

& Culture Engagement

Portal Test
Sample Survey

It is not until you have identified your organisation's strengths and development needs that you can create an effective solution that will form a solid foundation for the future.

Culture & Engagement provides you with the foundation stone for change in your organisation and is a real catalyst for improving business performance.

Culture & Engagement

Benefits

Provides a structured framework for understanding, interpreting and managing corporate culture, values and engagement

Completely customisable, at no extra cost

Lets you identify which factors your employees value most and relate to your organisation's success

Allows you to benchmark your results against other organisations of your size, geographic region and business sector

Establishes a platform for decision making and future action planning

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I Introduction to Culture & Engagement

The culture, values and level of employee engagement within an organisation are widely acknowledged as having key influences on its performance and effectiveness. These influences can be both positive and negative, and may impact on both harder quantitative aspects of organisational performance (e.g. productivity, profitability) and softer qualitative aspects (e.g. staff morale, motivation and team work).

It has also been suggested that the most effective business leaders are those who pay attention not only to **what** a company does in terms of its operations, but also to **how** it does it. Additionally, the impact of an organisation's culture, values, and engagement often extends beyond those who work directly for it - for example, it can also impact on customers, suppliers and prospective recruits.

An organisation's culture, values, and engagement will therefore have a crucial impact on the way it operates. It influences what behaviours are rewarded, how people work together and how decisions are made. It follows that a key task of management is to monitor, understand and actively manage the culture, and the perception of it, in the organisation. Senior managers, who by virtue of their position, set and define the "cultural agenda", need to have access to accurate, reliable and comprehensive information about their organisation's perceived culture and values and to act promptly yet sensitively to deal with the implications that follow.

This survey addresses culture, values, and employee engagement in two separate sections which are described below, and on the following page.

Culture & Values

The culture and values section looks at how an organisation is perceived by measuring a selection of scales displayed in the table below.

Organisational Culture	People Values	Task Values
<p>Clarity of Vision The awareness of the aims and objectives of the organisation, and how it means to reach them.</p> <p>Motivation The enthusiasm for working at the organisation, and willingness to contribute to its success.</p> <p>Organisational Learning The ability for an organisation to learn from its mistakes and take steps to avoid repeating them.</p>	<p>Integrity The emphasis on colleagues being honest, open, trusting and fair with each other.</p> <p>Team Work The encouragement within an organisation for people to co-operate and work together.</p> <p>Customer Focus The importance placed on customers and their needs by an organisation.</p> <p>Diversity The recognition and respect for individuality and diversity within an organisation.</p> <p>Staff Development The emphasis on training staff and encouraging them to learn new skills.</p>	<p>Quality The maintenance of high work standards, eliminating faults and improvement of procedures.</p> <p>Innovation The encouragement of new ideas and approaches, original thinking and creativity.</p> <p>Business Focus The weight an organisation places on performance, profit, commercial success and growth.</p> <p>Autonomy The freedom of colleagues to work in their own way, take the initiative and implement their ideas.</p>

This page shows the Culture & Values areas measured in the questionnaire.

I Introduction to Culture & Engagement

Engagement & Success

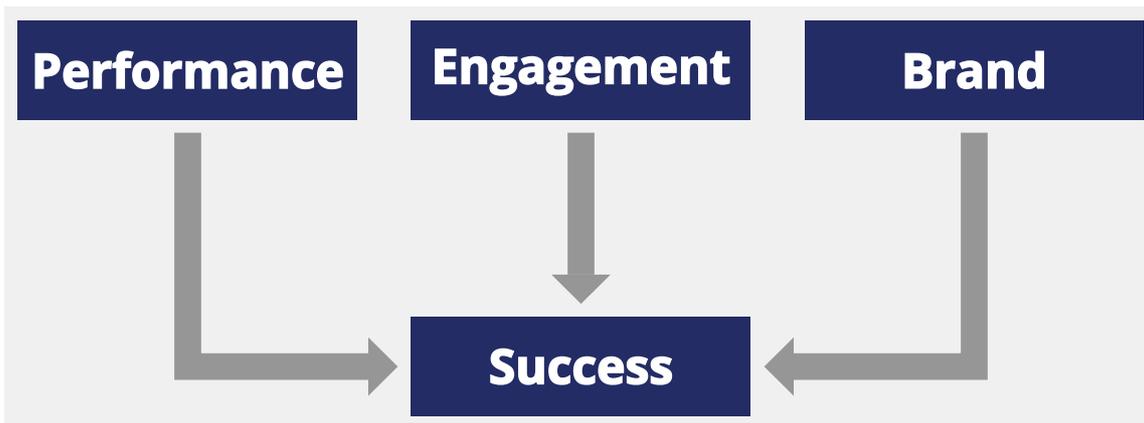
The link between employee engagement and the overall success of an organisation has been the subject of a lot of recent research. It seems intuitively likely that if employees are more engaged, their greater enthusiasm and motivation is likely to be associated with their organisation's success and indeed recent objective evidence links several measurable factors with greater engagement levels. The question of cause and effect should always be explored in detail as the 'chicken and egg' question is a sensible one: do greater engagement levels **cause** greater success or does greater success **lead to** greater engagement levels? Or are the two just inextricably tied up with one another?

Whatever the reality, greater engagement seems to be good news for organisations: the findings are compelling. If we compare and contrast those organisations whose employees' engagement levels are in the 'ideal zone' of the top 25%, with the bottom 25%, we find productivity is 18% higher. As if this wasn't enough, the association between engagement and profitability is even stronger: organisations in the top 25% are typically twice as profitable. Wherever the cause and effect lies, it seems that engagement and profitability go hand in hand.

