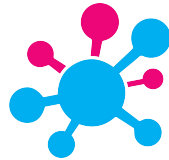


# Organisational Development Survey



Confidential Report

for

ABC Company



Survey Name :	Employee Pulse Survey
Survey Type:	Pulse
Survey Date:	December 30, 2017
Respondent Groups:	1 CEO
	3 Exec Manager
	4 Dept Manager
	4 Sales
	4 Marketing
	4 Operations

# Confidential Report for ABC Company

## INTRODUCTION

Any organization, team or individual, who wishes to perform better and accomplish more, requires meaningful measurements by which to track ongoing improvement.

According to Dr. H.J. Harrington:

“Measurement is the first step that leads to control and eventually to improvement.  
If you can’t measure something, you can’t understand it.  
If you can’t understand it, you can’t control it.  
If you can’t control it, you can’t improve it.”

To put it bluntly, what "gets measured gets done" and if you don't measure your performance, how will you know if there has been improvement? The very nature of knowing that something is being monitored encourages individuals and teams to work harder, perform better and achieve more.

The Employee Pulse Survey provides executive management with an organizational measure concerning the following key areas:

- Customer Service
- Innovation & Creativity
- Executive Leadership
- Team Leadership
- Communication
- Execution (Task Management)
- Employee Engagement
- Performance Management
- Individual Wellness
- Department/Team Support
- Organizational Resilience

In many cases the perception of how an organization is performing can vary depending on who you ask. To ensure that all development areas are examined, this Employee Pulse Survey separately reports the perceptions of the different organizational groups, such as:

- Board
- Managing Director/CEO/President
- Executive Management
- Management
- Employees

The following report provides the leadership team with the information required to develop effective strategies for organizational improvement.

# Confidential Report for ABC Company

## EXECUTIVE SUMMARY

RESPONDENT GROUP OVERVIEW			
CEO	4.16	Exec Manager	4.17
Dept Manager	3.98	Sales	4.14
Marketing	4.09	Operations	3.75

NPS SCORE
0



OPPORTUNITIES (Others rate you higher than you rate yourself)
EMPLOYEE ENGAGEMENT
COMMUNICATION
TEAM LEADERSHIP
ORGANISATIONAL RESILIENCE

DEVELOPMENT AREAS (Areas to focus on)

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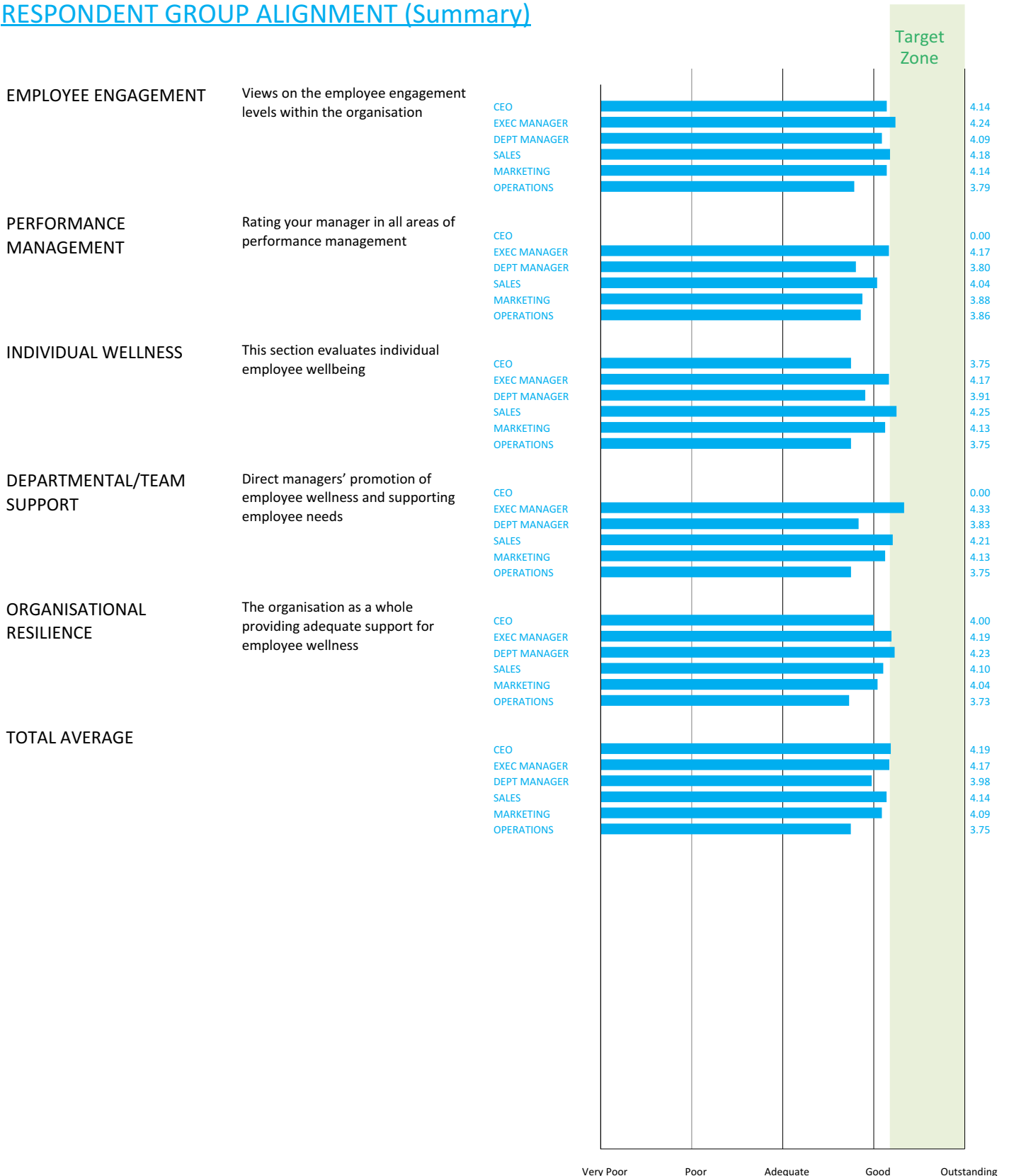
## RESPONDENT GROUP ALIGNMENT (Summary)

