

MSP Feedback Guide 2010

Motivation Questionnaire

Feedback to Test Takers

MySkillsProfile.com

Introduction (page 2 of feedback report)

Key points to make

- Personality, motivation, ability and competence contribute to job performance and career success. The MQ is designed to help you understand and explore the conditions that will tend to increase or reduce your enthusiasm and motivation at work. The instrument also looks at how far these exist in your current job.
- The MQ describes your job motivation profile or style against twenty dimensions covering five motivation factors - Drive, Control, Challenge, Relationships and Rewards.
- Your profile is based on what you have said about yourself through your responses to the questionnaire. The MQ measures your own perception of what you are like and what you find motivating.
- The results can be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious - for example, whether you were very frank or whether you felt under pressure to convey a particular impression of what motivates you.
- The MQ is not an infallible measuring instrument but an assessment technique that depends on the candour with which the items have been answered. The inventory reflects style and not abilities.
- The report presents your results using the Standard Ten (Sten) scoring system by comparing your responses against the responses of a large international comparison group. Your sten scores are shown on the profile chart on page 8.
- The comparison group consists of a sample of 2,000 managers and professionals between the ages of 18 and 65 with equal numbers of men and women. The average age of respondents was 34 years. Two thirds of respondents described themselves as White, 11% said they were Asian, 6% said they were Black, and 5% of a mixed background. Nearly 60% of respondents were from the United States and the United Kingdom with almost equal numbers from each country. The next largest group of people (16%) was from Australia and New Zealand.
- Remember that this assessment is intended to help you clarify your view of yourself and help you to develop and achieve personal growth. If you do not recognize yourself in the following pages, check what other people think by taking views from bosses, peers and direct reports.

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Drive (page 3 of feedback report)

Key points to make

The Drive factor covers four dimensions that can increase or reduce a person's motivation at work - Activity, Achievement, Competition and Fear of Failure.

- The Activity scale assesses how far being on the go and being busy all the time is important to you.
- The Achievement scale measures whether you are looking for a job that is testing, demanding and challenging.
- The Competition scale considers whether you are the type of person that thrives in a competitive environment where you have to put yourself forward to get your way and to get on in the organization.
- The Fear of Failure scale indicates whether you are motivated or demotivated by the possibility of not doing well in front of other people.

The feedback report then provides a succinct summary of how far these factors motivate you and the degree to which they are present in your current job.

The profile chart on page 8 shows your actual scores. Although the report refers to factors that tend to increase or reduce your motivation, another way of interpreting the results is in terms of how important each factor is to you. A score of 8 or above indicates that it is very important to you, and a score of between 1 and 3 indicates that it is not very important to you.

The report also provides a famous quotation to help understand the core meaning of each of these dimensions, for example:

Motivational Quote #4

Our doubts are traitors, and make us lose the good we oft might win by fearing to attempt.

- William Shakespeare

Defer discussion about actual scores until after you have spoken about the profile chart.

Control (page 4 of feedback report)

Key points to make

The Control factor covers another four motivational dimensions that can increase or reduce a person's enthusiasm and motivation - Power, Recognition, Status and Ethics.

- The Power scale assesses how far it is important to you to have power over other people.
- The Recognition scale measures whether the presence or absence of feedback and recognition for your personal contribution affects your motivation.
- The Status scale considers whether your position, standing and grade are important to you.

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- The Ethics scale indicates whether you are motivated or demotivated by having to follow a code of professional and ethical standards.

The rest of this section follows the format of the previous section.

Challenge (page 5 of feedback report)

Key points to make

The Challenge factor covers a further four dimensions that can increase or reduce a person's enthusiasm, motivation and job satisfaction at work - Interest, Flexibility, Progression and Pressure.

- The Interest scale assesses how far it is important to you to be able to do interesting and varied work and express your creativity.
- The Flexibility scale looks at whether flexible bosses and working conditions are important to you.
- The Progression scale measures whether the presence or absence of opportunities for promotion and advancement affects your motivation.
- The Pressure scale indicates whether you thrive on or perform poorly when there is pressure and stress.

