



iREAP® Report

iREAP® Report for Sample Report Test Organisation

Reap the rewards  
of engagement.



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# 1. Motivations

## Your unique motivational propeller

The individual Role Engagement Alignment Profile® (iREAP®) provides a graphical visual illustration of the various strengths of each of your motivational blades. There are six primary motivational blades considered in this tool.

These have been adapted from the work of Abraham Maslow, who pioneered research into motivational theories, and also Richard Barratt, who has published books on levels of human consciousness and how they impact within the workplace.

The motivational blades in the propeller are:

- Security
- Belonging
- Expertise
- Self Actualisation
- Work-Life
- Altruism



## Interpreting your motivational propeller

Your importance score for each blade of your 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 10 and the minimum score for a motivational blade is 1.

- A score of 8.0 to 10.0 for the purposes of this iREAP<sup>®</sup> is considered HIGH.
- A score of 5.0 to 7.9 for the purposes of this iREAP<sup>®</sup> is considered MODERATE.
- A score of 1.0 to 4.9 for the purposes of this iREAP<sup>®</sup> is considered LOW.

### Non-applicable score

The number of items you scored as non-applicable out of the total number of 36 work aspects is 3. The higher this number is, the less you will be able to rely on the information generated in this iREAP<sup>®</sup> report. Ideally the number should be 8 or below.

## Your motivation scores

Your scores for each blades of the motivational propeller are :

<b>Security</b>	7.00	Moderate
<b>Belonging</b>	8.33	High
<b>Expertise</b>	7.17	Moderate
<b>Self Actualisation</b>	7.00	Moderate
<b>Work-Life</b>	8.33	High
<b>Altruism</b>	7.60	Moderate

It is important for you to not make value judgements on whether a high or low score is good or bad. It is neither good nor bad. It just is a score. This means it is merely a reflection of what is important to you right now, at this stage in your life, and at this stage in your career. Your current motivational drivers are perfect for you right now - if they are serving you well.

If your motivational drivers are not being expressed effectively in your work or personal life then an intervention is warranted. If they are, then congratulations, because you have been very successful in navigating your pathway through life!

## 2. Your personal motivational profile

### Security

Security Moderate Motivator

Score 7.00



Security features at a medium level in your motivational drivers.

You will operate effectively within a structure and framework that provides a reasonable level of employment and job security. If you are an employee, you may at times depend on your employer taking some responsibility for maintaining favourable job prospects with its promise of continued work.

The amount of income you earn is important but not the main focus of your priorities. You are likely to want an income which fairly compensates you for the effort and contribution you put into your work. You may be more relaxed about financial security because you are open to making necessary adjustments in your lifestyle to operate more comfortably with your current financial resources and constraints. Investing in the financial wellbeing of your future and making appropriate provision through superannuation will be high on your agenda. You may seek passive income streams to supplement your income and plan for the future through your private investments.

You place a moderate level of importance on the health and wellbeing practices of your working environment. Safety is very important to you and therefore you are likely to be interested in ensuring the workplace environment is free from harm. This might extend to getting involved in workplace safety committees and taking action to address concerns.

*My immediate reactions to this are...*

*This motivational aspect is reflected in my current workplace in the following ways...*

*This is not being reflected in my current workplace because...*

*The implications for me in my work are...*

## Belonging

### Belonging High Motivator

Score 8.33



Experiencing a sense of belonging through your work will be a strong motivational driver for you.

Working in a workplace where your individual values match those of the organisation is going to be very important to you. Having consistency between the organisation's stated values and those values that are practiced and reinforced in decisions and behaviours will also be important. If there is inconsistency or misalignment between your personal values and those of the organisation then it may cause you to question on a deeper level whether the fit is right. If there is a difference between what is stated as important and what is implicitly valued through management actions then it may cause you to question and challenge some of the management practices within your organisation.

Working in a group, team or project with shared goals is going to be very important to you. This might also be reflected in the need to have a common purpose and where people work together, share resources and jointly contribute to achieving those goals collectively. There is likely to be a high need for you to have your role, contribution and expectations in that group clearly defined.

You are likely to want to get on well with and desire positive connections with other people with whom you interact in your work. Those people could be your immediate colleagues in your team but also those people you interact with more broadly. You are likely to want to deal with conflicts or differences of opinion responsibly and constructively. Developing and sustaining relationships based on sharing of open and honest communication, respect, support and trust are likely to be values that are predominant for you. Having a positive relationship with your manager is not as important to you. You may prefer to have a positive relationship but not take active steps to get to know your manager on a deeper level and work out how best you both might work together by understanding and discussing each of your personality differences, values, goals and preferences for interacting with one another.