In this section the scores from the different respondent groups are compared. This section is very much the helicopter view and allows you to easily assess whether the perceptions of each group of individuals are in alignment with the perceptions of other groups.



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## RESPONDENT GROUP ALIGNMENT (Summary)

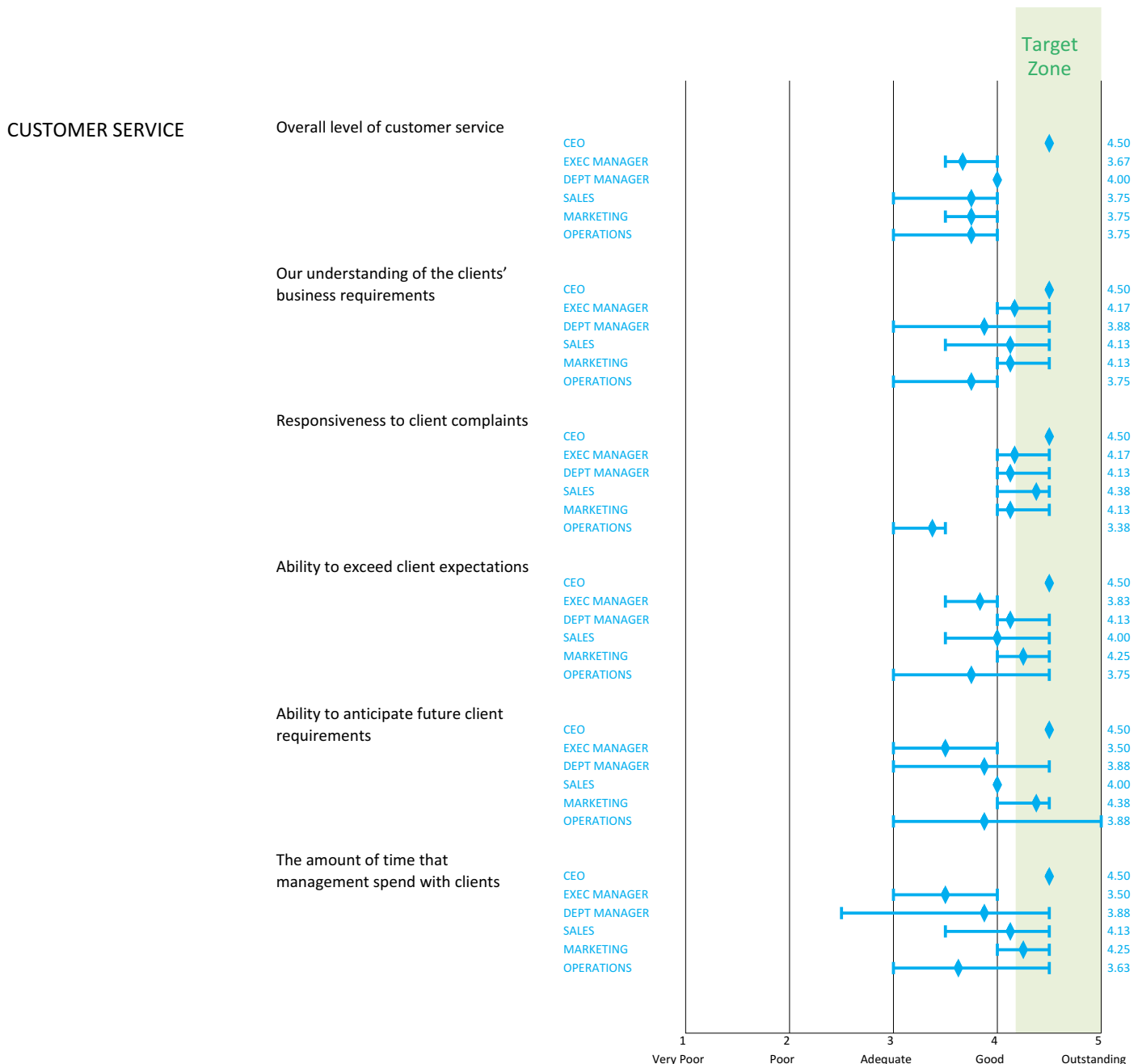


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## RESPONDENT GROUP ALIGNMENT (Detail)

This section examines the scores for each respondent group, compared to all other groups, at a very detailed level. The diamonds indicate the average score of each respective group, the horizontal lines indicate the range of scores from lowest to highest.

