

iOpener People and Performance Questionnaire: Personal Report



For John Smith

Introduction

You recently completed the iOpener 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 and your coach or HR professional are the only people who can see this report. No-one else inside or outside your organization can read it unless you choose to send or show 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:

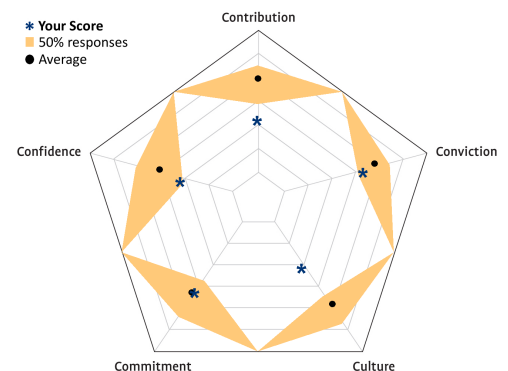
- **Contribution** is the effort an individual or team makes.
- **Conviction** is your short-term motivation in both good times and bad.
- **Culture** is the extent to which you feel you fit at work.
- **Commitment** is your long-term motivation.
- **Confidence** is your belief in your own abilities at work.

These are the 5Cs, all of which help you to achieve your potential. They are underpinned by **Trust** and **Pride** in your organization, as well as **Recognition** from it.

The scores you'll see show the averages for each of the 5Cs as well as 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	3.4	4.8	4.1 - 5.6
Conviction	4.4	4.8	4.2 - 5.5
Culture	3.0	5.0	4.3 - 5.7
Commitment	4.2	4.4	3.6 - 5.3
Confidence	3.2	4.1	3.1 - 5.1



Contribution

Describes the effort you make and your perception of it

Much of the time you think your objectives at work are unclear and you know that this lack of clarity impacts the goals you would like to achieve. It also creates feelings of uncertainty: you would like to feel more sure that you are doing the right thing personally and professionally.

Although you have suggestions for improving matters at work and know there are important issues to raise, you voice your opinions only occasionally and are much more likely to withhold your ideas.

This is because you feel your suggestions may have been brushed aside or not acted on as much as you would have liked. This is likely to increase feelings of irritation or frustration.

It also adds to a sense of not being listened to, which negatively affects the relationships you have with your colleagues and other stakeholders. You would like to have better working relationships with your team members and you would like to feel more rapport with them too.

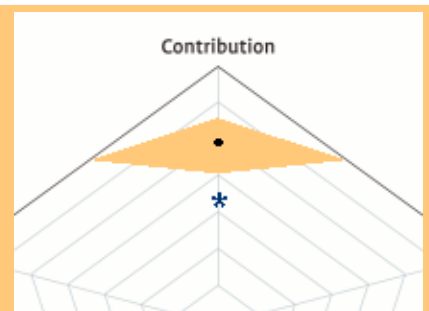
You may feel that you do not get enough appreciation for what you do. This is likely to reduce both your performance along with your sense of being valued and respected. You would like to feel higher levels of respect for what you do.

The feedback you receive about your work is generally not that useful, with some minor exceptions. This may be because it's poorly handled or badly given.

Overall you're likely to think you could be more successful in your role and that you and your colleagues could perform much better. All this might mean you are wondering about the security of your role. If another job were to come your way, you would seriously think about taking it. You know you could contribute a lot more in the right circumstances.

To increase your Contribution levels, ask yourself:

- What would make me feel more connected with my stakeholders?
- What feedback do I need, and from whom, to do my best work?
- Why do I withhold my best effort? What would it be like to really give it my all?



Your Conclusions:

Conviction

Describes the motivation you have whatever your circumstances

Right now you are likely to experience variable levels of motivation in your work. Sometimes it's high and sometimes it's low: that depends on what you are being asked to do. When you do what you love, you are very motivated: when you don't, you aren't.

You may recognize that there are be some gaps in your capacity to deliver what's required of you, which could lead to concerns about your ability to deliver. You might like more opportunity to implement the knowledge you have gained so far and to extend it. This would help maintain and increase your ability to be and to feel both efficient and effective: sometimes you could doubt what you do well and reduce your own motivation.

