WES

Report designed for

ABC Company

WorkPlace Engagement Survey
Bravo Group

Survey Taken: 2/4/13

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Introduction

This report is based on the responses of Bravo Group when they completed the WorkPlace Engagement Survey.

There are nine parts to this report. The information provided in each should be used in the development of your workforce.

- Employee Engagement Definition

- Company Benefits from Engaged Employees

- Level of Participation

- Level of Engagement

- Engagement Level Comparisons

- Overall View

- Satisfaction with Employment

- Satisfaction with Manager

- Recommendations

The information contained in this report provides information about your organization from the perspective of Bravo Group. This perspective should be considered in your strategic planning. Pay particular attention should the levels of engagement and/or satisfaction fall into areas that are below your expectations for Bravo Group. Use the recommendations presented to help guide your actions.

The engagement scores range from 0 to 100, where 100 represents very high engagement and 0 represents complete disengagement. Research shows that the national average engagement score for employees is 60. The results of this survey yielded an engagement score for each employee allowing the computation of averages for the company.

Employee Engagement Definition

Engagement refers to the degree to which employees connect with their work and feel committed to their organization and its goals. People who are highly engaged act and feel in the following ways. They:

- feel excited and enthused,

- are less aware of the passage of time,

- devote discretionary effort to their work,

- identify with their tasks and describe themselves to others in the context of the task (for example, "I am a writer," "I sell homes," or "I'm the manager of our Finance Department"),

- think about the questions or challenges posed by their work during their spare moments (for example, while driving home or waiting in line),

- resist distractions and find it easier to stay focused,

- invite others into the activity (their enthusiasm is contagious).

Many people feel this way about their favorite sports, hobbies, or leisure activities. People who feel this way about their work have been found to enjoy work more, to be more successful, and to contribute more to the organization.

Company Benefits from Engaged Employees

Engagement is a win/win for the employee and employer. You play a pivotal role in employee engagement. Research has shown that people who are engaged in their work are:

- more productive,

- longer term employees,

- more innovative and collaborative,

- more customer service oriented.

In time the results are reflected in concrete bottom line results, shareholder value, and return on investments.

Level of Participation

The survey was offered to 168 member of the Bravo Group of whom 148 participated. This represents an 88% participation rate. This report is based on input from the participants.
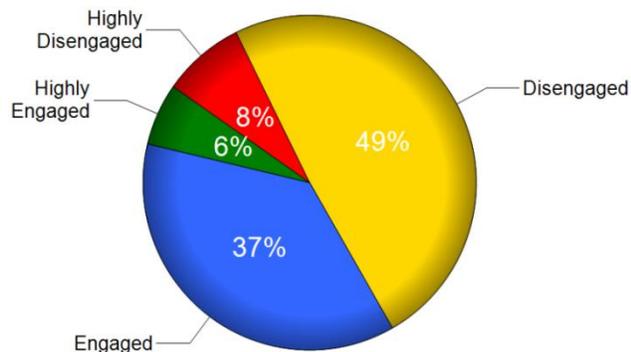
Participation
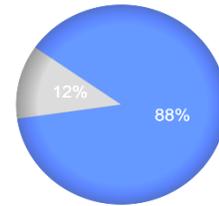
Level of Engagement

From the 148 members of the Bravo Group who participated in this survey an average Engagement Score of 54 was obtained. The National Engagement Score Average is 60 which makes the Engagement Score 6 points below the National Average for the Bravo Group. The engagement level of this group is indicative of their commitment to the organization and their probable level of "happiness" working in their group. Knowing these engagement scores is an important step toward developing strategies for increasing their commitment.

