

Talent Q Drives

Drives Report

Candidate **Ali Example**

Date of Report: **16/01/2017**

Line Manager Report 5

Also Recommended: Dimensions, Elements, Assessment Report, Coaching Report

Who could use components of this report:

 HR professionals

 Line managers

What can components of this report be used for:

 Identification of high potential

 Individual development

 Internal resourcing

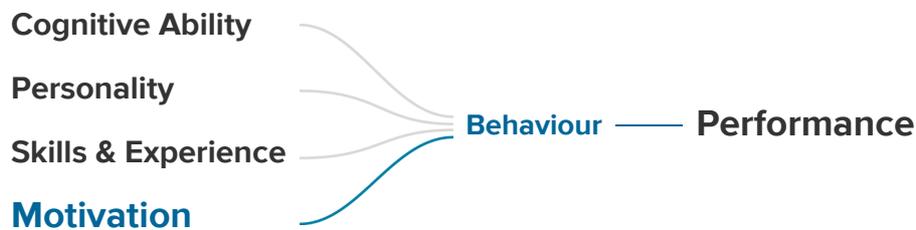
 Recruitment

Assessment Drives
Completed date 14/10/2015
Language English (UK)

Introduction to Drives

Drives measures an individual's motivations and values, providing a better understanding of the factors that help stimulate and energise people in their daily working lives. Drives provides clear and pragmatic insight about motivation in contemporary organisations. Understanding what motivates, enthuses and drives employees is key to ensuring they are engaged and committed. Drives is suitable for use from graduate, supervisory, managerial and professional levels to senior management roles, across all functions and industry sectors.

Drives is underpinned by a robust model and is supported by strong reliability and validity data, providing users with the confidence that Drives is both highly effective and complies with best practice and regulatory guidelines. The questionnaire has a unique response format which combines simple rating scales with an element of forced-choice to ensure that it is exacting and difficult to fake. Drives can be used in a stand-alone manner or as part of a broader assessment process.

