Organizational Pride

Understanding the Issue

This theme measures an employee's emotional connection to the organization.

Organizational pride can be defined as the personal belief of what the company stands for, what its mission statement is, and the approach to meet its goal.

It is the confidence and the boost in self-esteem employees feel when they are working towards something meaningful.

One of the few broad measurements within the survey (see *Company is a good place to work*), this theme focuses on the organizational impact on the surrounding environment, compared to the impact of the organization on the employee.

Factors that Influence

+ The mission statement
+ Prestige & reputation
+ Nature of the business
+ Resources & technology

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Core Values

Reaffirm the guiding principles of the organization and communicate examples of how they are being applied. Ensure staff are firmly aware of the organization's mission and leaders walk the walk.

2 Close Working Relationships

Create a culture of work hard / play hard within the workplace. Promoting activities outside the workplace will help co-workers develop special bonds with each other. Improved relationships within the office improve communication and productivity.

3 Encourage Participation

Encouraging employee discussion on key decisions will help increase self-worth and promote future contributions in the future. Employees working in an environment where their voices are heard will assist in the goal to reach their full potential.

4 Recognize & Reward Hard Work

Employees thrive on being recognized for their contributions and seeing the resulting impact. Recognizing and rewarding employees can instill pride that their work in the organization is valued and meaningful. Rewards programs should cover the spectrum from formal initiatives to simple employee shout-outs and thank you emails.

Why is this Important?

Employee pride contributes to the overall level of engagement, satisfaction, and connection to the organization. Employees are eager to go to work at a place they feel good about.

Organizational pride is associated with reduced turnover, willingness to recommend the organization to others, and greater satisfaction with organizational success.

When employers engage their team beyond the traditional methods of compensation and benefits, offering opportunity and meaningful work, it can lead to greater employee productivity.

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Employees Are Valued

Understanding the Issue

This theme measures employees' perceptions on how they are valued and appreciated within the organization. It is the ideology that one's work is important to the organization.

Providing recognition and rewards are significant ways to recognize the value of your employees.

Although, this topic relates to Feedback & Recognition, this theme focuses on the overall perception of how an organization values its entire workforce.

Factors that Influence

+ Satisfaction of Colleagues
+ Reputation of Company
+ Nature of the Business
+ Industry Standard Wages

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Being Flexible

Consider increasing the flexibility of work schedules. Whether in the form of flexible work hours, remote work, or compressed work weeks. Employees appreciate the variety of options to balance their work-life balance.

2 Interaction

Whether department specific, interdepartmental or 1:1, it is vital to instill a culture of teamwork. There can be substantive return of investment for organizations that encourage social activities outside the office setting so employees can interact.

3 Feedback & Thank You

A simple 'thank you' is a meaningful gesture when provided consistently and promptly. Be open and transparent about the good work performed by the entire team. Look for opportunities to praise both final work product as well as contribution efforts.

4 Recognize & Reward

It is important to reward both team-oriented goals/successes as well as recognize individuals for their hard work. It is imperative to let individuals know that the work that they have done goes above and beyond what was expected. Let the team understand why you are rewarding individuals and what the standard should be for everyone else.

Why is this Important?

The hard work & dedication of employees can ultimately impact the future success of a business.

Ensuring that all employees feel valued for their work is paramount to increasing engagement, minimizing staff turnover and ensuring quality deliverables.

Valued employees are more likely to remain loyal to their team, manager and the organization, overall.

Warm & Friendly Place to Work

Understanding the Issue

This theme focuses on employees' perceptions of their work environment.

It measures how welcoming their place of work is and how their colleagues, managers & leadership affect the culture.

The results of this theme give key insights into how positive the culture of the organization is.

There is a direct relationship between having a welcoming workplace and maintaining employees' work-life balance.

Factors that Influence

+ Communication & Feedback
+ Workplace Amenities
+ Flexibility of Schedule
+ Recognition of Achievement

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Open Communication

Create an atmosphere of open communication where employees understand the organization's business goals and how to achieve them.
Ensure managers are aligned and committed to open communication. Update communication methods to ensure employees receive vital information about the organization.

2 Constructive Feedback

Mentor your direct reports by giving feedback on their performance in a tactful manner.
Focus on describing their behaviors rather than passing judgement. Explain the consequences that may result from their unwanted behaviors and give them an opportunity to respond. Suggest ways to improve and communicate trust in their ability to demonstrate positive changes.

3 Encourage Creativity

Set aside time to brainstorm by scheduling regular group workshops and team outings.
Encourage employees to reflect on their work practices and to produce ideas and recommendations to improve existing processes.

