

Developing your organization: Through understanding performance and productivity at work

Assessing and increasing performance: a new approach

iOpener's employee audit tool assesses happiness – or psychological capital – in the workplace. The purpose of engaging with us is to find practical solutions that work for both leaders and their employees – and to place responsibility for development on everyone's shoulders.

That way organizations become truly sustainable and high performing.

iOpener

A human asset management consultancy

Increased organizational performance

All organizations say that their employees are their most important assets. They are certainly among the most expensive. But for organizations to keep their customers and clients happy, they need happy employees. We define ‘happiness at work’ as a mindset which allows individuals and teams to maximize performance and achieve their potential. And it matters because our unique and proprietary research shows that happy employees bring great benefits. They:

- Are nearly twice as productive as their least happy colleagues: they work an extra day and a quarter a week which adds up to a staggering 60 days a year.
- Intend to stay twice as long in their jobs reducing on-boarding costs typically by half.
- Take one third the amount of sick leave, a figure which speaks for itself.

And they are more committed, motivated and helpful too. They get more done, set more challenging goals and get on better with their colleagues. For a full description of all the benefits that happier employees bring, see our CEO Jessica Pryce-Jones’ book ‘[Happiness at Work: Maximizing your Psychological Capital for Success.](#)’ Or for a short paper, which explains what we did and the results we found [here](#) and download it from our resource center.

How do we know this? Our audit tool

iOpener’s audit tool, our People and Performance questionnaire (iPPQ) is an in-depth analysis of how employees feel about their work and how well they perform in their environment. It uses the science of happiness to ensure that people are enabled to achieve their potential - while organizations deliver their strategy too.

What’s different about what we do?

Our audit tool has several features that make it unique both for individuals within an organization and for leaders of that organization.

For individuals

Our audit tool:

- Provides every employee with a unique six page report about their own situation, so that they understand what functions well and what doesn’t.
- Has some self-help questions at the end of every section so that employees can answer ‘what next’ themselves.
- Places the emphasis for development on everyone’s shoulders, not just those of leaders and managers.

For leaders

Our audit tool:

- Gives clear insights into what works and what could be better.
- Provides practical next steps.
- Encourages managers and leaders to share responsibility with their teams.
- Can be supported with focus groups to flesh out further findings.
- Can be customized to support your organizations' unique needs.

Our reports are highly pragmatic and self-explanatory, focussing on how to make any changes we recommend and how to protect what works well. Our aim is to enable teams and organizations to be as self-sufficient as they want to be and yet as supported as desired.

That means if you want to run focus groups you can; if you to run iOpener designed follow-up workshops yourself you can. We want you to have as much ownership of the process as you like and we will provide support that matches your needs.

Click [here](#) to download a sample business unit report.

How did we develop our methodology?

Led by an experienced research psychologist, iOpener's research team spent five years investigating and analysing what makes people perform better at work. Grounded in academic discipline, our audit tool was built from the ground up by asking people about their own experiences of work. We ran focus groups, conducted interviews, and progressed through five detailed stages, refining what we do through 23 versions. Moreover, from the start we have presented our research findings both in academic journals and conferences around the world.

With this background we know that what we do is accurate, targeted and correct.

And we know that our audit tool is sensitive to change because our experience, our clients and our data tell us so. We're so sure of the results that we work with it not only to guide any intervention we run, but also use it to assess our success, implementing it at the start and end of our organizational development work.

What are the features?

Our audit tool:

- Provides benchmarked data
- Is short
- Can be tailored to your needs
- Is easily accessed through an on-line link
- Maintains strict confidentiality

No one, including employees at iOpener, can access any individual reports. The only person who can see or receive them is the respondent who can then decide if they wish to share the information or not.

Click [here](#) to try it for yourself.

What results can we expect?

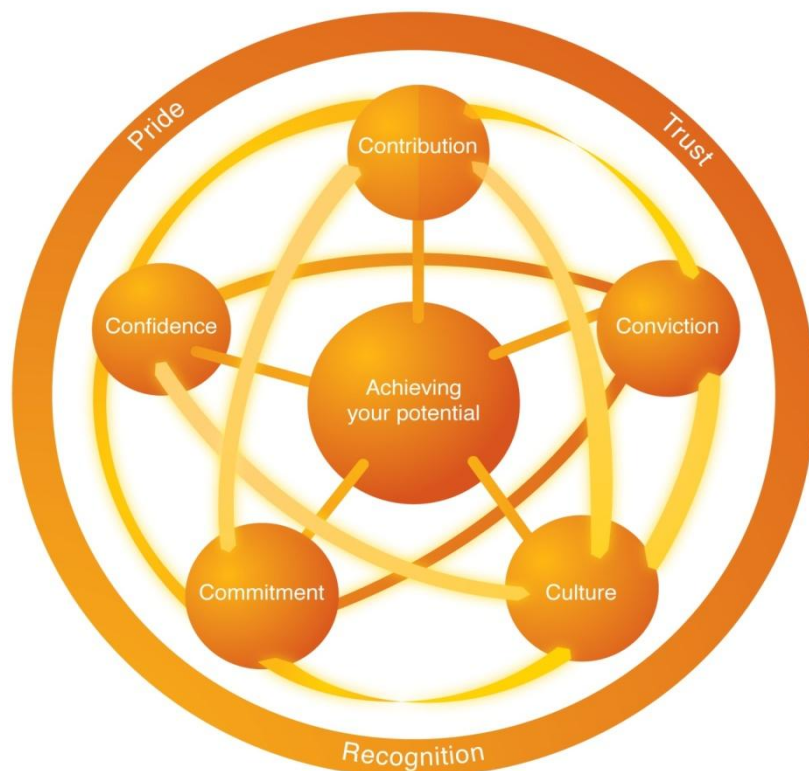
When you engage with us you can ask us to slice and dice the data according to your needs: we can present the results to you by:

- Country
- Team
- Site
- Level or role
- Demographically

You'll then receive reports and presentations that outline the main findings.

What exactly do we investigate?

We know that performance is structured and affected by the following elements:



- **Achieving your potential** lies at the heart of all endeavour.
- **The 5Cs** surround it:
 - **Contribution** – is about the effort individuals make and their perception of it.
 - **Conviction** – is about the motivation they have regardless of circumstances.
 - **Culture** – is about how well employees feel they fit at work.
 - **Commitment** – is about the extent to which people are engaged with their work.
 - **Confidence** – is about the sense of belief everyone has in themselves and their jobs.
- **Pride, Trust and Recognition** embrace the 5Cs and are quick indicators of what's going on.

Our audit tool looks at all these items in detail to check that they are in place. That's because when combined they enable productivity at work.

How is this different from job satisfaction and engagement?

We can see from our data that job satisfaction and engagement are different from happiness at work in the following ways:

1. Job satisfaction and engagement do not map onto the 5Cs in exactly same way and in the same accelerating amounts as happiness at work.
2. Happiness at work leads to job satisfaction and engagement: they don't work the other way round. This suggests that they are 'smaller' concepts and therefore of less importance.
3. The items we work with operate at two levels: superficial and deep. We can clearly see this in our consulting work and that's why it's such a powerful and fast-moving process. Traditional job satisfaction and engagement surveys do not work similarly.
4. Job satisfaction and engagement surveys were mostly developed in the 70s and 80s when working practices were very different and much less reliant on knowledge workers. This new audit tool was developed over the past 5 years by working with a relevant audience.

For all these reasons we know what we have is robust, reliable and relevant.

Next steps

If you are interested in finding out more, email Julia.lindsay@iopener.com. Or call on +44 (0)1865 511522.