Developing strong networks of associates and contacts is going to be a strong driver for you. You are likely to regularly and actively pursue networking opportunities whether they be through attending professional meetings and networking events or participating in training courses and conferences. You might also proactively use social media networking tools. Potentially you are active in maintaining contact with and relationships with those people within your network. You might also give as well as seek support, information, advice and encouragement to your professional network on a regular basis. Being able to socialise with your colleagues either inside of work or outside of work is very important to you. You might seek opportunities to interact with each other in a more fun and relaxed manner. You might also seek to develop more personal relationships with your colleagues and team members to understand them better and respect them more. This might be about appreciating "who they are" as well as "what they do" inside and outside of work.

*My immediate reactions to this are...*

*This motivational aspect is reflected in my current workplace in the following ways...*

*This is not being reflected in my current workplace because...*

*The implications for me in my work are...*

# Expertise

## Expertise Moderate Motivator

Score 7.17



Improving your competence, clarifying your career options and progressing in your career are probably moderate drivers for you.

You are aware of the need to continually develop new skills and acquire new knowledge and experiences to remain competent. This however is not a prime motivator for you. You could be at a stage in your career where you feel you have sufficiently developed your competence, excellence and proficiency to do good work, and your motivation now is to maintain or consolidate rather than significantly enhance these aspects of your career. You take your responsibilities in your work very seriously and are prepared to be held accountable. If mistakes or errors occur you will take ownership for addressing and rectifying the situation.

The active pursuit of delivering high quality results and executing your work in a manner that meets and exceeds expectations will be highly motivating for you. When required you will get involved in projects or other opportunities to identify and implement improvements to systems, processes and procedures.

You will be highly motivated by a desire to thoroughly explore appropriate options and identify solutions to problems which improve service delivery or enhance the quality of information / advice provided. People either within or external to the organisation may come to you and rely on your advice and suggestions. You may well have developed a reputation as an expert in your field of work and feel very comfortable with the profile this gives you.

You may be motivated to explore your development needs to progress or consolidate your career. You may be more likely to take advantage of the developmental avenues suggested by your organisation (if an employee) rather than pursuing your own options to develop your career further. You could network with peers who have more experience than you, or participate in professional development options including attending training programs, formal study and self-directed reading and learning. Your focus will be on applying what you learn to become more effective in your current role. You might choose to liaise with coaches and mentors who will enable you to explore further dimensions to expand your professional, technical, management and people leadership capabilities.

*My immediate reactions to this are...*

*This motivational aspect is reflected in my current workplace in the following ways...*

*This is not being reflected in my current workplace because...*

*The implications for me in my work are...*

# Self Actualisation

## Self Actualisation Moderate Motivator

Score 7.00



You are someone for whom growth and development is reasonably important. You are likely to be content within yourself and not driven to change too many aspects about yourself.

You may be well aware of your strengths and limitations but happy with the contribution you are making to your work. You could take a level of interest in exploring questions about yourself, and may be inclined to seek feedback from others about your strengths and limitations as part of your ongoing personal and professional development.

You may have a sense that you are not working at your potential and that there are gaps in your intellectual, emotional and spiritual intelligences and physical abilities. Your decision and actions to close these gaps is likely to be largely influenced by the current expectations on you at work and in your personal life. When you encounter situations or circumstances that challenge you to develop additional skills and knowledge you are likely to respond readily. Likewise if in your personal or work life you are faced with situations that challenge your attitudes, values and beliefs you are also likely to be prepared to think about these aspects on a deeper level. You place very high priority on developing holistically and ensuring that the multiple aspects of yourself are being developed. This most likely extends beyond professional development and potentially you are investing in developing your emotional, physical and spiritual self. You are also likely to be a person who believes strongly in the philosophy of lifelong learning and actively takes steps to continue your learning and discovery.

Having the autonomy at work to decide how, when and where you work is not the major focus for you. You are happy to accommodate different requests and are quite willing to take guidance and suggestions from others in how work should be completed.

