



iOpener People and Performance Questionnaire: Personal Report

For A

Introduction

You recently completed iOpener's People and Performance Questionnaire (iPPQ), which is designed to help you understand what influences your performance at work. The findings reflect your perceptions at the time, are personal to you, and are entirely confidential. You are the only person who can see this report. No-one at iOpener or inside your organization can read it unless you choose to send it to them.

Some conclusions may appear more than once; this is because they are strongly associated with your happiness at work. And happiness at work is a key driver of performance.

The information you provided falls into five components:

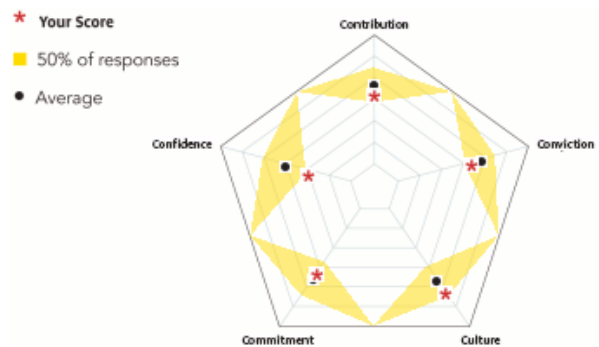
- Contribution
- Conviction
- Culture
- Commitment
- Confidence

These are the 5Cs, all of which help you to achieve your potential. The overall report provides you with a full analysis of each of the components along with suggestions of how you can manage them. The 5Cs are underpinned by **Pride**, **Trust** in your organisation and **Recognition** at work.

The scores you'll see show the averages for each of the 5Cs as well as the range for 50% of the population.

We recommend that you print this report and, as you read it, highlight key phrases that might be important to you. In addition, you will find questions to prompt your thinking after each section. They are intended to help you follow up on what you read.

Components	You scored...	Average	50% of people score between...
Contribution	4.4	4.8	4.1 - 5.6
Conviction	4.4	4.8	4.2 - 5.5
Culture	5.2	4.6	3.8 - 5.4
Commitment	4.2	4.4	3.6 - 5.3
Confidence	3.0	4.1	3.1 - 5.1



Contribution

Is about the effort you make and your perception of it

Sometimes you would like to have clearer objectives. Increased clarity would mean you could achieve your targets faster and more easily, with less wasted time. You would then be able to achieve goals that matter to you and your organization much more readily. At times you may be uncertain about what these goals actually are and you might appreciate more clarity. You find that you can sometimes raise important issues and make suggestions for improvements at work. When your proposals are noted and acted on, you feel a greater sense of Contribution. You might like to feel this more often. You are aware that you are not listened to as much as you would like, which may lead you to hold back. This creates a degree of frustration, as some things that ought to happen just don't.

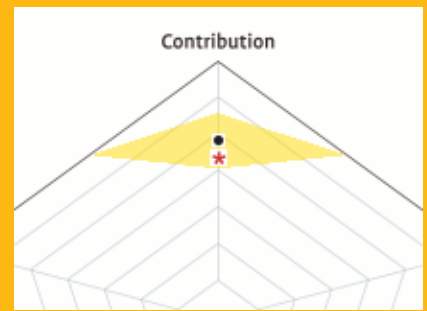
Your relationships with colleagues may be variable, and this could cause you to feel disconnected from them and possibly from your boss too. You would like to experience better working relationships and be more respected by everyone. This would increase your sense of security in your role, which you doubt from time to time. You may also think that if your boss showed more appreciation for your efforts, you would keep the

momentum going because you would feel more valued.

Although you probably receive feedback about your work, it is not as helpful as it could be. A change for the better would boost your desire to contribute more in your role. Overall, you probably think you are sometimes successful enough in your job, but you know you and your colleagues could be more productive.

To increase your Contribution levels, ask yourself:

- What are my long-term goals and objectives? How will I achieve them in my current job? And how do they match with what my organization needs?
- Which objectives and goals do I try hardest to achieve? What do I need to rethink or realign? How? Who might I need to talk to?
- What feedback do I need, and from whom, to do my best work and to feel more respected or valued in my current role?