As for things organisations seek to avoid where they can, these seem less prevalent when employees are engaged. Employee turnover averages 40% lower in engaged organisations while the number of sick days taken by the typical employee in that top 25% is only 2.7 per year, compared to 6.2 per year in the bottom 25%. In organisations where health and safety is a key issue, 62% fewer accidents were reported for those whose employees' engagement scores fell in that top 25% 'ideal zone'.

These are all highly tangible benefits associated with greater engagement levels. There are others which are maybe less obvious but are nevertheless sought after: organisations in the top 25% 'ideal zone' for employee engagement levels were 12% more likely to focus on what is best for their customers. That's good news for your clients if your own organisation is one of these. As for your own staff, 59% more of those in the 'ideal zone' said that the work they do brings out their creative side and encourages them to have ideas.

From so many points of view, employee engagement is associated with an organisation's success. It is no surprise that organisations are pleased to see their employees as engaged as possible - it's not just about being 'nice' to your staff...there are very measurable benefits for your organisation too.



A About Culture & Engagement

Why is Culture & Engagement Important?

There is ample evidence that an organisation's culture has a vast effect on the engagement of those who work for it and, in turn, on how well they perform. Two organisations which, at first glance, seem to be doing the same thing can be very different in terms of their culture and thus one can be a very happy place to work, full of engaged employees, and the other a demotivating, unhappy place where disengagement is rife. Culture is rather difficult to define and sometimes what seem rather flippant definitions say it best. One often-repeated definition is that 'culture is what's going on when no one is looking'. Another evokes that old song 'It ain't what you do, it's the way that you do it'. There is no doubt that the most effective leaders realise that what is important is not merely what's going on but how it's going on, and that this can make all the difference to the engagement of the people an organisation employs.

Maintaining the distinction between what an organisation does and how it does it, and combining this with the distinction between strategy and tactics, allows one to consider in more detail the pervasive nature of culture, values, and employee engagement. The left hand column of the model below distinguishes four levels of organisational objectives, from Corporate Strategy at the top, down to Individuals' Objectives at the bottom. Clearly these need to be co-ordinated and in harmony with one another. The right hand column highlights the complementary cultural issues involved, from the prevailing Corporate Culture at the top, down to Individuals' Motivations at the bottom. The right hand column illustrates the various levels at which the culture and values of an organisation can have impact. Critically, one can see how the corporate culture column on the right can influence - positively or negatively - the objectives column on the left. Unless all these issues are considered together, an organisation's performance will never fully match its potential.



To sum up, an organisation's culture has a crucial impact on its performance. It influences what behaviours are rewarded, how people work together and how decisions are made. It follows that a key task of management is to monitor, understand and actively manage the culture of the organisation. Senior managers, who by virtue of their position set and define the "cultural agenda" of a company, need access to accurate, reliable and comprehensive information about the organisation's culture, values, and engagement and have to act promptly yet sensitively to the implications that follow.

What are the Benefits of Using a Culture & Engagement Questionnaire?

Using a culture and engagement questionnaire offers organisations two particular benefits:

- It provides a structured framework and vocabulary for understanding, interpreting and managing corporate culture, values and engagement.
- It provides a reliable and accurate benchmark of an organisation's culture, values and level of employee engagement at a given time, so establishing a platform for decision making and future action planning.

In general, the framework provided by a questionnaire can be helpful in identifying the specific, concrete and manageable actions and objectives needed to deliver strategic and long term organisational change.

A About Culture & Engagement

What are the Applications of a Culture & Engagement Questionnaire?

These are numerous, but can include the following:

- Guiding the development and/or implementation of corporate strategy and change.
- Evaluating the effectiveness of specific strategic initiatives.
- Highlighting differences (and potential conflicts) between different groups of staff (e.g. managers and subordinates, different functions, geographically dispersed units).
- Assessing the potential and actual impact of mergers and acquisitions.
- Clarifying the context for personnel decision making and action planning (e.g. increasing attraction, clarifying selection, enhancing training, reducing staff turnover, managing redundancy).

How Can Culture & Engagement be Changed?

Firstly, it is important to realise that there are no easy rules or procedures that can be applied mechanistically. An organisation's history, its financial and competitive viability, the vision of its directors and, above all, the quality of its managers and staff, will all have an impact on what can be achieved. In addition, it is important to realise that changing some aspects of an organisation's culture may well impact unexpectedly on others.

One culture change sequence that could be considered involves the following step-by-step programme:



R Report Details

Information about the content of this report, including details of this survey and the group of organisations chosen to be compared against.

Details of Included Surveys

The results of two surveys have been included in this report, the details of which are listed below. These details include: the number of people who took part, the dates over which they completed it, the region of the country in which the sampling took place, the sector of the workplace involved, and the size of the organisation participating.

Survey	Region	Sector	Organisation Size	Dates	Responses
Sample Survey	North East	Legal Services	1-10	20/11/2018 - 21/11/2018	100
Other Survey	North East	Legal Services	1-10	20/11/2018 - 21/11/2018	100

Previous Survey Details

These are the details of the previous survey that you selected to compare your results against. Once again, it includes the number of people who took part, the dates over which they completed it, the region of the country in which the sampling took place, the sector of the workplace involved and the size of the organisation participating.

