iREAP™ Group Report

Group iREAP Report for Sample Organisation Team

Demographic Data

Number of respondents: **15**   Date Report Generated   3rd October 2011

Years	Length of Time in Role	Length of Time in Organisation
Less than 12 months	2	2
Between 1 and 2 years	3	1
Between 2 and 5 years	4	2
Between 5 and 10 years		3
More than 10 years	1	2

Overview of iREAP

The individual Role Engagement Alignment Profile™ (iREAP) examines 49 different work aspects which have been proven to be motivating to people. The instrument measures importance and satisfaction of each of those work aspects for their current role. The difference or gap between these two constructs is called dissonance.

Each of the 49 work aspects have been grouped together into a model of a motivational propeller which is shown below. These have been adapted from the work of Abraham Maslow, who pioneered research into motivational theories, and other motivational theorists like Frederick Hertzberg and David McClelland.

Exploring potential on multiple dimensions (emotional, spiritual, intellectual and physical) and across multiple roles.

Integration of different work and life drivers for balance, direction and purpose.

Professional excellence, competence, delivery of results and career progression.

Self Actualisation

Work-Life

Expertise

self

Community

Responsible citizenship in communities of involvement, concern and influence.

Belonging

Security

World Altruist

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Self-identity and your connection with other people in the workplace.

Making the world a better place.

Workplace safety, physical and emotional wellbeing and financial rewards and security.

Interpreting the Group Motivational Propeller

The averaged importance score for the group for each blade of the motivational propeller is shown below. Please note that each blade of the motivational propeller is colour coded as indicated by the diagram below. This colour coding will be used through the rest of this report.

The maximum score for a motivational blade is 7 and the minimum score for a motivational blade is 1.

- A score of 6.0-7.0 for the purposes of this iREAP is considered HIGH.
- A score of 4.0-5.9 for the purposes of this iREAP is considered MODERATE.
- A score of 1.0-3.9 for the purposes of this iREAP is considered LOW.

This group's scores for each of the blades of the motivational propeller are:

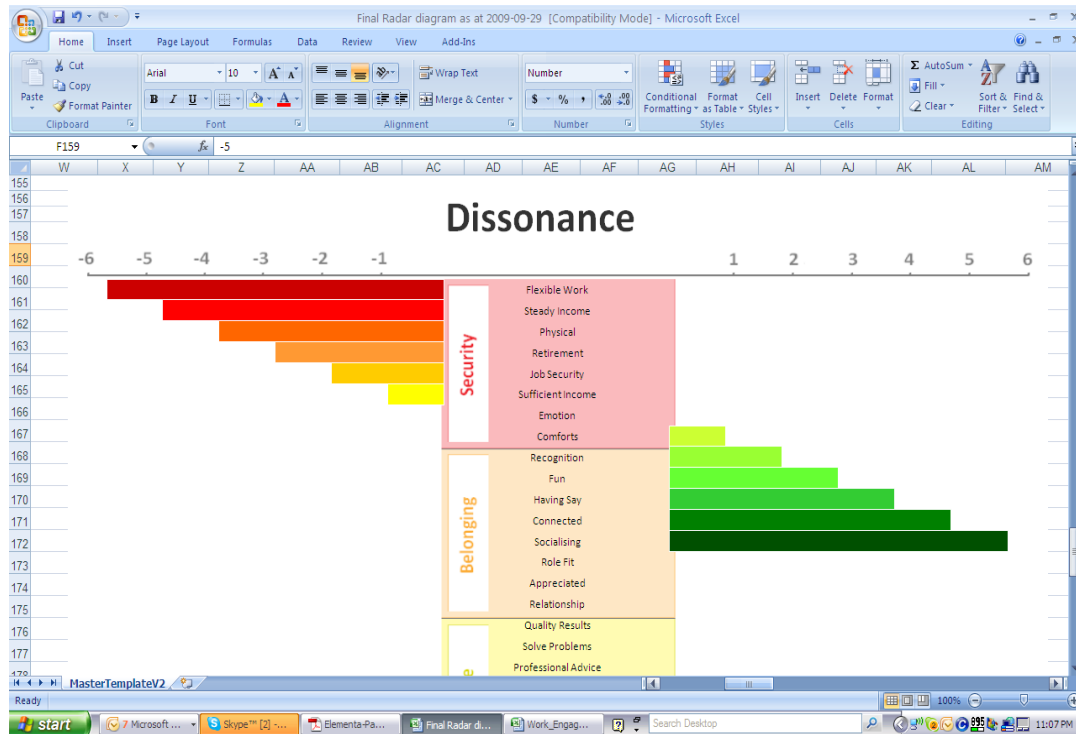|		
Security	4.5	Moderate
Belonging	4.4	Moderate
Expertise	4.4	Moderate
Self Actualisation	4.5	Moderate
Work-Life	4.4	Moderate
Community	3.1	Low
World Altruist	2.7	Low

