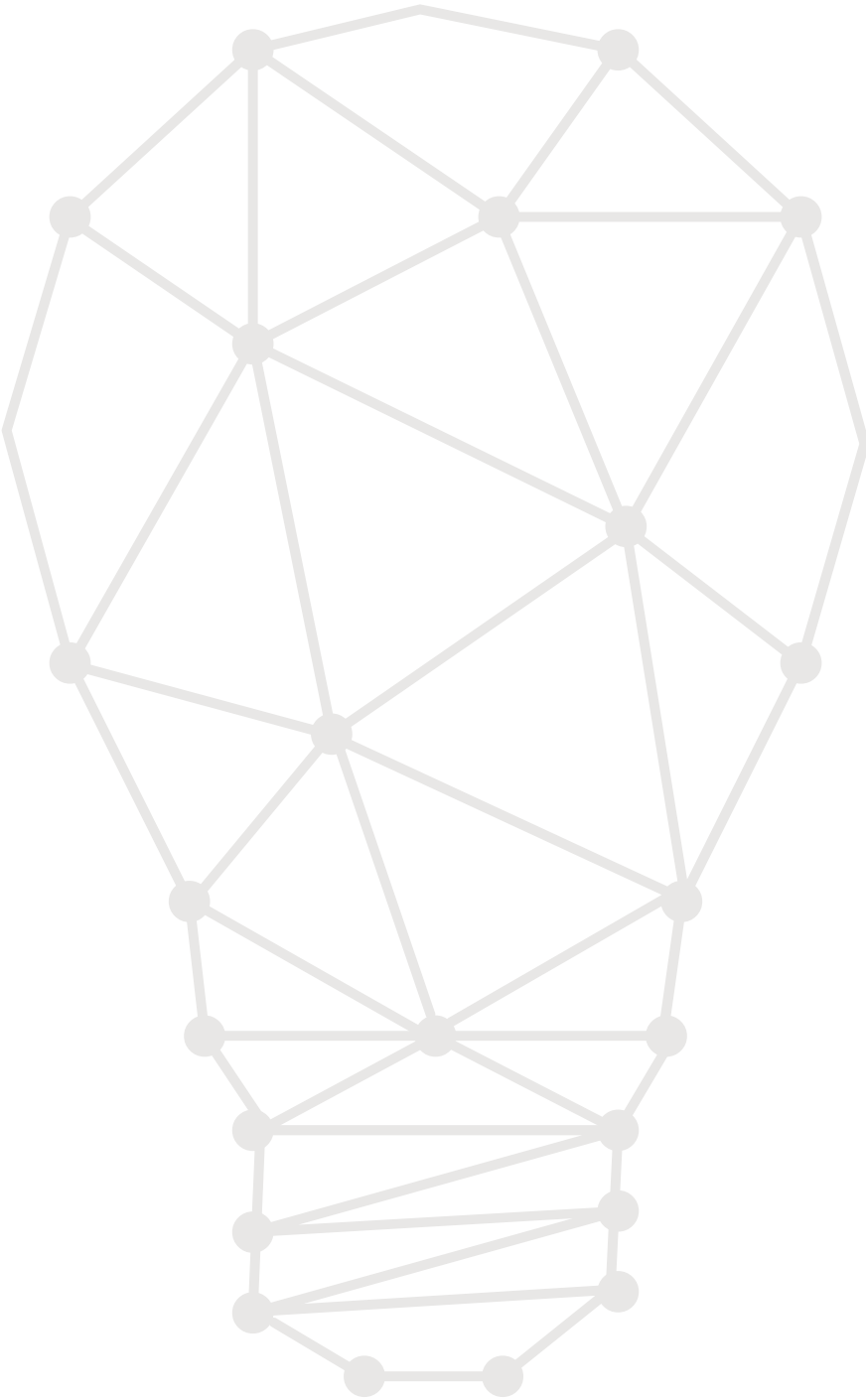


# decisionwise



## **ENGAGING<sup>®</sup> PEOPLE** Manager Report

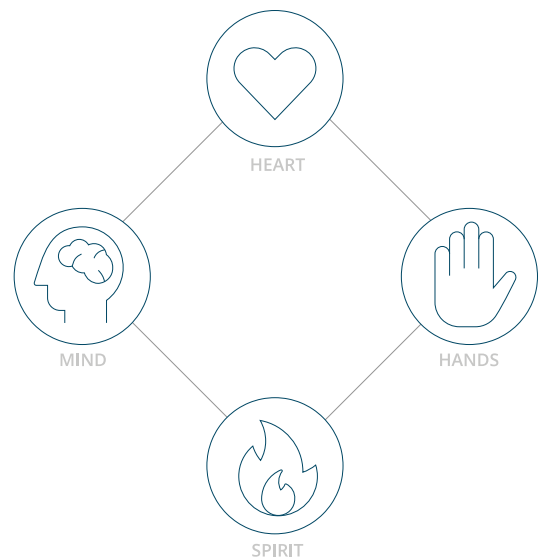
**ALTA**  
Sample Title Company

Jul 29, 2020

## ENGAGING PEOPLE

The way in which your employees engage in their work is critical to your organization's success. True employee engagement is an emotional state where employees feel passionate, energetic, and committed toward their work. When employees are engaged, they invest more of themselves in their work in order to deliver for your team and the organization. When employees engage, great things happen.

This report contains your team's employee survey results. When employees provide their feedback through an organizational survey, they expect to be heard and understood by their leaders. As a manager, you greatly influence many aspects of the work experience. The information in this report presents a unique opportunity for you to understand and improve your team's employee engagement.



### GUIDANCE FOR MANAGERS

**Look for Themes** – As you read through this report, look for themes of strength and opportunity. What is going well? What are the areas that need improvement? Your highest- and lowest-scoring questions will often help you identify strengths and opportunities.

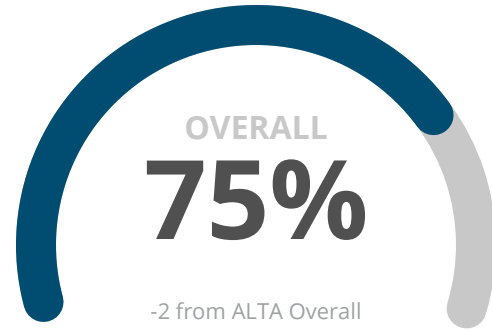