Higher and more stable levels of motivation would mean you would feel you could cope well with certain people, projects, or events. Your resilience is at a level that means you have the wherewithal to make that happen.

Occasionally you experience flow moments when you are fully immersed in what you are doing and find the task itself rewarding. You would probably like to experience more of these moments.

You might feel more motivated if team-working were better than you currently experience it to be. Being part of a team is likely to matter to you in your career. You probably feel that it enables you to deliver difficult projects, and you generally like working with others and appreciate their support and input.

Overall you feel you perform reasonably well, but right now you might like things to get on a more even footing for you. This would mean you could really focus and enjoy what you do and allow you to feel that you have a greater positive impact in what you do.

To increase your Conviction levels, ask yourself:

- What would it take for me to truly give it my all right now?
- When do I feel really in tune and aligned with what I'm doing?
- When do I experience flow moments at work? How might I build more of them into my working day?



Your Conclusions:

Culture

Describes how well you feel you fit at work

When reflecting on the Culture of your organization, you are clear that there are many things that could align better for you: that would mean you had a greater sense of fit with it. The things you find important and that mean you are happy at work and perform well may be missing from your current working environment.

You are likely to find a big disconnect between what is said and what is actually done and this may be true for you too. To compound this, the values you cherish are not well matched by those of your workplace. This may mean that it's hard for you to be truly authentic in your current workplace. And in turn it could mean you don't respect or trust your leaders as much as you would like to.

You would like the Culture more if you had better working relationships with key colleagues. You may not relate to or communicate with many of them because you have differing values. But even building a few more bridges would make a difference.

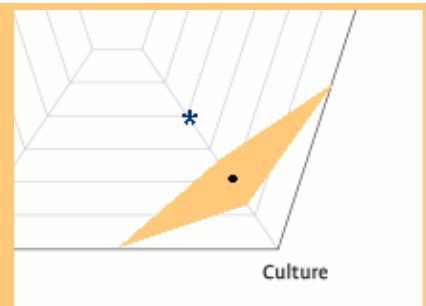
It's probable that you could enjoy the balance of tasks you have to do more: you would like to feel a greater perception of control over your daily working life. Not having enough of the right resources and tools means that you might feel you could perform your job to higher levels than you do.

You are likely to think that the Culture you work in could be much more transparent: this negatively affects how happy you feel at work. In particular it could be that the decision-making process is opaque or politics gets in the way.

When you experience difficulties or setbacks you feel very strongly that you don't fit in your workplace. You would like to see more personal benefits in your current working environment.

If you are at this level of fit with your organization's Culture, ask yourself:

- What does staying here give me? Would I do better elsewhere?
- Who around this organization should know that work gets delivered despite a lack of tools or resources?
- What might I do to connect better with this culture?



Your Conclusions:

Commitment

Describes the extent to which you are engaged with your work

Commitment is important to you and there are times when you would like to feel more committed to your job, team, or organization. This is when you find yourself either under a lot of pressure or bored by what you're doing.

At those times you would also like to connect more to purpose and meaning in your work. When you things are working well for you, you feel connected to the vision of your organization and when they are not, you sense a greater disconnection. You would rather experience more of the former.

You might also experience a variable sense of determination, direction, and energy. Although you may feel a deep and intrinsic interest in some of the tasks and activities your job involves, you would like a greater overall sense of engagement and job satisfaction in what you do.

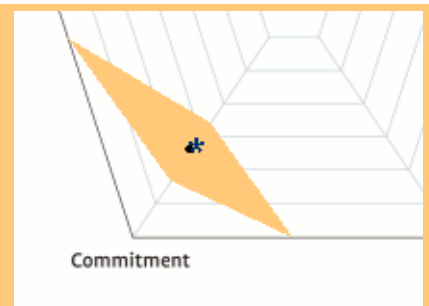
Although your role is important for the functioning of your organization, you would like to feel more certain that this is the case. You might not always go out of your way for others or maximize your Contribution because the positive feelings you have about your job are not consistently high enough. All this means you may struggle during difficult times to remain positive and energetic, especially when you project forward over the longer term.

Although you know you can be tenacious in your approach when times are difficult, this may currently be an energy-draining experience for you. There may be a disconnect between how you appear to others and how you actually feel. Some people may well be picking up on this.

