



# Organization Survey Results for **Sample Company**

Summary results from 1062 employees



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High performance organizations achieve success by having a clearly defined strategy, strong managers & leaders, and employees who are motivated to perform at their best.

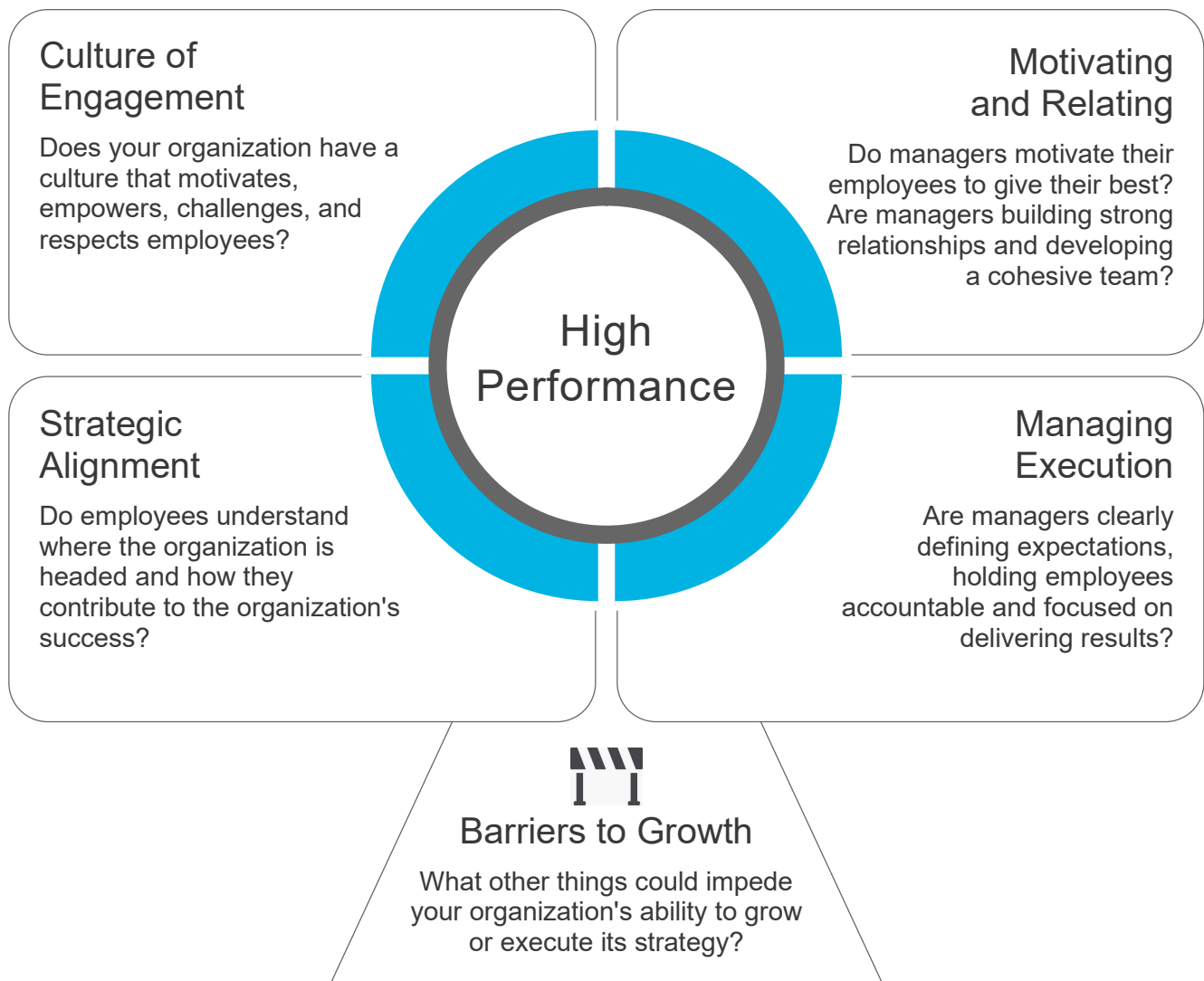
There are four primary factors that characterize high performance organizations. These factors are based on statistical analysis and widely supported by industry research.



The two **Organization** factors deal with how employees relate to and connect with the organization.



The two **Manager** factors examine whether managers display the essential skills and behaviors needed to be effective.