**Be Curious** – Adopt an attitude of curiosity. The feedback from your employees may at times be a little confusing or perhaps difficult to read as the manager of the team. Pay attention to your own emotions. If something in the report makes you upset, try to move quickly to an attitude of curiosity. Ask yourself questions, like why are my employee's feeling this way? What can I do to help create a more positive experience? Do not try to identify the individuals behind the feedback or plan some form of retaliation.

**Focus on 1 or 2 Areas of Improvement** - The most successful managers work with their teams to identify and prioritize one or two areas to work on at a time. Focusing on too many things will dilute your efforts and lead to frustration. You don't have to improve every single low scoring area in your team's results, but you should work diligently to improve one or two areas that will have a positive impact on your team's experience.

## OVERALL

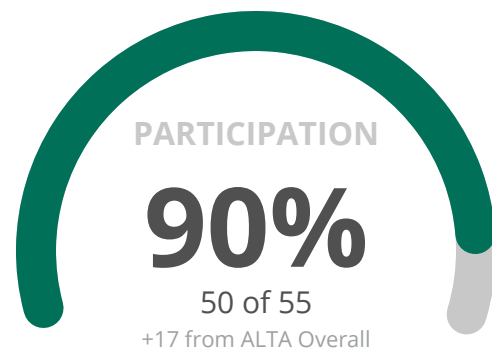
The overall score represents a combined percentage of all items on the survey that were responded to favorably (Agree or Strongly Agree) by your team. This is an important number for comparing your team's results to the overall company results, as well as for tracking progress year-over-year. Pay attention throughout the rest of your report for questions that are above or below this average score.