The rest of this section follows the format of the previous section.

Relationships (page 6 of feedback report)

Key points to make

The Relationships factor measures how far different aspects of the people side of work affect your drive - Teamwork, Management, Customers and Business.

- The Teamwork scale assesses whether you prefer to work alone or as part of a team.
- The Management scale looks at whether you enjoy managing people.
- The Customers scale measures whether the presence or absence of customer contact affects your motivation.
- The Business scale indicates whether you have a preference for the type of organization that you work in.

The rest of this section follows the format of the previous section.

Rewards (page 7 of the feedback report)

Key points to make

The Rewards factor measures the motivating impact of the rewards and opportunities work provides - Remuneration, Job Security, Autonomy and Growth.

- The Remuneration scale assesses how far money is important to you.

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- The Job Security scale looks at how important having a secure job is to you.
- The Autonomy scale measures whether freedom and discretion motivate you.
- The Growth scale indicates whether you value the opportunity to acquire new knowledge and skills.

The rest of this section follows the format of the previous four sections.

Profile chart (page 8 of the feedback report)

Key points to make

- The scores reported in the profile sheet are Standard Ten Scores (stems). Figure 1 and Table 1 show how stems and other commonly used scales map onto the normal distribution curve and other scoring systems.
- The profile chart has scores indicating the extent to which each dimension is an important motivating factor and the extent to which it is present in your current job.
- Because the MQ is not infallible, there are arrows either side of each score to indicate error bands around the scores – for example, a score of 5 is best interpreted as a score in the range of 4 to 6.
- The average range on a sten scale is from 4 to 7 with a score of 4 interpreted as low average and a score of 7 interpreted as high average. Sixty eight percent of people score in this middle range. Sixteen percent of people score higher than 7 and sixteen percent score lower than 4.
- A difference of 3 stens is likely to indicate a real difference between one scale score and another. You need to see a difference of 3 stens before you could say, for example, that job security is more important than remuneration to an individual.
- Do not get overly focused by your scores as these are influenced by how you have interpreted items in the questionnaire, how you tend to use questionnaire response scales, and the composition of the comparison group. Look at the overall profile pattern and use it as a challenge framework to help increase self-awareness and help decide where to focus learning and development.

