

Expert Support Report

Example Company



Full Survey Report Example

This document is an example of how WorkplaceDynamics' workplace experts would analyze your company's scores and targeted employee comments to produce a synthesized report on the health of your workplace.

The intention is to highlight the important themes that are occurring within the workplace so that your organization can focus on what changes to make.

The data and benchmarks in this document are illustrative only.

Example Company employee survey: Key facts

This report highlights key findings from an employee survey conducted in May 2011.

1,846 employees were invited to take the survey, of which **1,503** responded (**81%** response rate).





2,630 targeted comments/ideas were provided.

The results data has been compared against the WorkplaceDynamics' **Information Technology** [illustrative only] benchmark (brown bars/line).






The Information Technology benchmark is comprised of 53 organizations, nationwide, surveyed in the last 12 months.

Executive Summary

Employees at Example Company recognize a number of strengths about the organization:

-  1. They are pleased that the organization is making money in a difficult economic environment;
-  2. They are impressed by the leader and her communication skills;
-  3. They like the meritocratic career progression – high performers are rewarded;
-  4. They are happy with their Pay & Benefits.

However, employees also have some fundamental concerns about the workplace:

-  1. They feel the organization is not being honest about what it's doing;
-  2. They feel there is a breakdown of trust;
-  3. They see a 'culture of fear' developing;
-  4. They sense that 'not living the values' is having a negative impact on the business;
-  5. They feel the systems are antiquated and hindering their ability to do their job properly.

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STRENGTHS



Brilliantly Simple Employee Surveys

Strengths

Employees are enthusiastic about the following:

1. Making Money in difficult conditions

Employees recognize that these are difficult times and are appreciative that the company has taken steps to stay profitable.

Page 7

2. The Leader and her Communication skills

Employees think the leader is the right person for the job, that she knows the industry, is approachable and is a good communicator.

Pages 8-9

3. Meritocratic career progression – high performers rewarded

Employees are inspired both by seeing that a number of Senior Management have worked their way through the company and by the opportunities to work with senior people.

Pages 10

4. Pay & Benefits

Employees are, on the whole, pleased with their levels of compensation.

Pages 11-12

1. Making money in difficult conditions

Employees recognize that these are difficult times and are appreciative that the company has taken steps to stay profitable.

What excites you about the direction this organization is taking?



“Even in a tough business environment, we are still beating quarterly profit expectations. This shows the ability of our company to perform and grow once the economy strengthens.+”



“I am impressed by the companies drive to increase efficiency across the board in order to hold a competitive advantage in a tough market.+”

2. Leader and her communication skills

Employees think the leader is the right person for the job, that she knows the industry, is approachable and is a good communicator.

What does the leader of this organization do well?



“She is very intelligent and understands our business and how we fit into the industry very well. She listens to feedback and directs change or improvement where appropriate.+”



“The leader makes very good decisions for the company and does a great job communicating those decisions. I feel confident that when she says she is going to do something she will do it.+”



“She has done an excellent job of managing our company through a downturn in the economy. She also regularly holds company meetings to answer questions from team members and to share company performance.+”