*My immediate reactions to this are...*

*This motivational aspect is reflected in my current workplace in the following ways...*

*This is not being reflected in my current workplace because...*

*The implications for me in my work are...*



# Work-life

## Work-life High Motivator

Score 8.33



As “work” is defined as that which you put effort into, the primary focus of your “work” may operate across a number of different dimensions of work and life – employment, parenting, or other significant roles and contributions that you make through your life. Integrating these different aspects well is going to be very important to you.

You are likely to be very conscious of the need to sustain a healthy and sustainable work-life balance between these different dimensions. Given work is likely to be very important to you, you may have to guard against investing too much time and energy into work at the sacrifice of your personal life. To maintain balance you will need to be aware of the trade-offs required to reconcile conflicts and tensions existing over time.

You want to derive a great sense of personal meaning from the work that you engage in. You are likely to want your work to be of some significance, importance and make a difference. Being able to do work that benefits or is in the service of others for a greater good without expectations of return is likely to be a strong driver. Taking the inner journey to explore deeper aspects of the self and to identify your purpose is not likely to be highly motivating for you. It may be that you are already aware of what the purpose of your life is or don't feel the need to question this at this point in your life. You will be more ambivalent about whether your current "work" contributes to your purpose. You may operate on the mantra "work to live" rather than "live to work" meaning your job is not the most important dimension of your life. You may well understand the relative importance of work to other aspects of your life and how they connect to your life vision. It will be of moderate importance to you that your current work is contributing to you fulfilling that life vision to some extent.

Operating in a workplace that is supported and driven by strong values that align with your personal values will be important. It will also be important to you that the values are lived and breathed through the organisation and reinforced in how decisions are made and behaviours rewarded. Working in an organisation that has ethical practices and makes ethical decisions consistent with your beliefs and personal ethics is of high importance to you. You may want these aspects reflected in a code of conduct to define expected actions and behaviours in the workplace. You are likely to want to work in an organisation that operates with a high level of integrity and does the right thing by employees, customers and other stakeholders. If there is unethical conduct in your organisation you most likely will feel inclined to make a stand on it not only because of how it impacts on you personally but also symbolically what it means for your organisation.

*My immediate reactions to this are...*

*This motivational aspect is reflected in my current workplace in the following ways...*

*This is not being reflected in my current workplace because...*

*The implications for me in my work are...*

# Altruism

## Altruism Moderate Motivator

Score 7.60



You place some importance in supporting communities and the world you live in to be a better place.

You are likely to be a catalyst for change and improvement in your community. You might be actively involved with a community-based organisation(s) that supports the progress and growth of the community at the local level (Neighbourhood Watch, parents and teachers committees at schools, Rotary or other business clubs) or across a broader framework of influence (perhaps by participating in protest meetings, rallies, political parties or different lobby groups). You may get actively involved in volunteering time and effort or potentially donating monies for one or more causes that are important to you.

You believe that productivity or profit is not the only driver and measure of a company's success. You are likely to experience immense satisfaction working for an organisation that cares about people and the planet and acts responsibly by being conscious of the potentially conflicting needs of its stakeholders and making decisions that take a range of needs into account.

Leaving a legacy is not on your radar and is not something that you feel is important to you in your life. You have no real need to pass on your insights, knowledge and wisdom to others and do not have a need to be remembered for who or what kind of person you are / were. Work that provides a positive impact for future generations is fundamental for you. You are likely to strive to support your organisation to develop and deliver products and services which impact positively on future generations.