- Survey:** Previous Survey
- Region:** North East
- Sector:** Legal Services
- Organisation Size:** 1-10
- Dates:** 20/11/2018 - 21/11/2018
- Responses:** 100

Comparison Group Details

These are the details of your chosen comparison group, including the chosen region, sector and company size, the number of organisations selected, and the number of people who responded in total.

- Region:** East of England
- Sector:** Any
- Organisation Size:** 11-100
- Companies:** 229
- Responses:** 6455

Questionnaire Details

These are the details of the questionnaire used in this survey, including the name and description, and information about the sections that it contains.

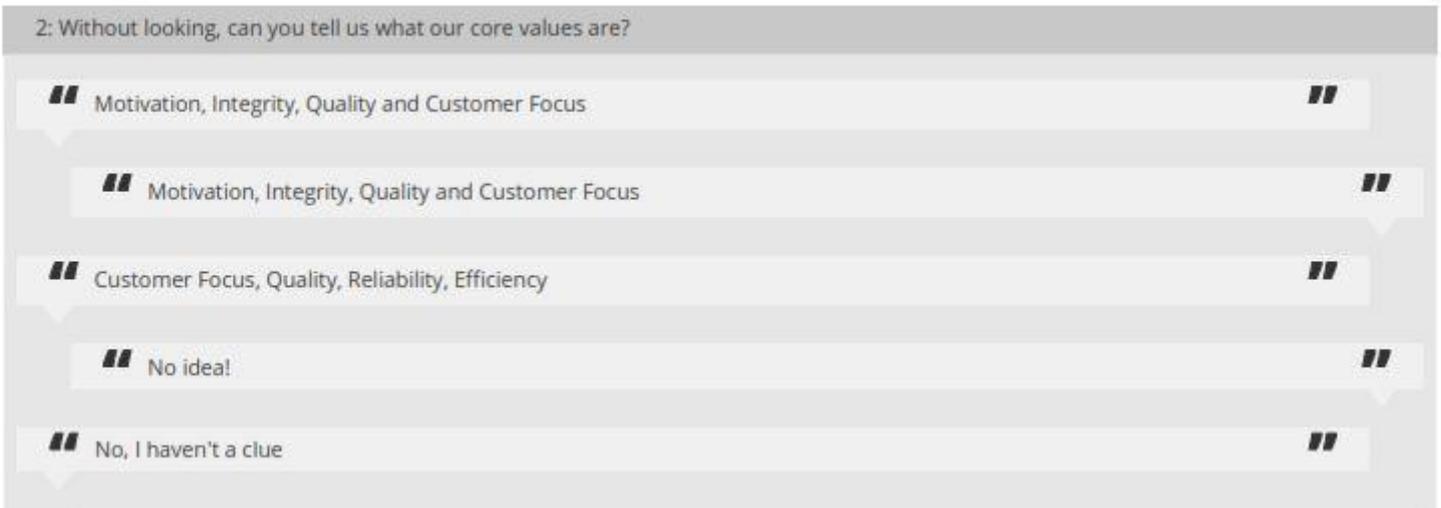
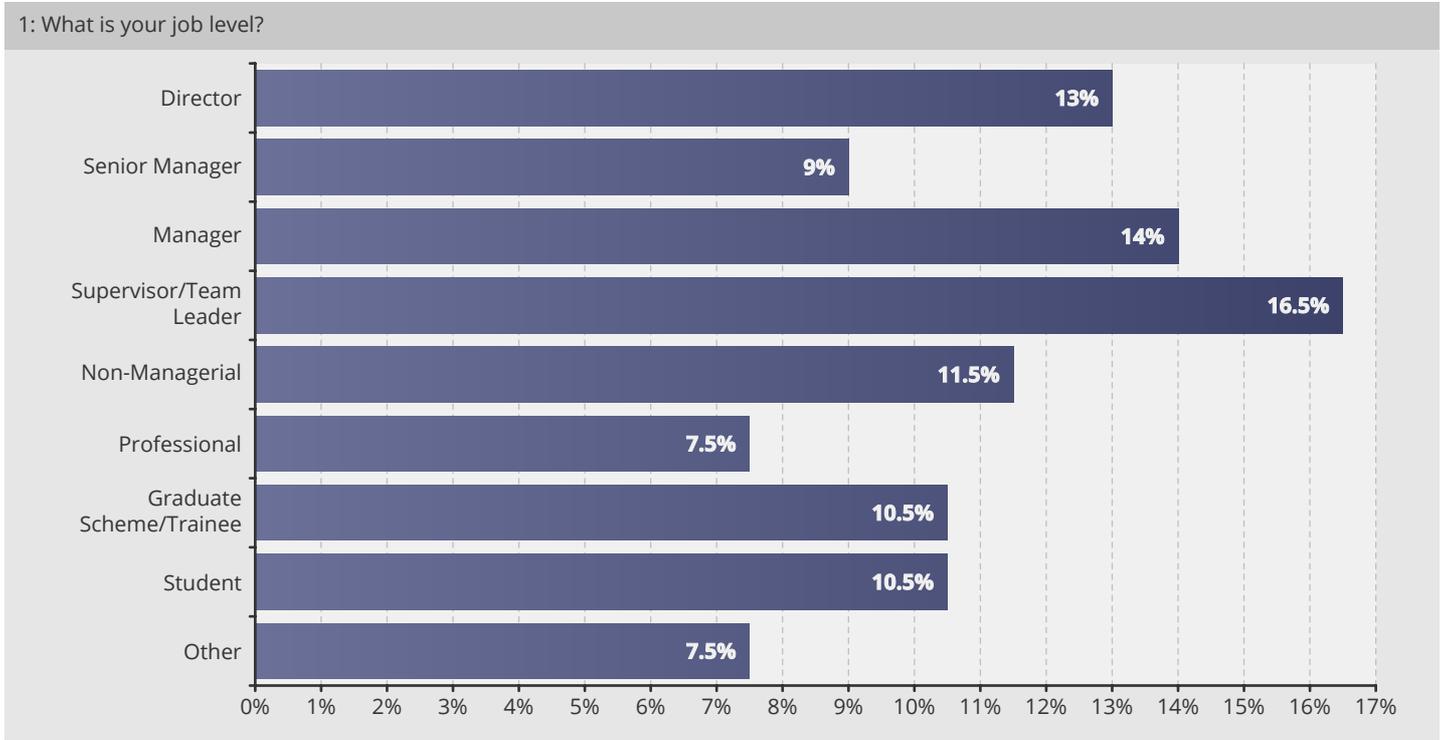
- Name:** Sample Report Questionnaire
- Description:**
- Biographical Questions:** 22
- Culture & Values:** Always included
- Employee Engagement:** Included after 2014
- Survey:** 0

