



Motivation Questionnaire

> Retain Report

Name: **Fred Test**

Date: **10 December 2010**

> Retain Report

Introduction

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

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

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

Summary

Fred'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 Fred 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
Competition Personal Growth Interest	Level of Activity

Highly Motivating

Fred has indicated that he has no highly motivating areas.

> Moderately Motivating

The following are likely to moderately motivate Fred:

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 	
Tips and suggestions on how to motivate Fred: <ul style="list-style-type: none"> • Check what constitutes a competitive environment for Fred • Consider how you could provide Fred with an objective benchmark to enable him to compare his performance to that of other people • Look to incorporate Fred's need to compete into any objectives you set for him, possibly as competition with himself if competing with others would be inappropriate • Ask Fred how he would measure his performance in relation to others. Explore who he regards as his benchmark group and who he aspires to be like • Ask Fred to identify anything that might prevent him being the best. Explore if he will positively tackle any blockages identified • Consider ways of positively channelling Fred's competitive drive to motivate the rest of the team 		

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 	
Tips and suggestions on how to motivate Fred: <ul style="list-style-type: none"> • Check what constitutes genuine personal development and growth for Fred • Check what Fred's preferred learning styles are • Provide Fred with opportunities to acquire new skills and knowledge • Ensure that Fred is not required to rely solely on his existing skills and knowledge in all aspects of his work • Ensure that Fred's objectives include at least one where he will need to learn new skills • Talk to Fred about his career aspirations and what skills he will need to move forward 		

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 	
<p>Tips and suggestions on how to motivate Fred:</p> <ul style="list-style-type: none"> • Check what constitutes variety for Fred • Check what interests Fred most and try to include elements of this in his work • Ensure that Fred's work is varied • When deciding Fred's objectives, ask him to make some suggestions • Avoid setting too many routine tasks for Fred • When routine tasks are essential, encourage Fred to find ways to explore new approaches or improve efficiency in undertaking them 		

> Highly Demotivating

Fred has indicated that he has no highly demotivating areas.

> Moderately Demotivating

The following are likely to moderately demotivate Fred:

Level of Activity	Demotivated by the need to be busy. Does not enjoy multitasking or having to cope with time pressure.	
Likely Positives	Likely Negatives	
<ul style="list-style-type: none">• Likely to prefer a calm, steady work pace• Likely to prefer focusing on a single task	<ul style="list-style-type: none">• Unlikely to respond well to consistent time pressure• Unlikely to enjoy multitasking and may find consistent time pressure demotivating• May find a constantly fast pace of work demotivating	
Tips and suggestions on how to prevent Fred becoming demotivated: <ul style="list-style-type: none">• Check you understand what constitutes being busy for Fred• Ensure Fred doesn't have too much to do at once• Try to structure his work as a series of tasks that can be conducted one after the other• Where possible, allow Fred to work at his own pace• Help him to identify priorities and where to focus his time• Try to ensure that Fred does not procrastinate too much in completing his work. Help him to avoid unnecessary distractions		

> Little or no impact

These are the areas likely to have little or no impact on Fred's motivation:

Achievement	Achievement is about the extent to which someone is motivated by being given challenging targets and feeling that their abilities are being stretched.
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.
Personal Principles	The extent to which someone is motivated by being able to uphold ideals and conform to high ethical and quality standards.
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.
Flexibility	The extent to which someone is motivated by the absence of clearly defined structures and procedures for managing tasks.
Autonomy	The extent to which someone is motivated by being given scope to organise their own work.
Material Reward	The extent to which someone is motivated by financial rewards.
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 Fred Test:

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

PERSON DETAIL SECTION

Name	Fred Test
Date	10 December 2010
Candidate Data	E1=16/2, E2=25/3, E3=31/7, E4=22/6, E5=22/3, E6=25/8, E7=24/4, S1=26/4, S2=22/1, S3=22/1, S4=21/1, S5=31/6, I1=30/5, I2=23/6, I3=27/4, X1=27/3, X2=21/1, X3=21/1
	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.

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

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