

**Confidential**  
**INDIVIDUAL REPORT**

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Dear James,

This report provides a complete overview of your energy and stress sources on organisation level and on job level. It contains the answers you provided, as well as two charts in which those answers are displayed graphically. Please read this report prior to your coaching conversation. You can also make notes for topics you would like to ask questions about, or to write down some conclusions you can make yourself. In this way, you will get maximum results

### **Contents:**

1. Your level of engagement.
2. Your energy and stress sources.
3. Your personal goals.
4. Your energy providers and absorbers.
5. Your work/life balance.
6. Your personal flow chart on job level.
7. Your personal prioritisation plan.

**In 2001 the Dutch Work and Organisation psychologists Wilmar Schaufell and Arnold Bakker wrote a plea for a positive approach on work and organisational psychology. They designed the Utrecht Work Engagement Scale. The scale contains:**

**Dedication:** Passionate people feel involved with their job, they are enthusiastic about it. They care what happens. They feel their work is meaningful and are proud of it.

**Vitality:** Someone who is passionate, feels energetic, strong and is resilient during working hours. He/she feels very confident, is able to take a few setbacks and won't easily get discouraged.

**Commitment (flow):** Finally, committed/engaged people are fully focused on their job. They are highly concentrated. Their job challenges them. They often forget about time while they're at work.

### 1. Your engagement:

Your test result is **28**

	Statement	Value
1	My work inspires me.	4
2	I am enthusiastic about my job.	3
3	I am proud of what I do.	4
4	When I get up in the morning, I look forward to going to work.	3
5	At work, I am boosted with energy.	2
6	I feel fit and strong when I am working.	2
7	I feel happy when I am working hard.	4
8	I am fully absorbed in my job.	4
9	My job makes me feel exalted.	2

**27 points or less:** Your level of engagement is minimal. You're not enthusiastic about or fascinated with your job. It's very important to find out what you do love in your job.

**28-35 points:** Your level of engagement is average, about the same as most people. However you still can get more pleasure and satisfaction from your job. Have a good look at the tasks you love the most and make sure you do these more often. This will improve your level of engagement.

**36 points or more:** You have a high level of engagement. You are very excited and energetic when it comes to your job. The challenge is to keep it this way.

