momentum

WORK LIFE
MOTIVATION

Team Leader Report

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DEMO Co UK Ltd

DESIGNED4SUCCESS
inspiring performance

INTRODUCTION

WORK **L**IFE **M**OTIVATION describes the internal force which transforms thoughts and feelings about our working environment into actions and behaviour. Everything we experience, whether at work or in our personal life, gives rise to emotions which we then interpret (make sense of) and give meaning. The interpretations we make are based on a number of factors; our own beliefs, values and attitudes as well as the organisational context. Research has consistently shown that the strongest influences on our emotions and perceptions in the workplace are:

1. The trust we have in the whole organisation
2. How we feel about the job we do
3. How we feel about the people we work with

When these three factors give rise to positive emotions and perceptions, we become happier and more motivated; as a result we act and behave more positively, reaching higher levels of performance and becoming more successful at what we do. The results of this increased Work Life Motivation are significant and can be measured through increased:

• *Pace*
• *Productivity*
• *Commitment*
• *Creativity*
• *Collaboration*

By measuring the influences that most affect Work Life Motivation, development plans can be created at individual and team levels to improve performance right across the organisation.

The Work Life Motivation Engagement Diagnostic measures individual perception across five dimensions:

TRUST: Research has shown that in organisations with high levels of trust things can happen up to 60% faster and with significantly lower costs. Trust also stimulates greater creativity and collaboration.

RELATIONSHIPS: Strong relationships form the "glue" that binds people together through difficult challenges or periods of change. Studies have shown that one of the best predictors of a team's success is how the team members feel about each other.

PRIDE and PURPOSE: A recent study into what motivates people in the workplace suggests that the ability to make progress in meaningful work can be hugely motivating. Employees who are proud of what they do, feel valued and who have a sense of achievement perform better and have a stronger sense of commitment.

SUPPORT FOR MY WORK: For people to achieve great results their work needs to be properly supported by their manager and the organisation. Failure to provide that support creates blockages and constraints which slow things down, reducing motivation and inhibiting progress.

SUPPORT FOR ME: Respect, encouragement and emotional support create happier employees and happiness has been consistently shown to contribute to success in all areas of life. The positive emotions associated with happiness are infectious; they spread throughout the workplace generating high levels of creativity and commitment.

Although Work Life Motivation is an "internal force" it is not isolated within individuals; it extends outwards from each person like a magnetic force influencing the emotions and perceptions of everyone it reaches. This makes Work Life Motivation an incredibly powerful force within a business; when positive it pulls people together, uniting and focussing them in a way that makes great things possible. On the other hand, if Work Life Motivation is inconsistent or negative then it pushes people apart, causing tension and uncertainty; people become more focussed on themselves and as a result performance suffers.

SECTION 1

The following pages show how you scored the Work Life Motivation questionnaire in relation to yourself. The charts show what you feel and think about each of the main factors affecting your own Work Life Motivation. The more positive your emotions and perceptions, the more motivated and engaged you're likely to be.

The scoring range in the questionnaire is as follows:

POSITIVE influences on your Work Life Motivation

Completely Agree (CA) – These are the items you feel most positively about and as a result they are likely to be causing very positive emotions and perceptions of your working environment and the people you work with. When you look at these items, consider exactly what it is that makes you feel so strongly and ask yourself what you can do to maintain the way you think and feel.

Mostly Agree (MA) – Your score against these items suggests that they will generally be having a positive influence on your Work Life Motivation most of the time. However, there may be occasions when you feel less positive and it's possible that these feelings will relate to specific individuals, teams or aspects of your work which cause you to feel more negatively from time to time. Can you identify the instances when you feel less positive? What is different between these occasions and how you feel most of the time? Consider what you personally might be able to do to improve the situation.

Slightly Agree (SA) – Your score against these items suggests that there may be a level of inconsistency within the organisation but on balance you generally feel more positive than you do negative. There is a risk associated with these scores as your perceptions may not need to change much for you to feel more negatively and this would have a detrimental impact on your Work Life Motivation. When you consider these items, ask yourself why there is so much inconsistency; does it relate to particular individuals, groups or areas of the business? Consider what you personally might be able to do to improve the situation.

NEGATIVE influences on your Work Life Motivation

Slightly Disagree (SD) – Your score against these items suggests that there may be a level of inconsistency in the organisation, and on balance you feel negatively more often than you feel positively. When you do feel negative, your Work Life Motivation will be reduced and you are likely to feel less optimistic and less engaged with your work and the people you work with. This area however presents an opportunity because you should be able to identify the occasions when you feel more positively and it should be easy to imagine what it could be like if things changed for the better. When you consider these items, ask yourself what's creating the inconsistency; does it relate to individuals, groups or areas of the business? How are you personally contributing to the situation and what could you do to make things better?