**Average Engagement Score for Bravo Group is 54.
This is 6 points below the National Average 60.**

The pie chart below shows a summary of the distribution of engagement scores. Each segment of the chart represents the four levels of engagement with the percentage of participants for each segment.
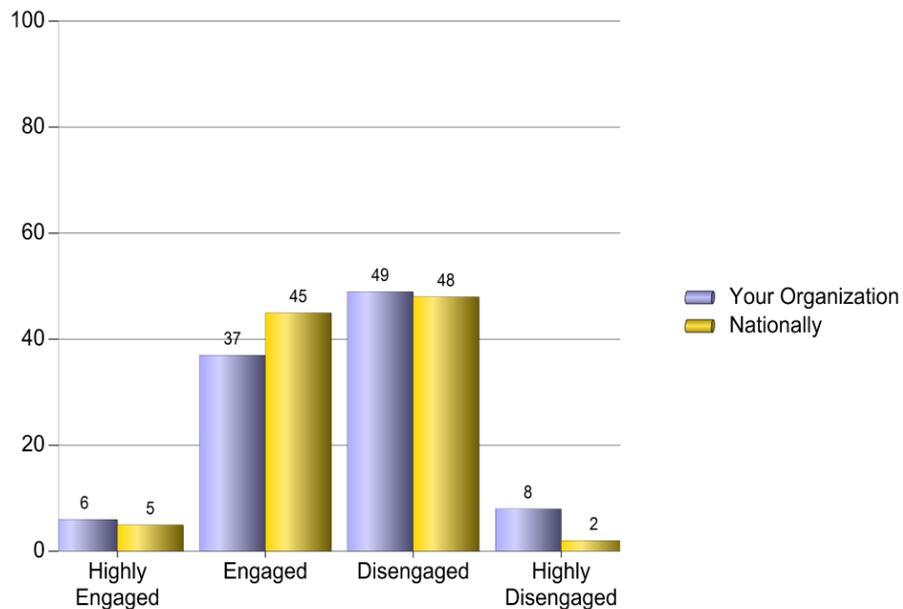

Engagement		Participants	
Level	Range	%	#
Highly Engaged	81 – 100	6%	9
Engaged	60 – 80	37%	55
Disengaged	41 – 59	49%	72
Highly Disengaged	0 – 40	8%	12

Engagement Level Comparisons

The bar graph below shows a breakdown of the Engagement Level Scores compared to the National Engagement Score.

Bravo Group Engagement Levels Compared to the National Average

The levels of engagement are defined as follows:

Highly Engaged	Knows expectations; personally and professionally secure; committed to excellence
Engaged	Often understands expectations; somewhat secure; easily motivated
Disengaged	Questions expectations; insecure; dissatisfied
Highly Disengaged	Does not know expectations; fearful; very bitter

Overall View

This table will summarize the Engagement information from this survey.

| Participation Level	Engagement Score	Highly Engaged & Engaged	Disengaged & Highly Disengaged
88%	**54**	**43%**	**57%**
(148 of 168 participants)	(6 points below average)	(64 participants)	(84 participants)

The relationship with a manager and overall satisfaction with employment are two of the greatest contributors to engagement. The following two pie charts summarize these important measures for the participants of Bravo Group.

Satisfaction with Employment

This chart demonstrates participants' satisfaction with their jobs at the time of this survey.

Extremely Satisfied and Satisfied = **47%**   Dissatisfied and Extremely Dissatisfied = **41%**
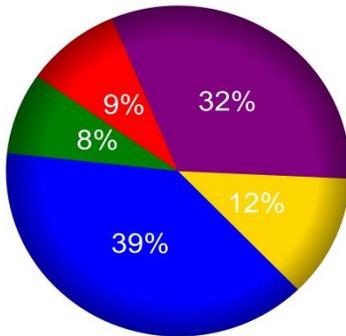
- Extremely Satisfied - 8%
- Satisfied - 39%
- Neutral - 12%
- Dissatisfied - 32%
- Extremely Dissatisfied - 9%

Satisfaction with Manager

This chart demonstrates participants' satisfaction with the level of support, guidance, and overall supervision they receive from their managers.