## Survey Item Scores



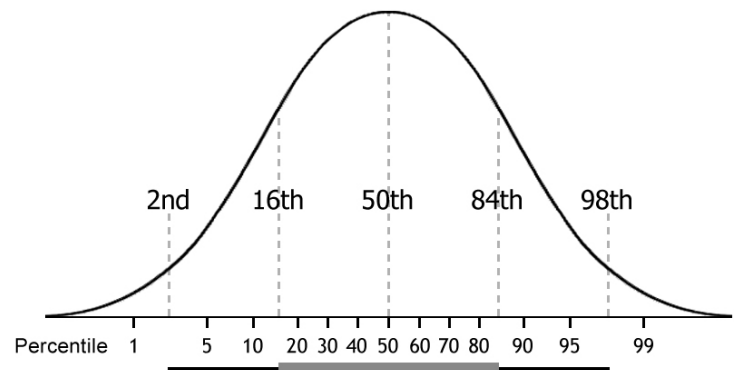
**AVG** is simply the average of all responses. The lowest possible score is a 1 (strongly disagree) and the highest possible score is a 5 (strongly agree).

The **frequency distribution (DIST)** shows how much consistency there was among survey respondents. A high level of consistency in how people responded means you have a clear, consistent, and more reliable result. A high level of inconsistency, where responses are more spread out across the 5-point scale, can indicate a need to dig deeper into the results for that item.

The **Percentile Score** shows how your score compares to the scores received by other organizations. Average (raw) scores don't tell you whether your scores are high or low. Percentiles make this possible by eliminating the natural variations between items and providing a benchmark to measure the raw scores by.

The percentiles on this report show how your organization scored versus a broad range of other organizations.

Percentiles indicate what percentage of organizations scored lower than your organization. For our purposes, the lowest possible score is a 1 (1st percentile) and the highest possible score is a 99 (99th percentile). The 50th percentile would be average.



The color of the percentile bar indicates whether the score is high or low.

- A good score. 66th percentile or higher.
- Doing OK, but some room for improvement. 56th to 66th percentile.
- Potential problem area. 44th to 56th percentile.
- Problem area. 34th to 44th percentile.
- Serious problem area. 34th percentile or below.

## Strengths, Weaknesses, Opportunities, Threats

It takes more than just high scores on a survey to determine that an employee is engaged. Using artificial intelligence, employees are placed into one of six categories, depending on their level of engagement and satisfaction. The machine learning algorithms take into account a variety of factors, including numeric ratings, comments, response patterns, and other metadata.



**34%**  
of employees are engaged



**22% Strengths**

High engagement, High satisfaction

**12% Opportunities**

High engagement, Low/Mixed satisfaction



**37%**  
of employees are somewhere in between.



**12% Contributors**

Moderate engagement, moderate satisfaction

**25% Unknown**

Unable to determine



**29%**  
of employees are disengaged



**21% Weaknesses**

Low engagement, Moderate satisfaction

**8% Threats**

Low engagement, Low satisfaction

Pay special attention to these two especially important groups:

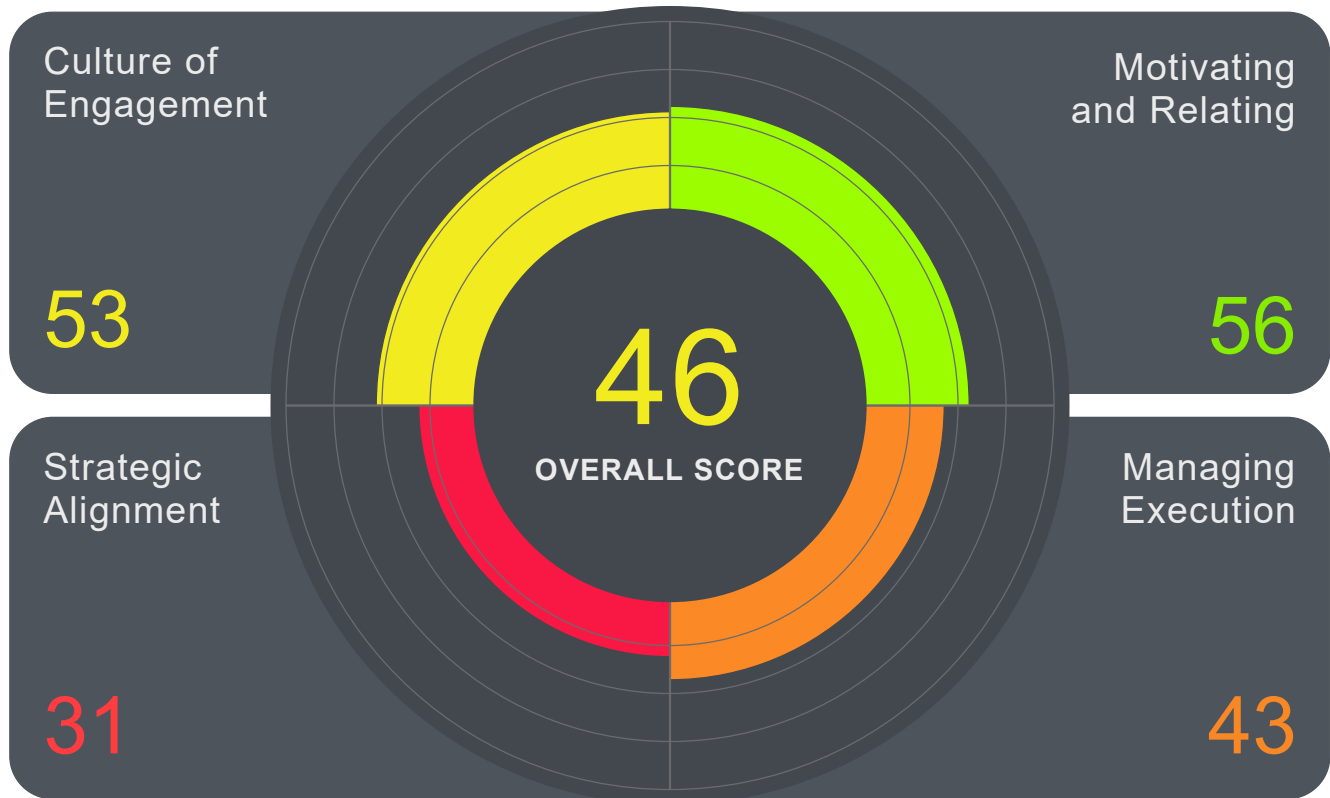
**Opportunities** - The people in this group tend to be more outspoken and candid about what is and what isn't working. Listen closely to their feedback. They are frustrated, but they still believe in the organization's potential. They want to help the organization reach that potential.

**Threats** - Some of these people are just deeply frustrated and would respond well if the sources of frustration are addressed. This is especially true if their manager is the root cause of their frustration. However, for many of these people, it will be difficult to overcome the damage that has been done. In these cases, the best solution might be to help them find other employment opportunities.



Organization

Manager









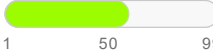

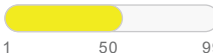





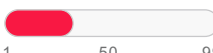



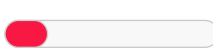

**Culture of Engagement** measures whether your organization has a culture that motivates, empowers, challenges, and respects employees.

**Strategic Alignment** measures whether employees understand where the organization is headed and how they contribute to the organization's success.

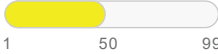


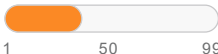



**Motivating and Relating** measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.

**Managing Execution** measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.

Percentile  
Score53<sup>rd</sup>**Culture of Engagement** measures whether your organization has a culture that motivates, empowers, challenges, and respects employees.

	PERCENTILE	RATINGS
<b>Communication:</b> Our senior leaders communicate well with the rest of the organization.	 85	 3.9 DIST AVG
<b>Personal Expression:</b> Our senior leaders are genuinely interested in the opinions of all employees.	 84	 3.9 DIST AVG
<b>Fairness:</b> Everybody is treated fairly at SampleCo.	 66	 3.5 DIST AVG
<b>Opportunities for Growth:</b> I have plenty of opportunities for professional growth at SampleCo.	 58	 3.4 DIST AVG
<b>Feedback:</b> I am given adequate feedback about my performance.	 55	 3.7 DIST AVG
<b>Trust:</b> There is an atmosphere of trust at SampleCo.	 54	 3.4 DIST AVG
<b>Teamwork:</b> It really feels like everybody is on the same team at SampleCo.	 39	 3.0 DIST AVG
<b>Values:</b> High ethical standards are always maintained throughout SampleCo.	 32	 3.6 DIST AVG
<b>Teamwork:</b> Different groups and teams in this organization collaborate effectively with one another.	 25	 3.1 DIST AVG
<b>Accountability:</b> People are held accountable for achieving goals and meeting expectations.	 20	 3.4 DIST AVG

Percentile  
Score31<sup>st</sup>**Strategic Alignment** measures whether employees understand where the organization is headed and how they contribute to the organization's success.

