



WORK ENGAGEMENT PROFILE

8 Ways to Use the *Work Engagement Profile* and the FIRO-B® Instrument Together



The *Work Engagement Profile* is uniquely focused on measuring intrinsic rewards—psychological rewards that fuel employee engagement by creating a positive emotional charge—and providing insights that can directly affect your organization’s bottom line by addressing work engagement at the core level: the employee. The four intrinsic rewards that keep employees engaged at work are *meaningfulness, choice, competence, and progress*—and an insufficient level of any one of these rewards can be problematic for employee morale, satisfaction, and engagement.

This versatile diagnostic tool can be used in combination with organizational development tools—in particular, the *Fundamental Interpersonal Relations Orientation–Behavior™* (FIRO-B®) instrument. Accompanying each intrinsic reward listed below are suggestions for how the FIRO-B assessment can be used to raise the level of that reward for employees.

MEANINGFULNESS

1. **Align Team Roles.** Aligning team roles with the interpersonal needs of team members can help employees find purpose in their work.
2. **Assess the Organization’s Culture.** Interpersonal needs that coincide with the needs manifested in an organizational culture can greatly impact employees’ sense of purpose or direction.

CHOICE

3. **Redesign Jobs.** Redesigning a job to align it with interpersonal needs can give employees the opportunity to make more decisions regarding their work activities.
4. **Involve Employees.** Allowing employees to make decisions that affect how they do their work can make them feel more involved. The FIRO-B instrument can provide insight into an employee’s preferred interaction level or type of involvement.

COMPETENCE

- 5. Improve Team Effectiveness.** Understanding how interpersonal needs impact a team can improve team effectiveness and increase team members' sense of competence.
- 6. Provide Leadership.** Leaders who have insight into their behavioral patterns can deal more skillfully with employees, thus experiencing a sense of competence in their leadership abilities.

PROGRESS

- 7. Reward Employee Performance.** Rewarding employees for contributions can increase their sense of accomplishment or progress. The FIRO-B instrument can be used to determine, based on interpersonal needs, how employees prefer to be rewarded.

In addition to enhancing intrinsic rewards, the FIRO-B instrument can complement the *Work Engagement Profile* in the following way:

- 8. Facilitate Career Development.** The FIRO-B instrument can be used in conjunction with the *Work Engagement Profile* to help employees who do not find their current role or job to be intrinsically satisfying or rewarding evaluate career opportunities. When people are considering a new career, they can look to the FIRO-B instrument to help them view jobs from the perspective of their interpersonal needs.

The Industry Leader: Experience You Trust, Quality You Expect

For more than 50 years, consultants, coaches, educators, and business professionals have made CPP's world-renowned assessments an integral part of their workforce development solutions—using them to build strong teams, coach leaders, reduce workplace conflict, and select and nurture a company's brightest talents. Global 1000 leaders have seen additional return on their training investment by making CPP their one-stop provider for the industry's leading assessment tools and end-to-end professional services. From start to finish, CPP delivers the most comprehensive set of training and organizational development solutions available anywhere.

To learn more about the *Work Engagement Profile*, visit www.cpp.com/WEP or call us at 800.624.1765.

For more information or to schedule a training workshop, visit www.cpp.com/contactps.

Call CPP Customer Relations
Toll free: 800.624.1765
Tel: 650.691.8901
E-mail: proservices@cpp.com



CPP, Inc.
1055 Joaquin Road, 2nd Floor
Mountain View, CA 94043

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