4 Reward/Recognize Employees

Strategize with senior leadership to develop a recognition program to reward employees.
Consider the main objective – is it to boost morale, foster teamwork or encourage timeliness?
Be sure to reward employees fairly and consistently. To build a culture that retains top talent, refrain from showing favoritism, praise in a timely manner and recognize accomplishments as they occur.

Why is this Important?

Employee behavior is the driving force behind the culture of an organization.

It is important to focus on employees' needs to help build a positive culture at the heart of the business.

As well as creating a more optimistic workforce, a warm and friendly place to work fosters creativity and recognition.

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Improvements Over the Past Year

Understanding the Issue

This theme measures employees' perceptions of whether the organization is moving in the right direction.

The results reflect how positively employees view any perceived changes over the past year.

Changes within the organization may stem from the results of previous Engagement Surveys (see Company will act on the results of the survey) or any other unrelated changes.

Factors that Influence

+ Trust between employees and executives
+ Organization's fiscal performance of the past year
+ Results from previous year's engagement survey
+ Goals of the previous regime

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Identify Areas to Improve Upon

It is best to administer an engagement survey to collect feedback and then review the results to identify areas of opportunity. Examining the employees' qualitative feedback can help clarify the rationale behind their numerical ratings. Managers should allot time for 1: 1 debriefing sessions with employees to discuss the results and to gather input.

2 Communication & Feedback

Develop formal channels to enhance communication and create opportunities to use them. Encourage back and forth dialogue on how productivity, work practices and culture can be improved. Offer different ways to communicate. Be open and transparent with your employees. Communicate clearly which areas will be the focus of improvement.

3 Celebrate Achievements

Celebrate successes. Employees appreciate being recognized when they have taken steps to achieve positive breakthroughs in their work. Over time, a number of these small steps can add up to significant improvements in the work environment. Ensure targets and goals are clearly communicated to staff and celebrate when milestones are reached.

4 Share Client Feedback

Sharing positive client feedback and experiences that demonstrate positive changes and improvements in the company provides external validation and increased awareness of company progress. As employees become more aware of positive changes and their outcomes, so too will their perceptions of company improvements over time.

Why is this Important?

Employee satisfaction and employee engagement are strongly aligned.

When employees believe their workplace has broadly improved, their level of engagement is also likely to improve.

Taking overt steps to improve working conditions demonstrates to employees that their feedback matters.

When improvements and tangible results are achieved, employees see investments in their success being realized.

This helps drive increased commitment and engagement from employees over time.

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Workplace Satisfaction

Act on Survey Results

Understanding the Issue

This reflects how strongly employees believe in providing honest and truthful survey responses.

High scores represent employees confident in management reviewing the results and implementing change in the areas highlighted.

Low scores reflect low confidence that changes will be made and the feeling that employee concerns are falling on deaf ears.

This theme compliments Improvements Have Been Made in the Past Year.

Factors that Influence

+ Previous Survey Rollout
+ Ability to Implement Change
+ Honesty & Willingness
+ Company Communication

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Appreciate & Communicate

Once you receive your individual report(s) be sure to review the feedback and identify 2-3 areas of strengths as well as opportunities.
Thank the team for participating and share high-level results so they understand their voices are being heard. Provide a clear outline of next steps and answer any questions that they may have.

2 1 on 1 Feedback Sessions

Connect with a small group of leaders within the team and have sit-down meetings with each of them (it can be one on one, or small group sessions).
Have a conversation on the 2-3 areas of improvement. Use these feedback sessions as an opportunity to learn from the group and clarify any areas where you require further context/clarification.

3 Communicate Action Plans

Focus on creating 2-3 action plans to address the specific needs of your team/department.
Create a clear strategy to both communicate implement each action item. When communicating your action items be sure to link back to the survey and the feedback received from the group.

4 Ongoing Progress Updates

It is vital to keep employees informed on the progress being made. Set-up regular milestones within the implementation of action plans to ensure that progress is top of mind.
Conduct ongoing check-ins with staff to ensure that you are making progress in the right direction.
Don't be afraid to adjust your plan if the intended actions are not bringing the intended solutions.

Why is this Important?

This is a snapshot of how strongly employees believe that change can occur within their organization.

A poor result suggests employees believe that issues within the workplace will go unaddressed.

This has a negative effect on employee engagement and long-term satisfaction.

It is important that organizations strongly communicate their intent to improve and evolve for the better. Employee surveys are effective tools that help underscore the strengths and opportunities of organizations.

To receive meaningful results, employees must not only participate but also feel confident their feedback will be acted upon.

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