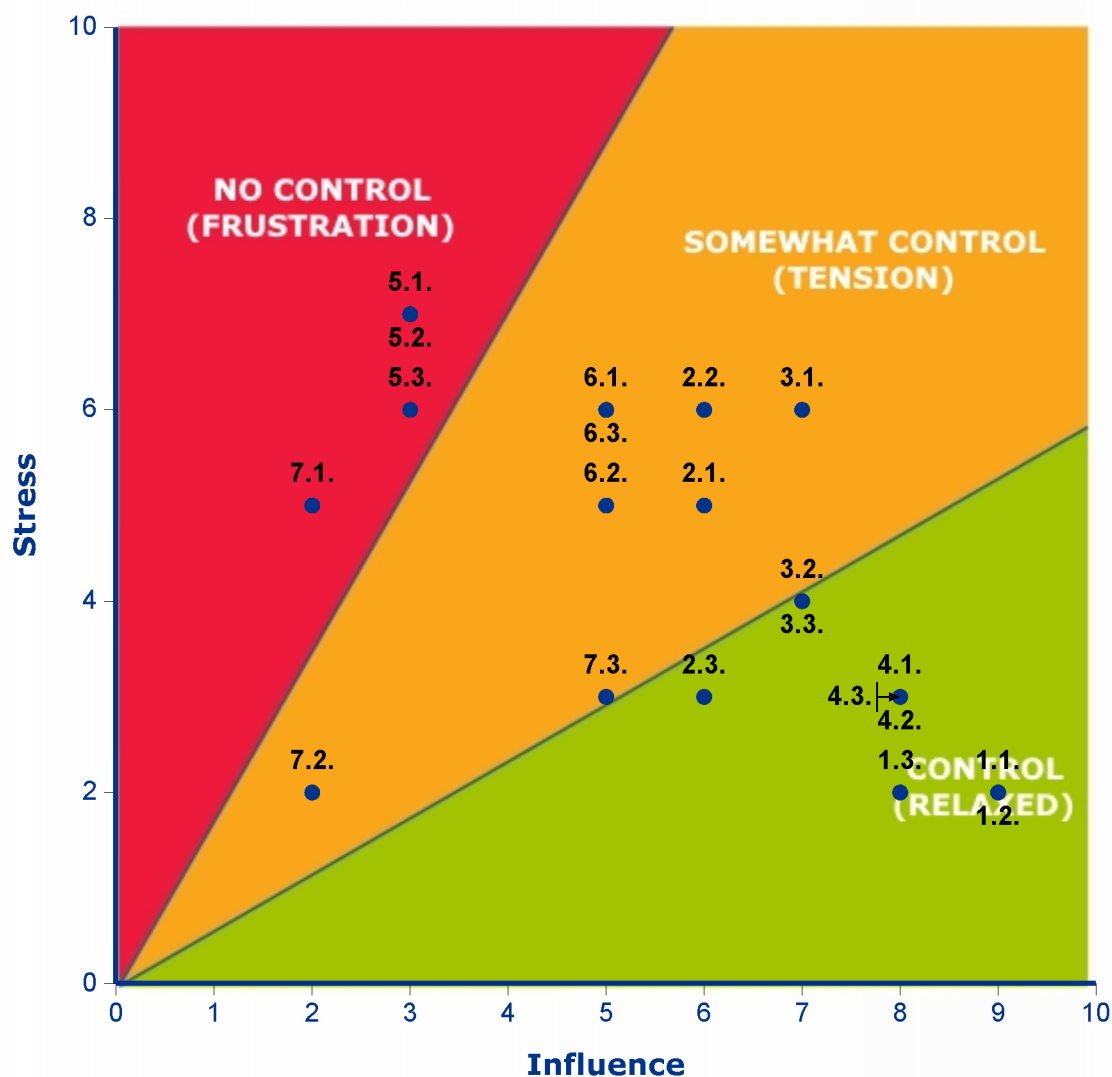
## 2. Your stress and energy sources

### Chart information:

We're often involved in many things, but when this involvement turns into negative emotional involvement, we experience stress, frustration or tension. If we have little or no influence, we can even feel completely helpless.

This is shown in the chart below. The vertical axis shows the amount of stress you experience as a result of a certain aspect. The horizontal axis shows the degree of influence that you have or don't have on the aspect. The numbers in the chart (1.1, 1.2, 1.3, ....) represent the numbers from the questionnaires on the next page.

### Chart: insight on stress and influence



This overview shows the answers you provided. All these answers were processed and plotted on the 'insight on stress and influence' chart on the previous page.