This page shows the details of the survey and how it was benchmarked

B Biographical Questions

Biographical descriptions of the employees taking part in the survey (e.g. length of service, function or department within the organisation, geographical region etc).

Demographics



Shows examples of biographical questions and comments from open ended questions (these may be displayed as an Appendix).

These are completely customisable, from editing to writing your own

C Culture & Values

The table below shows how your organisation's employees perceive its culture on a 1 to 10 scale. It further shows how they perceived it on a previous occasion, to see if things have changed over time (P), and how this perception compares with ones held in organisations you have chosen to compare yours against (C). Further explanation of these three things can be found at the foot of the page.

Overall, employees taking part in the survey have identified a slightly higher than usual collection of aspects of culture and values that make the organisation an attractive place to work. There is likely to be a slightly greater than average level of job satisfaction.

	Very Low		Fairly Low		Moderate		Fairly High		Very High	
	1	2	3	4	5	6	7	8	9	10
Overall Culture & Values					(P)			(C)		
Clarity of Vision				(P)				(C)		
Motivation						(P)		(C)		
Organisational Learning						(P)		(C)		
Integrity						(P)		(C)		
Team Work				(P)					(C)	
Customer Focus				(P)					(C)	
Diversity					(P)			(C)		
Staff Development				(P)			(C)			
Quality								(P)	(C)	
Innovation						(P)		(C)		
Business Focus				(P)				(C)		
Autonomy							(P)	(C)		

Perception - Indicated by the size of the bar, this provides an indication of how your employees perceive the organisation. For example, if everyone in the survey answered 'strongly agree' to the questions related to a specific culture and values area (for example Communication) then the score would be a '10'. It is a measure of how employees feel about your organisation.

P Previous Survey - Indicated by the position of the "P" icon, this provides an indication of how your employees perceived the organisation when the Previous Survey that was selected was administered. For example, if you scored a 4 on the Previous Survey and 7 on Perception, then your employees have rated you higher this time. It is a measure of how employees **felt** about your organisation.

C Comparison Group - Indicated by the position of the "C" icon, this is the average score achieved by all the companies in the Comparison Group that was selected. For example, if you scored a '7' on the Perception scale and a '5' is shown on the Comparison Group scale it would mean that your employees rate you higher on this scale than employees from the other organisations.

Provides an overview of the Culture & Values results

C Culture & Values

Participants' views about the organisational culture, people values, and task values of their organisation.

The bar charts on the following pages provide three key results:

Perception - This provides an indication of how your employees perceive the organisation. For example, if everyone in the survey answered 'strongly agree' to the questions related to a specific culture and values area (for example Communication) then the score would be a '10'. It is a measure of how employees feel about your organisation.

Previous Survey - This provides an indication of how your employees perceived the organisation when the Previous Survey that was selected was administered. For example, if you scored a 4 on the Previous Survey and 7 on Perception, then your employees have rated you higher this time. It is a measure of how employees **felt** about your organisation.

Comparison Group - This is the average score achieved by all the companies in the Comparison Group that was selected. For example, if you scored a '7' on the Perception scale and a '5' is shown on the Comparison Group scale it would mean that your employees rate you higher on this scale than employees from the other organisations.

	Very Low		Fairly Low		Moderate		Fairly High		Very High	
	1	2	3	4	5	6	7	8	9	10
Example Perception										
Example Previous										
Example Comparison										

Brief description of how to interpret results

C Culture & Values: Clarity of Vision

Definition of Clarity of Vision: The awareness of the aims and objectives of the organisation, and how it means to reach them.

	Very Low		Fairly Low		Moderate		Fairly High		Very High	
	1	2	3	4	5	6	7	8	9	10
Clarity of Vision										
Previous Survey										
Comparison Group										

Score Interpretation

Barely adequate awareness about the direction and the priorities of the organisation. People are only just about clear about long-term goals and perhaps only vaguely see how their individual objectives relate to organisational objectives or what the organisation is trying to achieve.

Increasing Clarity of Vision - Appraisals & Training

- In your appraisal, get your manager to assess how well you understand the objectives of the organisation and how often you have communicated these to your team.
- In their appraisals, assess your staff on their understanding of organisational objectives. Ask them how well you have communicated these to them.
- Ensure induction training carries clear messages about organisational aims and objectives.
- Get trainers to explain how their individual training programmes are consistent with corporate aims and objectives.

