



iOpener People and Performance Questionnaire: Personal Report

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:

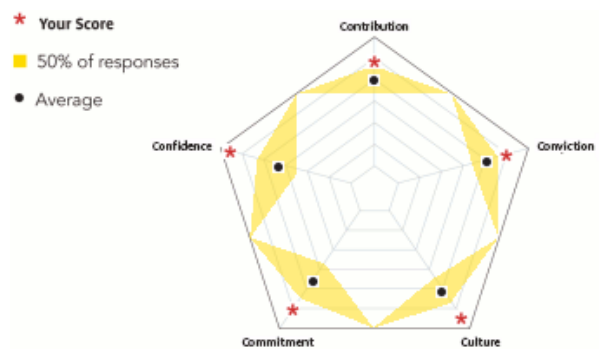
- Contribution
- Conviction
- Culture
- Commitment
- Confidence

The 5Cs are underpinned by **Pride, Trust** in your organisation and **Recognition** at work.

The scores you'll see show the average score for each of the 5C components and also 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	6.0	5.2	4.5 - 5.8
Conviction	6.0	5.1	4.5 - 5.6
Culture	6.4	5.0	4.3 - 5.7
Commitment	6.0	4.5	3.6 - 5.4
Confidence	6.6	4.4	3.5 - 5.3



Contribution

Is about the effort you make and your perception of it

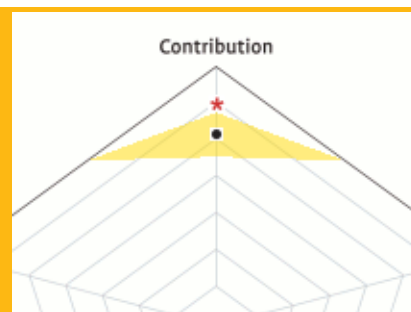
Most of the time you believe your objectives are clear and you know that this clarity means you can achieve your goals, despite the occasional setback. It's likely you can achieve what you set out to do for the most part. Although you know you can raise important issues at work and make suggestions for improvement, sometimes you might hold back. These are the times when you might think that the barriers ahead of you are too big, making the cost to you and others too great. When your ideas are noted and acted on, you are aware you make a much more concerted effort. At the same time, this enhances your sense of being listened to. Overall, with the odd exception, you usually have good relationships with your colleagues and your boss, who respect you and think highly of you too.

Although your boss mostly shows you enough appreciation, there is the occasional lapse when your efforts go unnoticed. Appreciation may enhance the effort you make because it makes you feel more valued. The feedback you receive about your work is generally useful to you, with some minor exceptions. Although you have opportunities to contribute a lot to your organization, at times you get stuck in stuff that you feel doesn't enable you to contribute as much as you could. You might like to manage these occasions as they affect your Contribution, your Confidence, and your Commitment levels too.

Overall, you probably think you are mostly successful in what you do at work and believe that you and your colleagues are productive. There are occasions when you realize you could be even more so.

To maintain and enhance this level of Contribution, 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 might need to be rethought or realigned? Who might I need to talk to?
- What feedback do I need, and from whom, in order to do my best work?



Conviction

Is about the motivation you have to perform

Right now you are likely to be quite highly motivated in your work. You are generally keen to implement the knowledge you have gained so far in your career, and to extend it too. Because of your previous roles and responsibilities, you feel that most of the time you have the wherewithal and ability to cope with your current job demands. With a few exceptions, you are the kind of person who musters the necessary resources well before you need them, anticipating likely roadblocks and bypassing them. You'll generally do what it takes to get things done.

The level of motivation you have means that you're often ready and willing to do difficult things. This generally results in an efficient and effective performance, with only an occasional lapse. Those are likely to occur when you don't have as much control or choice in what you're doing, or you're let down by others but they might make you feel frustrated at times. You are likely to experience flow moments at work; these are the occasions when you are fully immersed in what you are doing and find the task itself rewarding. Sometimes you would like more of these moments and less of a fragmented workday.