	Energy and stress sources	Answer	Stress	Influence
<b>Social support colleagues</b>				
1.1.	If necessary, can you ask your colleagues for help?	Regularly	2	9
1.2.	Can you count on your colleagues when your job gets tough?	Often	2	9
1.3.	Do you feel appreciated by your colleagues at work?	Regularly	2	8
<b>Working relationship manager</b>				
2.1.	Can you ask your manager for help, if necessary?	Sometimes	5	6
2.2.	Do you feel appreciated in your job by your manager?	Sometimes	6	6
2.3.	Does your manager offer you enough opportunities to develop yourself?	Often	3	6
<b>Development opportunities</b>				
3.1.	My job offers me the opportunity to develop my strong suits.	Sometimes	6	7
3.2.	My job allows me to create personal growth opportunities.	Regularly	4	7
3.3.	My job offers me the opportunity to learn new things.	Regularly	4	7
<b>Autonomy</b>				
4.1.	Do you decide for yourself how you do your job?	Regularly	3	8
4.2.	Do you prioritise your work yourself?	Often	3	8
4.3.	Do you have the liberty to solve problems at work yourself?	Often	3	8
<b>Work pressure</b>				
5.1.	Do you often have lots of work to do?	Always	7	3
5.2.	Do you need to work very fast?	Always	7	3
5.3.	How often does it occur that you have to work really fast to finish a task?	Often	6	3
<b>Work/life balance</b>				
6.1.	How often do you experience difficulties fulfilling your personal obligations because you are preoccupied with work?	Regularly	6	5
6.2.	How often does it occur that you are not sufficiently enjoying your partner/family/friends because you are preoccupied with work?	Often	5	5
6.3.	How often do you experience difficulties fulfilling your personal obligations because of your working hours?	Regularly	6	5
<b>Organisation</b>				
7.1.	How often do you disagree with your organisation's policies?	Sometimes	5	2
7.2.	How often do you feel unsafe within your organisation?	Never	2	2
7.3.	How often are you unhappy about your salary?	Sometimes	3	5

Source: JD-R Mode by Prof. Arnold Bakker of the Erasmus University Rotterdam.

## Notes

### **3. Open questions**

**1 What are your organisation's goals?**

To make high quality software for our clients.

**2 If you could change anything in the organisation, what would it be?**

Back to the agility of an small company, because we are growing to fast.

**3 What makes your job meaningful to you?**

To make new technical products for our clients.

**4 Which still to accomplish (personal) goal would you be most proud of achieving?**

Development our own softwaretools and make IT succesful in the market.

**5 Who can offer you the best help to achieve your goal? Why this person?**

Another colleague.

## 4. Your tasks

### Energy providers

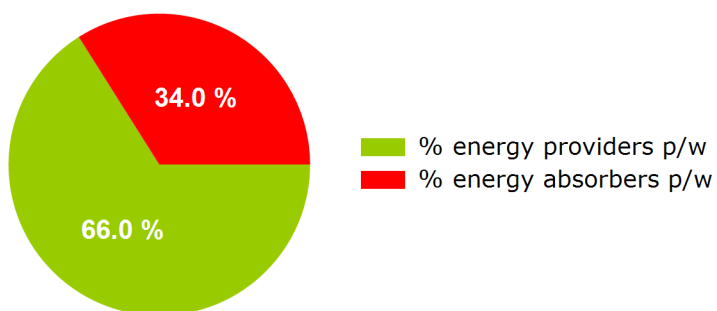
Nr	Task	Energy Amount	Hours	Challenge Level	Skill Level
1	translate requirements in design	8	8	9	9
2	programming	8	24	7	9
4	meetings	7	2	5	7
6	development softwaretools	9	1	9	8

### Energy absorbers

Nr	Task	Energy Amount	Hours	Challenge Level	Skill Level
3	softwareplanning	5	8	7	8
5	software testing	2	10	3	8

## 5. Your work energy balance

Hours Pos. Energy	Hours Neg. Energy	Total hours per week	% Pos. Energy	% Neg. Energy
35	18	53	66.0	34.0