*SCORE CALCULATION: Survey item responses are grouped into the following categories: Favorable (Agree or Strongly Agree), Neutral, and Unfavorable (Disagree or Strongly Disagree). Grouping of item responses allows you to gauge the overall tone and sentiment of your team.*



## PARTICIPATION

Participation is one measure of success for an employee survey. Your participation number tells you how many team members felt taking the survey was a safe and worthwhile investment of their time.



## DIMENSIONS

The survey is comprised of different dimensions (or categories) of questions. Each dimension can help you better understand a different element of the employee experience on your team.

- Favorable
- Neutral
- Unfavorable

### ALL QUESTIONS



### MY JOB



### MY TEAM



### MY MANAGER

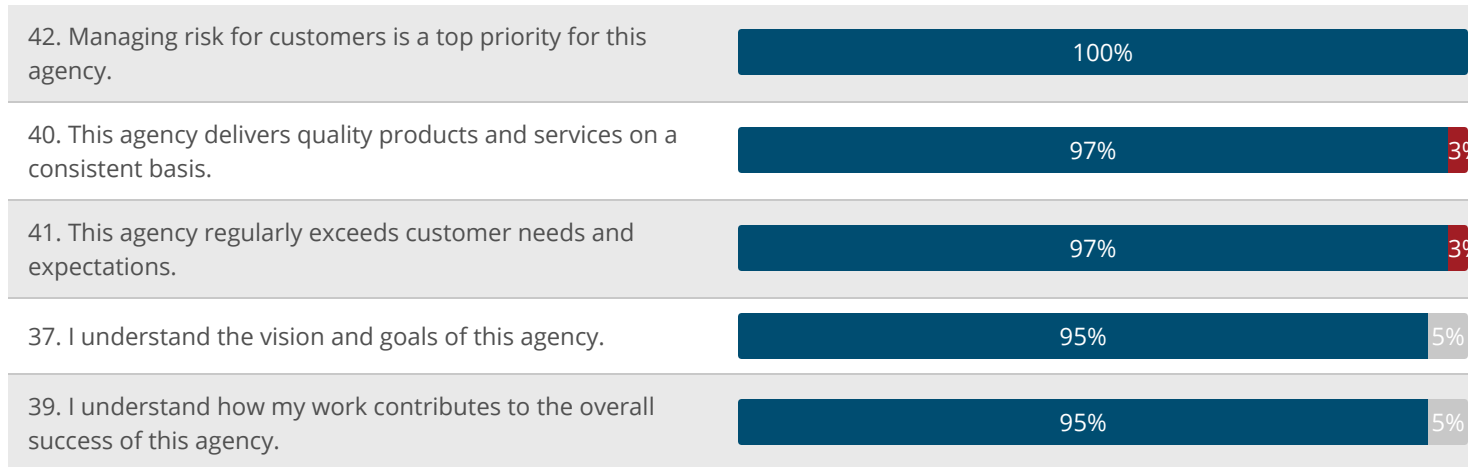


### MY AGENCY



## HIGH SCORES

These are the five survey items across the entire survey with the most favorable responses for your team. Often, these items can help you understand which areas are going well. Consider leveraging these strengths when it comes time to action plan on lower scoring areas.