Conviction

Is about the motivation you have to perform

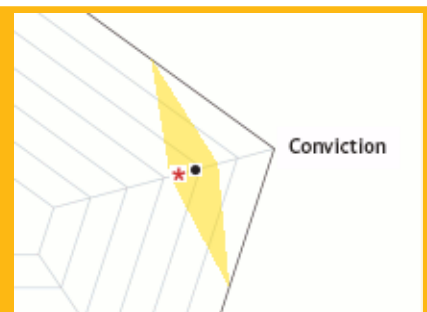
Right now you are likely to be only somewhat motivated in your work. You might like more opportunities to implement the knowledge you have gained so far, and to extend it too. You recognize that there are some gaps in your capacity to deliver what's required of you, which may lead to concerns about your ability to cope with your current job demands. Right now, you may need to deliver tasks and projects you are uncertain about and you might be experiencing lower levels of motivation than you would like.

This reduced motivation, combined with sometimes feeling less efficient and effective than you would like, may be affecting your resilience. This means you might feel more daunted than usual by certain people, projects, or events. In turn this could affect others' trust in your Conviction: they might wonder if you'll be able to deliver what's needed. Occasionally you experience flow moments when you are fully immersed in what you are doing and find the task itself rewarding. You would probably like to experience more of these moments.

You might feel more motivated if teamworking were better than you currently experience it to be. Being part of a team is likely to matter to you in your career. You probably feel that it enables you to do difficult projects – and you generally like working with others and appreciate their support and input. Overall, you feel you perform quite well, but right now you are wondering if you really want to dedicate yourself to what you are doing. You might like to feel less frustration, more control and choice, and a greater positive impact in what you do.

To increase your Conviction levels, ask yourself:

- What are the factors that add to and subtract from my motivation at work? How can I increase one and reduce the other?
- How might I cope more proactively with what I need to deliver? What resources do I need? Where can I find support?
- What is currently affecting my resilience? What actions do I need to take to boost this? What conversations do I need to have?



Culture

Is about how well you feel you fit at work

When you stand back and reflect on the Culture of your organization, you feel there may be an equal balance between the things you like and those you dislike about it. In general you might want to experience better alignment between what you want from work and what your organization provides for you and your colleagues. Greater alignment would contribute more to your sense of fit and flourishing at work. You are likely to feel this more keenly because the values you cherish are only somewhat matched by those of your workplace. You can't

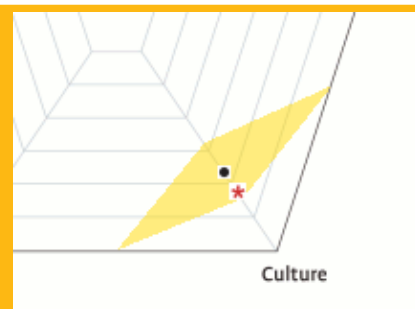
always connect to the vision: you know if you did you might feel greater pride in your workplace and more trust in the leaders of your organization.

Improved relationships with your colleagues would help you to feel you fitted better. You quite like them and you communicate reasonably well, despite the odd misunderstanding, but you do not always feel a shared sense of values. This potentially affects levels of mutual trust. You'd like the Culture more if you felt you had greater balance between the tasks you have to do and those you choose to do. You might also like to be given more control of your day-to-day work tasks. In addition, you don't always have the resources and tools to do your job well. This means you sometimes feel unable to overcome work-based challenges and perform effectively in your role.

You might believe that the Culture is not always fair, for example when decision-making is opaque or politics gets in the way, and this affects how happy you feel at work. You recognize only some personal benefits in your working environment.

To increase your level of fit with the Culture, ask yourself:

- What conversations do I need to have, and with whom, to get more of what I need to do my job well?
- How am I contributing to this lack of fit? What could I reasonably change or do differently?
- Given the restrictions I have, where am I free to operate? How might I either think differently or extend my current boundaries?



Commitment

Is about the extent to which you are engaged with your work

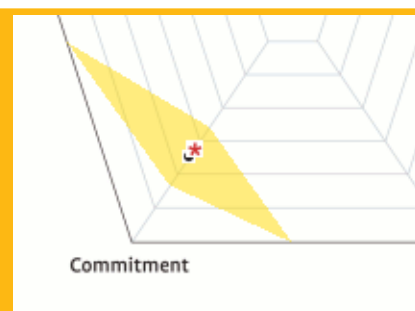
Commitment is probably important to you and there are times when you would like to feel more committed to your job, team, and organization. This is when you find yourself either under a lot of pressure or bored by what you're doing. You may sometimes doubt whether what you are doing is worthwhile because you can't always see purpose and meaning in your work. This might mean you don't have the determination, direction, or energy you'd like. You may also regret not feeling a deep and intrinsic interest in most of the tasks and activities your job involves and this could result in less engagement and job satisfaction than you'd like to have.