Extremely Satisfied and Satisfied = **52%**   Dissatisfied and Extremely Dissatisfied = **46%**

- Extremely Satisfied - 7%
- Satisfied - 45%
- Neutral - 2%
- Dissatisfied - 38%
- Extremely Dissatisfied - 8%
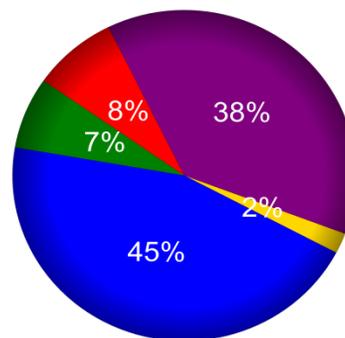
Dissatisfaction with a manager generally falls into two areas; lack of managerial fit and lack of management skills. Ask your Profiles Representative for advice on these numbers.

Recommendations

1 **Take a good look at your culture.**

Research shows that engaged employees outperform their disengaged counterparts by as much as 200% and are more productive by 43% in revenue generation. Employee engagement is essential for success in our challenging modern business environment - it's all about people.

Are you fostering a "people culture"? Do you believe your people are your greatest asset? If not then look at the research - the numbers do not lie. Engagement matters.

If you do believe that your people are your greatest asset then be sure that you are doing everything you can to translate this belief into action where it matters - in the workplace.

Be certain that you are doing everything possible to foster a positive engaging environment where you have the right people in the right positions - all pulling together positively towards of your vision, values, and strategy.

The eight remaining recommendations in this report will tell you just how to do that.

2   Commit to developing people.

Positive results are achieved through the actions of each employee working both individually and in teams. If they are engaged and capable then you'll be successful - if not, you'll struggle. Talent will be your major competitive advantage in an increasingly challenging future.

Are your employees appreciating or depreciating in value? Are they appreciating in their capabilities to meet current and future challenges? If your greatest assets are allowed to depreciate then so will your competitiveness - it is critical that you commit to ongoing development of your people.

First make sure that you have the right people in the right positions. You cannot engage people who are not a good fit to their positions. To engage someone you must first be sure that they are capable of doing their jobs, are suited to the environment, and are motivated by the demands of the position.

Develop *'Performance Models'* for every one of your positions - detailed profiles of the sort of person required to ensure above average performance in each position. Once you've developed these *Performance Models* then ensure that these models become an integral part of the process every time you make a people decision - whether it is to hire, promote, manage, or develop. People decisions are too critical to your bottom line to be left to a "gut feeling."

You can do this through the use of *Predictive Performance* or *Job Matching Technology*. This allows you to strategically invest in your people so that they are fully developed for their current job, but more so that you have laid the foundation so they can see a clear path for career advancement.

3   Ensure you place the right people in everyone of your leadership positions.

Every time you make a management or leadership appointment you take an enormous gamble - you place your most valued and investment intensive assets, your people, in the hands of someone who can potentially drive their performance upwards towards the stars - or down into the gutter. A lot hinges on the people you put in charge - and it can take a lot of time, energy and money to recover from a wrong decision.

There is no need to take such risks - there are powerful assessments that will tell you all you need to know about the fit of existing or potential future managers.

By assessing your top performing leaders you can develop an information-rich *Performance Model* for each of your leadership positions.

You can then compare all of your existing managers against this *Performance Model* to determine if there is any potential development requirement that might get in the way of their success. You may even find that some would thrive and be an even greater value in other management positions within your organization.

When you promote or hire new people into management positions the *Performance Model* gives you the comfort of a detailed success profile of your most successful leaders to guide you towards a better decision.

4 Identify leadership issues.

How can you tell if the people in your management and leadership positions are a force for positive engagement - or a source of decided disengagement of your most valuable assets? Even great leaders frequently have no clear idea of what it is that they do to positively engage their people. So how would a manager know what they are doing to disengage their people?

The only answer is to assess them and provide each manager with the information to continually improve their leadership abilities.

Take a proven behavioral leadership model - a proven model that tells you what successful leaders do to engage their people day to day - and compare all of your managers against it. You can:

- Identify which of these critical behaviors they already practice and encourage them to keep doing so
- Uncover behaviors that are disengaging their people so you can coach them to discontinue these
- Reveal those behaviors that are not a natural part of how they manage so that they can start to develop and practice these

Give all of your managers and leaders the information they need to continually improve the extent to which they positively engage their people and you set them, and their teams, on the road to success.

