

# FindingPotential - Drivers

## Personal Engagement Report Workbook



Helping you make the most of your personal report



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# Understanding your report

Please make sure you have read your Drivers personal engagement report before continuing.

## 1. Current Engagement

During the questionnaire, you were asked to pick one of five statements that best describes your current engagement level. How you responded is set out at the top of page 1 in your Personal Engagement Report.

## 2. Engagement Index

The table looks like this (table below does not show your results):

Engagement Drivers	Less Impact	Areas of Frustration
Cooperation	Communications	Personal Growth
Job Satisfaction	Independence	Well-Being
Organisational Confidence	Loyalty & Trust	Career Progression
	Ethical Standards	Reward & Recognition
	Belonging	
	Working Conditions	
	Vertical Relationship	

Research has highlighted that the interaction between a person and their environment is central to creating engagement and commitment. In completing the Talent Engage questionnaire, you were asked to rate 14 factors in terms of importance to you and then the extent to which you experience each of these in your working environment.

The Engagement Index table sets out your responses in three columns (please note that depending on your personal responses, you may not have factors in each category):

- **Engagement Drivers**
  - Factors in dark green ~ very strong engagement drivers for you at present
  - Factors in light green ~ reasonable engagement drivers for you at present
- **Less Impact**
  - These are neutral factors for your engagement at present
- **Areas of Frustration**
  - Factors in dark red ~ very strong area of frustration for you at present
  - Factors in light orange ~ reasonable area of frustration for you.

## What does this tell you?

In reading this section, it is useful to consider the following:

- **Engagement Drivers**

- What do I particularly value in relation to each of these areas, and why?
- How can I get even greater engagement in this area? **Tip:** You may have already highlighted an action in responding to the questionnaire, see **Taking Action** in your Personal Engagement Report

- **Areas of Frustration**

- What is causing my main frustration in relation to each area in this column?
- What action will increase your engagement in this area? **Tip:** You have already highlighted an action for each of these areas, see **Taking Action**
- If you can't change anything in relation to a specific frustration, what can you do to minimise your frustration in relation to it? For example:
  - Change your mind-set/how you think about it (i.e. is it really that important compared to all the other aspects of your working environment?)
  - What would help compensate for your frustration in this area, i.e. taking action in one of the other areas would increase your engagement, even if nothing changes with the area of frustration itself
  - Share your frustration with your manager, but acknowledge that nothing can be done (i.e. sharing a frustration can in itself make you feel better)
  - Look for a small improvement, rather than a major change.

## 3. Performance Profile

The table looks like this (table below does not show your results):

Performance profile

		1	2	3	4	5	6	7	8	9	10
<b>1</b>	<b>Clarity</b> How clear you are in relation to what is expected of you and how your performance is measured.	■	■	■	■	■	■	■	■	■	■
<b>2</b>	<b>Confidence</b> The extent to which you feel you will be successful.	■	■	■	■	■	■	■	■	■	■
<b>3</b>	<b>Enablement</b> The extent to which you feel you have the necessary support to be successful.	■	■	■	■	■	■	■	■	■	■
<b>4</b>	<b>Impact</b> The effect of organisational decisions on your performance.	■	■	■	■	■	■	■	■	■	■

The Performance profile shows the extent to which you feel you are focused, confident, and able to perform. You were asked to respond to questions in four key areas of performance:

- **Clarity** ~ How clear you are in relation to what is expected of you and how your performance is measured.
- **Confidence** ~ The extent to which you feel you will be successful.
- **Enablement** ~ The extent to which you feel you have the necessary support to be successful.
- **Impact** ~ The effect of organisational decisions on your performance.

## Performance Profile (Overall)

You will find this at the bottom of page 2 of your Personal Engagement Report. The table shows your scores out of 10 for each of the four areas.

### Clarity

#### A score of 8 or above

You are very clear about your performance environment and know what you need to deliver to be successful. There may be one or two small areas of clarification that will help you create even greater performance clarity

#### A score between 4 and 7

You aren't particularly clear about different aspects of your performance environment. As a result, you will be having to make assumptions about certain aspects of your performance environment – some of which are likely to be incorrect, resulting in an element of wasted time and effort

#### A score of 3 or below

This suggests you have a high degree of uncertainty in what you are doing are present (e.g. is what I am doing adding value, how am I performing, etc.?) Your effort, therefore, is unlikely to be rewarded with successful outcomes as there is a high risk you are 'busy being busy' at present (i.e. working hard but on the wrong things)

Mid-level and lower scores in Clarity are potentially impacting on other areas of your engagement such as *Belonging, Loyalty & Trust, Independence, Vertical Relationship* and *Reward & Recognition*.