Mostly Disagree (MD) – Your score against these items suggests that they will be having a detrimental effect on your Work Life Motivation most of the time. There may be occasions when you feel more positively but it's likely that you will relate these more positive experiences with certain individuals, teams or specific areas of your working environment. You might find it helpful to focus your thoughts on the few occasions when you feel more positively about these items rather than focus on all the things that might be wrong. Consider what is happening differently to cause these positive emotions and perceptions and ask yourself what you personally could do to spread them more widely across the organisation.

Completely Disagree (CD) – Your score against these items suggests that you feel very negatively about these factors and that they will be consistently damaging your Work Life Motivation. As a result, you may feel dis-engaged from your work and the people you work with. Such negative thoughts and feelings are often related to cultural issues, or patterns of behaviour which have become accepted as the norm. It's possible that you may even be contributing to the situation and perpetuating the very behaviours which make you feel so negative. When you reflect on these items, try to identify the cultural norm or pattern of behaviour which creates the negative thoughts and feelings. Consider what you could personally do to challenge these behaviours and improve the situation.

Team Leader - Summary Report

WORK LIFE MOTIVATION

Your Scores	CD	MD	SD	SA	MA	CA
Trust						
1 People round here do what they say they'll do when they say they'll do it					■	
2 People round here operate without hidden agendas						■
3 When decisions are made I generally feel as though I've been considered					■	
4 People round here are open and honest						■
5 People round here always do the right thing, even when it's difficult or challenging					■	
6 People tell things the way they are; there's no "spin" in this organisation					■	
7 People round here can talk directly to each other about difficult subjects; they don't need to dress things up					■	
8 If someone makes a mistake they own up to it quickly so that it can be put right					■	
9 People round here don't speak negatively about the organisation or other people					■	
10 When something goes wrong, people aren't blamed						■
11 I'm able to make the decisions I need to make in order to move things forward quickly				■		
12 People round here are constantly seeking to improve their professional skills and abilities			■			
13 I'm proud of the results that people round here deliver						■
14 People hold themselves accountable for delivering great results					■	
15 People round here generally have the professional skills and judgement necessary for the organisation to succeed					■	
Relationships						
16 I feel included here; there are no cliques						■
17 People readily collaborate right across the organisation						■
18 People here know they're all working towards the same objectives; they don't try to compete with each other					■	
19 Leaders here create a positive climate in the organisation					■	
20 People round here are able to be open about their emotions						■
21 People are aware of the impact their actions and behaviour have on others				■		
22 People value others who have different ways of working to their own; it's not a cause of tension or conflict				■		
23 If things change at short notice, people are very good at adapting and getting on with things without fuss or bother						■
24 I feel as though people here understand me as an individual						■
25 People here are very supportive; they readily help each other						■
26 Whenever there's conflict between people it's resolved quickly and calmly						■
27 When faced with adversity or problems, people are generally optimistic and confident about the outcome						■
28 People round here stick together through good times and bad						■
29 I feel as though I truly belong in this organisation						■
30 People in this organisation are treated like adults						■

Pride and Purpose

#	Statement	1	2	3	4	5	6	7
31	I receive regular feedback from my manager which helps me to sustain or improve my performance					▨		
32	I understand exactly how my job contributes to my organisation's vision						▨	
33	At the end of most days, I feel good about the progress I've made in my work				▨			
34	My work means a lot to me						▨	
35	I feel really good about my work – it's well worthwhile					▨		
36	I'm clear about the work goals I need to achieve						▨	
37	I'm clear about what I need to do, to achieve my work goals							▨
38	I believe my work is valued				▨			
39	I enjoy the problem-solving I have to do in my work						▨	
40	People at work are open to my new ideas						▨	

Support for my work

#	Statement	1	2	3	4	5	6	7
41	I have a good mix of short-term and long-term work goals						▨	
42	Once I've been given a task, I'm free to decide how I'll do the work						▨	
43	I'm given enough time to complete my work						▨	
44	My manager gives me the support I need, to move forward with my work						▨	
45	I'm encouraged to learn from mistakes (I'm not blamed)						▨	
46	I never feel micro-managed or controlled						▨	
47	My manager helps me overcome obstacles, so I can move forward with my work					▨		
48	If I'm given a task, I know the resources I need will be available				▨			
49	My work tasks challenge me in a positive way					▨		
50	I'm well-supported by my peer team							▨

Support for me

#	Statement	1	2	3	4	5	6	7
51	I get a lot of encouragement from people around me at work					▨		
52	I feel respected at work						▨	
53	People at work care about me as a person				▨			
54	My efforts and successes are recognised at work				▨			
55	I get plenty of opportunity to work through problems and discuss ideas with colleagues				▨			
56	My organisation encourages me to have a good work-life balance				▨			
57	I feel valued for the work I do				▨			
58	Whether things are going well or not at work, I never feel "I'm on my own"						▨	
59	My manager cares about me and my well-being				▨			
60	My manager recognises it when I've "gone the extra mile" at work					▨		

Key

███ = NEGATIVE INFLUENCES   ███ = POSITIVE INFLUENCES

SECTION 2

The following pages show information about how you expected your team to score the questionnaire and about how they actually responded.

