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# Motivation Questionnaire

## Candidate Motivation Report



**Name**

Mr Sample Candidate

**Date**

25 October 2018

# > 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
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 you:

<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>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>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>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>	

## > Moderately Motivating

The following are likely to moderately motivate you:

<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>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>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>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>	

## > Highly Demotivating

The following are likely to highly demotivate you:

<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>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>	

## > Moderately Demotivating

The following are likely to moderately demotivate you:

<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>	

<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>	

<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>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>	

**> Little or no impact**

**These are the areas likely to have little or no impact on your 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.

## > About this Report

### 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>	Candidate 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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