Pay particular attention to the range of scores as a wide range may indicate that there is a disconnect within a group and a potential communication and/or management issue.



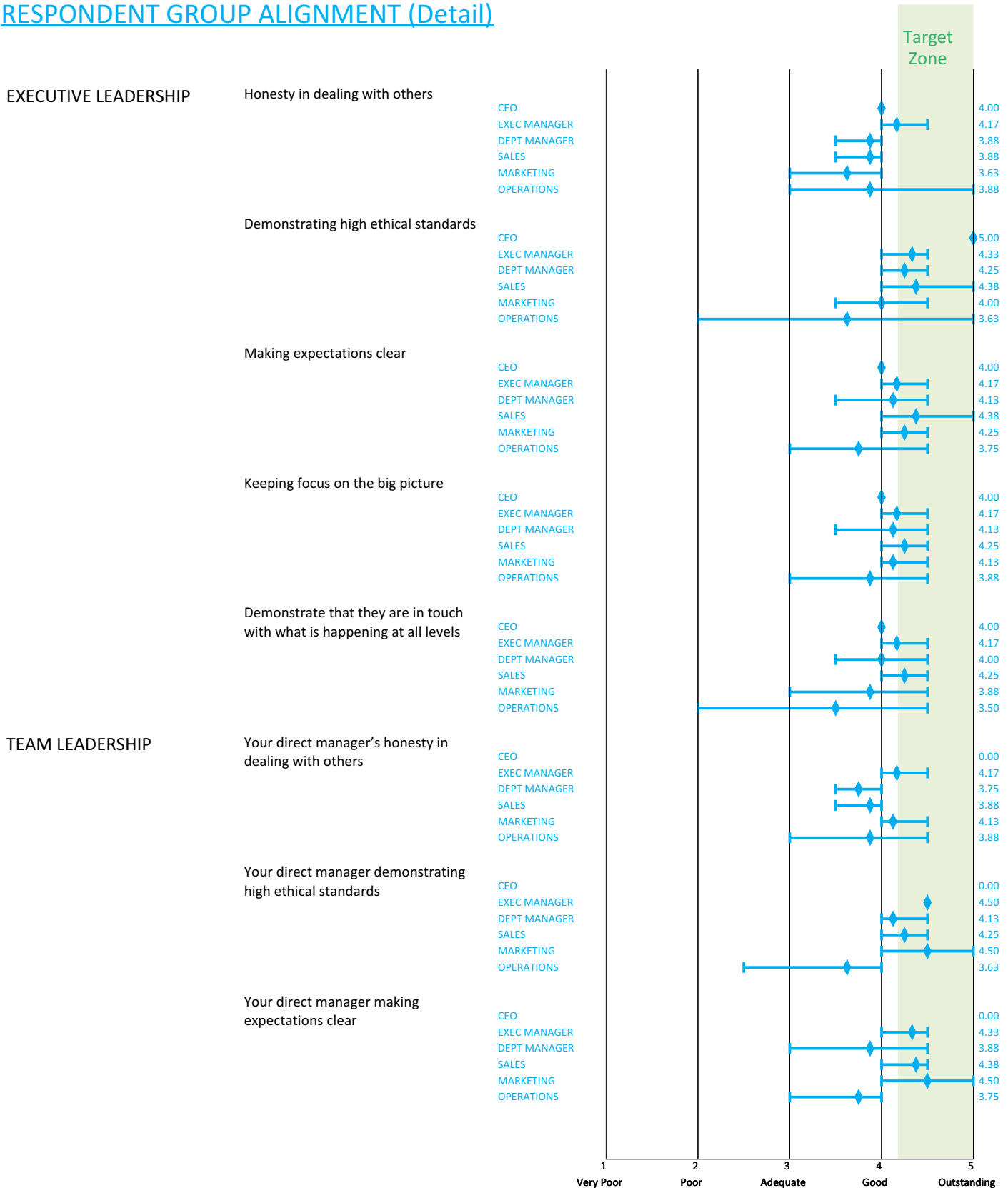
# Confidential Report for ABC Company

## RESPONDENT GROUP