## LOW SCORES

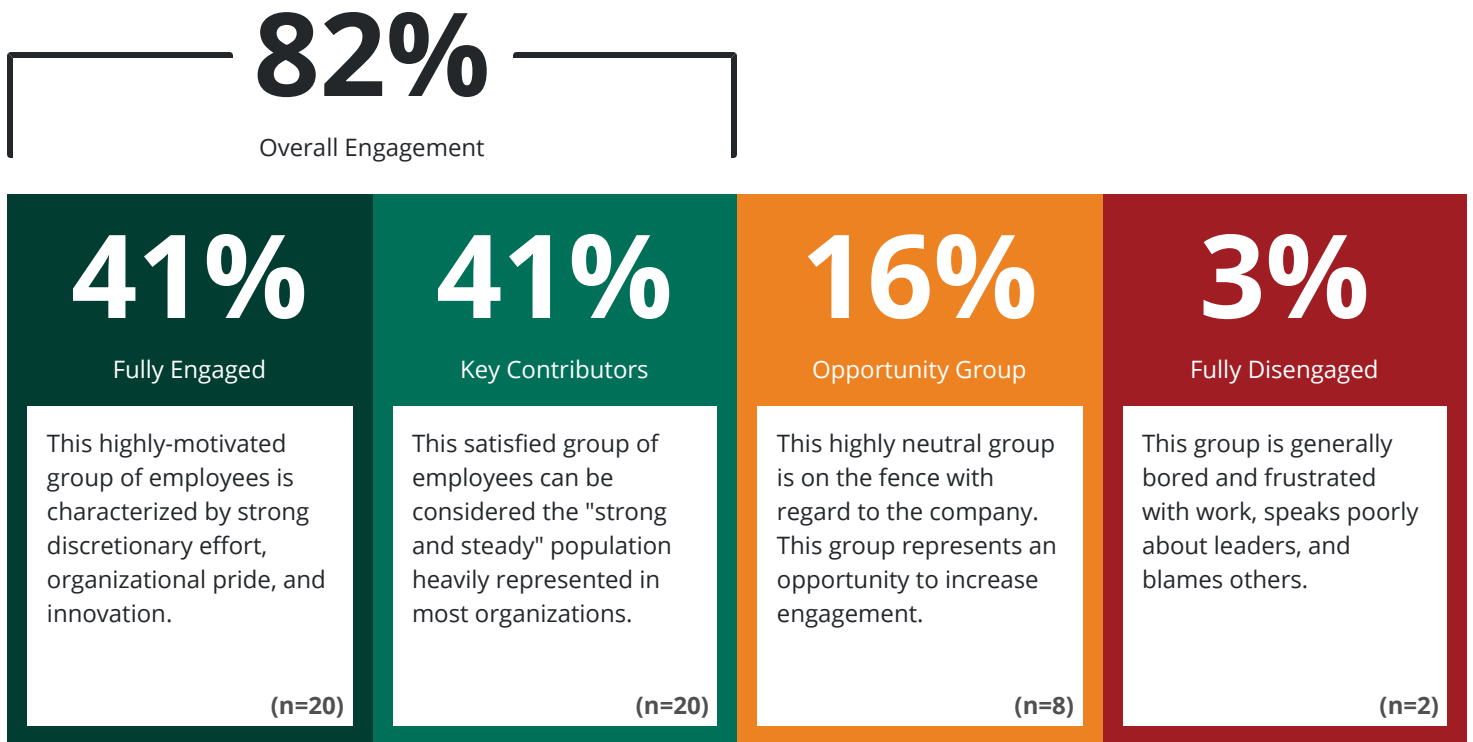
These are the five survey items across the entire survey with the fewest favorable responses for your team. These items can help you start to understand which areas might require some attention for improvement.



## TEAM ENGAGEMENT

Employee engagement is an emotional state where employees feel passionate, energetic, and committed toward their work. When employees are engaged, they invest more of themselves in the work they do.

Certain survey items, called engagement anchor questions, are designed to measure your team's employee engagement directly. Based on an employee's response to these engagement anchor questions, they are placed into one of four categories of engagement. The chart below shows your team's engagement levels. The overall engagement score combines the two highest engaged groups together.



## OPPORTUNITIES

As a leader it is important to help the team take strategic action on the survey data. Based on your team's results, the following opportunity areas should be considered for improving engagement on your team.

### Communication

Communication issues are common in most organizations. Employees do not like being surprised by information that comes at the wrong time or through the wrong channel. Low communication scores in organizations can typically be traced back to poor tactical communication—sharing timely information that is useful for employees to do their jobs. Strong organizational communication also reinforces the vision and goals of the organization, give employees a reason to be optimistic for the future, and demonstrates that the organization values its employees.