	PERCENTILE	RATINGS
<b>Purpose and Direction:</b> I know what I need to do to succeed at SampleCo.	 47	 3.8 DIST AVG
<b>Purpose and Direction:</b> I understand how my work directly contributes to the overall success of SampleCo.	 39	 4.1 DIST AVG
<b>Values:</b> I have a clear understanding of SampleCo's values and behavioral standards.	 36	 3.9 DIST AVG
<b>Communication:</b> I have a clear understanding of SampleCo's strategic goals.	 22	 3.4 DIST AVG
<b>Organizational Effectiveness:</b> SampleCo has a clear set of priorities and objectives.	 12	 3.4 DIST AVG

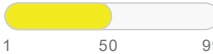

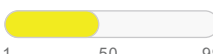









Percentile  
Score56<sup>th</sup>

**Motivating and Relating** measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.

	PERCENTILE	RATINGS
<b>Communication:</b> My manager always makes sure I am informed about decisions or changes that will affect me.	 79	 4.0 DIST AVG
<b>Leadership and Motivation:</b> My manager is sensitive to satisfaction and morale in our workgroup.	 61	 3.8 DIST AVG
<b>Teamwork:</b> My manager emphasizes cooperation and teamwork among members of my workgroup.	 56	 4.0 DIST AVG
<b>Leadership and Motivation:</b> My manager effectively persuades others in order to build commitment for ideas.	 55	 3.7 DIST AVG
<b>Empowerment/ Autonomy:</b> My manager gives me the freedom I need to do my job effectively.	 54	 4.2 DIST AVG
<b>Leadership and Motivation:</b> My manager creates an atmosphere that inspires others to achieve at a higher level.	 49	 3.6 DIST AVG
<b>Respect for Employees:</b> My manager values my talents and the contribution I make.	 38	 3.9 DIST AVG

Percentile  
Score43<sup>rd</sup>**Managing Execution** measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.

	PERCENTILE	RATINGS
<b>Execution:</b> My manager follows through on commitments.	 50	 3.9 DIST AVG
<b>Purpose and Direction:</b> I receive useful and constructive feedback from my manager.	 44	 3.7 DIST AVG
<b>Accountability:</b> My manager always addresses poor performance appropriately.	 43	 3.5 DIST AVG
<b>Execution:</b> My manager plans effectively and avoids firefighting.	 40	 3.5 DIST AVG
<b>Purpose and Direction:</b> My manager clearly defines goals and expectations.	 39	 3.7 DIST AVG



**Barriers to Growth** are areas that are not statistically linked to the four factors, but that can impede an organization's ability to grow or execute its strategy.

	PERCENTILE	RATINGS
<b>Compensation:</b> I am paid fairly for the work I do.	 1 50 99 61	 DIST 3.4 AVG
<b>Stress and Workload:</b> The pace of the work at SampleCo enables me to do a good job.	 1 50 99 44	 DIST 3.6 AVG
<b>Workplace and Resources:</b> Our systems, processes, and infrastructure have adapted to keep up with our needs.	 1 50 99 35	 DIST 3.0 AVG
<b>Workplace and Resources:</b> I have the resources I need to do my job well.	 1 50 99 33	 DIST 3.6 AVG
<b>Organizational Effectiveness:</b> SampleCo is willing to make changes when necessary in order to remain competitive.	 1 50 99 29	 DIST 3.6 AVG
<b>Organizational Effectiveness:</b> At SampleCo, we reflect on our successes and failures in order to learn and improve.	 1 50 99 25	 DIST 3.4 AVG
<b>Organizational Effectiveness:</b> At SampleCo, we are good at setting priorities and sticking to them.	 1 50 99 15	 DIST 3.0 AVG
<b>Overall Engagement:</b> I would recommend SampleCo to friends and family.	 1 50 99 12	 DIST 3.4 AVG
<b>Organizational Effectiveness:</b> SampleCo retains its most talented employees.	 1 50 99 10	 DIST 2.7 AVG

*Sample report. Employee comments omitted.*

## General Comments

What recent changes have caused your overall level of engagement to increase? (This question was asked if an employee's scores increased substantially since the previous survey)

What has caused you to feel less engaged at work in recent months? (This question was asked if an employee's scores decreased substantially since the previous survey)

Your responses suggest that your current job and work environment are not meeting your needs. What would it take to fix this? What needs to change? (This question was asked if an employee was disengaged on the previous survey and is still disengaged)

What do you like most about working for SampleCo?

What causes you the most stress or frustration at work?

If you were the president of SampleCo, what would you do differently?

## Category and Item-Specific Comments

### Accountability

My manager always addresses poor performance appropriately.

People are held accountable for achieving goals and meeting expectations.

What needs to happen in order to increase the level of accountability at SampleCo? (Your responses indicate that there is a lack of accountability.)

Additional pages of comments omitted