



individual Role Engagement Alignment Profile™

Aligns people, careers workplace performance

A unique diagnostic instrument designed to assist your people to maintain their motivation and reap the rewards of peak engagement. Enables active career enrichment and informs decisions to stay and grow in role, move or go. Creates happy and healthy employees and dynamic productive workplaces.

Why is employee engagement important?

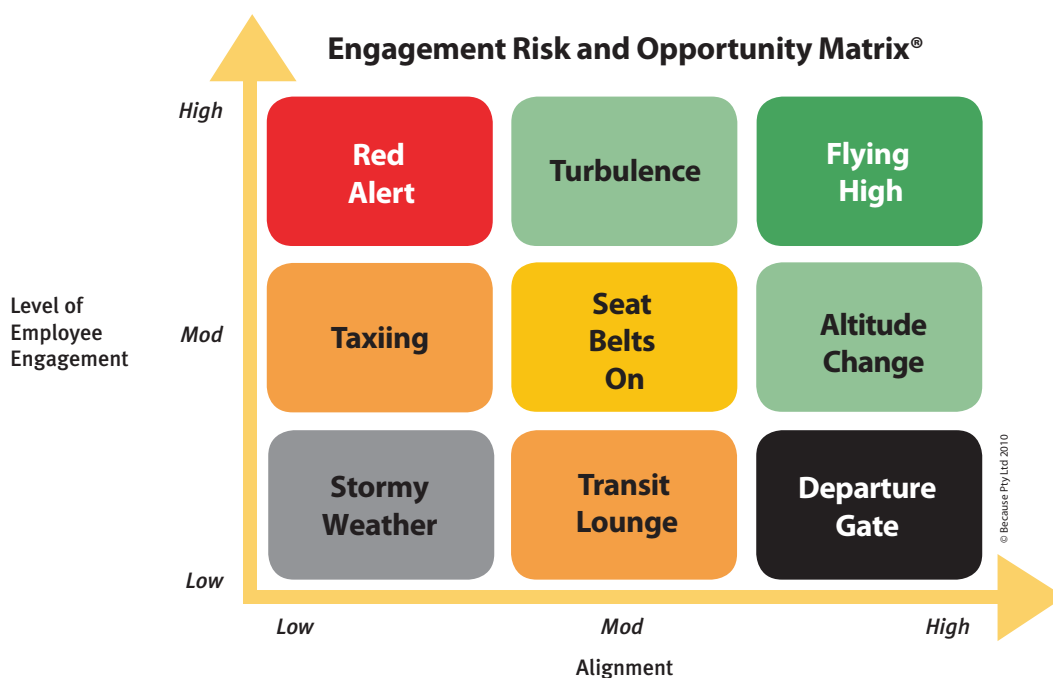
Understanding whether or not your employees are engaged and have their motivations aligned in their work role has both financial, well-being and health advantages. One of the most prominent scenarios these days is the likelihood of employees changing jobs when they aren't engaged. According to the Australian Human Resource Institute, turnover costs Australian businesses approximately \$20 billion each year, with an average turnover rate of 18.5% across all organisations.

These costs come from:

- Loss of productivity at beginning of employment
- In-house/external hiring
- Training/induction of new staff
- Termination administration
- Loss of productivity at end of employment

How does engagement and role alignment effect turnover?

Understanding employee engagement and role alignment can help you better relate to your workforce and tailor specific programs to help manage workplace engagement levels. This can lead to an increase in productivity and decrease in presenteeism and turnover. The table below illustrates the nine possible categories your employees fall into in terms of how engaged they are with their organisation and how good their role-fit (alignment) is:



It is important to understand the impact that levels of engagement and role alignment can have on your organisation.

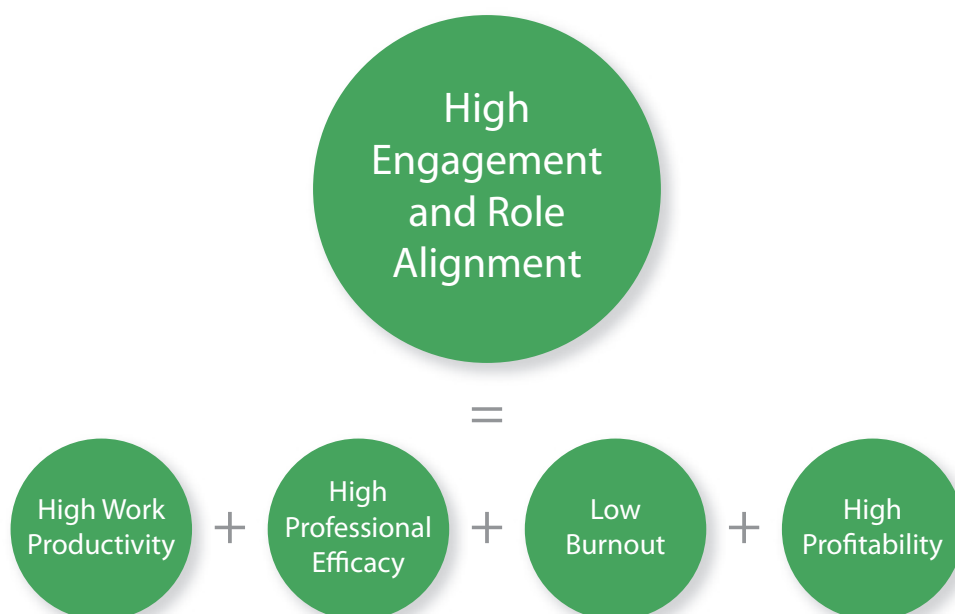
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High engagement and role alignment has many organisational benefits