You know you are part of a high-performing team whose members usually work well together. Working in a team is probably something that matters to you, and you are likely to feel that it enables you to contribute your best and to bounce back when things go badly. This inner resilience means that, for the most part, you have the drive, focus, and resolution to deliver and perform, come what may. You also know you have a positive impact in what you do.

To maintain and enhance this level of Conviction, ask yourself:

- What factors motivate and demotivate me? How do I maximize one and minimize the other?
- When and why do I feel more or less resilient? How do I ensure that my resilience levels stay high?
- When do I and my team perform well and support each other best?



Culture

Is about how well you feel you fit at work

When you stand back and reflect on the Culture of your organization, you realize there are lots of things you like and only a few you dislike about it. This results in quite a strong sense of fit: there is a lot of alignment between what you want from your work and what your organization provides for you and your colleagues. This is because the values you cherish are mostly aligned with those of your organization, resulting in a feeling of

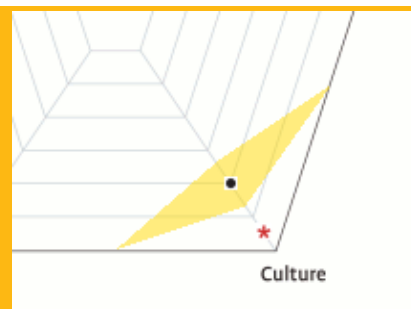
flourishing. For the most part you connect with the vision of your workplace; this means that, by and large, you feel proud of your organization and trust in the leaders you have.

Even though there are occasional misunderstandings, you generally get on with your colleagues, whom you really like, and communicate well with them. You probably think you share most of your personal values with them, which builds trust between you all and contributes to how much you like your job. This is enhanced by the fact that the balance between what you have to do and what you want to do at work is, with a few exceptions, right for you. You're likely to have been given a reasonably high level of control and decision-making over your daily activities and have most of the resources you need to do your job well.

With some exceptions, you feel that the overall Culture you work in is fair, objective, and transparent, and that it supports you and contributes to your enjoyment of work. Much of the time you can see how it benefits you. As a result, you feel you are more or less in the right environment to overcome challenges and to perform well on most different tasks.

To maintain and enhance this level of fit with your Culture, ask yourself:

- What would mean that I felt an even better fit with the Culture I work in? Is that possible? What could I do about it?
- How can I communicate and share more with my colleagues so that we feel more connected?
- What else could I do to feel more in control of my work? Where and how could I get support for that?



Commitment

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

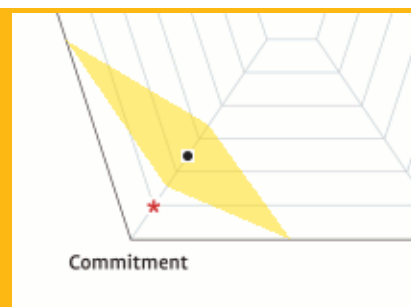
On the whole you feel quite committed to your job, team, and organization, experiencing only the occasional lapse. This happens when you are either under a lot of pressure or perhaps bored by what you do. Most of the time you believe you are doing something worthwhile. To a large degree you feel able to fulfill your purpose at work because you find what you do meaningful. This gives you much of your energy and direction, even though now and again you might question yourself. Despite this, you have a general intrinsic interest in most of the tasks and activities your job involves and this results in a reasonably high level of engagement and job satisfaction.

You know your role is important both to you and to the functioning of your workplace, which increases your Commitment levels. When you can identify with the vision of your team or organization, which you do for the most part, you feel more connected and committed. With the occasional exception, you will feel positive even when things are not going well, and this helps carry you through difficult times.

As a result you are quite likely to approach the tasks your role requires of you with a good degree of Confidence in how you do them. You will often go out of your way for others or to get things done because of your high levels of Commitment. This will certainly be noticed by your colleagues, who tend to respect you for what you do, even though you may not be aware of this. Overall, the Commitment that you have and show generates much of your success.

