

The cover image shows a woman from the chest up, wearing a plaid shirt, looking through binoculars against a bright blue sky with light clouds. A faint, larger version of the 'drivers' gear logo is visible in the background on the right side.

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Your personal drivers report

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PRIVATE & CONFIDENTIAL

How do I get the most from my report?

To help you navigate the report, the key sections are:

- My current engagement? (Page 2)
- What drives me at work? (Page 3)
- What is my experience of working here (Page 5)
- What will make it better (Pages 6-10)

Introduction

Firstly, thank you for taking the time to complete the Drivers questionnaire.

It is likely that you will spend a significant amount of your life working - making that time feel positive, productive and enjoyable makes a lot of sense.

Your Personal Drivers report is intended to help you turn that good idea into reality.

What is Drivers?

Drivers has been developed by an expert team of Occupational Psychologists. At the heart of the questionnaire is a thoroughly researched model that breaks your working experience into **14 core areas**. We asked you to rate your experience of these areas, how important they are to you and what actions would provide positive change for you.

We also asked you questions about your performance and your engagement.

Putting a context to your results

As you work through your report it is often useful to think about the wider context. You may find these questions useful:

- What do you aspire for in your career?
- What are the key challenges in realising your aspirations?
- What do you have in place that supports your progress?
- What might get in the way of success?

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My current engagement levels

During the questionnaire, you were asked to pick **one** of following five statements that best describes your current engagement level:

- I am feeling engaged and committed at present
- My engagement is not particularly high at present
- I am feeling disengaged at present
- The role was only a temporary position
- Circumstances beyond my control mean I will have to leave the organisation.

You said:

At-Risk

My engagement is not particularly high at present

To consider:

- *How long have you been feeling like this?*
- *Has there been anything particular that has made you feel more or less engaged?*
- *What one thing would make you feel more engaged?*

What drives you at work?

You were presented with 14 areas and asked to rate each using the following ratings:

- **Really important to me** ★★
- **Quite important** ★
- **Nice to have, but not that important** ⊖
- **Not important at all** ⊙

The Importance Profile on the following page shows how you rated each of the areas.

Importance profile

Really important ★★ | Quite important ★ | Nice to have ⊖ | Not important at all ⊙

What is important to you	
★★	<p>Cooperation</p> <p>Individual contributions are recognised & valued by others, and support is freely offered by colleagues.</p>
★★	<p>My Development</p> <p>Training & development needs are identified and my work provides me with opportunities to stretch myself.</p>
★★	<p>Well-Being</p> <p>Maintaining a work-life balance, workloads which do not cause stress.</p>
★★	<p>Job Satisfaction</p> <p>An interesting and enjoyable job, and one I consider important.</p>
★	<p>My Career</p> <p>Defined opportunities to advance through the organisation. A sense career progression is taken seriously.</p>
★	<p>Reward & Recognition</p> <p>Rewarded fairly, transparently and based on performance. Rewards offered are competitive in the wider market place.</p>
★	<p>My Manager</p> <p>An approachable, inspirational manager who provides regular feedback and acts as a role model.</p>
★	<p>Loyalty & Trust</p> <p>The organisation acts in the interest of its employees and delivers on promises that are made.</p>
⊖	<p>Organisational Confidence</p> <p>Working for a successful organisation that is well led, has good people and a strong future.</p>
⊖	<p>Independence</p> <p>Freedom to organise my work and set my own goals. Scope to try new ways of doing things.</p>
⊖	<p>Doing the Right Thing</p> <p>Belief in the purpose and ethical principles of the organisation, promoting diversity and equal opportunities.</p>
⊙	<p>Working Conditions</p> <p>Comfortable working environment with good facilities, and reliable and effective equipment.</p>
⊙	<p>Belonging</p> <p>Belief in the organisation's mission, vision and values. A sense of pride in working for the organisation.</p>
⊙	<p>Communications</p> <p>A clear sense of the organisation's future direction, and an understanding of why key decisions are being made.</p>

Your experience

Building on the importance profile you have just seen, you were asked to rate your experience of each area on a scale of 1 to 10 (where 1 is very poor, 5 is just OK and 10 is outstanding).

Your experience score for each area is shown on the following page.

So what?

In an ideal world the most important areas will also have high experience scores (i.e. 8 or above). In reality you are probably not looking at a perfect set of scores.

So where do you start? Start on the areas that are most important to you.

High Importance & Lower Experience – This is an urgent area to focus on.

Lower Importance & Experience – Success is more much more likely if all 14 experience scores are higher. You need to focus on this area, it is simply a matter of when.

Higher Experience – Keep doing what you are doing and see how you can improve further, simply start on the areas that are highest in importance.

Importance & experience

Really important ★★ | Quite important ★ | Nice to have ⊖ | Not important at all ⊘

Important to you		Score
★★	Cooperation Individual contributions are recognised & valued by others, and support is freely offered by colleagues.	6
★★	My Development Training & development needs are identified and my work provides me with opportunities to stretch myself.	4
★★	Well-Being Maintaining a work-life balance, workloads which do not cause stress.	2
★★★	Job Satisfaction An interesting and enjoyable job, and one I consider important.	8
★	My Career Defined opportunities to advance through the organisation. A sense career progression is taken seriously.	1
★	Reward & Recognition Rewarded fairly, transparently and based on performance. Rewards offered are competitive in the wider market place.	1
★	My manager An approachable, inspirational manager who provides regular feedback and acts as a role model.	4
★	Loyalty & Trust The organisation acts in the interest of its employees and delivers on promises that are made.	6
⊖	Organisational Confidence Working for a successful organisation that is well led, has good people and a strong future.	7
⊖	Independence Freedom to organise my work and set my own goals. Scope to try new ways of doing things.	8
⊖	Doing the Right Thing Belief in the purpose and ethical principles of the organisation, promoting diversity and equal opportunities.	9
⊘	Working Conditions Comfortable working environment with good facilities, and reliable and effective equipment.	9
⊘	Belonging Belief in the organisation's mission, vision and values. A sense of pride in working for the organisation.	4
⊘	Communications A clear sense of the organisation's future direction, and an understanding of why key decisions are being made.	6