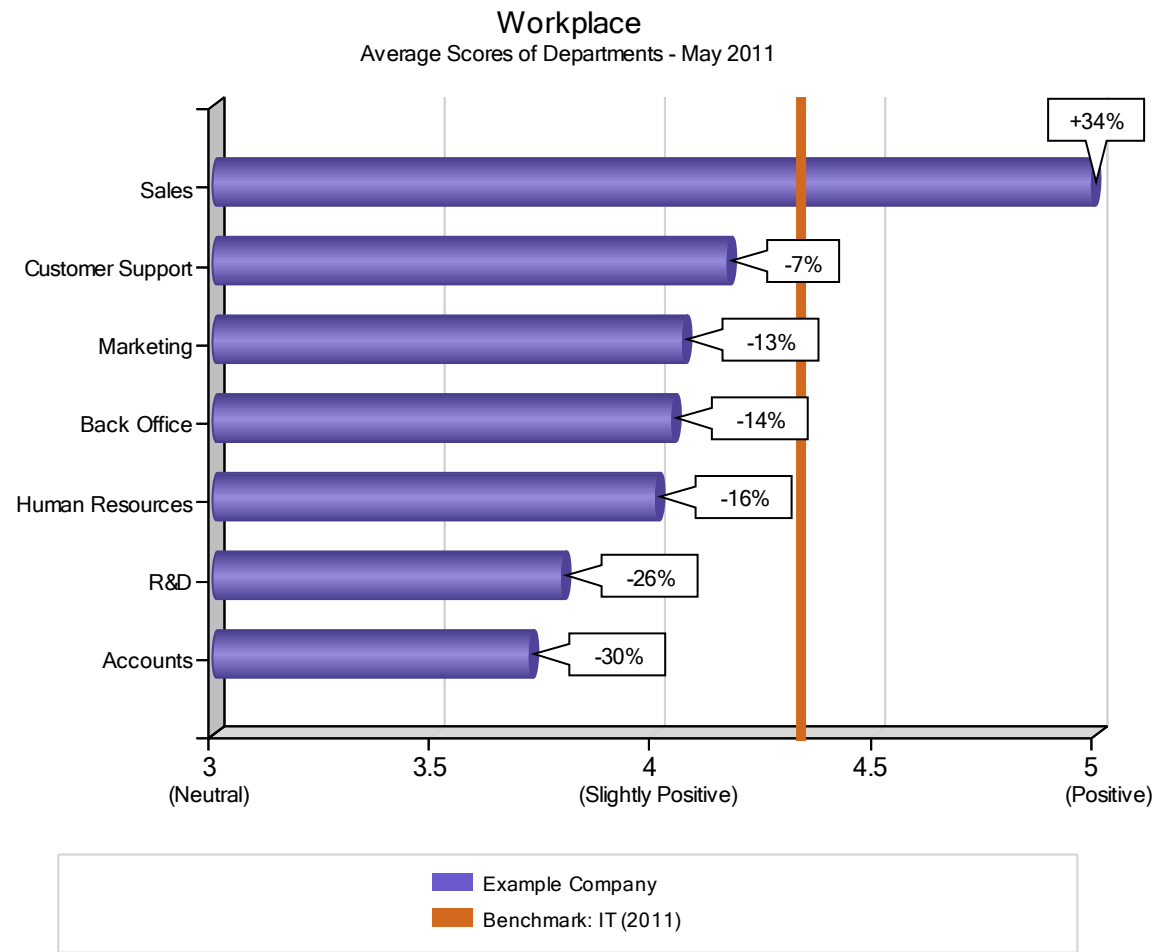
“The CEO does many things well. She leads by example in how she works and carries herself. Her office and computer can be compared to those of any low level manager here. She translates complex business processes into easy-to-understand concepts and explains those concepts in a way everyone in the company can understand. There is no question in my mind - she deserves to be CEO.+”



“Our CEO, holds quarterly updates with all employees to review company performance. During the update, she also takes questions from all levels of the organization regardless of the topic. She never side-steps a questions and answers them truthfully (I feel). Even the stupid ones.+”

2. Leader and her communication skills (chart)


The Leader scores well across all departments with the exception of R&D and Accounts




3. Meritocratic - high performers rewarded

Employees are inspired both by seeing that a number of Senior Management have worked their way through the company and by the opportunities to work with Senior people.


What do you find most motivational about working at this organization?

 “This organization provides an exciting and fast-paced work environment. High performers get recognized and can advance quickly. Several senior managers started out as regular employees (non-managers).+”

What excites you about the direction this organization is taking?

 “We are focusing on improving efficiencies by maximizing performance of each individual in the company. Leaders are spending time coaching team members and actively identifying areas of improvement.+”

How does this organization help you learn and grow?

 “This company allows me to grow by being close to upper management. You are often put in front of the executive leadership to discuss your area and what you do.+”

4. Pay & Benefits

Employees are, on the whole, pleased with their levels of compensation.

What aspects of the benefits package do you find most helpful?