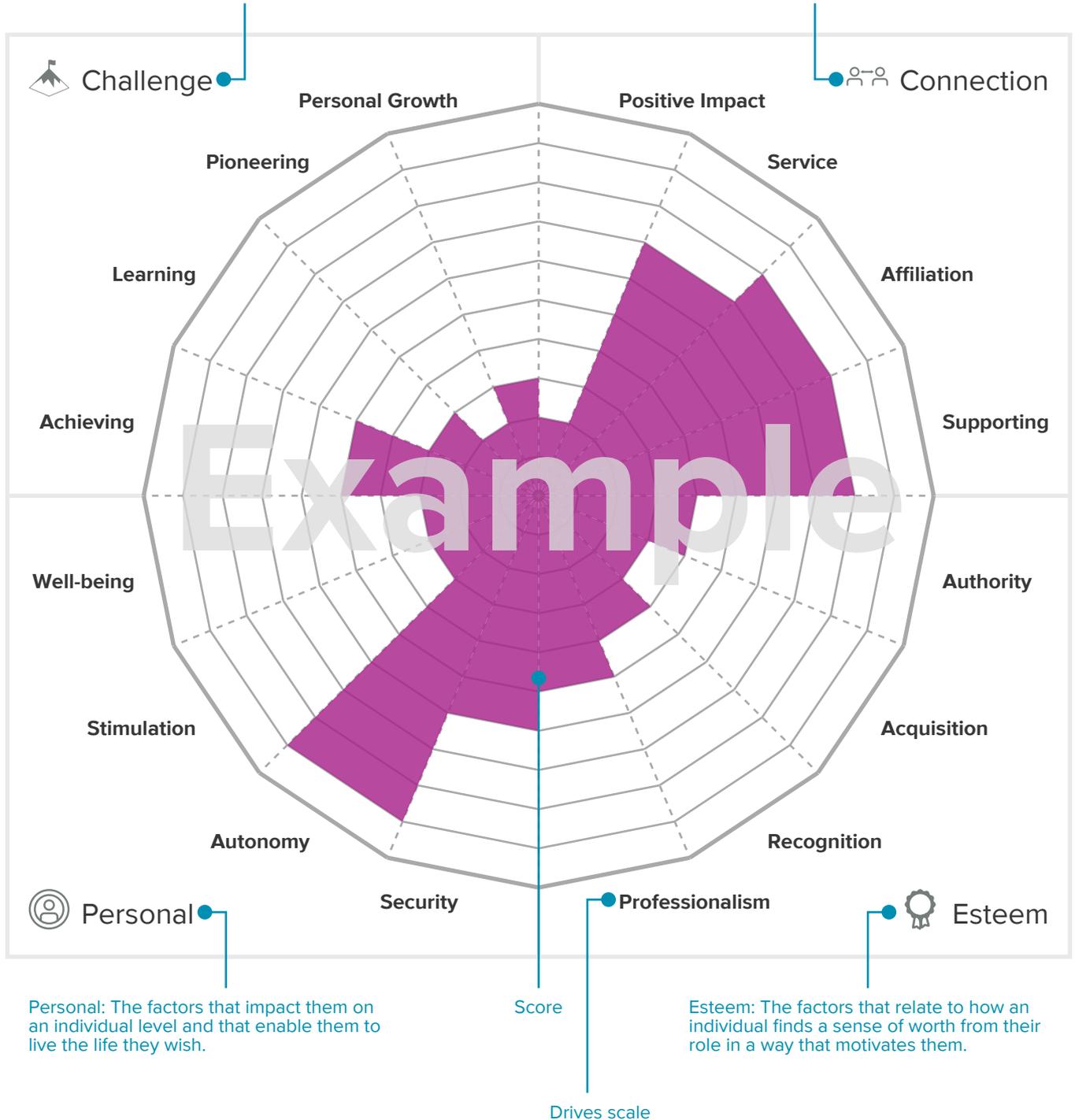


Using the Drives Profile Chart

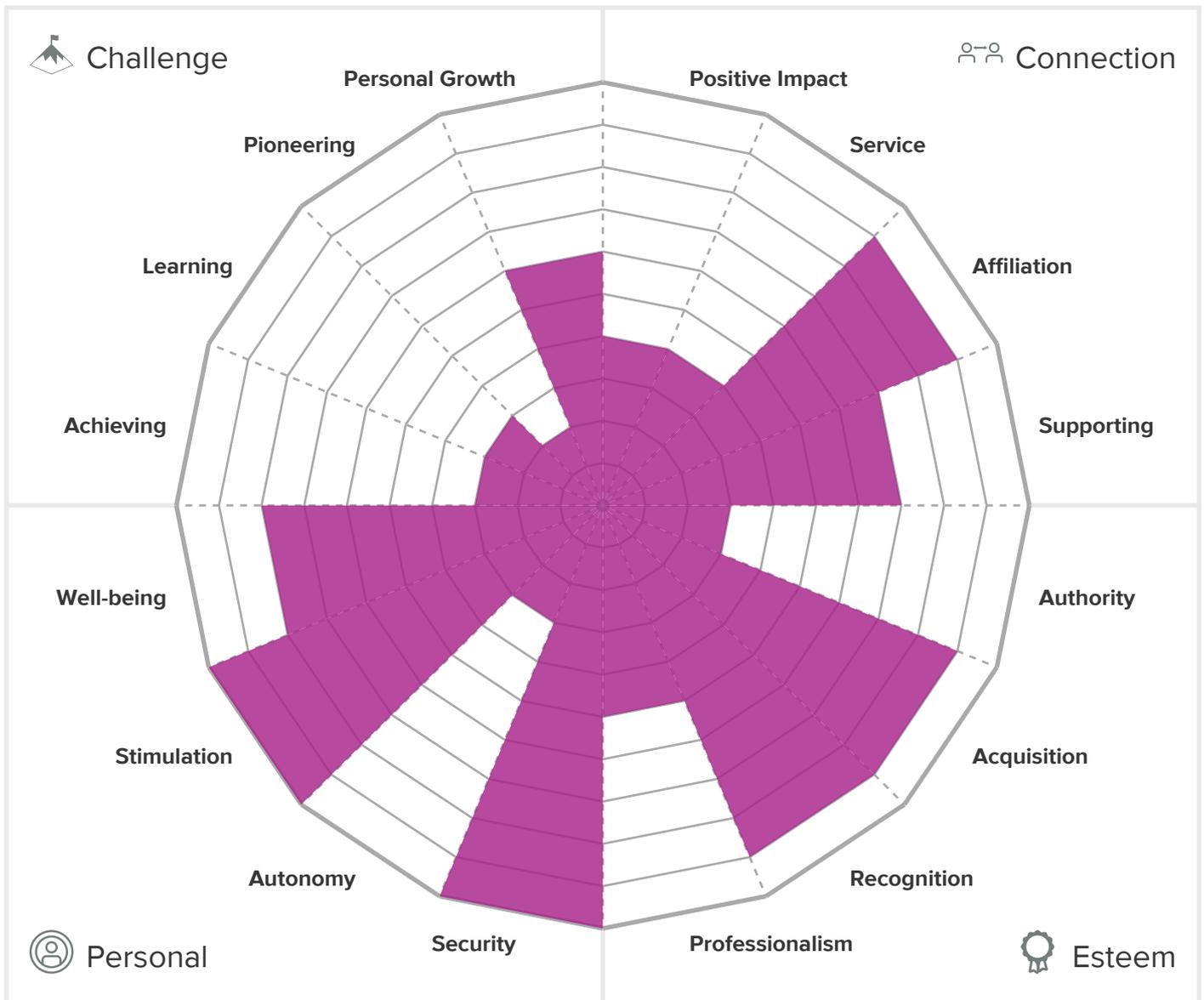
The Profile provides an overview of the areas which energise and stimulate the individual at work. Those which are strong sources of motivation will fall closer to the outer edge of the profile. These are areas of work which motivate and enthuse the individual. Conversely, those that fall nearer the centre of the profile are unlikely to enthuse or give energy to the individual.