ALIGNMENT (Detail)



# Confidential Report for ABC Company

## RESPONDENT GROUP ALIGNMENT (Detail)

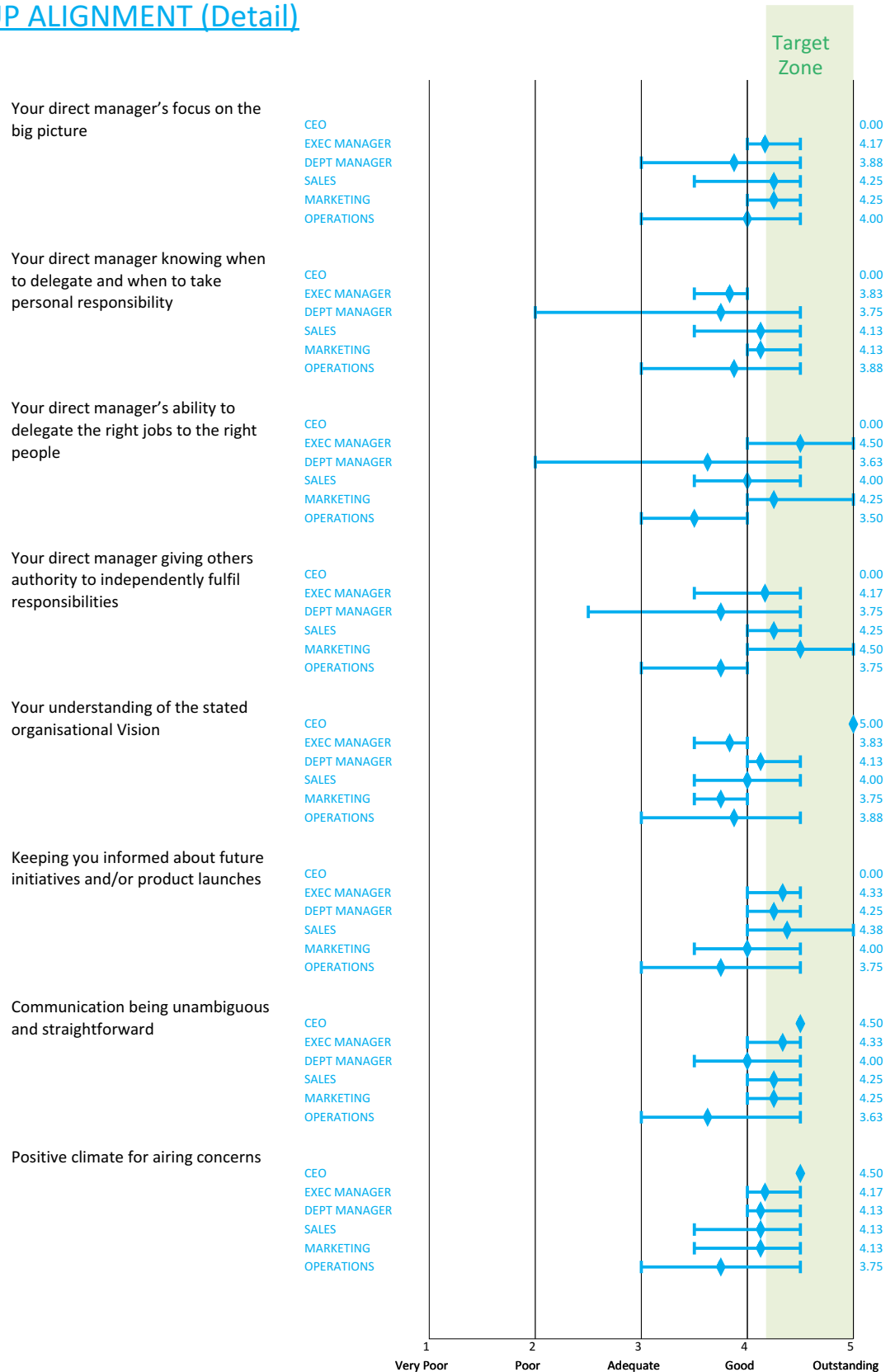




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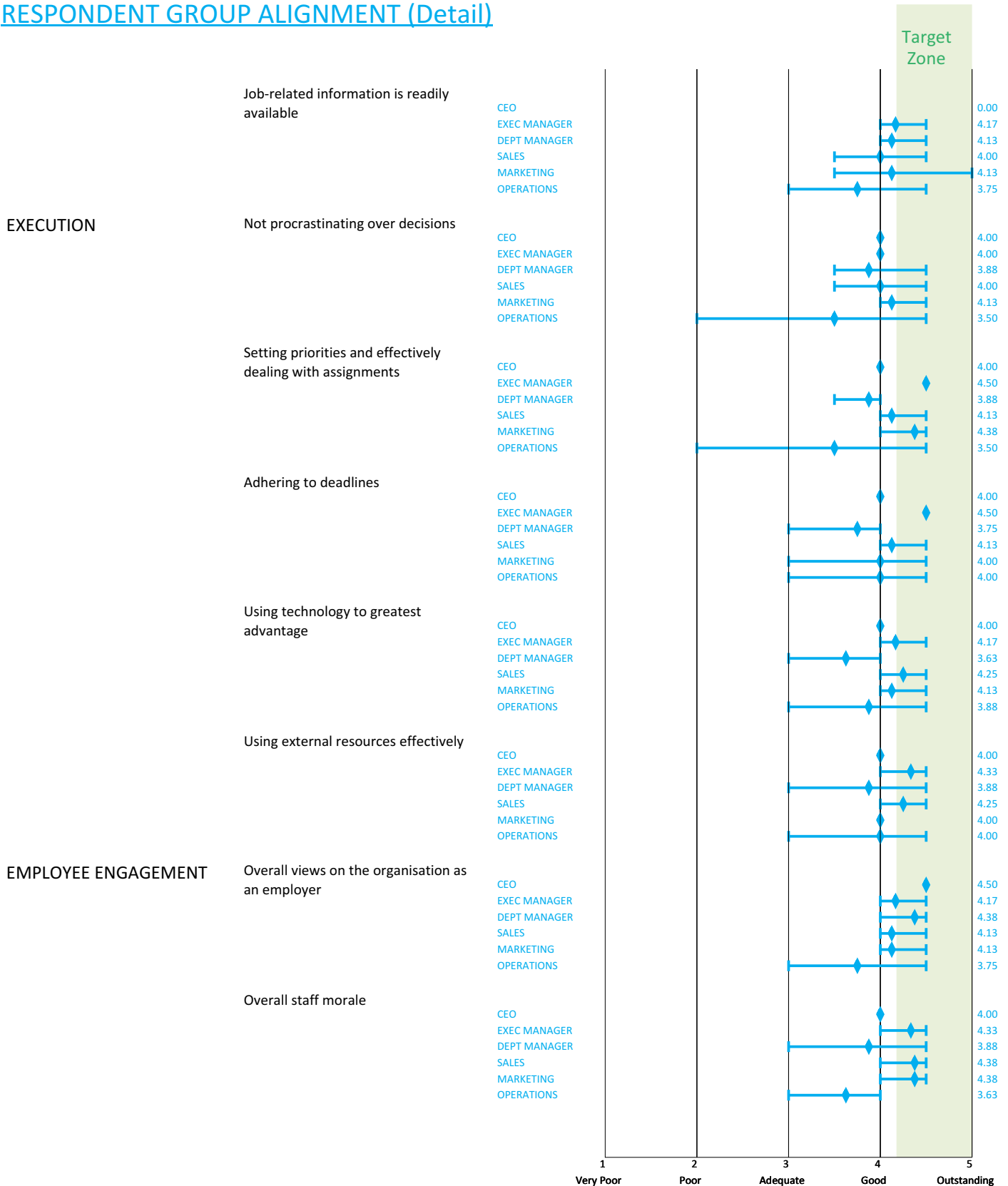
## RESPONDENT GROUP ALIGNMENT (Detail)