### Employee Voice

When the employee voice is strong, employees feel it is safe to speak up and that their ideas and suggestions will be heard and valued by the organization. This feeling is reinforced when the organization is able to receive employee feedback and take meaningful action. Most employees speak up because they care about their jobs and the organization for which they work. Providing healthy forums for employee ideas fosters a greater sense of belonging and organizational ownership.

### Positive Environment

Managers can influence the energy and enthusiasm on their teams in many ways. A manager's own reactions, emotions, and moods often set the tone for the team. Being positive about decisions that are made, explaining why tasks are assigned, providing autonomy and recognition to employees are all positive managerial tactics to help create a positive work environment for your team.

## COMMUNICATION

### THINK ABOUT

- What information are the people on your team missing?
- How often do the people on your team receive critical information through the wrong channel?
- When your team receives important information, where does it come from?
- How do you determine what information to pass on to your team?

### IDEAS FOR ACTION

- Hold regular team meetings to share critical information coming from the organization.
- Reinforce important communication in 1:1 meetings with employees.
- Hold a feedback session with your team to better understand what information they are missing and their preferred methods for receiving communication.
- Provide opportunities to your team to give feedback to the things you communicate.

### MEDIA



The McGurk Effect: It's Not What You Say, It's How You Say It  
<https://employee.xyz/RLX>



Why Poor Communication Can Slow Down Your Team (And How To Avoid It)  
<https://employee.xyz/RLY>



Why Your Meetings Stink—and What to Do About It  
<https://employee.xyz/RLZ>



Made to Stick - Chip Heath  
<https://employee.xyz/RM2>



How to Speak so that People Want to Listen  
<https://employee.xyz/RM3>



Take Control of Your Nonverbal Communication  
<https://employee.xyz/RM4>

## EMPLOYEE VOICE

### THINK ABOUT

- What is your role in gathering and responding to the input, feedback, and suggestions from the people on your team?
- How do the members of your team know when their input is valued?
- What employee suggestions have proven to be valuable to your team?
- What mechanisms exist for members of your team to provide suggestions to the organization?

### IDEAS FOR ACTION

- Provide forums for employees to give their input on how to improve the team.
- Recognize and reward good suggestions from members of the team.
- Set the expectation that you will ask for feedback and suggestions in your 1:1 meetings with employees.
- Close the loop with employees when they provide suggestions. Let them know they have been heard and tell them what you will do with their suggestions.

### MEDIA



Why Good Leaders Make You Feel Safe  
<https://employee.xyz/RLJ>



Four Lessons From Companies That Get Employee Engagement Right  
<https://employee.xyz/RMf>



6 Ways Effective Listening Can Make You A Better Leader  
<https://employee.xyz/RMg>



5 Ways to Listen Better  
<https://employee.xyz/RMh>

## POSITIVE ENVIRONMENT

### THINK ABOUT

- What do you do to get people excited about their work?
- Are you a source of energy for your team?
- What personal skills or tools do you have that can help motivate others?
- Which team members have a positive impact on the energy of the team? How can you learn from their example?

### IDEAS FOR ACTION

- Take time with each team member to learn what motivates them.
- Plan some tasks or projects on your team with a focus on creating energy.
- Provide greater context when assigning tasks and projects to your team. Help them see the purpose behind the work.
- Provide challenging assignments to team members that align with their career goals.

### MEDIA



Creating a Positive Workplace Culture  
<https://employee.xyz/RMQ>



How To Create A Positive Workplace Culture  
<https://employee.xyz/RMS>



Maintain a Positive Work Environment  
<https://employee.xyz/RNQ>



Create a Positive, Energized Work Environment  
<https://employee.xyz/RNR>



How to Design Your Workspace to Encourage Positive Emotions  
<https://employee.xyz/RNS>

## ENGAGEMENT **MAGIC**<sup>®</sup>

While many factors contribute to a satisfying workplace experience, certain elements are required to build true employee engagement. These elements are found in the Engagement MAGIC model below. Strong managers ensure that members of their team experience healthy amounts of meaning, autonomy, growth, impact, and connection in their work.

