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LastOpinion

Personal leaving report

Report for Jayne Bright

Leaving date: 22nd March 2018

Private & Confidential

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This report is confidential and is intended for access by relevant members of the HR team, although it can also be shared with Jayne Bright who completed the LastOpinion Exit Questionnaire on 22/03/2018.

This report enables you to focus on the drivers that caused Jayne to resign from her job within your organisation. This report has also been designed so that it can be used with an individual leaver or in conjunction with LastOpinion group based reports, which provide a strategic overview of your leaving population.

Before reading this report, we would recommend that you are clear on the following:

- Why your organisation has decided to use LastOpinion (NB It will help you engage managers in the process if you can explain the reasons behind this process).
- The level of confidentiality that has been promised to leavers completing the questionnaire.
- If applicable, how this level of confidentiality will be respected during any follow-up conversations.
- If applicable, the expected outcomes from exploring feedback with the leaver.

Who should have access to this report?

This report should be used and stored in line with the levels of confidentiality promised to the individual in completing the questionnaire, and with your wider organisational policies on confidentiality and data protection.

Please ensure that whoever conducts any follow-up discussion with the leaver knows how to interpret the data within this report, has been properly briefed and has the appropriate level of skills to conduct such a conversation.

Leaver Type

Unhappy | Dissatisfied with the role, not the organisation







Resignation Drivers:

Job Satisfaction; Career Progression; Salary & Rewards; Personal Growth

» Please see Page 3 for more information

Brand Impact

Re-hire Work again for your organisation again. 	Promote Recommend as a place to work. 	Recommend Recommend products and services. 	Competitor Joining a competing organisation. 
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Tenure

< 1 year

Low Tenure may indicate an issue with your recruitment and onboarding processes

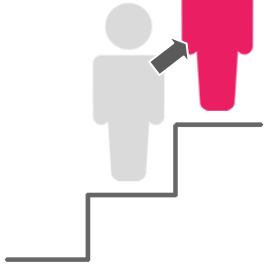
Intending to Stay

4-5 years

Attraction factor: Our reputation as an employer

Destination

Job Level



- Similar role, same industry
- Large commercial organisation
- Business Services

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LastOpinion is based on a well-researched model of engagement and retention than contains **14 areas** known to affect commitment to **any organisation** (please see glossary for definitions). Jayne was asked to rate the area according to the key below, and was asked to provide the **action** that would have prevented the area being a turnover driver or to retain as an organisational strength.

Leaving Reason	Contributed to Leaving	Unsure/Not Applicable	Org Strength
1 Job Satisfaction			Understand how my job contributes to organisational success
2 Career Progression			Explain the promotion process & standards needed
3 Salary & Rewards			Offer a more flexible benefits package
4 Personal Growth			Creation of a development plan
5 Vertical Relationship			Agree defined goals with my manager
6 Cooperation			Regular meetings with other teams
7 Well-Being			More support with childcare issues
8 Organisational Confidence			
9 Loyalty & Trust			
10 Communication			
11 Ethical Standards			Build Strength Explain our organisational values
12 Independence			Ownership for creating my goals before sign-off
13 Working Conditions			Better break areas (e.g. kitchen, shower, etc)
14 Belonging			Chance to recognise colleagues who live our values

In the final section of LastOpinion Jayne had the opportunity to describe in their own words their reasons for leaving and what they enjoyed most about the organisation. These are Jayne's exact words, including any typing errors or spelling mistakes.

Jayne's main reason for leaving:

The main reason I am leaving.....

Enjoyed most about your job or organisation:

The one thing I enjoyed most.....