Although your role is important for the functioning of your organization, you would like to feel more certain that this is the case. You will not always go out of your way for others or to complete tasks because positive feelings you have about your job are not consistently high enough. This means you may struggle during difficult times, and in the long term this will affect your success at work.

You would also like to feel more respected by your colleagues than you possibly are, and know that this would add to your overall sense of Commitment. When reflecting on your role, overall you are likely to be somewhat interested in and committed to what you are doing, but might also find yourself questioning why you do what you do from time to time. You know that greater Commitment would generate more success and help you feel more Confidence too.

To build a greater level of Commitment, ask yourself:

- What would help me feel more committed than I currently am? Who would need to do what – me included?
- What gives me purpose and meaning at work? How can I close the gap I currently experience?



Confidence

Is about the sense of belief you have in yourself and your job

Right now you are not that confident in yourself or your organization. Doubting your ability to perform a wide range of different tasks and roles well means you may hesitate to take on new and unclear projects, while current ones could be stalling. Worrying about what you do and how you go about it suggests that anxiety may be blocking your capacity to get things done. Getting things done is the outer proof of your inner Confidence and tells you when you are on the right track. You probably think you could do much more in different circumstances, because right now you seldom get to do what you do best.

You are likely to think you have not been fulfilling your potential nearly as much as you could be, and this may be affecting your Confidence. It's almost certain that your current role does not match the initial expectations you had of it; this is because you are either under- or overstretched. In turn, this means your self-belief is lower than you would like and it could be harder to manage setbacks. That's when others might notice a lack of Confidence in you. The cost of this is that you are unlikely to be as successful as you could be. When you do experience success, you're aware that it builds your Confidence. Right now you might like much more of it.

You would be generally unwilling to recommend your workplace to a friend. This shows that you experience low levels of Confidence. Confidence is fostered with accurate planning, management, and support: this is not in place for you for the most part. Overall, you may have concerns that you are not in the right job or organization.

To enhance this level of Confidence, ask yourself:

- What is making me feel this way? Could I improve things, and if so, how? If I can't, should I stay in this job? If I have to stay, how will I manage?
- What are the areas I do feel confident in? What can I take from them?
- Who is it that helps me feel more confident? How?



Achieving your potential

When you reflect on your current job, you probably think there are few occasions when you are really achieving your potential. You might doubt that you are extending yourself, using your strengths and skills, developing yourself, or learning new things. You know that you have much more to offer than you are currently able to give to your work. This may lead to higher levels of frustration and lower levels of Confidence and energy than you'd like to experience. In turn, that may mean your Contribution is less than it could be, either because the challenges you face are too tough and you don't have the resources, or because they are too easy and don't stretch you. You probably think that, overall, the role you are in is not the right one for you.

To increase a sense of achieving your potential:

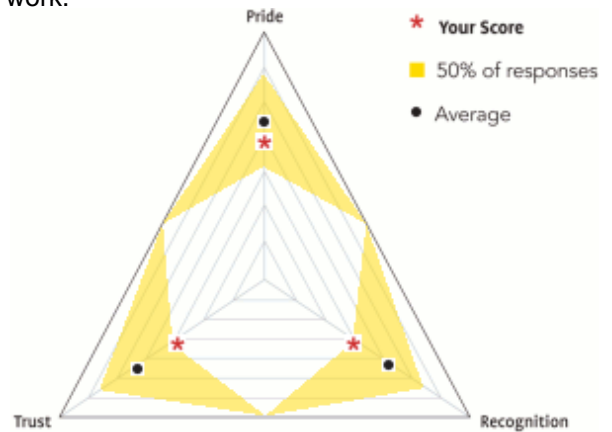
- Reassess the challenges you face. How would they have to change to make you feel more energized?
- What do you need to learn or develop to fulfill your potential? How might you go about achieving that?