“Receiving a company bonus is a major benefit. Along with 401K. I don't want to fail to mention the benefit of PTO and Holiday time off as well.+



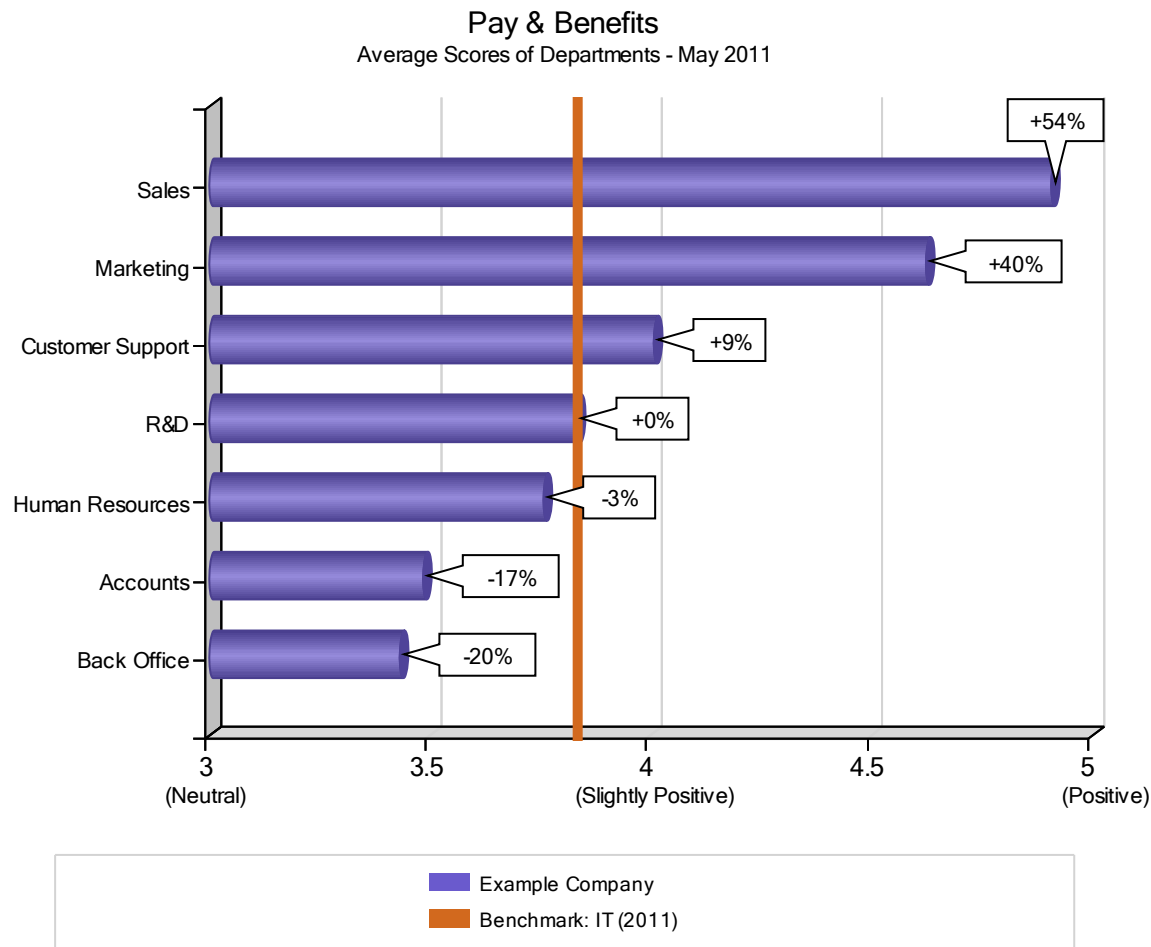
“Our benefits package is very competitive compared to the market in terms of plan design. The cost per my paycheck is lower than I am used to. Additionally, the 401(k) match is more competitive than the current market is willing to provide.+



“My benefits package, more than suits my needs for my family and I. I feel that the amount I have to pay per pay period is fair. I also find that the amount of vacation time given on an annual basis is fair, especially compared to what other companies provide.+

4. Pay & Benefits (chart)

There is some variation in perception of Pay & Benefits within the organization, with Sales and Marketing very comfortable with their pay levels, but the support functions less so.