*My immediate reactions to this are...*

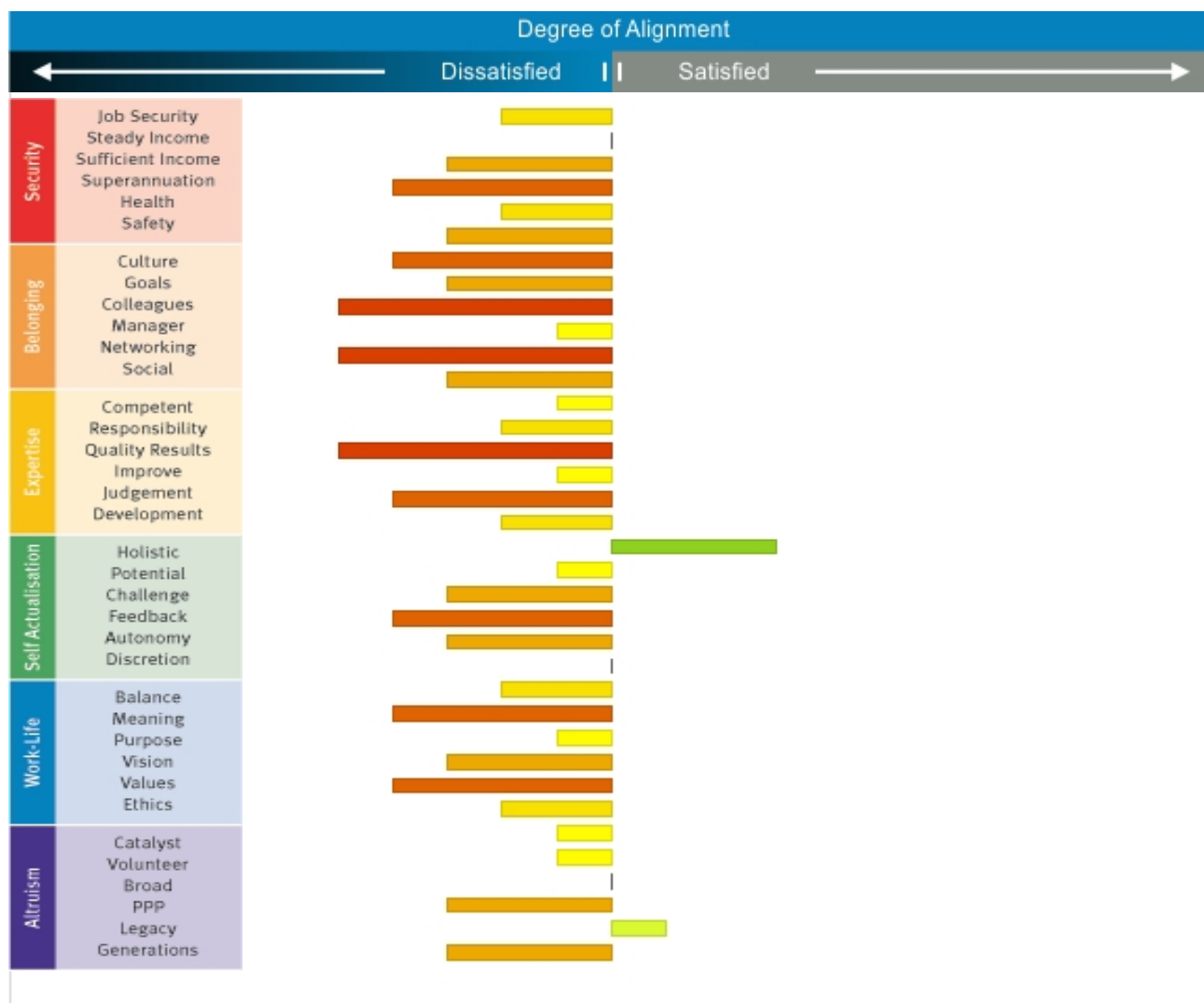
*This motivational aspect is reflected in my current workplace in the following ways...*

*This is not being reflected in my current workplace because...*

*The implications for me in my work are...*



# 3. Alignment



Blade	Importance	Satisfaction	Difference#	Alignment
Security	5.83	1.67	-4.16	Low
Belonging	8.33	3.00	-5.33	Low
Expertise	7.17	2.83	-4.34	Low
Self Actualisation	5.83	2.83	-3.00	Low
Work-Life	8.33	3.83	-4.50	Low
Altruism	6.33	4.17	-2.16	Low

**Alignment Overall : -4.27 LOW**

#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.



