

Motivation: Importance, Satisfaction and Dissonance

Different aspects of work will motivate different people. The individual Role Engagement Alignment Profile™ measures a total of 52 different aspects of work which are motivating for people. This section reports on your dissonance which is simply the gap between what you need from work in general (importance scores) and what you are getting from your current role (satisfaction scores). Dissonance is calculated by subtracting the importance score from the satisfaction score for that item.

If you have work aspects listed as being fulfilled then it means for those work aspects your level of satisfaction exceeds how important it was to you. If you have work aspects identified as dissatisfied, then it means you are less than satisfied and your needs for that particular of work are not being fulfilled.

If there are blanks in the table then it will either mean you have no work aspects you experienced fulfilment, dissatisfaction or that they were neutral (neither fulfilled nor dissatisfied).

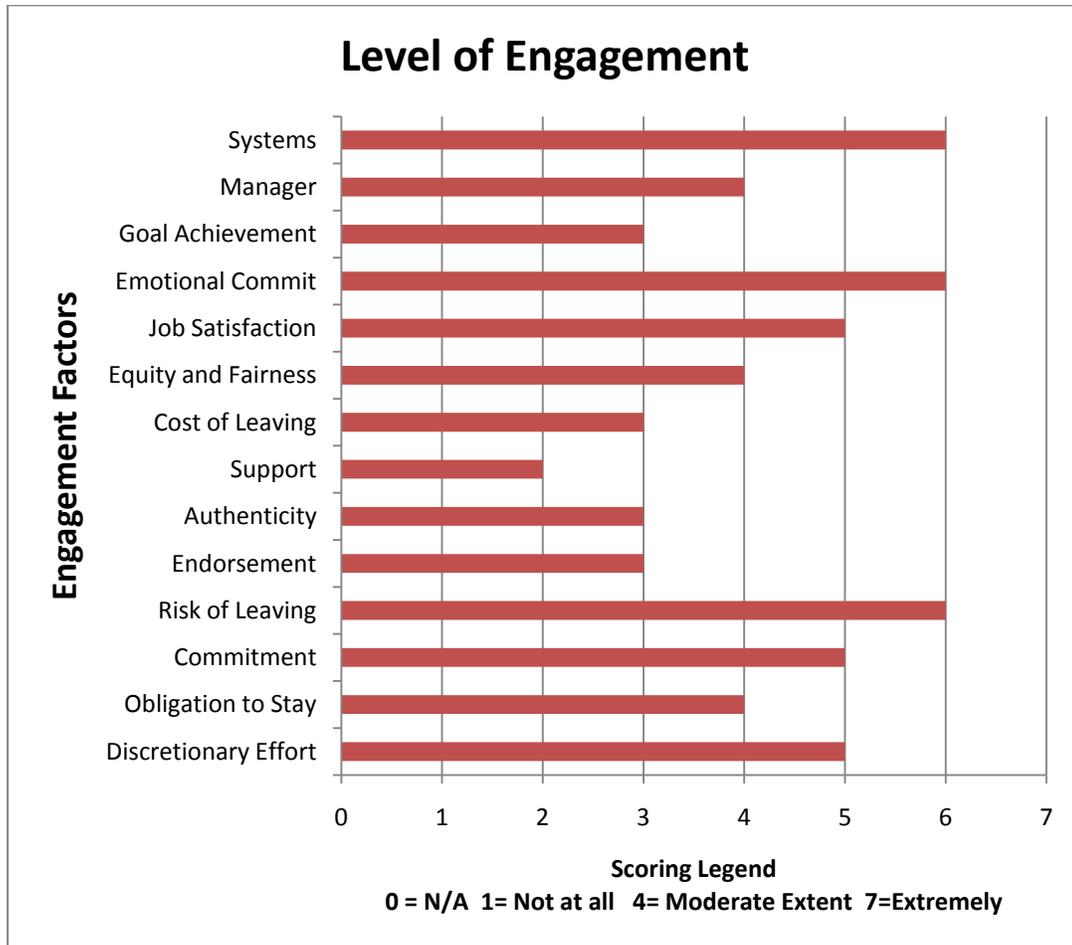
Number	Fulfilment – top 5 work aspects	Dissatisfied – worst 5 work aspects
1.	Self Actualisation: Impact <i>Understanding my impact upon others in my work</i>	Self-Actualisation : Talents <i>Having ample opportunity to use my talents in my work</i>
2.	Community: Cause <i>Supporting a cause that is important to me through my work</i>	Belonging: Connected <i>Feeling connected with people through my work</i>
3.	Belonging: Role Fit <i>Being comfortable with how my role fits in the larger scheme of things</i>	Work Life Integration: Culture <i>The culture(s) of the organisation(s) I work for suit(s) me</i>
4.	Expertise: Quality Results <i>Delivering quality results for internal and/or external clients</i>	Belonging: Relationship <i>Having a positive relationship with the person(s) to whom I am accountable</i>
5.	Self-Actualisation: Resilience <i>A work environment that helps me cope with stresses and pressures</i>	Expertise: Latest Developments <i>Keeping on top of the latest developments in my field</i> Scored equally with: Security: Job Security <i>Good job security</i>

Your dissonance score overall was -0.5 which is MODERATE.