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OPPORTUNITIES TO IMPROVE



Opportunities to improve: summary

Senior Management has made a strategic decision to make the organization leaner and focus on individual employee performance. However, the communication of this strategy has been poor, and employees are confused and fearful as a result.

Employees feel that leadership have not been truthful about their aims and about how decisions are really made. There is a lot of communication - but what is being said is not aligned with what is being implemented, so employees no longer believe the communications. For example, Leadership states that only poor performing employees are being let go, when the perception is that people that have consistently performed well are being let go.

This behavior is creating fear and a lack of trust. With no sense of what leadership is really thinking, employees are having to become guarded about what they say – feeling like they cannot speak openly. Employees are confused, as the organization is doing well financially.

Fundamentally, employees feel that the company is not operating by core values, and as a consequence the employees are becoming de-motivated.

A more minor issue is that employees feel the systems they rely on for day-to-day work are antiquated and need updating.

Opportunities to improve: breakdown

Employees are concerned about the following:

1. Honesty - 'What you do and what you say are different'

The organization has stated that some employees are being let go for performance reasons, but employees perceive that this isn't the case.

Page 16

2. Trust Breakdown

There is a breakdown of trust between employees and Senior Management.

Page 17

3. Culture of Fear

People are fearful for their futures, due to the uncertainty of what is happening at the organization. This is leading to employees being scared to speak openly.

Pages 18-19

4. Impact of 'Not Living Values'

Employees are feeling like a second priority and the organization is not looking after them as they claim to do as a part of their core values.

Pages 20-21


5. Antiquated Systems


A number of employees feel that they do not have the right equipment to do their job properly.


Pages 22


1. Honesty: 'What you say and what you do are different'


The organization has stated that some employees are being let go for performance reasons, but employees perceive that this isn't the case.


 Truthful, honest communications - we have let a lot of people go this year but top leadership still insists it's all "performance" based. Clearly it is not.+

 Being honest with the employees. Letting people go who have been with the company since it started 15 years ago and saying it was due to performance is not being honest. So the previous years they were meeting expectations and now they're not? It doesn't seem right.+

 Just admit that you are cutting back to save money. I don't think management realizes how much productivity is impacted when people don't believe the story management is telling.+

 Honesty from senior management regarding the layoffs and/or job eliminations we've been having. We know the people who were let go for "performance management" reasons, and have not seen evidence of poor performance by some of these people.+

 I would like to see more genuine, open communication. If we are looking to make changes and improve performance, call it that - do not send departments in looking for areas for improvement and then announce people leaving.+

 They say that these people were underperforming, even though these people have been working here several years without issue.+

2. Trust breakdown

There is a breakdown of trust between employees and Senior Management.



To regain trust in the organization is one of the most important changes this organization could make. With the lack of trust brings a low morale and desire to be at work.+



I'd like to see Sr. Mgmt care about its people...address the low morale issues head on and not pretend they don't exist. Employees need to know that mgmt cares about them and their well-being. Trust needs to be re-established and that starts at the top.+



Would feel more appreciated at this organization, if I felt there was trust, honesty, and loyalty between team members to leaders; as well as, team members to team members.+

3. Culture of Fear

People are fearful for their futures, due to the uncertainty of what is happening at the organization. This is leading to employees being scared to speak openly.