Our research demonstrates that people who are in roles where their motivations are **highly aligned** to the work required and are **highly engaged** with their organisation are likely to demonstrate the following benefits:

Increased Work Productivity – employees who experience high engagement with high role alignment are likely to be more productive in their workplace than those with low engagement with low alignment. This valuable combination of high engagement with high role alignment typically leads to improved team work, customer service and an increase in the amount of goods and services produced, within a shorter period of time. This can ultimately lead to an increase in efficiency and profitability for any business that actively manages employee engagement and role alignment, with the aim of creating and sustaining a highly engaged and aligned workforce.

Increased Professional Efficacy – employees who are highly engaged with high role alignment are more likely to exhibit greater levels of professional efficacy than those with low engagement with role alignment. This means the employees' who are highly engaged, with high role alignment, are likely to invest higher energy and effort, be more focused in their delivery of work outcomes and more effective generally at work. Professional efficacy can also decrease risks of workplace burnout, as well as facilitate an increase in sustained profitability for organisations.



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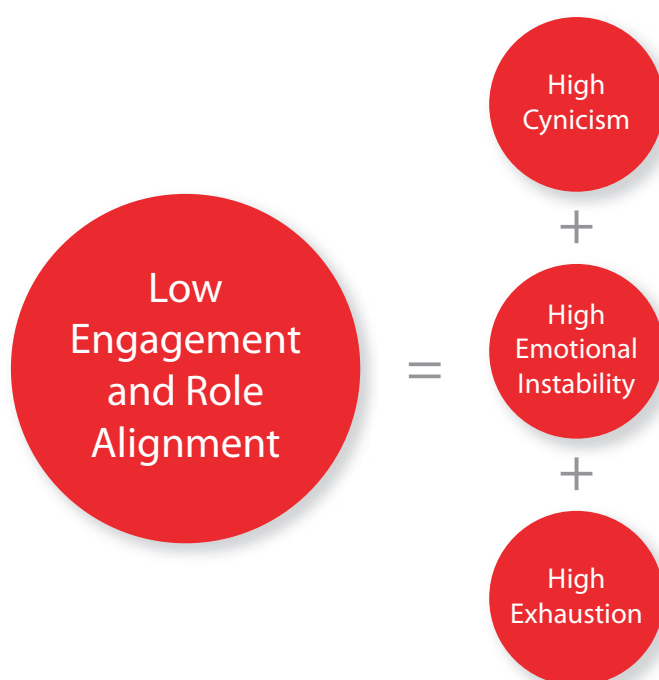
On the flip-side Low Engagement and Low Role Alignment is not too good at all

Our research proves that people who are experiencing **low engagement and low role alignment** are very likely to demonstrate:

High Cynicism – employees who are low on engagement and low role alignment are more likely to be cynical than employees with high engagement and high role alignment. This means employees will have little-to-no trust in their colleagues or management and can be constantly disappointed with colleagues and managers. Cynics tend to blame and criticise others and are likely to consistently view workplace scenarios in a negative way. This can have a negative impact on workplace morale and team-work and create a culture where people are less willing to make improvements or contribute new ideas because “What’s the point?”

High Emotional Instability – employees who are low on engagement and low role alignment are more likely to be emotionally unstable than employees with high engagement and high role alignment. This can be disastrous for any organisation as employees will have issues coping under stress, can experience greater levels of workplace anxiety contributing to higher levels of sick leave. They can also be less dedicated in their jobs and show a lack of empathy for colleagues and clients.

Higher Exhaustion – employees who are low on engagement role alignment are more likely to be exhausted than employees with high engagement and high role alignment. Exhausted employees are likely to present with a lack of enthusiasm and motivation for their work, which as a result can lead to productivity and quality of work issues. People may not have the residual energy to “go that extra mile” and contribute additional discretionary effort.



What now?

It is all well and good to understand how engagement and role alignment can affect the well-being of your staff and success of your business, however, it is equally important to know how to manage and nurture your people on an individual level to facilitate high engagement and alignment within your workplace.

Employee Satisfaction with Workplace Factors

Through a comprehensive study of 756 employees, we found the following seven workplace factors were significant predictors of employee engagement and role alignment:

- Security
- Belonging
- Expertise
- Self-Actualisation
- Work-Life
- Community
- World Altruist

In order to facilitate a highly engaged and aligned workforce, it is recommended you spend the time familiarising yourself with these seven workplace factors. In doing so, you will be able to tailor specific programs to your employees and assist them in managing their workplace engagement.