### COMMUNICATION



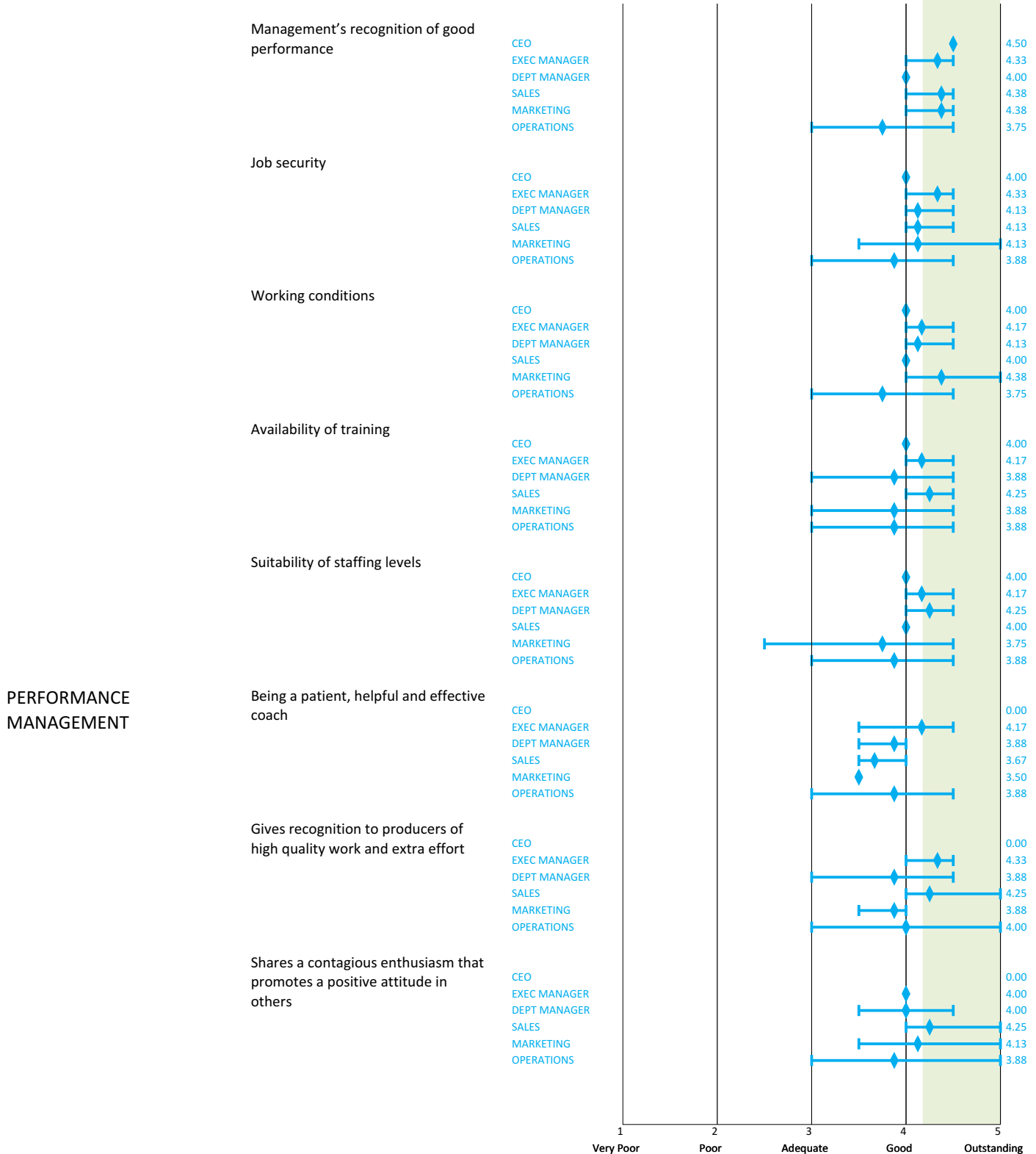
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## RESPONDENT GROUP ALIGNMENT (Detail)