5   Develop management styles to fit your people.

Fortune Magazine's '100 Best Places to Work' revealed that one of the most critical factors in creating an engaging workplace is the relationship between employees and managers. This is frequently the make or break factor in the employee engagement.

A 'one size fits all' management approach no longer works in today's workforce with its highly diversified mix of generations and cultures. Managers who engage people understand that they need to adapt their management style to fit each person on their team - this is a prime driver of engagement.

Of course, to make this approach work it is essential to equip each manager with more information on each member of their teams. By assessing every employee and manager and then evaluating their *Managerial Fit* to one another you can provide your managers with detailed information on how to best manage each of their people to engage them and get the best possible results from them.

6   Understand your target employees.

Successful companies identify their ideal customer. They go to great efforts to identify only those clients that will be maximally profitable for them - and then they target these ideal clients to the exclusion of all others. This is good business practice.

85 Years of Research Findings* revealed that just 16% of the people in any position are top performers. The same research uncovered the fact that these rare top performers out-produce their average peers by up to 48%.

The time has come to use science, technology and data to similarly identify the ideal employees for every one of your positions - and those ideal employees must be those 16% capable of top performance in your key positions. Only those employees should be targeted for hire.

A target employee is one who has good fit to their job, is fully engaged on the job, and whose performance exceeds your expectations. This type of employee not only achieves goals but has the ability to elevate the performance of other employees, teams, departments, and, yes, even divisions.

To identify your target employees you must first assess all of your employees. Using *Predictive Performance* assessment technology you can analyze your current top performers to identify what combination of cognitive skills, job related behaviors, and occupational interests make them so much more productive than their peers. The resulting *Job Analysis Profile* describes in complete detail the ideal target employee for each of your positions.

The same technology will also allow you to compare potential employees against this profile quickly and easily at time of hire - to predict their potential to be one of your top 16% - **before** you hire them.

* The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings - Frank L. Schmidt & John E. Hunter

7   Develop employee people skills.

Help your managers to motivate their employees.

Motivation is done one employee at a time. Empower your managers to maximize employee motivation and performance by understanding whether an employee is internally motivated or needs a little external inspiration. Provide them with the information to understand how to deal with your employees effectively, understanding their different tolerance levels for stress, frustration, and conflict.

A *Performance Indicator* allows you to assess existing employees or team members and provide the employee, and his/her manager with clear usable information on how to raise their productivity, quality of work, initiative, teamwork, and problem solving abilities . The resulting information will greatly increase the effectiveness of your managers. And, of course, when employees see that managers are working to learn more about them, the satisfaction with management increases.

8   Ensure that all your employees have a good solid job fit.

"In view of these findings, an obvious question arises: … what criteria can industry use to better predict job performance? The answer is: criteria that make a better match between the person and the job."

- Herbert M. Greenberg & Jeanne Greenberg, Harvard Business Review

You cannot engage people who are not a good fit to their jobs. Unless each of your people is in a job that they can cope with intellectually, working in an environment that suits their personality and doing work that motivates them, then no matter what else you do you CANNOT engage them. Engagement starts with putting the right person in the job in the first place.

There are two ways to do this: The first is observation, which is time consuming, expensive, and highly subjective. The second approach is with *Job Matching* assessments which take little time, are inexpensive, and are highly objective.

9   Align all elements of the "Employee Experience."

"Employer branding is becoming a key element of talent acquisition as companies look to regain their competitive advantage ... Companies need to think not only about how their brand affects their customer base but also the impact of how they treat their current employees."

'Strengthen Your Employer Brand to Attract Top Talent' - Madeline Laurano, Bersin & Associates

You work hard to establish your company's brand. Brand creates customer loyalty.

You also have a brand where your employees are concerned. Your recruitment, selection, on-boarding, coaching, development, and succession planning processes form part of that 'employer of choice' brand that attracts and retains the very best people for your key positions.

When you enhance your existing processes with the use of *Predictive Performance Models* and *Job Matching*, you make a very clear statement: 'our people are key to our success'.

You also empower your managers to create a high performance workplace where employees are well managed and valued, you will accelerate performance and build your employee brand loyalty.