Engagement Surveys have their limitations

Engagement surveys can be good starting points to understand engagement measures within an organisation. However they often do little to motivate individuals to take greater responsibility for their engagement levels and change their behaviour. Furthermore managers do not get access to individually-based data which they can use in their coaching and development efforts with staff and be accountable for engagement at the local level.

We have also found that work aspect factors that are both important to and satisfying to individuals will drive up to **53%** of an organisations level of engagement. Unfortunately surveys do not always take into account these factors important to an individual and instead report on factors such as workplace policies and practices, organisational culture and systemic drivers of engagement across an organisation.

Introducing the IREAP™ Profiling Tool

The individual Role Engagement Alignment Profile is a unique on-line diagnostic tool designed to:

- Help individuals become more self-aware about what their engagement and motivational needs are and how well they are being fulfilled at work
- Support people to take individual responsibility for their engagement and to make choices to either stay and grow in their role, move internally or explore opportunities externally
- Improve the robustness and quality of career and engagement related conversations between managers, coaches and staff
- Facilitate people and organisations to reap the rewards of engagement through identification of specific strategic and tactical interventions that will increase:
 - performance and profitability, career mobility and retention
 - the effectiveness of career development conversations between a manager and their staff
 - the likelihood of behavioural change at the individual level
- Plug gaps left by engagement surveys which focus on the “we” instead of the “me” and do not account for the satisfaction of individual motivation factors which drive 53% of engagement within an organisation.

A sample iREAP™ summary report is integrated into the back of this brochure for your easy reference.

Ensure the success of your business with 5 simple steps!

What does all this mean for my business?

If you want the best chance of facilitating a highly engaged and aligned workforce, with the likelihood of increasing productivity and revenue, we recommend following these simple steps:

- 1 Assess your workforce's engagement and alignment.** By utilising the iREAP™ profiling tool, you will be able to gain a greater understanding of your workforce's engagement and role alignment levels.
- 2 Identify "problem" engagement and alignment levels.** After identifying employees with concerning engagement and/or alignment levels, we recommend you determine which of the iREAP's seven key workplace factors are their biggest issues. It is equally important to nurture employees with high engagement and role alignment to ensure they remain within that space.
- 3 Manage concerning engagement and alignment levels.** You're not alone! We know there is a lot to consider in terms of employee engagement and alignment and how to best manage employees with low engagement and role alignment. Speak with one of our consultants and we can help you tailor a solution for individual employees.
- 4 Implement the engagement/alignment solutions.** After we have tailored an individual solution for your business, we can give you regular guidance on how to implement the strategy so your business reaps the rewards of engagement.
- 5 Continually monitor and re-assess your employees on a regular basis.** As we're sure you know, employee engagement and role alignment can have a huge influence on the success of your business. As employee engagement and alignment can change often, we recommend you continually monitor your staff and ensure they are working towards high engagement and role alignment. This of course means that your organisation will remain in peak levels of workplace health and vitality.

The best way to have sustainable improvements in engagement

Don't just settle for a quick fix!

Ensure the longevity and success of your business by using the iREAP™ every six months to assess your workforce's engagement and role alignment levels at the workplace, team and individual level. This will give you the best chance to motivate and retain your staff, maintain productivity and facilitate employee health and well-being!

Meet our consultants

Pamela Frost

Pamela developed the iREAP™ profile. Pamela is highly entrepreneurial with an organisational development background of over 18 years experience working in senior human resource management roles in the consulting, energy, finance, telecommunications and education sectors. Pamela uses the iREAP™ profile in the following organisational contexts:

- Design and delivery of career enrichment programs which encourage people to take responsibility for their engagement and make informed and responsible career decisions to stay and grow, move or go
- Evaluation of effectiveness of graduate development programs and supporting graduate career development and placement planning
- Identification of retention risk of top talent and development of bespoke talent development programs to sustain engagement
- Career transition and supporting internal career mobility
- Supporting people to prepare for annual career conversations with their manager in the performance development and planning process
- Training in managers in how to have effective performance and career / engagement related conversations.

Neil Middleton

Neil is a highly experienced organisational development consultant with a track record of success from his senior management roles in global multinational corporations. Neil has extensive experience in executive coaching as well as facilitation of leadership, strategy, change and team-building programs. Neil works with a flexible style, responding to emerging needs of the individual and group, whilst keeping in mind the desired outcomes and goals.

Neil uses the iREAP™ system and tools to support his organisational clients to:

- Create targeted leadership development programs which support leaders to boost their self-awareness and take responsibility for engaging and motivating their followers
- Address team engagement issues and help teams align their efforts towards the strategic priorities
- Build on the outcomes of engagement surveys to build commitment at the team level for greater performance, cohesion and commitment towards a shared vision.



Contact Us

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