Your Scores

	1. TRUST	CD	MD	SD	SA	MA	CA
1	People in this organisation do what they say they'll do when they say they'll do it		X		<		>
2	People in this organisation operate without hidden agendas		<	X		>	
3	When decisions are made I generally feel as though I've been considered		<	X	>		
4	People in this organisation are open and honest			<	X		>
5	The people I work with always do the right thing, even when it's difficult or challenging	<			X		>
6	People tell things the way they are; there's no "spin" in this organisation			<		X	>

The tables can be interpreted as follows:

1. The **"X"** indicates the score that you predicted your team would give to each item.

2. The coloured square indicates the consolidated score for all your team members who have completed the questionnaire. This is effectively an average of their combined scores against this particular item.

3. The symbols < and > show the minimum and maximum scores (the range) given by your team members against that particular item. E.g. if the range runs from **MD** (Mostly Disagree) to **MA** (Mostly Agree) then at least one member of your team will have scored MD and at least one person in your team will have scored MA. Both symbols in the same box indicates that all your team members scored in exactly the same way.

In this table, the gap between how you predicted your team would score and the actual team scores is also important as it indicates a difference in perceptions. If the gap is large, it suggests that you may have a false impression about how your team might feel about this particular item.

Pay attention also to the range of scores; many of the items in the questionnaire are subjective i.e. some people will naturally feel differently to others. For example, people need different levels of support and encouragement and this will be reflected in how they score questions relating to these items.

Remember that each individual's perception is their own reality, and that may be different to your reality. We all have a unique view of our own situation but the way we think and feel about things will be strongly influenced by those around us.

You might find it helpful to review the individual Work Life Motivation reports with each of your team on a one to one basis to help you understand what's causing the most positive and negative perceptions and emotions. If you can do even one thing to raise the Work Life Motivation for every member of your team you could see a significant improvement in engagement and performance.

In considering this next section of the report, ask yourself what your personal contribution might be to both the positive and negative influences on Work Life Motivation. What might you be doing, even inadvertently that could be negatively impacting peoples' Work Life Motivation? What are you doing that clearly has a positive impact and how could you extend that behaviour into other areas? Are your team members being negatively impacted by what happens elsewhere in the business and if so, what could you do to improve their situation?

Predicted Team Scores		CD	MD	SD	SA	MA	CA
Trust							
1	People round here do what they say they'll do when they say they'll do it			<		X	>
2	People round here operate without hidden agendas			<		X	>
3	When decisions are made I generally feel as though I've been considered			<	X		>
4	People round here are open and honest				<	X	>
5	People round here always do the right thing, even when it's difficult or challenging			<		X	>
6	People tell things the way they are; there's no "spin" in this organisation			<		X	>
7	People round here can talk directly to each other about difficult subjects; they don't need to dress things up				<	X	>
8	If someone makes a mistake they own up to it quickly so that it can be put right				<		X>
9	People round here don't speak negatively about the organisation or other people			<		X>	
10	When something goes wrong, people aren't blamed			<			X>
11	I'm able to make the decisions I need to make in order to move things forward quickly		<		X		>
12	People round here are constantly seeking to improve their professional skills and abilities			<	X		>
13	I'm proud of the results that people round here deliver				<	X	>
14	People hold themselves accountable for delivering great results				<	X	>
15	People round here generally have the professional skills and judgement necessary for the organisation to succeed			<		X	>
Relationships							
16	I feel included here; there are no cliques		<			X	>
17	People readily collaborate right across the organisation			<		X	>
18	People here know they're all working towards the same objectives; they don't try to compete with each other			<		X	>
19	Leaders here create a positive climate in the organisation			<		X	>
20	People round here are able to be open about their emotions				<	X	>
21	People are aware of the impact their actions and behaviour have on others			<		X	>
22	People value others who have different ways of working to their own; it's not a cause of tension or conflict			<		X	>
23	If things change at short notice, people are very good at adapting and getting on with things without fuss or bother			<		X	>
24	I feel as though people here understand me as an individual			<		X	>
25	People here are very supportive; they readily help each other				<		X>
26	Whenever there's conflict between people it's resolved quickly and calmly			<		X	>
27	When faced with adversity or problems, people are generally optimistic and confident about the outcome			<		X	>
28	People round here stick together through good times and bad			<			X>
29	I feel as though I truly belong in this organisation		<			X	>
30	People in this organisation are treated like adults		<				X>