Challenge: The factors that relate to how someone seeks challenge and personal development.

Connection: The factors that impact on how someone regards other people and how important relationships are to them.



Drives profile



Response styles

Tendency towards reporting that fewer scales are motivational for them than most people



Tendency to report that more scales are motivational for them than most people

A relatively flat profile: relatively little differentiation between scales, possible inconsistency or lack of self-awareness



Accentuated profile, with clear relative hot spots and cold spots

Narrow range of ratings used, with tendency to avoid extreme ratings



Wide range of ratings, including frequent use of extremes

Line Manager Report

Advice for managers

This report is for line managers to help identify those factors that will help energise and stimulate Ali at work. The section below focuses on the three strongest drives – Stimulation, Security and Affiliation – and provides a list of practical guidance for maximising Ali’s motivation.

Stimulation

She is motivated by being sociable and expressing herself, and likes to have fun at work.

Do

- ✓ Provide scope for interaction in her work. An open office with a sociable culture will help her feel connected to the organisation.
- ✓ Remind her that some other people may see work as a place that is separate to their social environment, where professional values should be upheld. This means that they will have a different outlook and she should be aware of and respect that.
- ✓ Offer an interactive feedback process that provides the opportunity for her to comment and share ideas.
- ✓ Harness her need for stimulation and social engagement to help build good rapport where necessary. Her skills can help break down boundaries between different groups within the organisation and help bring stakeholders together.

Don't

- ✗ Discourage opportunities to share opinions as these can be useful avenues for improvement, both personally for her and to existing processes in the organisation.
- ✗ Expect her to simply listen and accept lengthy appraisals as these will not be a successful means of development. She enjoys the social aspect of work therefore collaborative goals which involve communication and close liaison with colleagues will engage her.
- ✗ Forget to appreciate that insular working environments will leave her feeling demotivated; she responds well to a social work culture.
- ✗ Disregard that she thrives on dialogue around her achievements if she produces work to a high standard. This can help share best practice and help make best use of her ability.

Security

Working in a secure job and organisation is important to her, as is knowing what is expected of her.

Do

- ✓ Keep her informed about the organisation's status in the market or field. Give reassurance about the stability of the organisation and her role as this will help allay her fears regarding security.
- ✓ Provide some insight into her role progression as focus on future stability will comfort her.
- ✓ Give feedback relating to the organisation's progress as well as her own to help assure her about her future at the organisation.
- ✓ Maximise her contribution by providing her with clear expectations and structure to her work. Give recognition for her contribution concerning day-to-day deliverables.

Don't

- ✗ Create an environment where she must constantly adapt to changes in the workplace. She will enjoy having familiar tasks that allow her to use her experience in a stable environment.
- ✗ Feel that she may need constant variety to keep her entertained; she is comfortable ensuring the fundamentals have been considered.
- ✗ Make her focus on new projects as she will prefer thinking about how current processes can be tweaked. She will have a strong focus on day-to-day deliverables rather than new opportunities.
- ✗ Give her work she is unfamiliar with as she may become anxious if she is being frequently expected to adapt. She will be most engaged by routine work.