Increasing Clarity of Vision - Corporate Communications

- Ensure messages about organisational aims are communicated regularly in the in-house magazine. Ensure these messages are communicated by named senior managers.
- Get senior managers to describe how well these aims are or are not being met.
- Write about specific projects or activities that exemplify the aims and objectives of the organisation.
- Include a feature about an individual/team who has demonstrated in practice their understanding or application of one of the organisation's aims and objectives.

Increasing Clarity of Vision - Day-to-Day Behaviours

- Re-state the aims and objectives of the organisation to your team. Explain how they can go about helping to achieve them.
- Support individuals who demonstrate behaviour that is consistent with organisational aims and objectives.
- Make sure you know the mission and value statements for your department and organisation.
- Ask members of your team to explain their understanding of the aims of the organisation. Correct constructively any misunderstandings.

General pointers on potential interventions to improve results

C Culture & Values: Clarity of Vision (Splits)

Definition of Clarity of Vision: The awareness of the aims and objectives of the organisation, and how it means to reach them.

The following pages show the data on employees' perception of Clarity of Vision, split by their responses to a selection of the Biographical or Additional questions asked as part of this survey.

1: What is your job level?

	Very Low		Fairly Low		Moderate		Fairly High		Very High	
	1	2	3	4	5	6	7	8	9	10
Director (13%)										
Senior Manager (9%)										
Manager (14%)										
Supervisor/Team Leader (16.5%)										
Non-Managerial (11.5%)										
Professional (7.5%)										
Graduate Scheme/Trainee (10.5%)										
Student (10.5%)										
Other (7.5%)										

Shows the Clarity of Vision scale split by Job Level

C Culture & Values: Clarity of Vision (Questions)

Definition of Clarity of Vision: The awareness of the aims and objectives of the organisation, and how it means to reach them.

The following table shows the data for the questions that were used to measure the employees' perception of Clarity of Vision.

	Very Low		Fairly Low		Moderate		Fairly High		Very High	
	1	2	3	4	5	6	7	8	9	10
We are clear about the priorities of the organisation				P				C		
People have an understanding of the aims of the organisation				P				C		
There is a strong sense of where we want to go as an organisation					P			C		
The future direction of the organisation has been clearly communicated to us			P					C		
We are well aware of the organisation's long-term objectives				P				C		
We understand where the organisation is going				P				C		

Shows the actual questions measured in the Clarity of Vision scale and the results

C Culture & Values: Clarity of Vision (Question Splits)

Definition of Clarity of Vision: The awareness of the aims and objectives of the organisation, and how it means to reach them.

The following pages show the data for the questions that were used to measure the employees' perception of Clarity of Vision, split by their response to a selection of Biographical or Additional questions asked as part of this survey.

1: What is your job level?

	We are clear about the priorities of the organisation	People have an understanding of the aims of the organisation	There is a strong sense of where we want to go as an organisation	The future direction of the organisation has been clearly communicated to us	We are well aware of the organisation's long-term objectives	We understand where the organisation is going
Director (13%)	6	6	6	6	6	6
Senior Manager (9%)	7	5	6	7	5	5
Manager (14%)	7	6	7	6	6	7
Supervisor/Team Leader (16.5%)	6	6	7	7	7	6
Non-Managerial (11.5%)	5	6	6	7	5	7
Professional (7.5%)	6	7	6	6	5	5
Graduate Scheme/Trainee (10.5%)	7	5	7	7	7	7
Student (10.5%)	6	6	6	5	6	6
Other (7.5%)	7	5	4	7	7	7

Shows the questions in the Clarity of Vision scale split by Job Level

T Top Three Values

What do your employees value most, personally?

For each of the values listed, the table below shows the percentage of people sampled who indicated that the value concerned was among their top three, in terms of how important it was to them personally. Therefore the values where the bars go higher are those which larger numbers of people sampled find important to them at a personal level.

	Very Low		Fairly Low		Moderate			Fairly High		Very High	
	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Clarity of Vision			C		P						
Motivation			P			C					
Organisational Learning		C	P								
Integrity			P	C							
Team Work					P	C					
Customer Focus			P	C							
Diversity		C	P								
Staff Development		P		C							
Quality	P				C						
Innovation		P	C								
Business Focus		P C									
Autonomy	P		C								

Personal Importance – the higher the value of the bar, the greater the percentage of participants that indicated that the value specified came in their own personal top three of values which are important to them.

- P Previous Survey** - this indicates the percentage of people sampled who, when this survey was previously completed, indicated that the value specified came in their personal top three as being important to them.
- C Comparison Group** - this indicates the percentage of people in the comparison group selected that indicated that the value specified came in their personal top three as being important to them.

From the Culture & Values scales - What do your employees value?

T Top Three Values

What values do your employees consider most important to your organisation's success?

For each of the values listed, the table below shows the percentage of people sampled who indicated that the value concerned was among their top three, in terms of how important they felt it was to the success of the organisation. Therefore the values where the bars go higher are those which larger numbers of people sampled find important to the success of the organisation.

	Very Low		Fairly Low		Moderate			Fairly High		Very High	
	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Clarity of Vision				C	P						
Motivation			P C								
Organisational Learning		C	P								
Integrity			P C								
Team Work				P	C						
Customer Focus				P						C	
Diversity	C		P								
Staff Development		P C									
Quality		P								C	
Innovation	P		C								
Business Focus		P		C							
Autonomy	C	P									

Important to the Organisation's Success – the higher the value of the bar, the greater the percentage of participants that indicated that the value specified was important to the success of the organisation (placing it in their top three).