Pride and Purpose							
31	I receive regular feedback from my manager which helps me to sustain or improve my performance		<		X		>
32	I understand exactly how my job contributes to my organisation's vision			<		X	>
33	At the end of most days, I feel good about the progress I've made in my work		<	X			>
34	My work means a lot to me			<		X	>
35	I feel really good about my work – it's well worthwhile		<	X			>
36	I'm clear about the work goals I need to achieve			<	X		>
37	I'm clear about what I need to do, to achieve my work goals			<		X	>
38	I believe my work is valued			<	X		>
39	I enjoy the problem-solving I have to do in my work				<	X	>
40	People at work are open to my new ideas		<			X	>
Support for my work							
41	I have a good mix of short-term and long-term work goals			<		X	>
42	Once I've been given a task, I'm free to decide how I'll do the work				<	X	>
43	I'm given enough time to complete my work		<		X		>
44	My manager gives me the support I need, to move forward with my work				<	X	>
45	I'm encouraged to learn from mistakes (I'm not blamed)				<		X>
46	I never feel micro-managed or controlled			<			X>
47	My manager helps me overcome obstacles, so I can move forward with my work				<	X	>
48	If I'm given a task, I know the resources I need will be available	<	X			>	
49	My work tasks challenge me in a positive way			<	X		>
50	I'm well-supported by my peer team				<		X>
Support for me							
51	I get a lot of encouragement from people around me at work		<			X	>
52	I feel respected at work			<		X	>
53	People at work care about me as a person			<		X	>
54	My efforts and successes are recognised at work				<X		>
55	I get plenty of opportunity to work through problems and discuss ideas with colleagues			<	X		>
56	My organisation encourages me to have a good work-life balance			<X			>
57	I feel valued for the work I do				<X		>
58	Whether things are going well or not at work, I never feel "I'm on my own"			<		X	>
59	My manager cares about me and my well-being				<	X	>
60	My manager recognises it when I've "gone the extra mile" at work			<	X		>

Key

= NEGATIVE INFLUENCES   = POSITIVE INFLUENCES

SECTION 3

This next section of the report shows the combined Work Life Motivation scores of you and your team on an index which runs from +100 to -100. The higher your score, the more motivated and engaged you are likely to be.

In some respects, your actual score is less important than recognising the individual items which might be preventing you from scoring higher and from deciding what you personally can do to improve your own score or that of your team.

The Work Life Motivation index shows three positions on the scale:

1. The green arrow indicates your own Work Life Motivation score

2. The yellow arrow indicates how you predicted your team would score

3. The blue arrow indicates the average Work Life Motivation score for your team (NB: the blue arrow will only appear once your team members have completed the questionnaire. The key at the foot of the page will tell you how many team members the average score is based on).

How motivated and engaged you actually feel will be highly subjective, but research suggests that regardless of how positively (or negatively) you feel now you would feel even more motivated and engaged if you were able to answer *Completely Agree (CA)* to all of the statements in the Work Life Motivation Engagement Diagnostic. Some people are more naturally self-motivated than others, in which case the combined effect of any negative influences may be smaller but it will still result in reduced levels of engagement and motivation (even if the effect is only for short periods of time or on specific occasions).

The higher up the scale you can push your scores, the more likely you are to benefit from increased levels of:

• *Pace*
• *Productivity*
• *Commitment*
• *Creativity*
• *Collaboration*

In reviewing the Work Life Motivation index on the following page, try not to worry too much about your actual score or position on the index, but consider what you could personally do to move your score higher up the index (referring to your scores from the previous sections). Imagine what it could be like for you and the people you work with if you could lift your scores by even a few points.

Consider also the relative positions of your score and your teams' score. Ask yourself what might be causing any gap and what you could personally do to reduce that gap, pushing both scores even higher up the index.

Motivation and Engagement Index

A score in this zone indicates a STRONG "Work Life Motivation". People feel good about themselves, their work and the people they work with. People are engaged with the organisation and with each other.

- -

A score in this zone indicates a GOOD "Work Life Motivation". People are generally positive but some aspects of their working environment may be negatively impacting how they feel from time to time.

- -

A score in this zone indicates a MODERATE "Work Life Motivation". People may often feel de-motivated as a result of how they feel about themselves, their work and the people they work with.

- -

A score in this zone indicates a WEAK "Work Life Motivation". People will feel consistently de-motivated and dis-engaged from the organisation and from the people they work with.

100

50

0

-50

-100
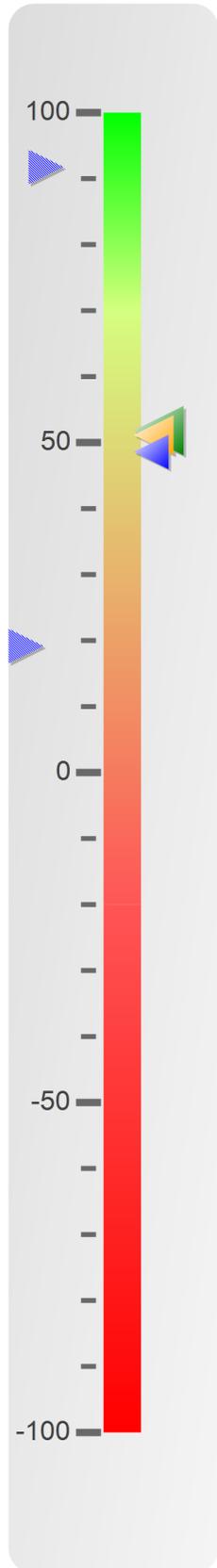
Your Own Score

Predicted Team Score

Average of Team Scores (13)

Scoring Range

SECTION 4

This section of the report provides you with some information about how your own score compares with your team's score across the five sections of the questionnaire:

1. Trust
2. Relationships
3. Pride and Purpose
4. Support for my work
5. Support for me

Each graph shows your own score (blue bar), your predicted team score (orange bar) and your actual team score (purple bar). Your actual team score is based on the averages of all members of your team to complete the questionnaire and it will only appear when at least one of your team members have completed the questionnaire.