When reflecting on your role, overall you would like to be more consistently interested in and committed to what you are doing. You might also find yourself questioning yourself from time to time. You know that greater Commitment would generate more success.

To build a greater level of Commitment, ask yourself:

- What adds to or subtracts from my positivity and Commitment? How do I maximize one and minimize the other?
- How can I ensure that I maintain energy, focus and direction for my continued success?
- How does this job confirm and support my purpose in life? How might I make that alignment stronger?



Your Conclusions:

Confidence

Describes the sense of belief you have in yourself and your job

Right now you would really like to feel greater levels of Confidence in yourself and what you do. Because you doubt your ability to consistently perform a wide range of different tasks and roles well, you may hesitate to take on new and unclear projects: current ones could also be stalling. In addition you might like some of your decisions to feel easier than they do.

Worrying about what you do suggests that anxiety may be blocking your capacity to get things done. Getting things done is the outer proof of your inner Confidence and tells you when you are on the right track. You probably think you could do much more in different circumstances, and would love the opportunity to do more of what you do best. This would give your Confidence a real boost.

You are likely to think you have not been fulfilling your potential nearly as much as you could be, and this too may be affecting your Confidence. It's almost certain that your current role does not match the initial expectations you had of it; this is because you are either under- or overstretched.

In turn, this means your self-belief is lower than you would like and it could be harder to manage setbacks. That's when others might notice a lack of Confidence in you. The cost of this is that you are unlikely to be as successful as you could be. When you do experience success, you're aware that it builds your Confidence. Right now you might like much more of it.

You would be generally unwilling to recommend your workplace to a friend. This shows that you experience low levels of Confidence. Confidence is fostered with accurate planning, management, and support: you could do with more of all of these.

Overall, you may think that your Confidence would be better if you were in another role with other responsibilities.

To enhance this level of Confidence, ask yourself:

- Who impacts my Confidence for the better or worse? How do I mindfully draw on who helps it grow, and shut out the others?
- What is making me feel this way? Could I improve things, and if so, how? If I can't, what next?
- What are the areas I do feel confident in? What can I take from them?



Your Conclusions:

Achieving your potential

This lies at the heart of performance and being happy at work

When you reflect on your current job, you probably think that you would like more occasions when you experience a deep sense of really achieving your potential. You would really like to extend yourself more, to use your strengths and skills, to develop yourself, and to learn new things. You know that you have much more to offer than you are currently asked to give to your work. This may lead to an uncomfortable level of frustration with your work and lower levels of Confidence and energy than you'd like to experience. In turn that will also mean your Contribution is less than it could be: not having the opportunity to challenge yourself is potentially very draining. You would love a role with more stretch and probably think that overall you have a lot more to give than opportunities to give it. This will cause you to question your current role and the projects you are working on.

To increase a sense of achieving your potential:

- Reassess the challenges you face. How would they have to change to make you feel more energized?
- What do you need to learn or develop to fulfill your potential? How might you go about achieving that?



Your 3 highest and lowest questions (relative to your other responses) were:

Highest:

- How interested are you in your work?
- Do you have a sense of getting things done at work?
- How efficiently are you able to get things done at work?

Lowest:

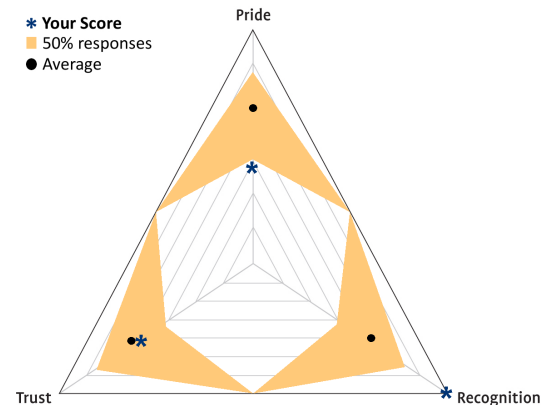
- Would you recommend working at your organization to a friend?
- Do you feel you are doing something worthwhile?
- How fair is the culture at work?