%Extremely high fear (even the high performers who aren't "supposed to have any reason to worry" spend vast amounts of time and energy worrying); people spending far too much time trying to word things "just right", etc.+



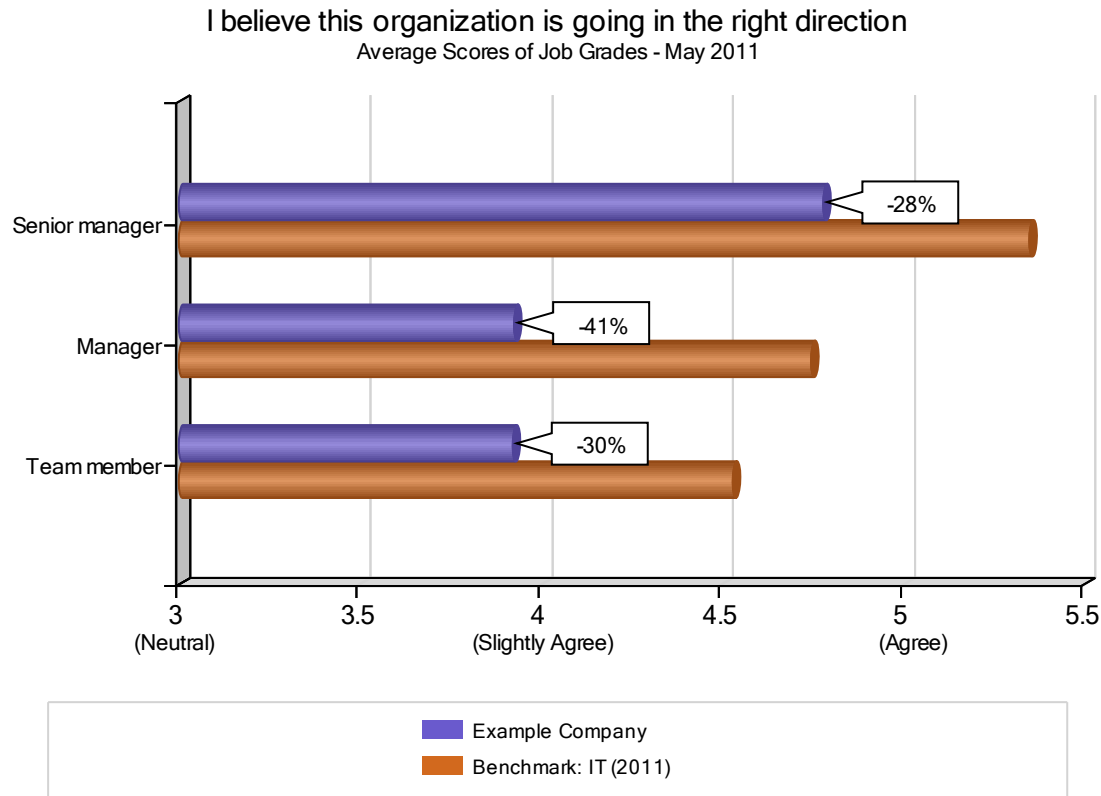
%That there is a lot of fear in the workplace. People are engaging in behavior to make themselves look good, covering up their mistakes and throwing others under the bus.+



%Get back to a culture where performance is the most important thing, not "style" or politics. Where "what you do" is more important than "how you do it". I want an environment where you can be candid and not worry much about how you phrase things - you can speak openly and off the cuff, not having to spend enormous amounts of time "choosing your words".+

1, 2 and 3: (chart) heading in right direction

The culmination of employees feeling that the organization is not being honest; that there is a trust breakdown; and feeling fearful, has resulted in low scores for the statement ‘I believe this organization is heading in the right direction’.



4. Impact of 'not living the values'

People are feeling like a second priority and the organization is not looking after them as they claim to do as a part of their core values.



Top management does not care about the employees. A great place to work in their eyes is synonymous with make the most money at any cost. We need more empathy and ethics in decision making.+



A complete overhaul, leaders who live the values and are held accountable, and a system that tries to help workers develop when necessary, not try to performance manage out the door or create such a hostile environment that people want to leave but can't because of the economy.+