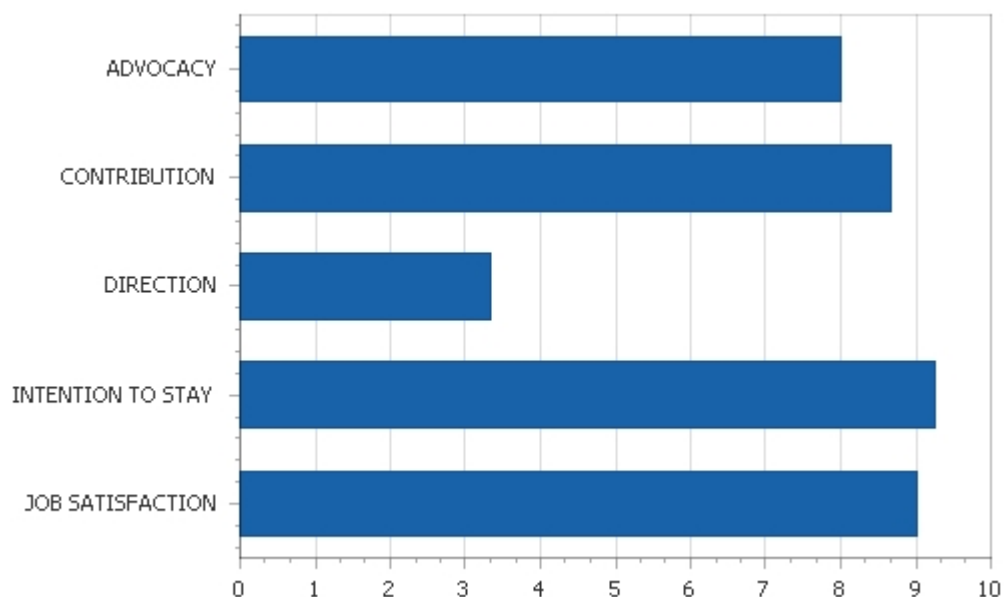
## 4. Engagement

The profile measures your overall level of engagement and commitment towards the organisation that you work for. The iREAP measures three different components:

1. **Intention to Stay:** how emotionally attached you are and willing to continue working with your current workplace.
2. **Contribution:** how inclined you are to take on other responsibilities and invest time, energy, ideas and effort at work.
3. **Direction:** the extent to which you agree with the direction of organisation and willingness to pursue the work priorities of your manager / section / department.
4. **Advocacy:** whether you feel you can be yourself at work and how well you think of your organisation.

The bar chart below shows your results for your level of engagement with your current organisation. Essentially the longer the bars the more engaged you are.

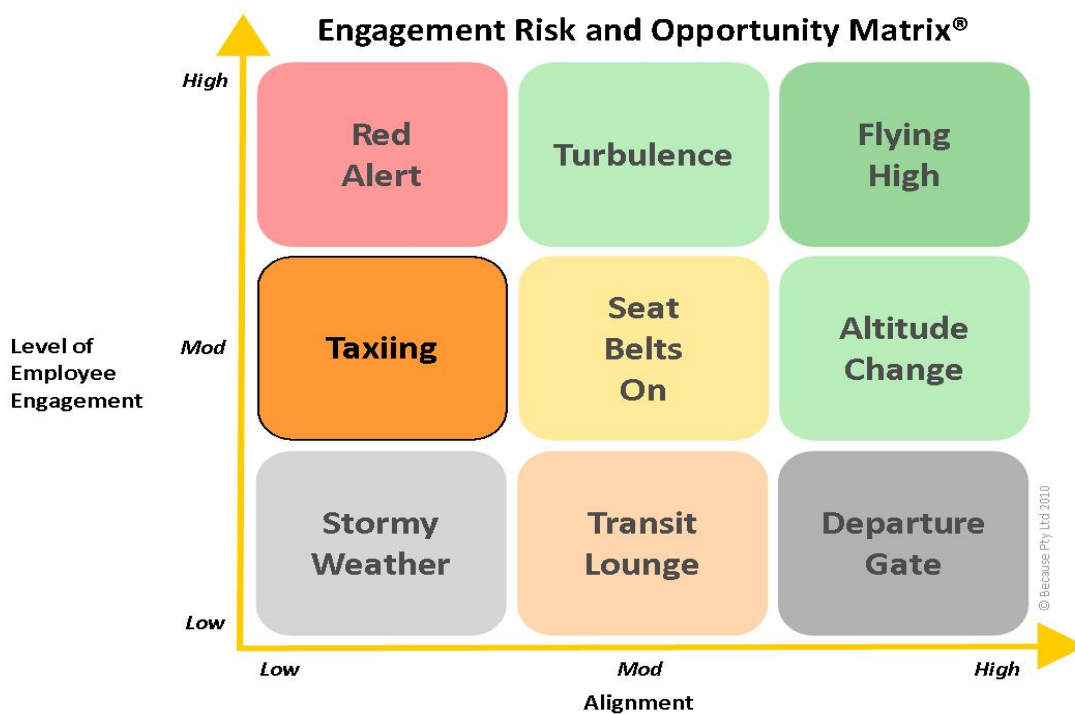
**Your Engagement Score is : 7.46 MODERATE**



# 5. Profile

This part of your report profiles where you sit in the Engagement Risk and Opportunity Matrix. It then looks at the risk to you and your organisation of your current level of engagement and alignment of your motivations. The matrix has nine cells and your profile results place you in the cell that best describes your current situation.