Your Current Level of Engagement

This section measures your overall level of engagement and commitment towards the organisation that you work for. It looks at factors such as your emotional and rational commitment towards your organisation, how well your organisation supports your engagement and whether you are actively thinking of leaving.

Your overall level of engagement towards your organisation is MODERATE as indicated by the bar chart below.



Personal Reflections

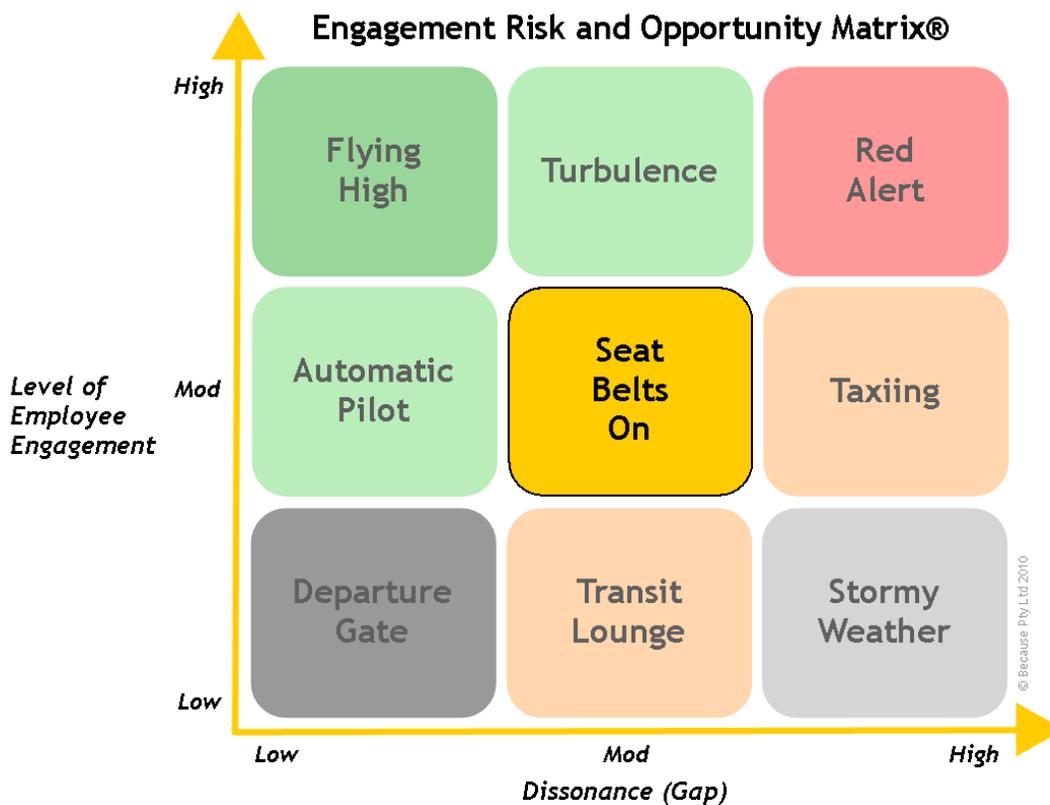
Please use this space to jot down any thoughts and ideas generated from this report.

Engagement Risk and Opportunity Matrix

The two dimensions of motivational dissonance and level of engagement in your current organisation (revealed in Sections 3 and Sections 4 of this report) 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 you and your organisation of your current level of engagement or conversely the opportunity for you to be more engaged in your role. Development suggestions are also provided for you to maximise your current engagement levels.

Seat Belts On

Dissonance Moderate



Seat Belts On

Your position in the Engagement Risk and Opportunity Matrix is **Seat Belts On**. Your level of dissonance is moderate which means you have a reasonable alignment between what you need and what you are getting in the workplace. You should not be overly concerned about this because not all of our motivational needs should be met from the workplace. It is important for our own growth and development as a person that our motivational thirst is quenched from different sources including (family, friends, community and so on).

This position in the matrix often suggests a need for clarity. That need might be for clarity of business direction, career direction or both. Often people in this position in the matrix experience uncertainty. Which direction should I go – forwards, backwards, sideways, left or right?

The opportunities that Seat Belts On presents are:

- Chance to clarify what direction the business or your career is heading
- Developing a more concrete career action plan
- Managing uncertainty and ambiguity more effectively
- Using the creative tension that your dissonance presents to influence positive changes in the workplace and in yourself

The risks of Seat Belts On are:

- Becoming stuck and resistant to change
- Not moving forward in your career

Development recommendations for Seat Belts On are to:

- Building your skills and confidence in
 - lateral thinking,
 - problem solving,
 - change and improvement,
 - negotiation, persuasion and influence
- Becoming more emotionally aware
- Reduce ambiguity by researching information, obtaining clarity about the strategic and operational objectives of the workplace
- Learn how to ask really good questions to reduce uncertainty
- Becoming more comfortable with what is unknown
- Developing a career plan
- Have some development discussions (pep-talks) with your manager or trusted colleague

Personal Reflections

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