Motivation: Importance, Satisfaction and Alignment

This section reports on the group alignment scores which is simply the gap between what the group needs from work in general (averaged importance scores) and what they are getting from their current roles (averaged satisfaction scores). The larger the gap between what is important to them and what they are getting from work, the lower the alignment. The higher the alignment the more closely a groups' current work aligns to what is important to them.

The 49 work aspects are shown down the spine of the chart. Any bars to the left are factors which on average are dissatisfying to the group. Any bars to the right are on average fulfilling to the group.

The bars on the chart have been colour coded in a traffic light theme where various shades of green on the right hand scale are depicted as good or "go". The colour coding of the negative aspects on the left-hand side of the scale are depicted as yellow, orange and red; in other words "proceed with caution through to stop".
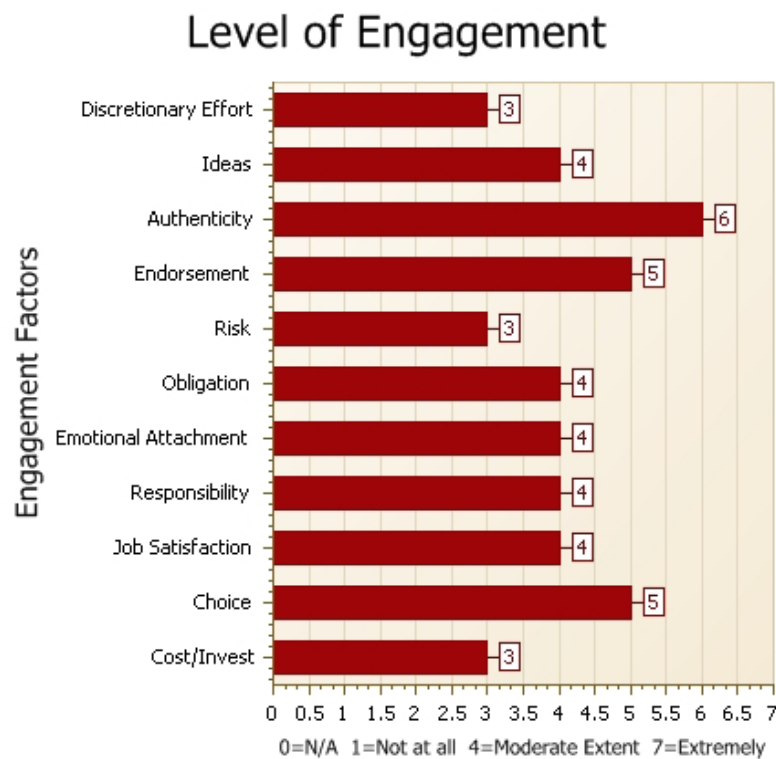

Blade	Importance	Satisfaction	Difference[#]	Alignment
Security	4.5	3.4	-1.1	Low
Belonging	4.4	3.6	-0.8	Moderate
Expertise	4.4	3.6	-0.7	Moderate
Self Actualisation	4.5	3.4	-1.1	Moderate
Work-Life	4.4	2.3	-2.1	Low
Community	3.1	3.3	0.2	High
World Altruist	3.7	4.2	1.5	High
Alignment Overall			**-1.0**	**MODERATE**

[#]Please note that due to the nature of the figures involved, a discrepancy of ±0.1 may sometimes be apparent when difference scores are derived from importance scores and satisfaction scores. This is not an error, but simply a rounding discrepancy.

Group Current Level of Engagement

This section measures the overall level of engagement and commitment of this group towards this organisation. It looks at factors such as the level of employees' emotional and rational commitment towards your organisation, how well your organisation supports their engagement and whether they are actively thinking of leaving.