Importance & experience – Actions

You were asked to suggest ideas of how to improve every area, you could have picked one or provided your own action. Remember that *High Importance & Lower Experience* are the more urgent areas to focus on.





Important to you		Score	Actions
★★	Cooperation Individual contributions are recognised & valued by others, and support is freely offered by colleagues.	6	Understanding other teams' goals
★★	My Development Training & development needs are identified and my work provides me with opportunities to stretch myself.	4	A buddy to build experience & confidence
★★	Well-Being Maintaining a work-life balance, workloads which do not cause stress.	2	Someone to talk to if the pressure is too much
★★	Job Satisfaction An interesting and enjoyable job, and one I consider important.	8	Understand how my job contributes to local success
★	My Career Defined opportunities to advance through the organisation. A sense career progression is taken seriously.	1	A mentor to support my career ambitions
★	Reward & Recognition Rewarded fairly, transparently and based on performance. Rewards offered are competitive in the wider market place.	1	Offer a more flexible benefits package
★	My Manager An approachable, inspirational manager who provides regular feedback and acts as a role model.	4	Regular feedback on how I'm doing on my goals
★	Loyalty & Trust The organisation acts in the interest of its employees and delivers on promises that are made.	6	Chance to tell senior managers my challenges
⊖	Organisational Confidence Working for a successful organisation that is well led, has good people and a strong future.	7	Leaders sharing our future direction & our plan to get there
⊖	Independence Freedom to organise my work and set my own goals. Scope to try new ways of doing things.	8	More freedom to shape my working day/week
⊖	Doing the Right Thing Belief in the purpose and ethical principles of the organisation, promoting diversity and equal opportunities.	9	Opportunities to contribute to corporate responsibilities
⊘	Working Conditions Comfortable working environment with good facilities, and reliable and effective equipment.	9	Properly working equipment for my job
⊘	Belonging Belief in the organisation's mission, vision and values. A sense of pride in working for the organisation.	4	Explain how key decisions support our vision & mission
⊘	Communications A clear sense of the organisation's future direction, and an understanding of why key decisions are being made.	6	Explain how to get hold of organisational announcements

Your performance - clarity

Clarity is about creating certainty and explicit, agreed focus. You should consider gaining a better understanding of any area 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.)?

CLARITY	I am clear about what I need to deliver over the next 12 months	
	I am clear about how my performance will be reviewed	
	I am clear about how I am currently performing	
	I understand how to get things done around here (e.g. processes, relationships with other teams/departments)	

Your performance - 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.

CONFIDENCE	I feel positive about my future at the organisation	✓
	I am confident I can deliver what I need to over the next 12 months	✗
	I have confidence in senior management to deliver the long-term success of the organisation	✓
	I feel comfortable with the organisation's culture and values	👏
	I agree with the organisation's corporate strategy	✗
	I feel my line manager has confidence in me	👏

Your performance - 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.

ENABLEMENT	I have the resources to deliver what I need to over the next 12 months	✓
	I have the skills and capability to deliver what I need to over the next 12 months	✗
	I have the level of support I need from my immediate manager	✓
	I have the level of support I need from my team	👏
	Departments/functions cooperate to support each other effectively	✓
	I have been given the opportunities to build the skills I need to be successful in my current role	👏
	I am being given the support I need to work towards my career goals	✓

In your words

We asked you a number of short open-ended questions. This is what you said would improve your engagement and performance:

Eliminate (stop altogether)

- My effectiveness is limited by the need to delegate some tasks to others, without thinking about the impact on key deliverables.

Reduce (continue, but do less)

- Greater consideration of the limits of staffing before taking on research projects and additional work within the department. This will then stop conflicts between teams.

Increase (do even more)

- Wider communication of the actions and plans within the Department to key stakeholders. I should consider monthly reports to include research and projects.

Create (start doing)

- Spend some time with peers in the organisation to get to know them, how their departments work and the challenges they face in managing their teams.

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 Drivers Report means and why you are feeling how you currently feel
- Review the actions you highlighted and consider which **one** action will have the biggest positive impact on your experience at work?
 - 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.

About great{with}talent

We make it easy to collect, understand and act on employee feedback, have scientifically proven psychometric assessments for recruitment and engaging pre-employment reference checks.

We've made it our mission to deliver a personalised service, with innovation and quality you'd expect from larger competing organisations. Since 2003, we have accumulated a proven track record with high profile projects and globally respected brands, while remaining a close-knit team with a reliable first-hand and personal service.

We are incredibly proud of our team and are committed to investing in developing and improving our services. Our experienced team continues to grow in efficiency and flexibility and as a result, our uniquely innovative and responsive services improve year on year.

Retaining talent is an essential aim when looking to survive a challenging business climate riddled with uncertainty. Finding and keeping the best people will ensure your organisation can deliver now but also provide a foundation for future growth. We understand this as much as anyone.