The charts in this section should help you to really focus on what might be reducing your scores on the Work Life Motivation index in the previous section and should also help you to understand any differences between your score and that of your team.

In the charts, the difference between how you predicted your team would score and how they actually scored is also important as it might suggest differing perceptions of the same situation. In reviewing the charts in this section, those showing the lowest scores present the biggest opportunity for improvement.

When you look at the charts on the following pages, relate them back to the scores in Sections 1 and 2 of this report so that you can begin to understand what might be driving particular patterns.

You might find the following guidelines helpful in interpreting the charts:

1. If all the scores on a particular chart are low and there is little or no difference between the height of the bars, this might indicate a trend which is systemic within your team and which is having a negative impact on Work Life Motivation for everyone. Consider how you might challenge these behaviours to improve the situation.

2. If all the bars are the same height (or close together) then it suggests that all respondents have a similar perception of that particular influence on Work Life Motivation. If this is the case (particularly when there's a negative impact) then this general agreement should make it easier to drive improvements.

3. Charts which show a wide range of scores, with larger gaps between the bars, suggest inconsistencies either in actual behaviour or in perception; both can have an equally detrimental effect. You will need to start by trying to understand what's behind these differing perceptions.

Cultural Strengths and Risks

When all the bars on a particular chart are showing at the same height (including your predicted team scores), then it could suggest that the scores reflect a cultural norm or pattern of behaviour which has become accepted within the organisation (or your part of it). If all the bars are of similar height and the scores are high, this could indicate a cultural strength; something which is having a positive impact on Work Life Motivation and which is consistent across all respondents. You might want to consider the following questions:
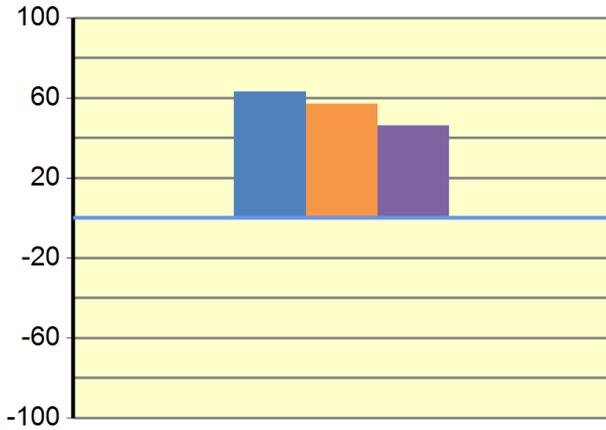
a) Is the effect you're seeing a result of intentional design?
b) What are you doing to sustain and build on these positive behaviours?

If the bars are all of similar height and the scores are low, this could indicate a cultural risk; something which is having a negative impact on Work Life Motivation and which is consistent across all respondents. You might want to consider the following questions:
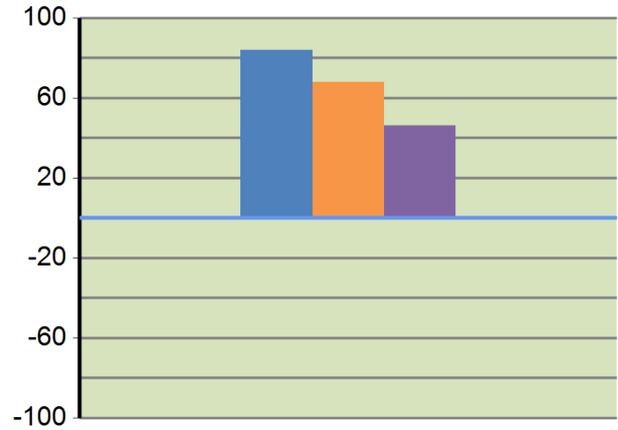
a) What are the specific behaviours or activities that are causing the negative emotions and perceptions?
b) What might be rewarding or reinforcing these negative behaviours?
c) What can you do that might challenge these negative behaviours and introduce more positive behaviours?
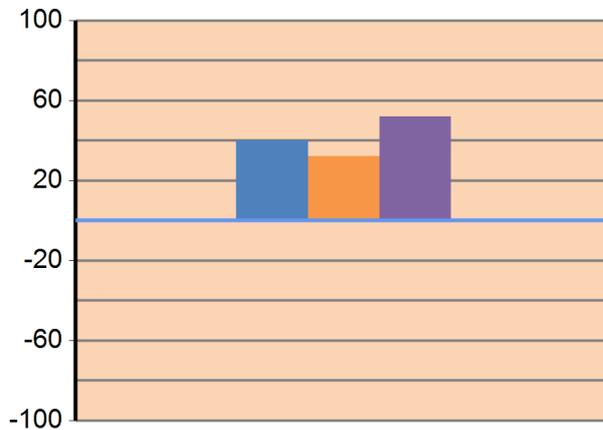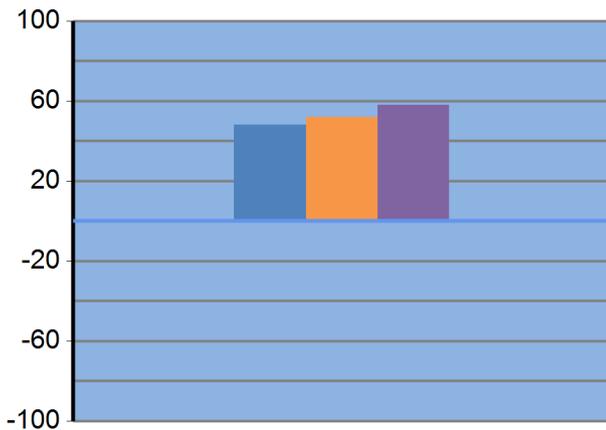
WORK LIFE
MOTIVATION