**83%**

### Meaning

- 3. My job provides me with a sense of meaning and purpose.
- 24. Our team is proud of the work we do.
- 30. My manager helps me align my own goals with the work that I do.
- 37. I understand the vision and goals of this agency.
- 38. The vision and goals of this agency are important to me personally.

**77%**

### Autonomy

- 4. I have the freedom to choose how to best perform my job.
- 19. I am empowered to make improvements within our team.
- 31. My manager empowers me to get my work done in the way I see best.
- 50. This agency trusts their employees to do their jobs.

**68%**

### Growth

- 2. I have received the training I need to do my job well.
- 5. I feel challenged and stretched in my job in a way that results in personal growth.
- 21. As a team, we help each other improve.
- 33. My manager supports my efforts to develop and grow.
- 43. I am satisfied with the opportunities for my own professional growth in this agency.

**73%**

### Impact

- 26. I clearly understand what my manager expects of me.
- 27. My manager gives me ongoing feedback about my performance.
- 32. My manager regularly recognizes my efforts and contributions.
- 39. I understand how my work contributes to the overall success of this agency.

**79%**

### Connection

- 7. I enjoy the day-to-day work I perform.
- 15. The people I work with treat me with respect.
- 23. I enjoy working with the people on my team.
- 28. My manager treats people with fairness and respect.
- 34. I trust my manager.
- 35. My manager cares about me as a person.
- 44. I feel like I belong here.
- 51. I feel comfortable in this agency's culture.
- 52. This agency cares about employees.
- 53. I am confident that this agency has a successful future.



## LEARN MORE

Want to learn more about ENGAGEMENT MAGIC and the employee experience you are creating for your team? Learn more at: [www.decisionwise.com/engaging-people](http://www.decisionwise.com/engaging-people)

## WHAT'S NEXT

Understanding your survey results and taking meaningful action as a team builds trust, unity, and employee engagement. Do not try to take action alone. Involve others in the process to build buy-in and benefit from others' energy and ideas. The steps below outline a simple but effective process for sharing your results with your team and involving them in your team's engagement efforts.



### Review the Results

- Pay attention to the engagement score, high and low scores, and comparisons to the rest of the company
- Identify what you and your team are doing well
- Identify the parts of your team's experience you would like to improve



### Share the Results with Your Team

- Schedule a meeting to share the results of the survey with your team
- Share survey results openly; look for underlying causes to issues
- Create a safe environment where people feel comfortable expressing thoughts and opinions
- Ask questions that invite clarification and exploration



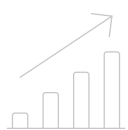
### Prioritize Opportunities and Create Goals

- Identify action steps that will make a positive difference for your team
- Do not attempt to solve all problems at the same time or take on too much
- Create 1 or 2 goals that address areas you are trying to improve
- Identify effective ways to measure progress and success



### Take Action

- Involve your team in carrying out action plans; Improvement efforts will be more successful if they are shared as a team
- Communicate with the team as actions are taken



### Evaluate and Optimize

- Meet regularly with your team to discuss progress, make adjustments, and celebrate successes
- Review team progress toward goals
- Make adjustments to your action plans as needed

## APPENDIX

Survey item responses are grouped into the following categories: Favorable (Agree or Strongly Agree), Neutral, and Unfavorable (Disagree or Strongly Disagree). Grouping of item responses allows you to gauge the overall tone and sentiment of your team.