Trust, Recognition and Pride

Trust, Recognition and Pride 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.
- Trust and Pride 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.



Our definition of happiness at work:

Happiness at work is a mindset which enables actions to maximize performance and achieve potential.

Your overall happiness with life score, 3.8, is out of 7. This is different from your happiness with work, although one clearly affects and impacts the other. The average happiness with life score is 5.1.



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 things you can influence or control: make sure you focus here.
- Ask yourself what you need to keep, stop, or start doing to build your happiness and performance at work.
- Work through the questions at the end of each section.
- Think about and plan any conversations you will need to have.
- Plan any new actions you want to take.

Visit our website for more ideas at www.iopenerinstitute.com.

We value your privacy and all information is treated confidentially.

Appendix

Questions	Score
What is your gender?	M
What is your age-group?	41-50
What is your nationality?	UK
Which best describes you?	employee
Do you work full time or part time?	full-time
If part-time how many hours per week?	-
What is your job title?	Line Manager
Which organization do you work for? (optional)	XYZ Inc.
How would you describe your work sector?	Financial Services
Where are you in the hierarchy of your organization?	5
Which city are you located in?	New York
Which country are you located in?	United States
How long have you been in your current job (months)?	30
How long do you see yourself staying in your current job (months)?	12
How many days of sick-leave have you taken in the last year?	1
How many hours do you work a week on average?	55
In general you consider yourself to be...	4
Compared to most other people you know you would say that you are...	3
Some people are generally very happy. They enjoy life regardless of what is going on getting the most out of everything. To what extent does this characterization describe you?	5
Some people are not as happy as they might be. Although they are not depressed they might be happier. To what extent does this characterization describe you?	3
Average time feeling happy at work (%)	20
Average time feeling unhappy at work (%)	60
Average time feeling neutral at work (%)	20
What percentage of the time do you feel productive/on task at work?	90
Do you appreciate the values that your organization stands for?	2
How insecure do you feel in your current job?	6
How much do you like your job?	3
Can you raise issues that are important to you?	2
Are your views ignored?	4
How much do your colleagues respect you?	4
How much does your boss respect you?	5
How effective do you think you are at your job?	5
Do you lack interest in your work?	1
How motivated do you feel while at work?	6
How much do you feel your work has a positive impact on the world?	1
How much do you like your colleagues?	4
How much do you feel you are living up to your potential?	3
How much do you wish to leave your current job?	7
Do you agree that you often feel a strong burst of positive emotion at work?	6
Do you trust the vision of your organizations leaders?	3

Do you agree that your stakeholders give you positive feedback?	4
How much in control do you feel over your day-to-day activities?	5
How fair is the culture at work?	1
How efficiently are you able to get things done at work?	6
How well does your job fit with your initial expectations of it?	5
Are you resilient when it comes to coping with difficult times?	4
How much do you love your job?	3
Do you feel you are doing something worthwhile?	1
Do you have a sense of getting things done at work?	6
Would you recommend working at your organization to a friend?	1
How proud are you of your organization?	3
How much do you trust your organization?	4
How satisfied are you with your life?	3
Do you make use of your skills at work?	3
Do you like your physical work environment?	2
How satisfied are you with your job?	1
Do you dislike having challenges at work?	1
Do you make use of your strengths at work?	3
Does your current job fit well with your career plan?	1
How important is compensation (pay bonuses etc.) to you?	3
Do you like learning new skills and acquiring knowledge?	6
How much do you go out of your way to help your colleagues?	7
Are your achievements at work recognized?	7
Do you have problems achieving your own work goals?	3
Are you successful in most aspects of your chosen career?	4
Are you confident that you perform effectively on many different work tasks?	6
Do you have difficulty overcoming challenges at work?	2
Generally do you do things better than other people?	4
In general, what percentage of the time do you feel energized at work?	30
In general, what percentage of the time do you feel de-energized at work?	30
In general, what percentage of the time do you feel neither energized nor de-energized at work?	40
In general, what percentage of the time do you feel engaged at work?	65
In general, what percentage of the time do you feel dis-engaged at work?	5
In general, what percentage of the time do you feel neither engaged nor dis-engaged at work?	30
When thinking about the things that you do at work what % of them do you love?	20