
Motivation Questionnaire

On-Board Report

Name

James Example

Date:

14 May 2012

> On-Board Report

Introduction

This report describes the factors that are likely to have an impact on James's motivation at work.

It provides a high level summary of James's motivators and demotivators followed by more detailed information on what is likely to motivate and demotivate James at work including tips and suggestions on how to keep him motivated.

This report is based on James'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 James's life or work he should complete the MQ again.

Summary

James'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 James what motivates him, and to discuss with him the impact of this in his current or future role.

Highly Motivating	Highly Demotivating
Moderately Motivating	Moderately Demotivating
Personal Principles Flexibility Achievement	Interest Material Reward Competition

Highly Motivating

James has indicated that he has no highly motivating areas.

> Moderately Motivating

The following are likely to moderately motivate James:

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 	
Tips and suggestions on how to motivate James: <ul style="list-style-type: none"> • Check which ethical and quality standards are important to James • Check whether these are in line with the organisation's requirements and culture • Explore how the organisation's vision and values affect James and his work • Explore how James feels if asked to compromise his standards • Ensure you do not set resource or time constraints that are likely to require James to compromise his standards • Ensure that James does not place so much emphasis on quality that it impacts too much on his productivity or timescales 		

Flexibility	Motivated by a fluid, unstructured environment.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none"> • Likely to find change motivating • Probably finds a degree of ambiguity energising • Likely to thrive in environments that are likely to change unexpectedly 	<ul style="list-style-type: none"> • Likely to get disheartened by an over-regulated or bureaucratic environment 	
Tips and suggestions on how to motivate James: <ul style="list-style-type: none"> • Check what constitutes a structured versus an unstructured environment for James • Make sure that the goals for a task are set at a high level, avoiding too much detail • Try to allow him a degree of flexibility in the way he approaches tasks, provided any objectives and measures are met • Monitor James's performance against major milestones rather than every single event • Wherever possible, do not set structures and procedures that are too tightly defined • When James is absolutely required to work within clearly defined structures and procedures, sell the benefits to him in terms of one of his other motivators 		

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 	
Tips and suggestions on how to motivate James: <ul style="list-style-type: none"> • Check what constitutes a challenging target for James • Provide work that will challenge James's abilities • Set targets that will give James something to strive for • Involve James in setting his own targets and measures of success, or get him to set some himself and ensure they are realistic • Always celebrate success when James meets difficult targets, particularly ones he had a hand in setting himself • Ensure that James does not sacrifice quality of delivery of essential elements by setting himself unrealistic targets that go beyond what is required 		

Highly Demotivating

James has indicated that he has no highly demotivating areas.

> Moderately Demotivating

The following are likely to moderately demotivate James:

Interest	Less motivated by jobs that provide variety, interest and stimulation.	
Likely Positives		Likely Negatives
<ul style="list-style-type: none"> • Motivation is probably not greatly affected by the degree of interest and variety in the job • May be motivated by routine work 		<ul style="list-style-type: none"> • Will probably enjoy stimulating work, but not likely to be specifically motivated by it • Creativity is not likely to be motivating
<p>Tips and suggestions on how to prevent James becoming demotivated:</p> <ul style="list-style-type: none"> • Check what constitutes variety for James • Try to ensure there is some element of familiarity and routine to any work you set for James • Try to avoid giving James problems that he will find overly complex • Emphasise that the ability to complete current tasks is more important than being able to tackle a wide variety of tasks that may not be currently required • Explore how James can improve quality or productivity within his familiar tasks 		

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

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

> Little or no impact

These are the areas likely to have little or no impact on James'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.
Fear of Failure	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.
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.
Immersion	Immersion is concerned with the extent to which someone is motivated by work which requires commitment beyond normal working hours.
Commercial Outlook	Commercial outlook deals with the extent to which someone is motivated by revenue and profit.
Affiliation	Affiliation is concerned with the extent to which someone is motivated by opportunities for interaction with other people in their work.
Recognition	The extent to which someone is motivated by praise and other outward signs of recognition for their achievements.
Ease and Security	Ease and security is the extent to which someone is motivated by such things as having pleasant working conditions and job security.
Personal Growth	The extent to which someone is motivated by opportunities for further training and development, and the acquisition of new skills.
Autonomy	The extent to which someone is motivated by being given scope to organise their own work.
Progression	The extent to which someone is motivated by having good promotion prospects.
Status	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 James Example:

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

PERSON DETAIL SECTION

Name	James Example
Date	14 May 2012
Candidate Data	E1=24/6, E2=28/4, E3=19/1, E4=25/7, E5=23/3, E6=24/8, E7=22/3, S1=25/3, S2=22/1, S3=29/4, S4=24/2, S5=22/1, I1=16/1, I2=29/10, I3=23/1, X1=18/1, X2=27/4, X3=26/4
	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.

SHL Group Limited and its associated companies cannot guarantee that the contents of this report are the unchanged output of the computer system. We can accept no liability for the consequences of the use of this report and this includes liability of every kind (including negligence) for its contents.

The On-Board Report (based on the Employee Motivation Report Version Number: 1^{SC})

www.shl.com

© SHL Group Limited 2012. All rights reserved. SHL is a trademark of SHL Group Limited which is registered in the United Kingdom and other countries.

This report has been produced by SHL for the benefit of its client and contains SHL intellectual property. As such, SHL permits its client to reproduce, distribute, amend and store this report for its internal and non-commercial use only. All other rights of SHL are reserved.