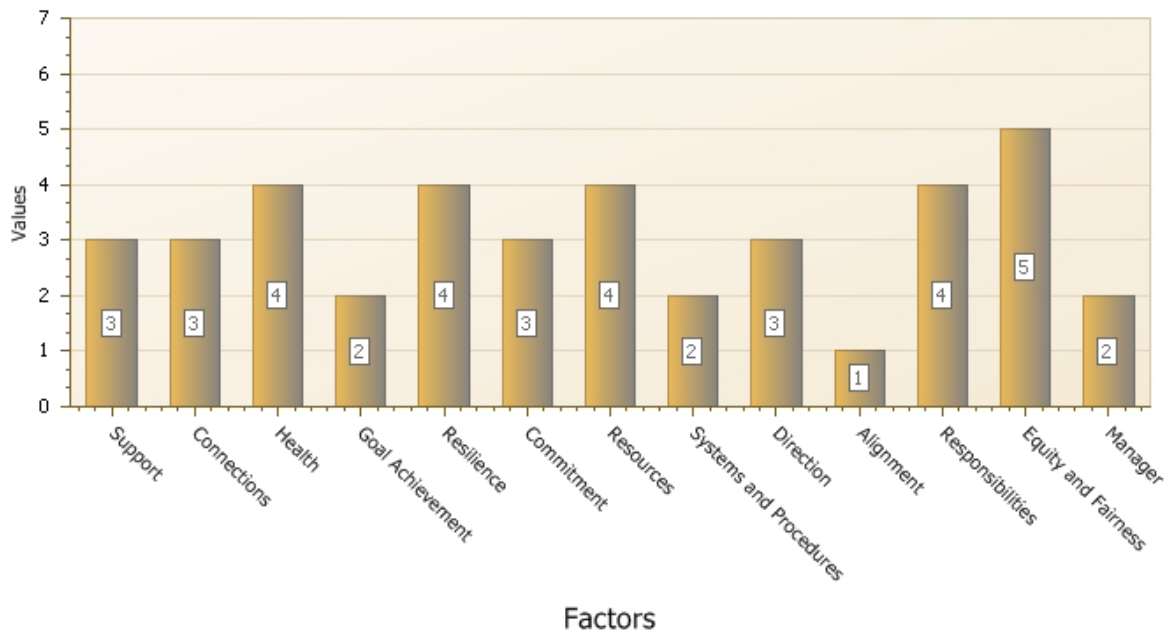### The group overall level of engagement is **MODERATE**

Engagement Measures

Authenticity	I feel comfortable to be myself in my current work
Choice	I am glad I chose this organisation to work for
Cost / Invest	I have invested too much in this organisation to leave right now
Discretionary Effort	I am contributing effort over and above what I am paid to do
Emotional Attachment	I am emotionally attached to my current organisation
Endorsement	I actively promote the organisation(s) I work for as a good organisation(s) to work for
Ideas	I willingly contribute ideas to add value to my work
Job Satisfaction	I am satisfied with my current work
Obligation	I have a strong sense of obligation to stay with current organisation
Responsibility	I am willing to take on additional responsibilities at work
Risk	I have no intention of leaving my current organisation

Engagement Enablement Factors

There can be a number of reasons why a group's level of engagement is high or low and these reasons should be unpacked for healthy, constructive and mutually-beneficial dialogue to take place.