% Scores by Dimension

Trust

Relationships

Pride and Purpose

Support for my Work

Support for Me

Key		
■ = My Score	■ = Predicted team score	■ = Actual team score

SECTION 5

This section provides you with an indication of how aware you are of the impact you have on your team. We calculate your awareness score by measuring how accurately you predicted your team would respond to the statements in the Work Life Motivation Engagement Diagnostic. The dial below only provides you with an indication based on your consolidated team results; when you consider your results in this section you should also go back and look again at section 2 which shows the range of responses provided by your team to each individual question.

Your overall Awareness Score is

Poor

Moderate

Good

 Your level of awareness is important for a number of reasons:

People observe leaders more than they observe most people in an organisation and they take many of their emotional and behavioural cues from the leaders who are closest to them. Leaders who are unaware of how their own emotions and behaviour are being perceived by the people in their team are less able to engage the team positively. Leaders who present negative emotions or who demonstrate a lack of awareness of emotions in others create dissonance in their team which constrains performance. On the other hand, leaders who are in touch with the thoughts and feelings of their team are much better at creating positive emotions and perceptions which results in higher levels of performance.

The awareness score also gives an indication of how close a team leader is to their team and this is particularly important in distributed teams (including teams with home-workers) and virtual teams. In such teams it's often more difficult for the team leader to engage with individual team members on a regular basis, but failure to do so creates an emotional distance which constrains engagement.

Finally, lower awareness scores suggest that there might be less consistency in how people think and feel about their working environment. This could be a result of leadership behaviour but can also be influenced by the geographic location, office building, department or function in which people work. For example, people working in the same team but in different locations might experience different emotions and perceptions as a result of factors outside of the immediate influence of the team leader. Understanding the cause of these inconsistencies helps the leader to build better engagement.

The key to improving your awareness score is to find ways of forming closer, more personal relationships with your team members, interacting with them on a more regular basis and asking for (and acting on) feedback.

SECTION 6

On this page you'll find a list of all the members of your team who have completed the Work Life Motivation questionnaire and whose results are included in this report.

Overall your Response Rate on the 09/03/2017 was **100%** 13 out of 13 completed.

The table below shows the names of people contributing to your overall team results as presented in the report, and the date they last completed the questionnaire. If you are tracking progress over a period of time, you may be using a number of "sessions" of the questionnaire. For example your first session would typically form a baseline which helps create your action plan. You might then run further sessions after 3 months, 6 months and 12 months to measure the effectiveness of improvements across your team. If you require additional sessions, please contact your project administrator.

You can add or remove individuals from your report by logging on to the Work Life Motivation site using the details provided in the original invitation and then accessing your Team Members from the "Personal Profile" menu option. After making any changes to your team you will need to re-print your report.

Every member of your team listed below will also have received their own personal Work Life Motivation report. These reports might also help you create an action plan and could also form the basis of individual development conversations with your team members.

Name	Session	Completed
John Smith	1	04/06/2013
Sally Sample	1	29/05/2013
Chris Benson	1	04/06/2013
Dawn Demo	1	09/03/2013
Lynn Tester	1	31/05/2013
Tom Jones	1	06/06/2013
Mike Morris	1	29/05/2013
Simon Friday	1	09/03/2013
Paul Miller	1	09/03/2013
Sarah Jones	1	03/06/2013
Len Lothian	1	29/05/2013
Dolly Sheep	1	07/06/2013
James T Kirk	1	10/06/2013