- P Previous Survey** - this indicates the percentage of people sampled who, when this survey was previously completed, indicated that the value specified was important to the success of the organisation.
- C Comparison Group** - this indicates the percentage of people in the comparison group selected that indicated that the value specified was important to the success of the organisation .

From the Culture & Values scales - What do your employees think are the most important to success?

T Top Three Values

Overall Summary

For convenience, this page shows simultaneously the overall percentage of the current sample who picked each of the values indicated as one of the top three that mattered most to them personally, as well as one of the top three they felt was most crucial for the success of the organisation. Note that each value has two bars:

- (V)** indicates that this percentage of the sample picked this value as being one of the top three that mattered most to them personally.
- (S)** indicates that this percentage of the sample picked this value as being one of the top three that they felt were crucial for the success of the organisation.

	Very Low		Fairly Low		Moderate			Fairly High		Very High	
	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Clarity of Vision			(V) (S)								
Motivation			(S)	(V)							
Organisational Learning			(V) (S)								
Integrity				(V)	(S)						
Team Work			(V) (S)								
Customer Focus			(V) (S)								
Diversity		(V)	(S)								
Staff Development		(V)	(S)								
Quality		(V) (S)									
Innovation		(V) (S)									
Business Focus		(V) (S)									
Autonomy	(S)	(V)									

Combination of most valued and related to success scales

T Top Three Values: Organisational Learning (Splits)

Here we have split the Organisational Learning responses according to how participants completed the biographical data at the beginning of the survey. It shows what percentage of the group responding in each of the possible ways to the biographical questions indicated Organisational Learning as being among their top three values, first in terms of personal importance (V) and second in terms of what they saw as crucial for the success of the organisation (S).

1: What is your job level?

	Very Low		Fairly Low		Moderate			Fairly High		Very High	
	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Director (13%)		V	S								
Senior Manager (9%)			V	S							
Manager (14%)	S	V									
Supervisor/Team Leader (16.5%)			V	S							
Non-Managerial (11.5%)		V	S								
Professional (7.5%)		S		V							
Graduate Scheme/Trainee (10.5%)			V	S							
Student (10.5%)	V		S								
Other (7.5%)		S	V								

This page shows what is most valued and what is most important for success for each Job Level for the Clarity of Vision scale

E Engagement & Success

Over the last decade dozens of organisations have conducted scientific studies to investigate the relationship between employee engagement and organisational success. The research found the following trends for companies scoring in the top 25% (Ideal Zone):

Customer Care - Are 12% more likely to have a culture that focuses on what is best for the customer.

Productivity - Averaged 18% higher productivity.

Employee Absence - Engaged employees take an average of 2.7 sick days per-annum, compared to disengaged employees whose average is 6.2 days.

Staff Retention - Far more likely to retain employees.

Profit - Engagement scores have been shown to correlate highly with increased profit.

Innovation - Far more likely to bring out the creative side of employees.

Engagement

Definition of Engagement: This section shows how your employees rated you against the engagement questions in the survey.

The view of your employees is that engagement levels are not unusually low but there is still scope for improvement. Getting into the 'ideal zone' represented by the top 25% is associated with higher profits and productivity and reduced absenteeism and staff turnover.

The darker bar at the top of the graph represents the overall score for Engagement, whereas the lighter coloured bars below it show the scores for the questions that make up Engagement.



Engagement results showing results and distance from the Ideal Zone

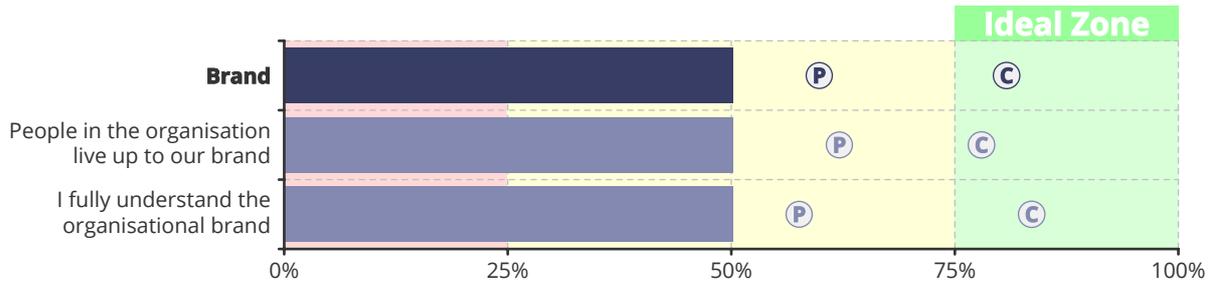
E Engagement & Success

Brand

Definition of Brand: This section shows how much your employees understand what it means to work for your organisation and actively promote its ideals.

An understanding of your organisation's brand and the feeling that employees live up to it is present but could be improved further, according to those surveyed. The message about what your organisation stands for is getting through to some extent and some people are actively perpetuating the organisation's ideals, but this could be more widespread.

The darker bar at the top of the graph represents the overall score for Brand, whereas the lighter coloured bars below it show the scores for the questions that make up Brand.