5 or more points above comparison score ■

5 or more points below comparison score ■

ITEM	FAVORABLE	NEUTRAL	UNFAVORABLE	DIFFERENCE FROM ALTA OVERALL
1. I have the tools and resources I need to do my job well.	89%	8%	3%	6
2. I have received the training I need to do my job well.	84%	16%	0%	8
3. My job provides me with a sense of meaning and purpose.	81%	14%	5%	0
4. I have the freedom to choose how to best perform my job.	81%	16%	3%	4
5. I feel challenged and stretched in my job in a way that results in personal growth.	73%	16%	11%	2
6. Most days, I see positive results because of my work.	86%	14%	0%	4
7. I enjoy the day-to-day work I perform.	84%	14%	3%	4
8. I feel that I can share my ideas and opinions without fear of negative consequences.	49%	35%	16%	-18
9. The amount of work I am expected to do is reasonable.	84%	14%	3%	24
10. The level of stress in my job is manageable.	62%	32%	5%	6
11. My work is valued by this agency.	74%	23%	3%	3
12. It is easy to become engaged in my job.	78%	16%	5%	-6
13. Most days, I look forward to coming to work.	76%	22%	3%	6
14. Overall, I love my job.	84%	14%	3%	11
15. The people I work with treat me with respect.	65%	22%	14%	-20
16. The people on my team collaborate and help each other.	68%	19%	14%	-16
17. The people I work with take accountability for results.	62%	27%	11%	-13
18. We listen to and value each others' thoughts and opinions.	76%	14%	11%	-4
19. I am empowered to make improvements within our team.	67%	14%	19%	-3
20. Our team openly shares innovative and creative ideas with each other.	72%	17%	11%	-2
21. As a team, we help each other improve.	68%	22%	11%	-10
22. I see a clear link between our team's efforts and the success of the agency.	86%	14%	0%	2
23. I enjoy working with the people on my team.	76%	22%	3%	-14
24. Our team is proud of the work we do.	89%	8%	3%	1
25. My manager communicates important information to the team.	63%	27%	10%	-18
26. I clearly understand what my manager expects of me.	83%	10%	7%	-2
27. My manager gives me ongoing feedback about my performance.	53%	37%	10%	-13
28. My manager treats people with fairness and respect.	67%	27%	7%	-13

29. My manager creates a positive and energizing workplace.	50%	40%	10%	-24
30. My manager helps me align my own goals with the work that I do.	57%	30%	13%	-9
31. My manager empowers me to get my work done in the way I see best.	67%	27%	7%	-13
32. My manager regularly recognizes my efforts and contributions.	60%	27%	13%	-12
33. My manager supports my efforts to develop and grow.	53%	33%	13%	-20
34. I trust my manager.	77%	20%	3%	-5
35. My manager cares about me as a person.	76%	17%	7%	-9
36. We work effectively across departments and functions.	68%	22%	11%	5
37. I understand the vision and goals of this agency.	95%	5%	0%	10
38. The vision and goals of this agency are important to me personally.	92%	8%	0%	9
39. I understand how my work contributes to the overall success of this agency.	95%	5%	0%	1
40. This agency delivers quality products and services on a consistent basis.	97%	0%	3%	11
41. This agency regularly exceeds customer needs and expectations.	97%	0%	3%	13
42. Managing risk for customers is a top priority for this agency.	100%	0%	0%	10
43. I am satisfied with the opportunities for my own professional growth in this agency.	64%	28%	8%	-6
44. I feel like I belong here.	86%	8%	6%	7
45. This agency communicates effectively with all employees about what is going on.	46%	27%	27%	-11
46. This agency values employee input, feedback, and suggestions.	54%	32%	14%	-11
47. This agency is responsive to ideas and suggestions for improvement.	64%	22%	14%	1
48. Innovative ideas are encouraged at this agency.	58%	31%	11%	-11
49. Senior leaders have a clear understanding of what is going on at the agency.	75%	14%	11%	7
50. This agency trusts their employees to do their jobs.	95%	5%	0%	8
51. I feel comfortable in this agency's culture.	78%	16%	5%	-2
52. This agency cares about employees.	89%	8%	3%	9
53. I am confident that this agency has a successful future.	95%	3%	3%	6
54. I would choose to remain with this agency, even if a job with similar pay and benefits were available elsewhere.	86%	5%	8%	6
55. I would recommend this agency as a great place to work.	73%	24%	3%	-3

## COMMENTS

What are the areas that need the most improvement at our agency?

Placeholder area for comments, consisting of multiple horizontal bars.

What are the greatest strengths of our agency?

Blank text area for responses.