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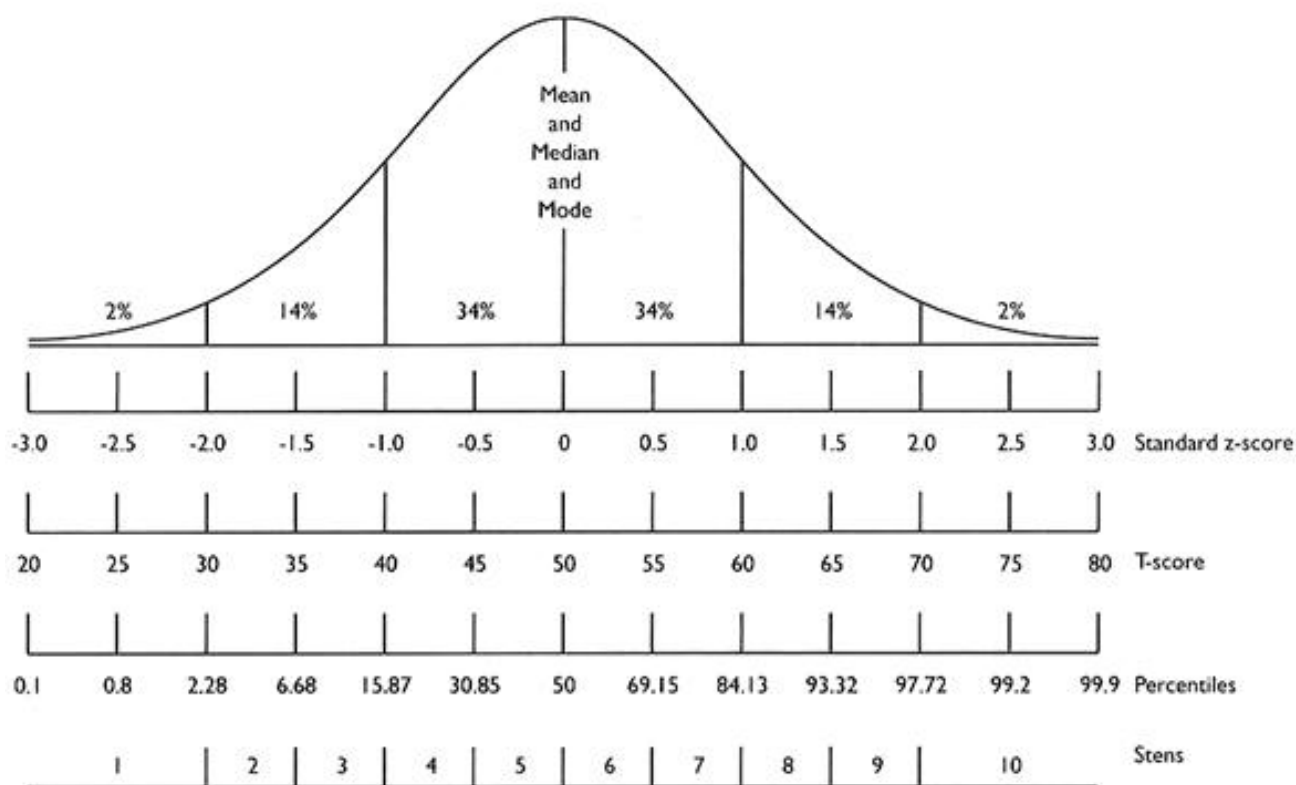


Figure 1. Stens and other scores

Table 1. Stens and the comparison group

Sten	Meaning
1	Higher than about 1% of the comparison group
2	Higher than about 5% of the comparison group
3	Higher than about 10% of the comparison group
4	Higher than about 25% of the comparison group
5	Higher than about 40% of the comparison group
6	Higher than about 60% of the comparison group
7	Higher than about 75% of the comparison group
8	Higher than about 90% of the comparison group
9	Higher than about 95% of the comparison group
10	Higher than about 99% of the comparison group

Behavioral Style Development Advice (not in report)

Key points to make

- Most people don't need to completely change their style to be more effective. The following kinds of modest changes have been suggested by experts in the field of personality, emotional intelligence and leadership.
- Try to understand what you do well, what motivates and satisfies you and what people and situations push your buttons. Assess how your mood affects your behaviour and performance. Seek feedback to check whether how you see yourself is the same as how other people see you
- Observe people and listen to their conversations. Get to know people on a personal level and try to understand their perspectives and work well with them. Walk around your work environment and notice what is happening. Put yourself in other people's situations and ask yourself what you would do.
- When things get difficult, give yourself time to digest difficult situations and sleep on things. Put your immediate needs on hold in favour of achieving larger goals. Give things an opportunity to work out before reacting but don't allow things to fester. Use performance enhancement techniques such as breathing techniques, visualisation, and smiling and laughing to help manage pressure and lift your mood.
- Try to use your feelings as a signal to understand what is going on, and balance emotional considerations and facts when making decisions. Try to make your decisions transparent, and try to be reliable and genuine when you discuss your reasons for decisions.
- Displaying positive emotions such as enthusiasm and optimism can be a huge motivator. Convey to your team the message that you know they can do it. It will raise their confidence and encourage them to work harder.
- Encourage people to think about new ways of doing things and come to you with ideas and suggestions. When someone comes to you with ideas, think first about the positive aspects of their proposals - "yes and" instead of "no but". Engage people by asking them what they would do rather than by dictating solutions.
- Create space in your diary to find out about and pay attention to people's views and concerns. Be careful not to operate through only the best performers who will quickly be perceived as your favourites. Personally thank subordinates for their efforts. Face-to-face communication is best but written notes and emails will also do.