## Taxiing



Your position in the Matrix at **Taxiing** means that not many of your motivational needs are being met in your current role. If these needs are also not being met in your personal life then it may have a negative impact on you emotionally, intellectually or physically.

## Opportunities

Because you are profiled as Taxiing you have the opportunity to enrich your work by:

- re-negotiating work expectations and required tasks
- redesigning your role
- transitioning into a different career or professional pathway
- reflecting on what is most important to you in your work and personal life and make appropriate adjustments
- improving your resilience, stamina and perseverance

## Risks

People who are Taxiing are at risk of:

- reduced performance because of poor role fit
- burnout and exhaustion
- resignation
- procrastination and avoidance of tasks considered unchallenging or boring.

## Choices

You could choose to:

- Clarify work expectations and task responsibilities with your manager or clients. Due to current priorities, there might be a difference between the work tasks you were recruited to perform and the work you are now required to deliver. If the difference in expectations is substantial it might be contributing to your dissatisfaction at work.
- Redesign your role in collaboration with your stakeholders (manager, clients, customers, partners and suppliers), so that the work you are expected to do more closely aligns with what is important to you.
- Look for other roles within the organisation through secondments, internal transfers, job rotations or special projects.
- Change your career direction and considering totally different roles.

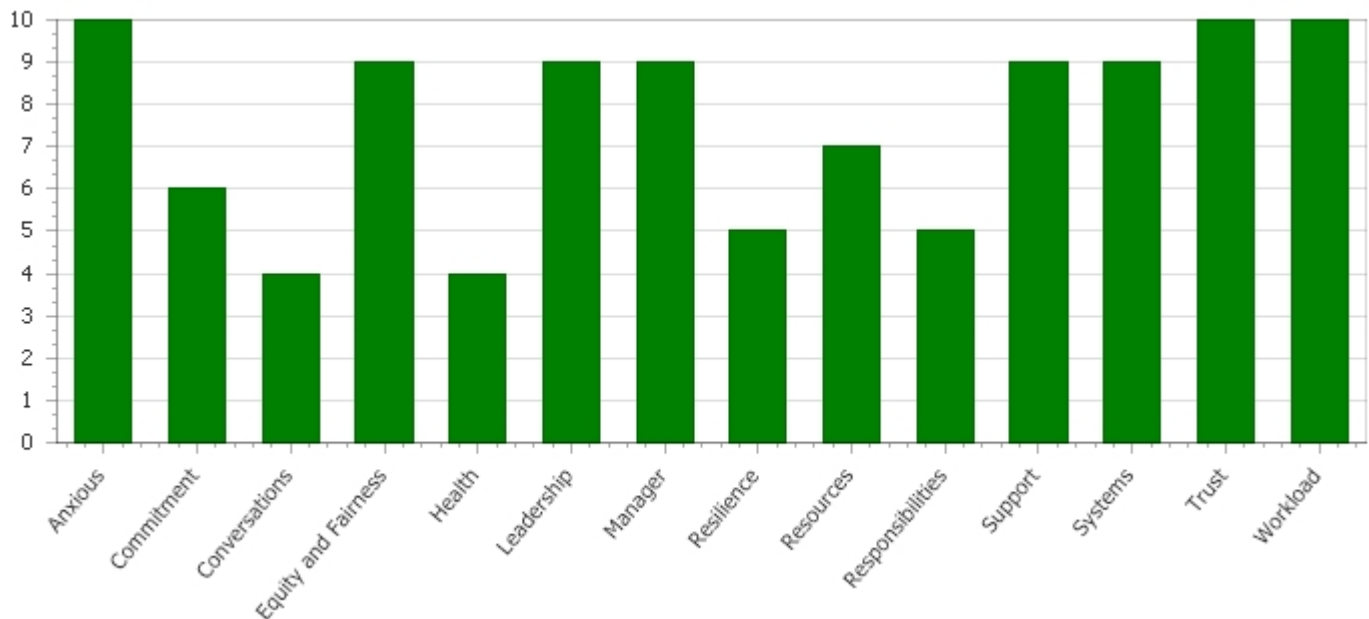


## 6. Engagement enablers

Engagement levels towards an organisation can be enabled by many factors such as having the right resources to work effectively, agreeing with the direction the organisation is heading and being provided with the appropriate systems and support for engagement. Conversely the lack of factors such as these can have a negative impact on engagement.