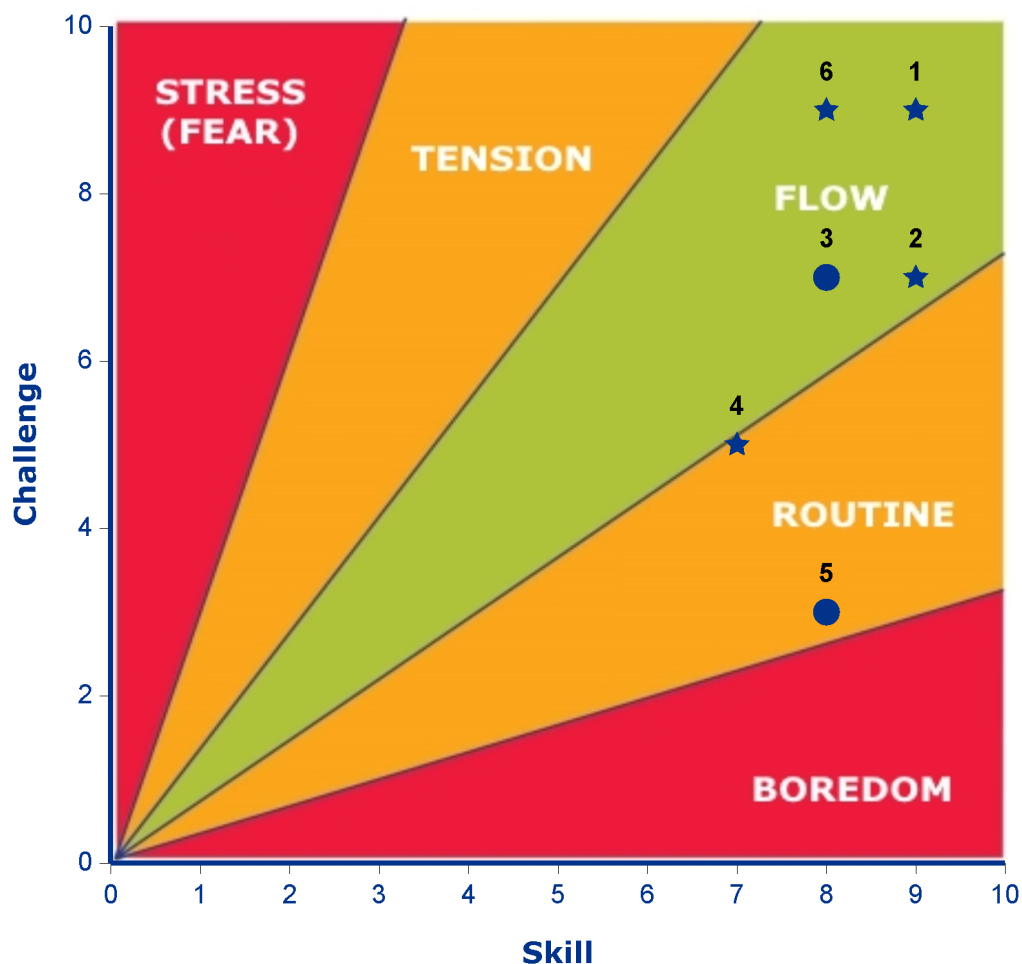
The term "flow" was invented and researched by Mihaly Csikszentmihalyi (an American psychologist). He wrote a comprehensive book about it called Flow.

**Flow:** You are very good at focusing on your tasks. You find your work challenging. You enjoy it and as a result you often forget time when you're at work.

**Stress/Tension:** If you're not competent enough to carry out a task, you can experience a certain amount of stress or tension, which means that particular activity is too much of a challenge for you.

**Routine/boredom:** If you are very skilled at carrying out a task, you can experience a certain amount of routine or boredom, which means that particular activity does not challenge you enough.

## 6. Your personal Flow chart



## 7. Personal prioritisation plan:

Which job activities or other aspects in the organisation make you experience stress or tension? What is the main cause? What can you do about it?

	Activities causing stress or tension	Cause	Action
1			
2			
3			
4			
5			

Which activities are routine or make you experience boredom? What is the main cause of the feeling of routine or boredom? What can you do about it?

	<b>Routine activites/ casuing boredom</b>	<b>Cause</b>	<b>Action</b>
1			
2			
3			
4			
5			

Looking at your personal flow chart, which activities make you feel like you are “in the flow”? How can you make sure you can take part in these activities more often?

	<b>'In the flow' activities</b>	<b>Cause</b>	<b>Action</b>
1			
2			
3			
4			
5			

Which tasks will you give more priority to, to get more instant energy and pleasure in your work?

	Prioritized Activities	Cause	Action
1			
2			
3			
4			
5			