## Confidence

### A score of 8 or above

Your score shows that you are very confident in delivering your goals, adding value to the organisation and the on-going success of you and the organisation.

### A score between 4 and 7

Your score indicates that you have a reasonable level of confidence in relation to your performance environment, but building your belief further in some areas will help your overall levels of confidence

### A score of 3 or below

You lack confidence in your performance environment at present, which is likely to be impacting on your actual ability to deliver. Until you have worked on building up your confidence you are unlikely to deliver your best work. This lack of confidence may well impact negatively on your energy levels. You may well need the support of other people to help building your confidence

Mid-level and lower scores in Confidence are potentially impacting on other areas of your engagement such as *Independence, Personal Growth, Reward & Recognition, and Well-Being*.

## Enablement

### A score of 8 or above

Your score shows that you feel you have the skills, resources and wider support to perform to the best of your ability

### A score between 4 and 7

Your score indicates that you have a reasonable level of support in your performance environment at present, but that you feel some additional support will enable you to be even more successful

### A score of 3 or below

You feel you are not in a position to successfully deliver due to a lack of support from others, not having the resources or skills to deliver at your best. Identifying what support and development you need is likely to have a significant, positive impact on your ability to perform

Mid-level and lower scores in Enablement are potentially impacting on other areas of your engagement such as *Job Satisfaction, Vertical Relationship, Independence, Reward & Recognition, and Well-Being.*

## **Impact**

### **A score of 8 or above**

You feel that organisational decisions over the last 12 months have been largely beneficial to the organisation's performance, its customers/clients and have helped you do your job more easily

### **A score between 4 and 7**

If your score falls between 4 and 7, it is likely that you are not that sure about the value/impact of organisational decisions over the last 12 months. Understanding more about why decisions were made and updates on the value they have brought would help you feel more connected to the direction the organisation is heading in

### **A score of 3 or below**

Overall, you feel key decisions have not helped the organisation, its customers/clients or you over the last 12 months.

Mid-level and lower scores on Impact are potentially impacting on other areas of your engagement such as *Organisational Confidence, Belonging, and Loyalty & Trust.*

## So what do you do?

The detailed profile (on page 5 of your report) will provide you with more insight into the specific actions to take to increase your effectiveness in each area. This shows which aspects within the 4 areas of the Performance Profile you highlighted as positive, negative or unsure.

The table looks like this (table below does not show your results):

Clarity	I am clear about the purpose of Company X	Red
	I am clear about how my role contributes to Company X being successful	Green
	I am clear about what I need to deliver over the next 12 months	Red
	I understand where I sit within Company X	Green
	I am clear about how Company X works (structure, departments, processes)	Green
	I am clear about Company X's vision and mission	Green
	I am clear about Company X's culture and values	Red
	I am clear about Company X's corporate strategy	Grey

### Clarity

This area is about creating certainty and explicit, agreed focus. You should consider gaining a better understanding of any item that you have highlighted as uncertain or negative.

This may be as simple as a conversation with your manager, but also think about who else you have a good working relationship with who can provide insight (e.g. a buddy or mentor, peers or HR).

Before doing anything else, what action can you take yourself to find out further information in relation to these areas (e.g. the organisation's intranet, organisational email updates, meetings/forums that you may not currently attend, etc.)?

## Confidence

Confidence is a very personal aspect of performance, but the following is likely to help you:

- Start by looking at those areas which you have rated negatively, i.e. you are least confident about:
  - Which **one** area do you feel is having the biggest negative impact on your overall confidence? Chose this as a priority area to develop belief and confidence in:
    - Why is this having such an impact on your overall confidence?
    - What specifically within it are you lacking confidence about?
    - Whose support and input will you need to help increase your confidence (e.g. line manager, buddy, mentor, colleague, etc.)?
    - What do you need to do personally?
  - If you have rated more than one item negatively, repeat the above process for **one** additional area
- In addition, are there any easy steps to increasing your confidence (look at those items that you rated as unsure)?
  - If yes, repeat the above process for these.