Pride, Trust and Recognition

Pride, Trust, and Recognition are three important items which our research shows are strongly related to all the 5Cs and are therefore important to your overall happiness at work.

Here's how you scored in comparison with others.

- Recognition tends to increase with age and as your career progresses. The more recognition you receive the more productive you are.
- Pride and Trust are very closely connected; as one increases or decreases, so will the other. The higher your pride and trust levels, the longer you will want to stay in your job.



Indicators

People who scored general life happiness in a similar way to you are likely to:

- Take 50% more time off sick compared with the happiest employees
- Are on task 17% more of the time compared with the least happy employees
- Intend to stay half as long as the happiest employees

Our definition of happiness at work:

Happiness at work is a mindset which allows you to maximize performance and achieve your potential. You do this by being mindful of the highs and lows when working alone or with others.

Your general happiness score (as opposed to happiness at work) is 3.5 out of 7. The average general happiness score is 4.8



Your top and bottom 3 questions included:

Top:

- How resilient are you when it comes to coping with difficult times?
- How much do you like your colleagues?
- How much does your boss respect you?

Bottom:

- How much do you feel you are living up to your potential?
- Do you feel you are doing something worthwhile?
- Do you have a sense of getting things done at work?

Revealing facts from our research

1. Productivity

People who are happiest at work do 47% more a week in terms of productivity than those who are less happy. That's equivalent to working an extra day and a quarter a week.

2. Challenges and goals

Happier employees embrace challenges and goals to a much greater extent than unhappy employees: 18% more in the case of challenges, and 33% more in the case of goals.

3. Overall

People who are happiest at work experience 23% more Contribution, 31% more Conviction, 30% better fit with their Culture, 38% more Commitment, 40% more Confidence, and think they are achieving their potential 40% more than their least happy colleagues. They also have 33% more Pride and Trust, and 50% more Recognition.

4. Sick leave

There is a clear relationship between sick leave and happiness at work. The happier you are, the less time off you take. People who are happiest at work take 42% less sick leave than those who are unhappiest.

5. Energy

The happiest people at work experience 180% more energy than their least happy colleagues. This has a big impact not only on what they do, but also on the relationships they have with others.

6. Feedback

Feedback has a big effect on happiness at work. Neutral feedback decreases productivity, while manipulative feedback not only decreases productivity, it also increases sick leave by 100%.

7. Motivation

Compared with the least happy, the happiest employees are 50% more motivated. Motivation is made up of competence, or how capable you are; connection, or the mutual relationships you have with others; and choice, or the freedom you have to align yourself with things that matter to you. Money doesn't motivate, nor does it make you happier at work, because that's not where you spend it. It is, however, strongly connected with overall happiness with life.

8. Hours worked

Working longer hours does not mean being more productive. In fact, if you work extreme hours (over 60 a week), you may be less productive than people doing 15% fewer hours. Long hours especially decreases women's happiness at work.

9. Strengths

Using your strengths is not a primary driver of happiness at work. They come 23rd on the list of items that matter. Motivation, doing difficult things, overcoming challenges, and achieving your goals are more important. To do this you may have to work off weakness, learn, and develop; these will add to your overall happiness much more than using strengths.

10. Self-belief

If you are really happy at work you'll experience 23% more self-belief. Self-belief is made up of success you've experienced, observations you've made, times you've been persuaded, and accurate interpretation of internal states – especially when you're under pressure.

Next steps

It's clear from our research that you can increase happiness at work by focusing on items that are important to you, deciding what you want to do about them, and devising plans to reach the outcomes you want. Thinking about and managing what you control and influence will result in more success. So:

- Revisit the phrases you have highlighted and identify what falls into the influence or control categories.
- Ask yourself what you need to keep, stop, or start doing to build your happiness at work.
- Work through the questions at the end of each section.
- Think about and plan any conversations you will need to have.

If you want to download a self-help guide to answering this questionnaire, click here:

www.iopener.com/reportselfhelp

Visit our website www.iopener.com for more ideas, alternatively email us at questions@iopener.com or call **+44 (0)1865 511522**.

We value your privacy and all information is treated confidentially. We do not pass on your details, and any data held are for research purposes only.

Finally if you'd like to have a coaching conversation with a professional and accredited coach about the results of your report, please email coach@iopener.com. The cost is £200 or \$350 for an hour's conversation.