# Confidential Report for ABC Company

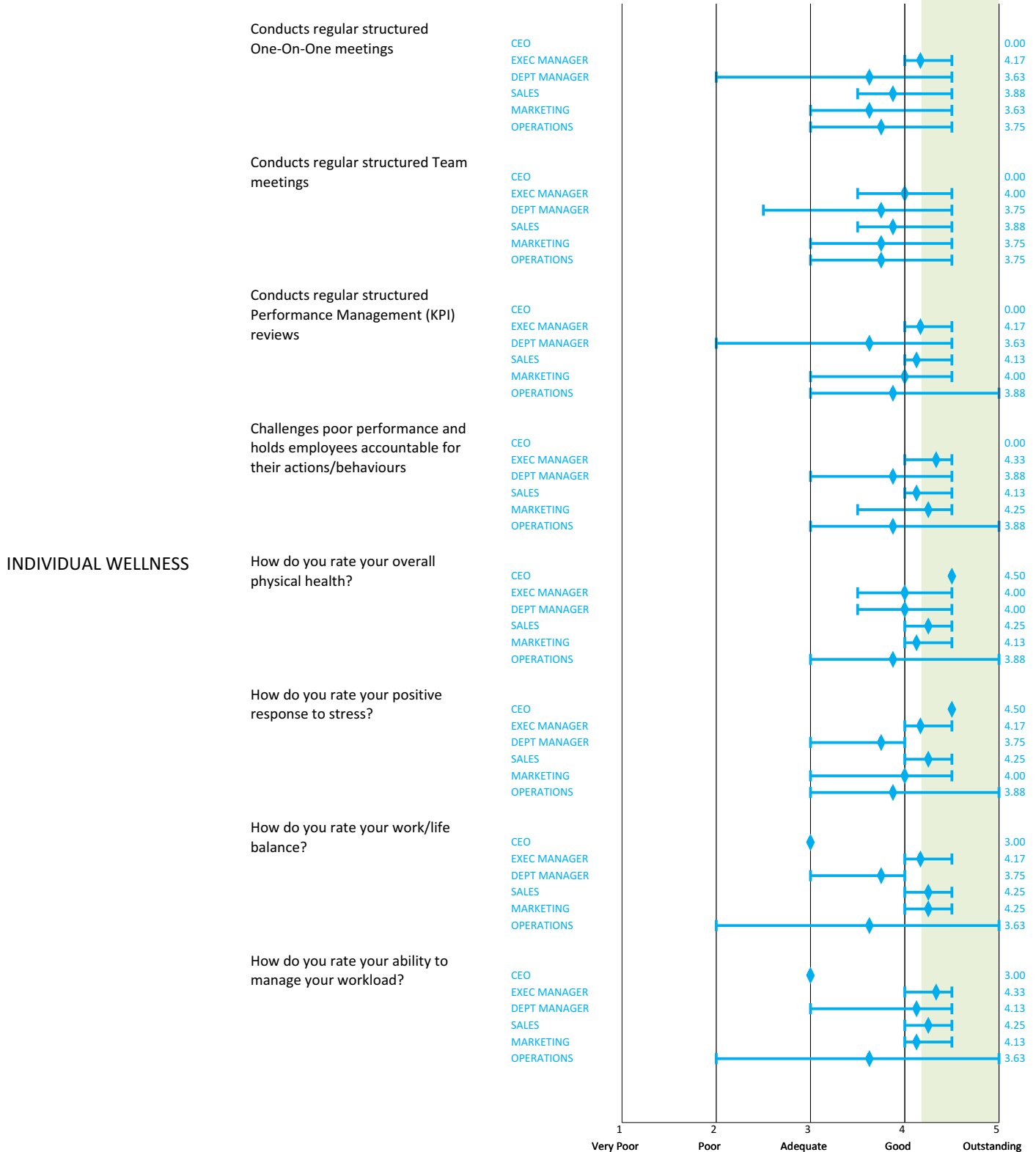
## RESPONDENT GROUP ALIGNMENT (Detail)



PERFORMANCE  
MANAGEMENT

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## RESPONDENT GROUP ALIGNMENT (Detail)

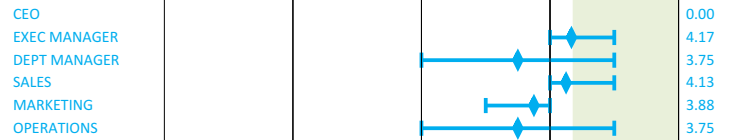


# Confidential Report for ABC Company

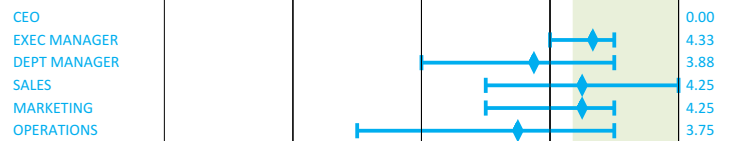
## RESPONDENT GROUP ALIGNMENT (Detail)