The iREAP instrument also measured engagement factors that enable or limit a person's capacity to engage with their current organisation. The engagement factors which are contributing to the level of engagement result for this individual are shown below. The higher the score (maximum of 7) the more <<person name>>'s engagement is being enabled by that factor. The lower the score, the more their engagement is being limited by that factor. The results below are the averaged results for the group.
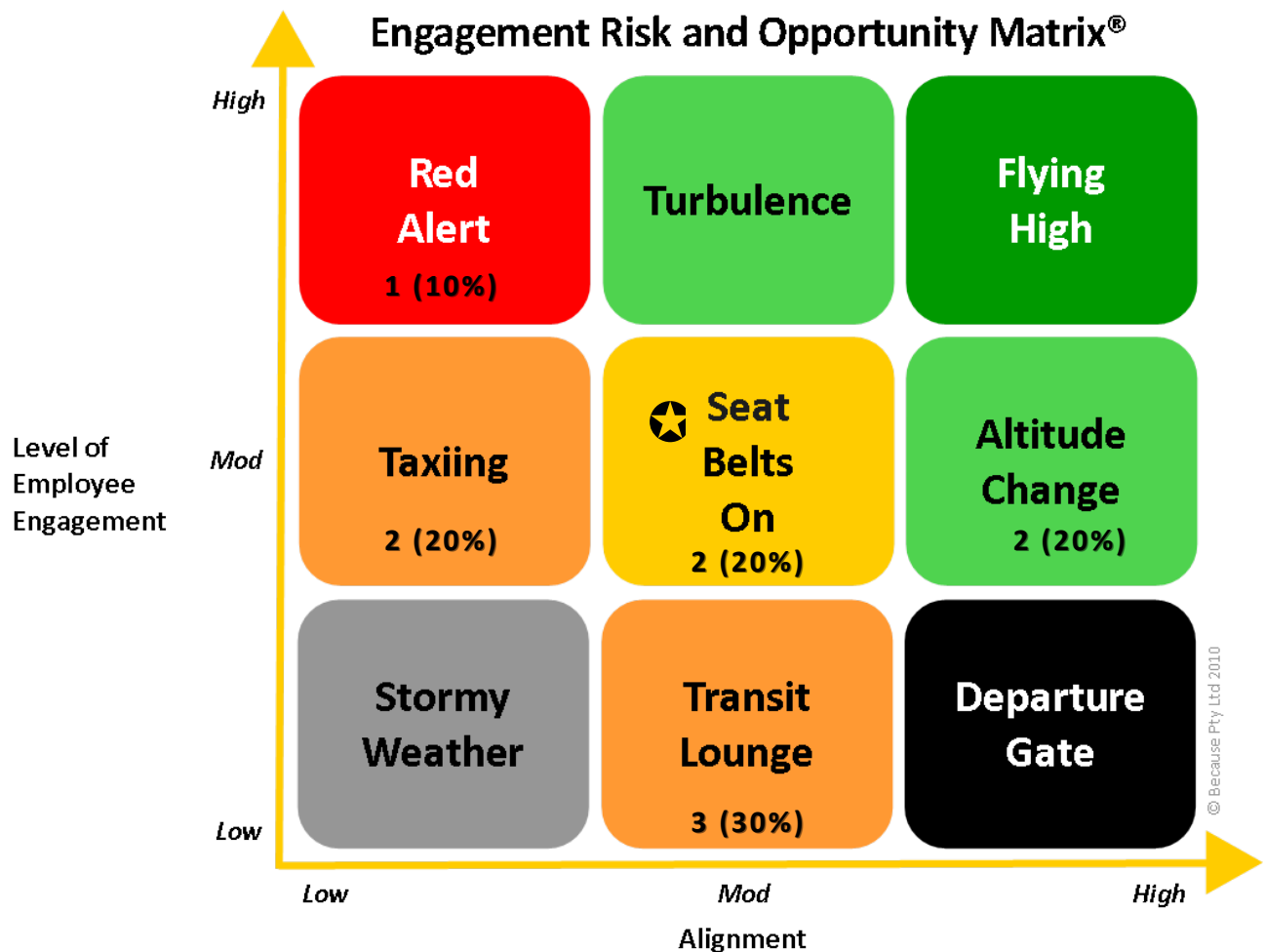

Engagement Enablers

Alignment	My values are aligned with the values demonstrated by this organisation
Commitment	The organisation(s) I work for demonstrate(s) sufficient commitment to me
Direction	I am happy with the direction that this organisation is heading
Equity and Fairness	I am treated fairly and equitably by the person(s) to whom I am accountable
Goal Achievement	My current work is helping me to reach my goals
Health	My current state of health enables me to be fully engaged at work
Manager	The person(s) to whom I am accountable supports me
Networks	I am able to network and form connections with people to help me achieve goals
Resilience	I have the ability to effectively deal with work stresses and pressures
Resources	I have the resources I need to do my work effectively
Responsibilities	I have no pressing family or other responsibilities which limit my capacity to commit fully to my organisation
Support	The organisation(s) I work for provide(s) the right level of support for me
Systems	The systems and procedures at work enable me to be engaged

Engagement Risk and Opportunity Matrix

The two dimensions of motivational dissonance and the level of engagement of the group in this organisation are mapped together to form the nine cells of an engagement risk and opportunity matrix which is shown below. This matrix indicates the risk to the group and your organisation of the current level of engagement or conversely the opportunity for people to be more engaged in their roles.