Affiliation

She values being part of a team, having support and positive interaction with her colleagues.

Do

- ✓ Set up forums to help a team approach, such as project meetings, focus groups and brainstorming sessions, as these would stimulate her. Her best work comes from collaboration, where she can bounce ideas around and seek the opinions of others.
- ✓ Be creative in trying to build in a social element to her projects otherwise she may lose direction and feel disconnected. This will give her the social interaction she needs to engage well with her team and her work.
- ✓ Encourage social and team building events as these will make her feel part of the team and in turn make her feel connected to her work.
- ✓ Let her know when she is contributing to the greater good of her direct team. Being high on affiliation means that she will be motivated to work in order to achieve the respect of others.

Don't

- ✗ Use personal criticism in feedback, instead be sensitive as she probably feels personally connected to you and is likely to see you as more than just her boss. Make a clear distinction between her work and her personal character during feedback sessions.
- ✗ Shrug off her frequent interactions, which may at times seem trivial, but are important to her. Disregarding these will dishearten her and make her feel disconnected from the team.
- ✗ Discourage appropriate levels of communication; give her and her team the chance to discuss the status and best next steps for any of her projects.
- ✗ Give her too many individual tasks to work on and require her to frequently work independently of other people, as over time she may feel isolated. She is likely to engage more positively with shared tasks working with others.

Impact on others

This section of the report focuses on the effect Ali is likely to have on her colleagues. It provides powerful insight about how well she will fit in and the likely impact on her team as well as wider relationships at work.

Stimulation

She is motivated by being sociable and expressing herself, and likes to have fun at work.

Impact

- She is dependent on social stimulation and will therefore look to her colleagues to provide her with entertainment as well as professional stimulation. Whilst this may seem insignificant, this process will help her feel part of the team and break down barriers to help her operate more openly and effectively with her colleagues.
 - Others may prefer working without the distraction of others so that they can focus on their responsibilities. She should be careful of distracting others and be wary to maintain a level of professionalism in the workplace so that such expectations are maintained.
 - Colleagues are likely to enjoy her company and see her as a good influence that helps generate a positive office rapport. However, her approach may at times distract colleagues and impact upon their ability to focus. She should be careful to balance her social nature with the need to recognise when people need space to get through challenging workloads.
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Security

Working in a secure job and organisation is important to her, as is knowing what is expected of her.

Impact

- Being so committed to her set objectives, she can find it hard to relate to those who are constantly looking for fresh opportunities.
 - She may need to reflect that for an organisation to develop and keep its position in the market, whilst she may tend to be concerned by radical change which challenges her need for security, it may be important to support others who are trying to realign things to help the organisation adapt.
 - Others may see her as quite rigid and unwilling to get involved with new streams of work.
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Affiliation

She values being part of a team, having support and positive interaction with her colleagues.

Impact

- She will be naturally drawn to interacting with her colleagues frequently, often just needing reassurance she is on the right path or just taking an interest in the work of others.
- May lack understanding with those who don't want to interact as openly as she does, it may appear to her they are being miserable and not engaged in the true spirit of the team.
- Her high drive for affiliation will help galvanise the team and help provide others with a sense of belonging, however when overplayed, her frequent interactions could become a distraction to others.

Glossary



Challenge

Achieving	Meeting challenging goals and targets
Learning	Intellectual curiosity and enjoying the task of learning how to do things better or more effectively
Pioneering	Taking the initiative in finding creative new approaches and putting them into practice
Personal Growth	Growing and developing as an individual through work, gaining intrinsic fulfilment



Connection

Positive Impact	Making a difference to the wider community/world
Service	Delivering a great service to customers, providing elegant solutions that meet and exceed expectations
Affiliation	Affiliating with others and valuing positive social contact at work
Supporting	Supporting and developing people, taking satisfaction from investing in others and seeing them grow



Esteem

Authority	Being in control and gaining a sense of worth from seniority
Acquisition	Acquiring wealth and resources, creating a sense of worth through what you have
Recognition	Feeling respected by others, gaining a sense of worth through being valued for your contribution
Professionalism	Doing things to a high standard of professionalism and quality



Personal

Security	Meeting my needs to feel secure and in a safe position
Autonomy	Having the freedom and autonomy to decide how things are done
Stimulation	Need for stimulation and self-expression as part of work
Well-being	Need to have a healthy, safe and balanced work life

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