### DEPARTMENTAL/TEAM SUPPORT

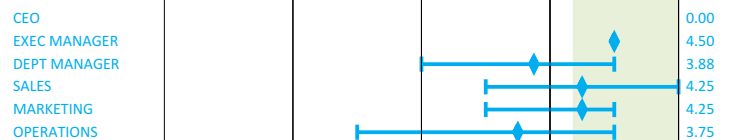
Your manager promoting employee health and wellbeing



Your manager promoting trust in the team

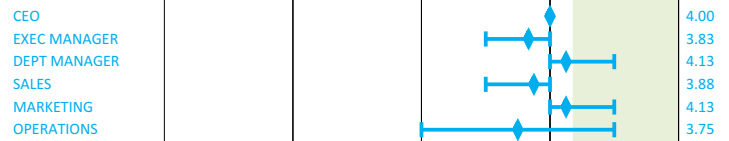


Your manager's ability to be supportive

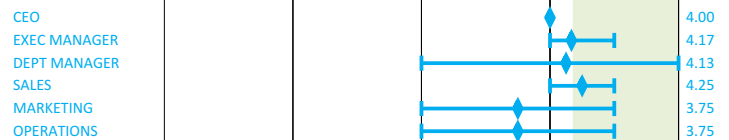


### ORGANISATIONAL RESILIENCE

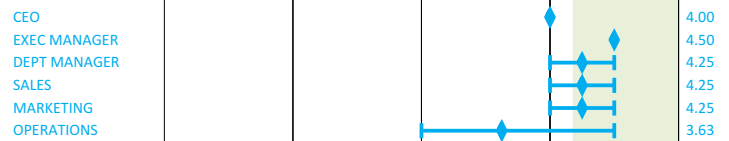
Promotion of health & wellbeing



Fostering flexibility in the workplace



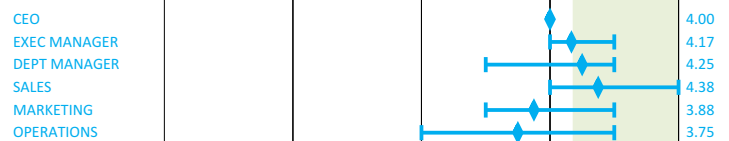
Encouraging personal effectiveness



Providing access to training & professional development



Managing workloads

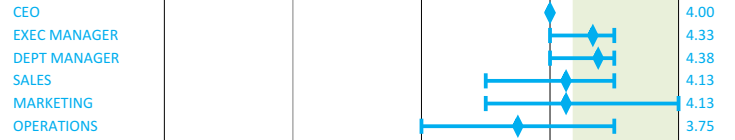


1 Very Poor 2 Poor 3 Adequate 4 Good 5 Outstanding

# Confidential Report for ABC Company

## RESPONDENT GROUP ALIGNMENT (Detail)

Effectiveness of managers



Very Poor      Poor      Adequate      Good      Outstanding

# Confidential Report for ABC Company

## RESPONDENT COMMENTS

Pulse survey participants were given the opportunity to provide any suggestions/comments that they felt were relevant.

These comments are optional and are presented exactly as they were provided by the individuals.

### CUSTOMER SERVICE

How can we improve our customer service levels?

#### CEO

- I do not believe that this area needs improvement. We have invested substantial amounts of time and resources into this area of the business and we have seen an improvement threefold. I am more concerned with maintaining this trend of outstanding customer service and client engagement.

#### Exec Manager

- We could predict future customer needs better.  
- We need to employ some staff to manage customer relations only. They could organise client days and have a reliable and regular relationship with clients so as to anticipate needs and develop stronger bonds.  
- We should focus more on customer outcomes and satisfaction rather than volume of sales achieved.

#### Dept Manager

- We should anticipate customer needs and work better with them for the long term.  
- I don't believe all customer-facing employees have had adequate training in understanding client business requirements. There are some people who are unsuited to their roles, and despite our best efforts, are not pulling their weight here. I think this is an issue that needs to be brought up at staff reviews and with executive management.  
- I think we need a greater range of products to suit our clients and we also need to spend more time with our clients to understand them better.

- We should ask for more feedback from customers.

#### Sales

- We need to develop better relationships with clients.  
- Customer service levels are adequate though I do receive some feedback that they are a bit unpredictable..  
- I think we need more teams of sales people who are more aggressive in their approach to sales.  
- We do constant customer service based training, and I am personally always looking to upgrade my skills. I think the culture in our sales team places emphasis on this, which breeds a level of enthusiasm. Of course we're not perfect but we're always looking for improvement.

#### Marketing

- I am unaware of any problems with customer service.  
- I think we can market more directly to specific customers. This would make the clients/customers feel more special.

Often we are trying to sell products to clients that we know they will never sell.

- By listening to the client more and predicting some of their needs.  
- From what I have observed, I would say customer service was one of our strong points.