The number of people and percentage of the group which fall into each of the nine cells of the matrix is shown below.

The averaged results from the group are shown in terms of overall position in the matrix by the star symbol ✪

Comments on Group Engagement for XYZ Organisation

These comments have been prepared by Consultant Name at Consulting Organisation XYZ.

This team of 10 employees' average engagement is moderate for the first five motivational blades – Security through to Work-Life. In Security and Work-Life the team is experiencing low levels of alignment. The team is experiencing moderate alignment for Belonging, Expertise and Self-Actualisation.

The work aspects which seem to be of highest concern to this team are:-

- Flexible Work: Work that accommodates their needs for flexibility
- Appreciated: Being appreciated and recognised for the work that they do
- Values: Values of the organisation aligning to their personal values
- Steady income: a regular reliable income from work
- Balance: Maintaining a balance between their work and family life
- Role-Fit: Understanding how their work fits into the greater context of roles at the organisation
- Purpose: their work providing a sense of purpose

These items all received averaged scores of (-4 or greater) in other words the team feels these work aspects are very dissatisfying to them.   These scores could suggest that some work needs to be done in four different but connected areas:

1. Purpose and values – exploring at a deeper level how the strategic intent of the organisation and also work performed in various roles connects or aligns with each individual's aspirations, values and sense of purpose.
2. Role Fit – having better articulation of role purpose statements and key contributions and outcomes expected of roles so that alignment to strategic intent is more clearly recognised and as a consequence people feel their individual and team contributions are valued more.
3. Flexibility and balance – perhaps giving greater consideration to the employees' need to have flexible work so that they can meet their work and family commitments more effectively.
4. Steady income – this should be explored in a greater depth to explore whether there are any underlying concerns about ongoing income streams, payment of bonuses and so on.

It is important that these issues be addressed as a priority because looking at the overall level of engagement of the team raises some further potential challenges around retention and maximizing contributions:

1. There are a number of people in the team who feel less than moderately committed and obligated to stay working with the organisation and consequently express a moderate to high risk of leaving the organisation.
   a. On average this team is less than moderately committed to stay working with the organisation which represents a high flight risk.
   b. Note this risk is also reflected in the fact that 50% of the team are positioned in either Transit Lounge (typically warranting an external move) or Taxiing (typically warranting an internal move or job redesign).
   c. There is a risk of one individual in particular experiencing burnout and consequent health risks should they stay working in the role as it is currently designed.

d. Half of this team has been working with this organisation for more than 5 years which presents a significant loss of knowledge and expertise should they decide to leave the organisation.

2. There is much potential for increased discretionary effort in this team. It is likely to mean that currently most of the team is working beneath their capability level and therefore productivity and performance is most likely not at the optimal level.

It is also interesting to note that 4 people have been working in their role between 2 and 5 years and for one individual more than 10 years. Perhaps this considerable length of time in the role could suggest a natural readiness for the next challenge or opportunity because naturally as capability grows we may become bored if there is not the outlet for further growth and development.

The engagement enablement factors provide some clues as to what factors may be holding this team back from its optimal performance. Looking at the results indicates current issues around:

- Alignment of values and goal achievement which reinforces the picture outlined earlier that some work needs to be done in making the connection between the business goals and personal goals of employees in the team
- There seems to be a widespread perception in the team that their manager is not supporting them. This will need to be delicately explored through open dialogue as to what behaviours or actions, or non-actions are creating these perceptions. Potentially some coaching for the manager in how to achieve greater engagement with the team could be an option.
- Systems and processes used in the team appear to be holding them back and it is recommended that these be reviewed in a team situation.

The group averaged position in the Engagement Risk and Opportunity Matrix – identified by the symbol ✪ is Seat Belts On. The development strategies for an individual in Seat Belts On are typically those requiring clarity of direction – business unit strategies and objectives or career direction or both. This strategy will also apply at the team level. It is recommended that some work be also done in group vision setting.

Overall this team has a wonderful opportunity available to clarify and redefine its vision and articulate values and behaviours which support the team emotionally. Doing this will also create the possibility of creating new roles, redesigning current roles and increased career mobility in the team which could provide opportunities for more meaningful and interesting work, better work-life balance and improved engagement and performance over time.