To maintain and enhance this level of Commitment, ask yourself:

- What would help me feel even more committed to what I do? What would need to be in place for me to experience that?
- What is my purpose and what do I find meaningful at work?
- What motivates me about my organization's vision?



Confidence

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

You are generally experiencing quite high levels of Confidence, probably because you know you can perform a wide range of different tasks and roles well. You know you are able to take on some new and unclear projects and deliver them successfully, with only the occasional wobble. In all, you get a lot done. This is the outer proof of your inner Confidence and tells you that you are almost certainly on the right track. You are often able to do your best every day, and this encourages you to want to stay in your role, step up, and take on new responsibilities within your organization.

You are likely to think you have been fulfilling your potential to a greater or lesser extent in your current role, which has in all probability fitted with your initial expectations – even though at times you might be surprised by what comes along. You probably feel stretched to levels you can generally handle. This increases your self-belief, which is generally high despite the odd lapse. When you experience setbacks your overall Confidence may dip, but mostly it remains robust, driving success, which in turn builds more Confidence. This is due to the successes you've experienced and because you usually conquer any inner worries you might have. It's also due to accurate planning, management, and support. You are not the kind of person who often delays doing things because you worry about how to tackle something; you probably prefer to take action.

In conclusion, you would be willing to recommend your workplace to a friend, with only a few reservations. This shows that you experience relatively high levels of Confidence and indicates that you want to stay in your current role.

To maintain and enhance this level of Confidence, ask yourself:

- What is it that reduces or increases my Confidence? What do I need to be more aware of?
- What differences do I experience when I feel less confident? How can I manage these situations?
- What thoughts and feelings do I have when I feel confident? How can I transfer these to other experiences?



Achieving your potential

When considering and reflecting on what you have done, you are likely to believe you are mostly fulfilling your potential. When you know that this is the case, it increases your Confidence, which allows you to extend yourself still further and to tackle new challenges, energizing you in the process. You might like to feel more of this from time to time because you know it encourages you to use your strengths and skills, and to learn or develop new ones too. Deploying your strengths and skills is the conduit to overcoming the challenges you face at work. You mostly relish these challenges because this is how you know you are achieving your potential. Occasionally you may face challenges that are out of balance for you; when this happens, you may question what you're doing and be aware that you have less energy.

To increase a sense of achieving your potential:

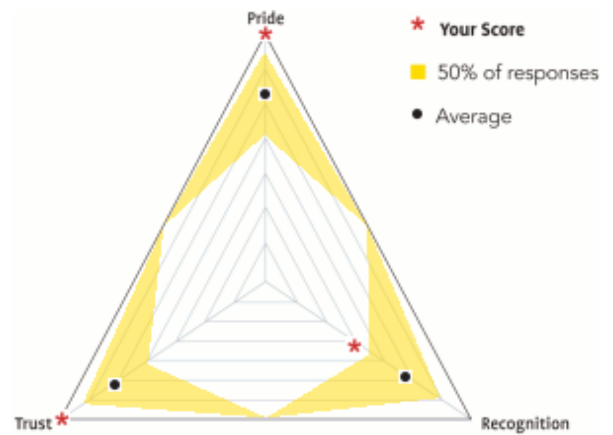
- Notice the challenges that make you feel energized or de-energized. What do you want more or less of?
- Check whether you have the strengths, skills, and knowledge you need now and in the medium term. Think about any weaknesses you need to manage too.

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 13% more time off sick compared with the happiest employees
- Are on task 31% more of the time compared with the least happy employees
- Intend to stay 40% longer compared with the least happy 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 6.5 out of 7. The average general happiness score is 5.1



Your top and bottom three scoring questions included:

Top:

- Do you have a sense of getting things done at work?
- How resilient are you when it comes to coping with difficult times?
- How fair is the culture at work?

Bottom:

- Do you feel you are doing something worthwhile?
- Do you agree that your stakeholders give you positive feedback?
- How much do you feel your work has a positive impact on the world?

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, we believe understanding all the elements that build performance at work should be free to everyone. But if you would like to make a £10 donation to the iOpener Foundation, please click [here](#).