#### Operations

- We can be more responsive to customer criticism and feedback.  
- I think our customer service is relatively good but not very innovative or progressive.  
- I think our responsiveness to customer demands and complaints could do with a shake up. Sometimes I think we're a bit slow to move on that because too many people are focused on getting the processes exactly right. I think short-cuts are needed on occasion in order to get the final outcome = bought product.

### EMPLOYEE ENGAGEMENT

Are there any suggestions you have that would improve employee engagement levels?

## Confidential Report for ABC Company

### RESPONDENT COMMENTS

#### CEO

- The results of this survey will help provide executive management and myself with the information we need to better assist our workforce. I'm interested to hear what staff have to say and looking forward to helping achieve better engagement within our organisation.

#### Exec Manager

- It would be great to have more team building exercises.  
- An incentive program would be good with prizes for sales performance and reaching benchmarks.  
- Delegation of work is done well but I sometimes feel that there is not enough time allocated to each piece of work.

#### Dept Manager

- I think we could have more training and emphasise job security and advancement more within the company.  
- I don't think staff morale is great. I think we need to make the workplace more interesting and interactive. There are not a lot of opportunities for staff to mix and learn about each other's roles.  
- There is a fair amount of training available for our teams. However I feel it is not effective/targeted to get the outcomes we desire. A holistic approach to our employee engagement issues needs to be adopted - right from recruitment/selection processes, through to on-boarding and employee development training/coaching. Training that is specific is more likely to have greater effects on our engagement and staff morale.  
- You could involve staff in more of the decision making processes.

#### Sales

- I think we should socialise more together both as teams and as an organisation as a whole. I think we also need an incentive system to inspire employees to put more into their work.  
- I think we could have smaller teams of people who operate together. I think this would create a tighter environment where people are more connected to the work place and form closer bonds with other staff members.  
- I think we could embrace having more fun at work.

#### Marketing

- I think that there should be more staff training. I think we need to keep up with the current business trends and the best way to achieve this is to constantly send staff to training courses and get them to tell other staff what they have learnt.  
- I think we could have more staff days and barbeques. We need more opportunities for staff to mingle with each other on a social basis.  
- We probably need to employ more staff to deal with customer inquiries and complaints.  
- The majority of employees are really happy here. This is a great company to work for, and it has a good reputation for taking good care of it's workers. I'm proud to say I work here.

#### Operations

- I think there need to be more team building initiatives.  
- I think we need to include employees in more meetings with clients, instead of just managers in the meetings.  
- I think improving the working conditions of our warehouse staff needs to be looked at. The heat in summer is unbearable, and ventilation is poor at the best of times. Keeping staff happy, healthy and comfortable in their work environment should be a priority.

Please provide any suggestions/comments that you feel are relevant to improving our organisation:

#### CEO

- We place a lot of emphasis on employee welfare and counselling programs as we recognise the cost of workplace stress to our organisation. I am aware that nothing is perfect, but I anticipate a positive outcomes from the roll-out of this survey. We are always striving for improvement and I think that is reflected in our workplace culture.



## Confidential Report for ABC Company

### SURVEY COMMENTS

#### Exec Manager

- The organisation generally supports its employees but good do more team building.
- It is a good organisation to work for. They look after their staff and we look forward to coming to work and doing well.
- I think the company is well run and efficient.

#### Dept Manager

- Employee wellness is prioritised in the company. Work life balance is important and considered.
- We have a good management team who is always looking at different ways to do things better.
- The company has a strong belief in the wellness of its employees. There is a major focus on it and I think it helps get good results.

#### Sales

- I think our sales teams need to work more co-operatively to achieve better sales outcomes. I think there is too much autonomy given to sales staff, we need to rething the team structure that is currently being used.
- I think the organisation is very successful and well run. I enjoy working here and the sales teams are great to work with. I think we need to reshuffle the sales teams occasionally so that there is more mingling amongst staff. Smaller teams that are rotated often would perhaps work better.
- I think there should be more professional training in the company so that we get a smarter workforce who can bring fresh ideas about achieving outcomes into the company.

#### Marketing

- I think there could be more flexibility in the workplace.
- I think the organisation is successfully growing and promoting its products.
- I think we need to stick to deadlines better. There is a propensity within the company to have flexible deadlines. This interferes with accepting new work and also leads to strained relationships with clients.
- Overall, this organisation is great. I think some managers need more training and development in leadership. There is a different between directing work and leading people. Some need help with this.

#### Operations

- The management is well organised and effective. No complaints.

## Confidential Report for ABC Company

### SUMMARY

Thank you for conducting the MultiRater Employee Pulse Survey within your organization.

Your management team now have a starting point from which positive change can be effected. To do this it is imperative that you implement change strategies as quickly as possible.

To improve organizational performance, consider the following steps:

1. ESTABLISH A STARTING POINT – this Pulse Survey report is your starting point
2. SET A GOAL – without a clear idea of what you wish to accomplish, how will you know if you get there?
3. DEVELOP ACHIEVABLE INITIATIVES – identify the critical areas that need to be attended to and then develop a maximum of four initiatives
4. COMMUNICATE – ensure that everyone in the organization has a solid understanding of the survey results and what initiatives have been developed
5. MEASURE – measure how well the initiatives have worked by implementing the same Pulse Survey every 6/12 months
6. CONTINUOUS IMPROVEMENT – continue to repeat steps 2 through to 6 every 6/12 months