data</b>	E1 = 24/6, E2 = 35/8, E3 = 10/1, E4 = 18/5, E5 = 29/7, E6 = 8/1, E7 = 25/4, S1 = 25/3, S2 = 39/10, S3 = 26/3, S4 = 32/6, S5 = 40/10, I1 = 34/8, I2 = 20/4, I3 = 32/7, X1 = 19/1, X2 = 39/10, X3 = 16/1
<b>Report</b>	Employee Motivation Report v2.0 <sup>RE</sup>

## 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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