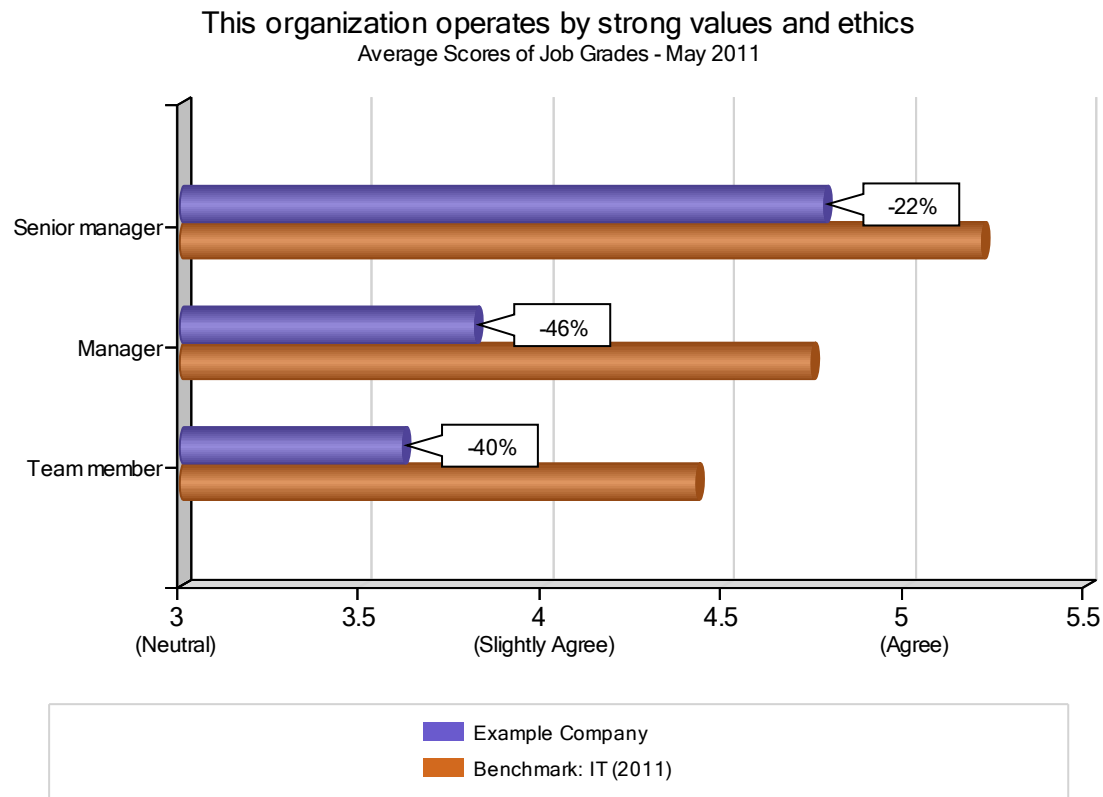
Value employees more than the bottom line. In economic times like the ones that Massachusetts is encountering, it is important to keep our knowledgeable staff employed and happy, especially when the profits at our company are so large.+



Would be more likely to recommend working at this organization if I was able to trust the leaders intent and if our company actually followed and/or believed in our core values.+


4. Impact of ‘not living the values’ (chart)


The company scores below the sector benchmark for all job grades on the statement, but there are particular concerns with Team Members and Managers.





5. 'Antiquated Systems'


A number of employees feel that they do not have the right equipment to do their job properly.

 The computer system currently in place is so antiquated and cumbersome as to cause significant additional work through duplication and triplication of effort. More steps in a process leads to more errors, and much more stress on the employees.+

 Better tools, not just in Operations, but other areas, to make this company work efficiently. It seems like so much emphasis is put on those areas, and they are the ones suffering the most.+

 Since the system in use here is so old it is not compatible with modern systems, even other systems we have. It requires enormous amounts of effort to update and maintain. Complicated processes are required simply to maintain this dinosaur.+

 Better technology with cutting edge systems where employee's are not handicapped by archaic systems.+

 Fire everyone that insists on maintaining the current computer system. Then replace the 15 year old computer system and it's equally outdated companion system and install a real, honest to goodness, user-friendly, post-millennium computer system that is compatible with modern systems.+

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NEXT STEPS



Next Steps

We provide recommended next steps based on an individual client's results, dialogue with the company, and our view of the workplace.

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