WORK LIFE
MOTIVATION
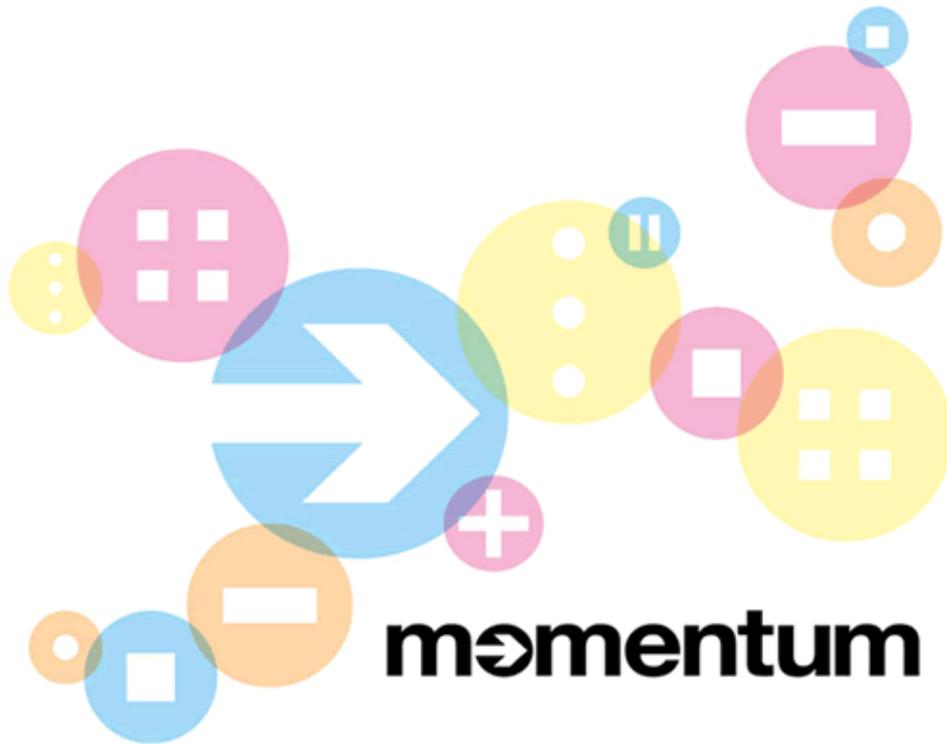
Team View Report

Group Name	Steve Hendry
Leader	Steve Hendry

29 May 2013

DEMO Co UK Ltd
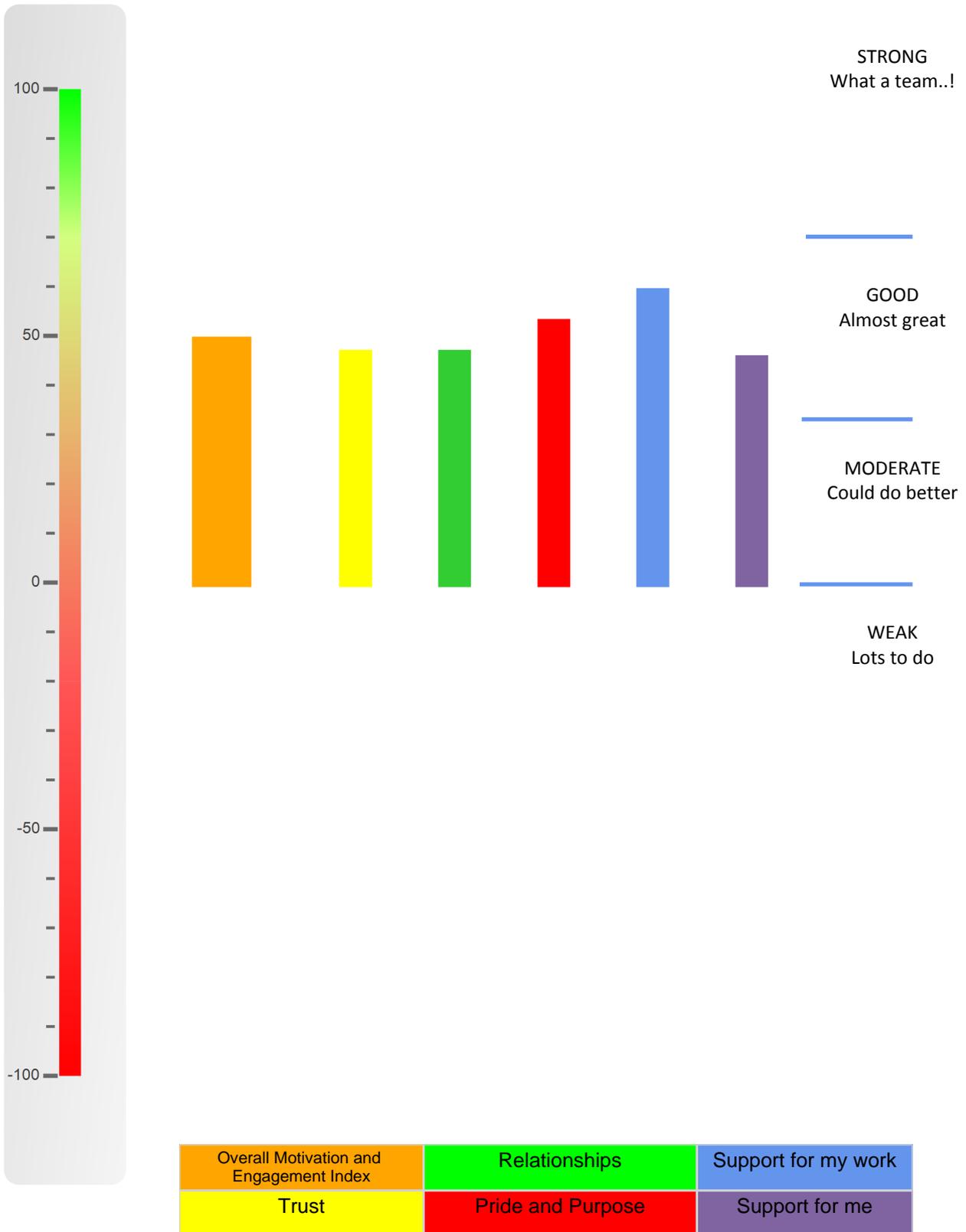
DESIGNED4SUCCESS
inspiring performance