The factors which are enabling your engagement are shown in the graph and legend below. The higher the score the more your engagement is being enabled.

### Engagement enablers



Enabler	Description
Anxious	Not feeling anxious about the future
Commitment	Your organisation demonstrating sufficient commitment to you
Conversations	Conversations which focus on your engagement
Equity and Fairness	Being treated fairly and equitably
Health	Your current state of health
Leadership	Confidence in the leadership of the organisation
Manager	Managing allowing you to do your best work
Resilience	Ability to deal with work stresses and pressures
Resources	Access to resources to do your work effectively
Responsibilities	Any pressing family or other responsibilities
Support	Right support provided by the organisation
Systems	Systems and procedures enabling you to be engaged
Trust	Trusting your manager
Workload	Workload not too tiring and exhausting

## Causes

*What might be some of the causes of your current level of engagement?*

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*What patterns do you see? What interpretations can you make?*

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*What might you do to manage these influences? Your options include:*

- *Do something to influence or change the influence*
- *Do nothing and accept things they way they are*

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## Consequences

Engagement can have positive or negative impacts on yourself and other people. Managing your career well means managing all of these influences and impacts. Perhaps you would like to consider:

1. Are there any current or potential consequences of your engagement levels on yourself, others or on the work?
2. How are you going to build your resilience and sustain your engagement over time?

### Consequences on you

Engagement levels need to be sustained over time. To sustain a healthy level of engagement and stay productive you need to maintain a consistent flow of energy. Not being engaged at work might mean that you:

- Don't eat properly
- Exercise regularly
- Get enough sleep
- Take regular breaks
- Self-medicate
- Don't have a good work-life balance

Also think about how well you are building your engagement resilience by considering:

- Are you building in regular opportunities for revitalisation and renewal of your energy levels?
- How often are you taking time out to recharge your batteries or does the contribution you are required to make seem never ending?
- Are your batteries running down without you noticing?
- What indicators do you have which tell you it is time to pull-back, take a break, and withdraw effort for a while?
- What qualitative measures do you use to track your capacity to manage resilience over time?

### Consequences on others

Work engagement can be absorbing, exhilarating, or addictive and sometimes there can be negative consequences on others. How might your engagement be impacting other people?

- Are you neglecting important relationships (family / friends)?
- Are you becoming socially isolated?
- Are you so consumed by your vision that you are leaving others behind?
- Are you not recognising appropriately the contribution of others?
- Are you giving appropriate consideration to the needs of others?
- Are you moving so fast that others cannot keep pace or catch up?

## Consequences on work

High engagement at work requires a substantial investment of energy. Whilst you may be totally in flow with your work right now - is this likely to continue within the next week, next month, or next year? We become more capable and competent as we learn and apply new skills in different contexts, gain new experiences, and adopt new mindsets and so on.

If you are highly engaged at work, you might like to think about the following dimensions:

- How is the role going to sustain your underlying motivational drivers over time as you change and develop?
  - Is there scope for a flexible job design to add / vary roles and responsibilities?
  - Is there discretionary space in the role for the injection of new ideas, creativity, and passion?
- What career plans do you have in place so that you plan your next step before you become disengaged because of boredom and frustration?

## Reflection

*What are the consequences (actual or potential) of your current level of engagement?*

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*What could you be doing to manage the impact of those consequences more effectively?*

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# 7. Development strategies

Your engagement score was MODERATE. This means your engagement development effort might be best focused on increasing your engagement level.

You have been profiled as TAXIING in the iREAP.

## Development recommendations for Taxiing

- Seek support from a coach or mentor.
- Examine what work tasks make up the core of your role and cannot be changed.
- Identify what parts of your role there is discretion to change in terms of improving, eliminating or adding extra elements. The changes you should concentrate on are those which enhance the value of your contributions and provide you with needed challenge and complexity.
- Document your ideas about proposed changes.
- Design your ideal role.
- Identify other roles within your organisation that you think would be a better fit for you.

## Specific development actions suggested for someone in Taxiing

- Seek support from a coach or mentor.
- Examine what work tasks make up the core of your role and cannot be changed.
- Identify what parts of your role there is discretion to change in terms of improving, eliminating or adding extra elements. The changes you should concentrate on are those which enhance the value of your contributions and provide you with needed challenge and complexity.
- Document your ideas about proposed changes.
- Design your ideal role.
- Identify other roles within your organisation that you think would be a better fit for you.