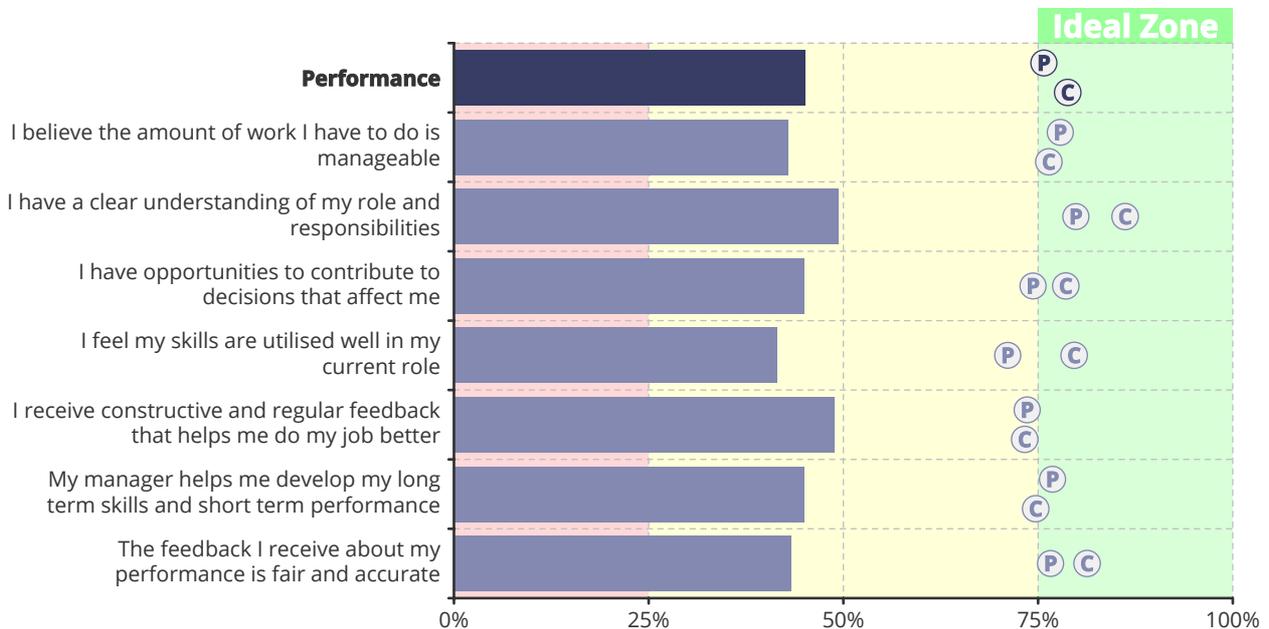


Performance

Definition of Performance: This section shows how much your employees feel that they get regular feedback on their performance and understand how their role contributes to success.

Employees are saying that they have some sense of how their own performance contributes to the overall success of the organisation. Most feel that they get at least some feedback about it and can therefore equate their own efforts to some extent with the organisation's success - but could do with more.

The darker bar at the top of the graph represents the overall score for Performance, whereas the lighter coloured bars below it show the scores for the questions that make up Performance.



Brand and Performance results showing results and distance from the Ideal Zone

E Engagement & Success Splits: Performance

Definition of Performance: This section shows how much your employees feel that they get regular feedback on their performance and understand how their role contributes to success.

The following chart show the employees' scores for **Performance** split by their responses to a selection of the Biographical or Additional questions asked as part of this survey.

1: What is your job level?

	Performance	I believe the amount of work I have to do is manageable	I have a clear understanding of my role and responsibilities	I have opportunities to contribute to decisions that affect me	I feel my skills are utilised well in my current role	I receive constructive and regular feedback that helps me do my job better	My manager helps me develop my long term skills and short term performance	The feedback I receive about my performance is fair and accurate
Director (13%)	44%	41%	60%	45%	34%	44%	39%	44%
Senior Manager (9%)	42%	44%	43%	38%	51%	36%	47%	36%
Manager (14%)	47%	51%	46%	51%	37%	59%	41%	42%
Supervisor/Team Leader (16.5%)	47%	46%	41%	50%	48%	47%	47%	48%
Non-Managerial (11.5%)	49%	43%	49%	49%	38%	58%	54%	50%
Professional (7.5%)	41%	38%	58%	23%	43%	45%	38%	42%
Graduate Scheme/Trainee (10.5%)	47%	37%	63%	44%	42%	50%	51%	40%
Student (10.5%)	43%	40%	36%	45%	45%	45%	49%	42%
Other (7.5%)	43%	37%	57%	48%	35%	52%	33%	40%

This page shows the 'performance questions' and the results split by Job Level

C Comments from Respondents

Included below are the optional comments that were left by respondents after completing the survey.

“ It's gonna take a lot to take me away from you There's nothing that a hundred men or more could ever do I bless the rains down in Africa Gonna take some time to do the things we never have. ”

“ Please allow me to introduce myself I'm a man of wealth and taste I've been around for a long, long year Stole many a mans soul and faith And I was round when jesus christ Had his moment of doubt and pain. ”

“ I never meant to cause you any sorrow. I never meant to cause you any pain. I only wanted to one time see you laughing. I only wanted to see you laughing in the purple rain. ”

“ It's gonna take a lot to take me away from you There's nothing that a hundred men or more could ever do I bless the rains down in Africa Gonna take some time to do the things we never have. ”

“ Now this is the story all about how My life got flipped, turned upside down And I'd like to take a minute just sit right there I'll tell you how I became the prince of a town called Bel-air. ”