## Enablement

Depending on your answers, this is likely to centre around several key questions:

- What development activities do you need to put in place to help you be more effective?
  - Which **one** would have the biggest, immediate impact (i.e. help you perform better straight away)?
  - Which **one** do you need to start working on as it will support your longer-term aspirations (e.g. if Career Progression is important to you)?
- What support do you need?
  - Why aren't you currently getting this support? **NB** This may range from being as simple as you haven't asked yet, through to relationship issues meaning support hasn't been given. Where there are more fundamental issues, consider:
    - What can you do to improve/repair those relationships?
    - Who else can you get support from?
- What additional resources do you require?
  - Be realistic about what you ideally want, what you really need and what you are likely to get.



### Impact

- If you rated any area as unsure, how can you gain greater understanding of why certain decisions have been made and/or get updates on the value they have brought since being introduced
- If you rated any area negatively, especially in relation to the impact on your ability to do your job, what feedback can you give to others to help raise awareness of this?
  - Whilst your line manager is an obvious starting point, who else would benefit from your feedback?
  - For your feedback to be of value, try to make it:
    - Specific rather than general
    - Evidence based (i.e. what you have seen, heard or experienced)
    - Share any ideas you might have for improvement
  - And remember that whilst your feedback, if presented constructively, is valid it doesn't mean that your perspective is correct or will necessarily be acted upon.

## 4. Engagement Profile

The table looks like this (table below does not show your results):

What is important to you		Score	Experienced by you											
			1	2	3	4	5	6	7	8	9	10		
<b>1</b>	<b>Cooperation</b> Individual contributions are recognised & valued by others, and support is freely offered by colleagues.	10	■	■	■	■	■	■	■	■	■	■	■	■
<b>2</b>	<b>Personal Growth</b> Training & development needs are identified and my work provides me with opportunities to stretch myself.	4	■	■	■	■								
<b>3</b>	<b>Well-Being</b> Maintaining a work-life balance, workloads which do not cause stress.	2	■	■										
<b>4</b>	<b>Job Satisfaction</b> An interesting and enjoyable job, and one I consider important.	7	■	■	■	■	■	■	■					
<b>5</b>	<b>Career Progression</b> Defined opportunities to advance through the organisation. A sense career progression is taken seriously.	1	■											

The table on page 3 of your Personal Engagement Report sets out how 14 different work-related areas are currently **impacting** on your levels of engagement and commitment. On the left, the 14 areas are listed in order of **importance** to you (from most to least). On the right, the extent to which you currently **experience** each of these at work.

This information forms the basis for your Engagement Index on page 1 of your Personal Engagement Report. As such if you have worked through this workbook (see pages 2 and 3), you will have already considered what this means and what actions to consider.

## 5. Taking Action

The table looks like this (table below does not show your results):

### Key actions for increasing your commitment

Based on the areas you have highlighted as **Areas of Frustration** (see Engagement index on page 1), these are the actions you chose as most likely to increase your current levels of engagement.

<b>Personal Growth</b>	A buddy to work with to build my experience and confidence
<b>Well-Being</b>	Enable me to work at home occasionally
<b>Career Progression</b>	Have a conversation with manager exploring my longer term career aspirations
<b>Reward &amp; Recognition</b>	Offer a more flexible benefits package to reflect my personal needs

Page 4 of your Personal Engagement Report sets out the actions you chose in completing the questionnaire in relation to any area that you didn't highlight as Outstanding, i.e. a rating of 10.

Whilst the actions relating to your main Areas of Frustration are at the top of the page, this does not necessarily make them the best place to start. It may help to look at all of the actions and consider which are most realistic as well as most important to your engagement.

Remember, choosing an action is not the same as it happening. This is what you would like to happen, the current organisational context may mean this is not possible. Additionally, this is what **you** want to happen so focus on what **you can do** to try and get this action implemented.

# What Next?

To a large extent, this depends on your overall level of engagement and what factors are influencing that. However, there are some actions that will be valuable to everyone:

- Ensure you really understand what your Personal Engagement Report means and why you are feeling how you currently feel
- Review the actions you highlighted in the survey and consider which **one** action will have the biggest positive impact on your engagement?
  - What can you do to try to make this action happen?
    - What can you do without the need for input/support from others?
  - Who do you need to speak with to make this happen?
  - What support do you need from your line manager, your team and HR?
    - Who else is there (e.g. buddy, mentor, other senior managers)?
  - What support are you looking for when you talk to them?
- Which other action would have the **next biggest** impact?
  - Repeat the steps above

## Making it happen

- Prepare properly
  - Make sure you are clear how you feel and what your priorities are
- Book in a meeting with the person/people
  - Your line manager is the most sensible place to start, even if it is to confirm who the best people to involve are. Your HR Team will also be able to help you.
- Keep an open mind, you may not be able to get all of what you would like.