Gender	Female
Age	31 – 35
Ethnic Origin	White British
Educational Qualifications	Degree
Department	Marketing & Sales
Job Title	Sales Manager (London)
Occupation	Managerial
Position Type	Part Time, Permanent

Additional Notes

LastOpinion is based on a well-researched model of engagement and retention that contains 14 areas known to affect commitment to any organisation. The definitions of each, as shown to the leaver during the exit interview, are as follows:

<p>Cooperation</p>	<p>An environment where individual contributions are recognised and valued by others, and support is freely offered by colleagues.</p> <ul style="list-style-type: none"> - Unsupportive relationships with work colleagues - No team atmosphere or a sense of belonging - Little or no respect for my contribution
<p>Personal Growth</p>	<p>Training and development needs are identified and my work provides me with opportunities to stretch my skills and capabilities.</p> <ul style="list-style-type: none"> - The job did not stretch my capabilities or realise my full potential - Limited or no opportunity to develop my range and depth of skills - Lack of training to address my development needs
<p>Well-Being</p>	<p>Maintaining a work-life balance that doesn't unduly impact my home life, and having a manageable workload that isn't a source of stress.</p> <ul style="list-style-type: none"> - I had an unmanageable workload and schedule - Extremely difficult for me to maintain a work-life balance, adverse impact on my family - A lack of confidence in my ability to carry out the job well
<p>Job Satisfaction</p>	<p>An interesting and enjoyable job, and one that I consider important.</p> <ul style="list-style-type: none"> - I did not find the job interesting or enjoyable - I did not consider the job to be important - The job was just a 'means to an end'
<p>Career Progression</p>	<p>There are clearly defined career paths with opportunities to progress, and I feel that the organisation takes career progression seriously.</p> <ul style="list-style-type: none"> - Little opportunity to advance quickly through the organisation - Lack of seniority of my position - Limited or no opportunity to progress my career within the organisation
<p>Reward & Recognition</p>	<p>Reward and recognition is fair, transparent and performance related. The rewards offered are competitive in the wider market place.</p> <ul style="list-style-type: none"> - I did not receive a competitive salary and benefits package - The financial reward system was not based on a fair assessment of performance - Financial reward was not linked to individual achievement
<p>Vertical Relationship</p>	<p>I have a manager who is approachable, inspirational and supportive. They provide regular feedback and act as a role model.</p> <ul style="list-style-type: none"> - I did not have an approachable and supportive manager - My manager provided little feedback and motivation - A poor relationship with my manager with little mutual respect

The remaining 7 areas are described below.

Loyalty & Trust	<p>The organisation acts in the interest of its employees, relationships between management and employees are based on trust and delivers on promises that are made.</p> <ul style="list-style-type: none"> - No relationship of trust between management and staff - Promises not fulfilled to staff by the organisation - Working for a company I feel committed to
Organisational Confidence	<p>The organisation is well led, efficiently run, has good people and a strong future.</p> <ul style="list-style-type: none"> - No confidence in the leadership of the organisation - Lack of confidence in the future of the organisation - Lack of job security
Independence	<p>I am given the freedom and responsibility to set my own goals, organise and approach my work in my own way, including exploring new ways of doing things.</p> <ul style="list-style-type: none"> - Little or no freedom to organise my own work - No scope to try new ways of doing things - I was unable to set my own goals
Ethical Standards	<p>The organisation has a clear and compelling purpose, operates within a clear set of ethical principles and promotes diversity and equal opportunities.</p> <ul style="list-style-type: none"> - I was or felt harassed or bullied - The organisation behaved unethically - The organisation did not promote diversity, inclusivity or enforce equal opportunities
Working Conditions	<p>The organisation provides a comfortable working environment with good facilities, and reliable and effective equipment.</p> <ul style="list-style-type: none"> - An uncomfortable and unsafe working environment - Unreliable and ineffective equipment - Poor facilities
Belonging	<p>The organisation creates a strong sense of belonging amongst its employees through its vision, mission and values. I feel proud to work for the organisation.</p> <ul style="list-style-type: none"> - No belief in the organisation's mission, vision or values - Little pride in working for the organisation - No sense of purpose or togetherness
Communications	<p>I have a clear sense of the direction in which the organisation is heading, and I am kept informed of major organisational developments and the reasons behind key decisions.</p> <ul style="list-style-type: none"> - No understanding of the rationale behind key decisions - No clear sense of where the organisation is heading - Little opportunity to provide senior management with feedback