“ Now this is the story all about how My life got flipped, turned upside down And I'd like to take a minute just sit right there I'll tell you how I became the prince of a town called Bel-air. ”

“ I see trees of green..... red roses too I see em bloom..... for me and for you And I think to myself.... what a wonderful world. ”

“ And everything is going to the beat And everything is going to the beat And everything is going... ”

“ And everything is going to the beat And everything is going to the beat And everything is going... ”

“ I never meant to cause you any sorrow. I never meant to cause you any pain. I only wanted to one time see you laughing. I only wanted to see you laughing in the purple rain. ”

“ Please allow me to introduce myself I'm a man of wealth and taste I've been around for a long, long year Stole many a mans soul and faith And I was round when jesus christ Had his moment of doubt and pain. ”

“ Oh, a storm is threat'ning My very life today If I don't get some shelter Oh yeah, I'm gonna fade away. ”

“ Loving you Isn't the right thing to do How can I Ever change things that I feel? If I could Maybe I'd give you my world How can I When you won't take it from me? ”

“ People always told me be careful of what you do And dont go around breaking young girls' hearts And mother always told me be careful of who you love And be careful of what you do cause the lie becomes the truth. ”

“ Now this is the story all about how My life got flipped, turned upside down And I'd like to take a minute just sit right there I'll tell you how I became the prince of a town called Bel-air. ”

“ People always told me be careful of what you do And dont go around breaking young girls' hearts And mother always told me be careful of who you love And be careful of what you do cause the lie becomes the truth. ”

Free field comments

C Culture & Engagement - What Next?

How should we deal with the results?

Obviously, all organisations are different so there is no single solution that is right for all organisations. However, this guide should provide you with some pointers in terms of acting on the results.

Identify the areas you want to address: There may be lots of data and results you would want to address. However, we would recommend that you focus on a handful of things you want to change (Rome wasn't built in a day after all). Remember, that it is not necessarily the lowest scores you want to improve. The sections in your report marked 'what your employees value most' and what they see as 'critical to organisational success' are a good starting point.

You may also want to consider the following:

- Focus on areas that you are willing to invest in (time, effort, people and budget)
- Areas that you feel your employers would be keen to address and support
- Areas that link with your broader organisational strategy

Communication and Sharing: It is critical that your employees get an overview of the results (not necessarily the whole report). They have spent time completing the questionnaire, so they need to feel that the employer is serious about making things better. Even if a company has done well in the survey, there is always room for improvement.

Team Work and Collaboration: The management team may be keen to identify solutions very quickly. Whilst this shows fantastic commitment on their behalf, they may miss an opportunity to engage with their employees and create a sense of ownership and shared responsibility for change.

To maximise the chances of improving the results, you may want to think about creating a small group(s) of change champions who can work with employees to identify further actions and increase the commitment to change. In some cases, it may be best not to have senior managers on the change champion team to give this new team a feeling of autonomy. Their research can be fed back to the senior team to help ensure that the ideas are actionable and affordable. Let your employees' creative juices flow.

Once a team has come up with a range of ideas, you may want to work with them to create a more formalised action plan. Remember to ask questions that use the word 'we' rather than 'organisation' so that people accept that any change is a shared responsibility. For example:

- Provide some examples of where we have acted on change or ideas?
- Provide some examples of where we have failed to implement ideas?
- How can we address this area in the future?
- What resources do we need?
- What are our barriers to success?
- What timescales shall we give ourselves?
- What will success look like?
- How will we measure success?

For the group(s) of change champions, you may want to ask them initially to work by themselves to write down ideas on post-it notes, then share them with the rest of the group, then refine the idea with the group to help come up with a plan. Don't be afraid to test ideas before you reject them.

At this stage you may need to further prioritise with the team what is going to be actioned first.

NOTE: Try not to become bogged down by bureaucracy and paperwork, this will hinder change. Use the KISS model 'Keep it Simple Stupid'

Action Planning: Once the priorities have been created, the next step is to create an action plan. We have created an example one on the next page, together with a blank template to get started.

A Action Planner

Below is an example of an Action Planner. On the next page you will find a blank template that you can fill in yourself.

Area of Focus: Clarity of Vision

Rationale: In comparison to other organisations we score lower than most. We feel that our score can be improved with a relatively small investment (money/time)

Objective(s): To increase the awareness of our organisational goals through our existing channels (newsletter, emails, company forums and team meetings).

Tasks	Team Member(s) Responsible	Time Frame
Ensure that induction programmes have a specific segment on our vision	HR/Training department to share our vision in the induction process	Training department within the next 4 weeks
Share success stories that relate to our organisational strategy	Marketing team to work with managers to help write and share success stories	Marketing team, 1 article in each monthly newsletter for the next 6 months
Get senior managers to be more proactive in sharing our strategy	The senior management team to ensure that team meetings promote our strategy Change champion team to monitor progress	Senior management to communicate our vision at their next team meetings

Measuring Success

We would propose to do a short survey in 3 months (pulse) to monitor progress and to see if the results are improving.
The Change Champion team(s) will also gain feedback from a wide range of employees asking them if they better understand our vision

What Would Success Look Like?

A far higher proportion of the organisation would be aware of our strategy and understand how to help us achieve organisational goals

A Action Planner

Area of Focus:

Rationale:

Objective(s):

Tasks	Team Member(s) Responsible	Time Frame

Measuring Success

Blank area for defining success metrics.

What Would Success Look Like?

Blank area for describing the visual indicators of success.



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