## Engagement Risk and Opportunity Matrix

Each of the cells of the engagement matrix and their potential management and development implications are outlined below for your easy reference.

<b>Red Alert</b>	High Engagement / Low Alignment	Opportunity to sustain effort and commitment through a more effective re-alignment of needs and role requirements. Definite risk of burnout with adverse impacts on work-life balance and health. Challenge here is to build resilience capability.
<b>Turbulence</b>	High Engagement / Moderate Alignment	Opportunity to improve alignment of motivations with role. Often change agents; they and their organization can both benefit from changes initiated. Risk in driving change initiatives too hard and too fast.
<b>Flying High</b>	High Engagement / High Alignment	Likely to be operating at peak performance and optimal productivity. Take care to inspire others so they are not left behind. Focus on revitalisation and renewal of energy to avoid risks of burnout and ensure healthy work-life balance.
<b>Taxiing</b>	Moderate Engagement / Low Alignment	Opportunities to consider an internal move or redesign of role. As needs are not being met in this role, risks include exhaustion, boredom and frustration, lack of challenge, loss of self-esteem and withdrawal of effort.
<b>Seat Belts On</b>	Moderate Engagement / Moderate Alignment	Possible need to change direction or readiness for stretch and challenge. Opportunity to clarify business and career direction or to make a career transition to avoid risks of engagement and performance becoming stale and career becoming idle over time.
<b>Altitude Change</b>	Moderate Engagement / High Alignment	High degree of perceived comfort in role and likelihood of sustained performance over time. Opportunity for effective management of competing demands from work and elsewhere. Could benefit from challenges to stretch and grow capability. Potential risk of becoming complacent over time.
<b>Stormy Weather</b>	Low Engagement / Low Alignment	Indicates right time to take stock of career and examine priorities and expectations of self and organisation. Risks include unhappiness in role which if not addressed may have negative impacts on workplace morale and health.
<b>Transit Lounge</b>	Low Engagement / Moderate Alignment	Chance to examine expectations of organisation, identify pressing work and life priorities and to examine or create new opportunities externally. High risk of withdrawal of focus and exiting the organisation.
<b>Departure Gate</b>	Low Engagement / High Alignment	Opportunity to make an ending of current circumstances and to seek similar roles in a different organisation where commitment will be higher. Risk is reduced performance over time due to withdrawal of effort and commitment.

# 8. Conversations

The final stage is for you to dive deeper into your results by having some conversations.

You could decide to work through the insights and implications of your report on your own through further reflection. Or you could decide to work through this report with a trusted friend, coach, mentor or manager.

When working through this report and preparing for a career engagement conversation you might like to reflect more on the following areas:

- What is most important to you and how is that being given expression in your current work
- How well your work is contributing to the overall goals
- How well you feel their current work is meeting your needs
- How aligned you feel to the overall direction of your organisation
- What your aspirations are and how well might they be aligned to the future direction
- Any changes you would like to make to how your work or the work of your area is done
- What changes you might want to make to re-design of your role
- What obstacles or constraints might get in the way of your engagement and performance
- What support and development would you like to continue to have / obtain
- How you would like to work best with your colleagues and manager
- Specific actions that you would like to see as a result of this conversation

*Use this section to jot down some specific questions or conversation triggers you would like to bring up in conversation with your manager or coach.*

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## Action plan

Please use this information as a guide for you to develop and commit to actions. You might like to create an action plan on your own, with a coach or mentor or through conversation with your manager.

### Desired outcomes

*Now that I've read this report, the two or three outcomes I will achieve are:*

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### Action steps

*The actions I will take to achieve these outcomes are:*

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## Integrity of Use

The individual Role Engagement Alignment Profile® has been carefully developed to meet high professional and ethical standards. This report is not intended and should not be used for the assessment of the respondent's performance, potential or any decision related to employment including promotion or termination. In case of concerns about the integrity of application of this instruments, please contact Because by emailing [support@because.com.au](mailto:support@because.com.au).

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## Contact

Pamela Frost  
Director  
Pamela  
Reap the rewards of engagement  
1300 865 790  
[www.because.com.au](http://www.because.com.au)  
[pamela@because.com.au](mailto:pamela@because.com.au)



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