INTRODUCTION

This report is complimentary to the Team Leader report and provides an overview of motivation and engagement in your team. You can use this report to help provide feedback to your team; it provides high level information only and nothing that might be attributed to any one person.

The report is designed to help you and your team decide which areas you should prioritise in order to make the fastest, biggest and most sustainable impact on motivation and engagement within your team.

SECTION 1

STRONG
What a team..!

GOOD
Almost great

MODERATE
Could do better

WEAK
Lots to do

Overall Motivation and Engagement Index	Relationships	Support for my work
Trust	Pride and Purpose	Support for me

SECTION 4

The following sections provide information about the factors that may be contributing to, or constraining motivation and engagement in your team. Use the information to help you prioritise where you should focus in order to make the biggest impact on motivation and engagement within your team. Remember to take the information in the context of your overall scores for each section; your highest scoring areas may still have room for improvement.

Top 10 highest scoring areas overall:	Overall Score : **GOOD**

1 I never feel micro-managed or controlled

2 My manager helps me overcome obstacles, so I can move forward with my work

3 My manager cares about me and my well-being

4 Once I've been given a task, I'm free to decide how I'll do the work

5 My manager gives me the support I need, to move forward with my work

6 My work means a lot to me

7 I enjoy the problem-solving I have to do in my work

8 I'm encouraged to learn from mistakes (I'm not blamed)

9 I'm well-supported by my peer team

10 People round here are open and honest

Bottom10 lowest scoring areas overall:

1 If I'm given a task, I know the resources I need will be available

2 People round here don't speak negatively about the organisation or other people

3 I'm able to make the decisions I need to make in order to move things forward quickly

4 I get a lot of encouragement from people around me at work

5 People readily collaborate right across the organisation

6 At the end of most days, I feel good about the progress I've made in my work

7 My organisation encourages me to have a good work-life balance

8 People round here are constantly seeking to improve their professional skills and abilities

9 Whether things are going well or not at work, I never feel "I'm on my own"

10 People value others who have different ways of working to their own; it's not a cause of tension or conflict

Top 3 in Trust:	Overall Score : **GOOD**

1 People round here are open and honest

2 I'm proud of the results that people round here deliver

3 People round here can talk directly to each other about difficult subjects; they don't need to dress things up

Bottom 3 in Trust:

1 People round here don't speak negatively about the organisation or other people

2 I'm able to make the decisions I need to make in order to move things forward quickly

3 People round here are constantly seeking to improve their professional skills and abilities

Top 3 in Relationships: Overall Score : **GOOD**

1 People here are very supportive; they readily help each other

2 People in this organisation are treated like adults

3 People round here stick together through good times and bad

Bottom 3 in Relationships:

1 People readily collaborate right across the organisation

2 People value others who have different ways of working to their own; it's not a cause of tension or conflict

3 When faced with adversity or problems, people are generally optimistic and confident about the outcome

Top 3 in Pride & Purpose: Overall Score : **GOOD**

1 My work means a lot to me

2 I enjoy the problem-solving I have to do in my work

3 I'm clear about the work goals I need to achieve

Bottom 3 in Pride & Purpose:

1 At the end of most days, I feel good about the progress I've made in my work

2 I receive regular feedback from my manager which helps me to sustain or improve my performance

3 I feel really good about my work – it's well worthwhile

Top 3 in Support for my work: Overall Score : **GOOD**

1 I never feel micro-managed or controlled

2 My manager helps me overcome obstacles, so I can move forward with my work

3 Once I've been given a task, I'm free to decide how I'll do the work

Bottom 3 in Support for my work:

1 If I'm given a task, I know the resources I need will be available

2 I'm given enough time to complete my work

3 My work tasks challenge me in a positive way

Top 3 in Support for me: Overall Score : **GOOD**

1 My manager cares about me and my well-being

2 I feel respected at work

3 I feel valued for the work I do

Bottom 3 in Support for me:

1 I get a lot of encouragement from people around me at work

2 My organisation encourages me to have a good work-life balance

3 Whether things are going well or not at work, I never feel "on my own"