XYZ Staff Survey

3 Fundamental Aims of Our Staff Survey

UNDERSTAND what staff think and feel

IMPACT FUTURE - Establish how these feeling and perceptions will **impact** on future behavior & business trajectory

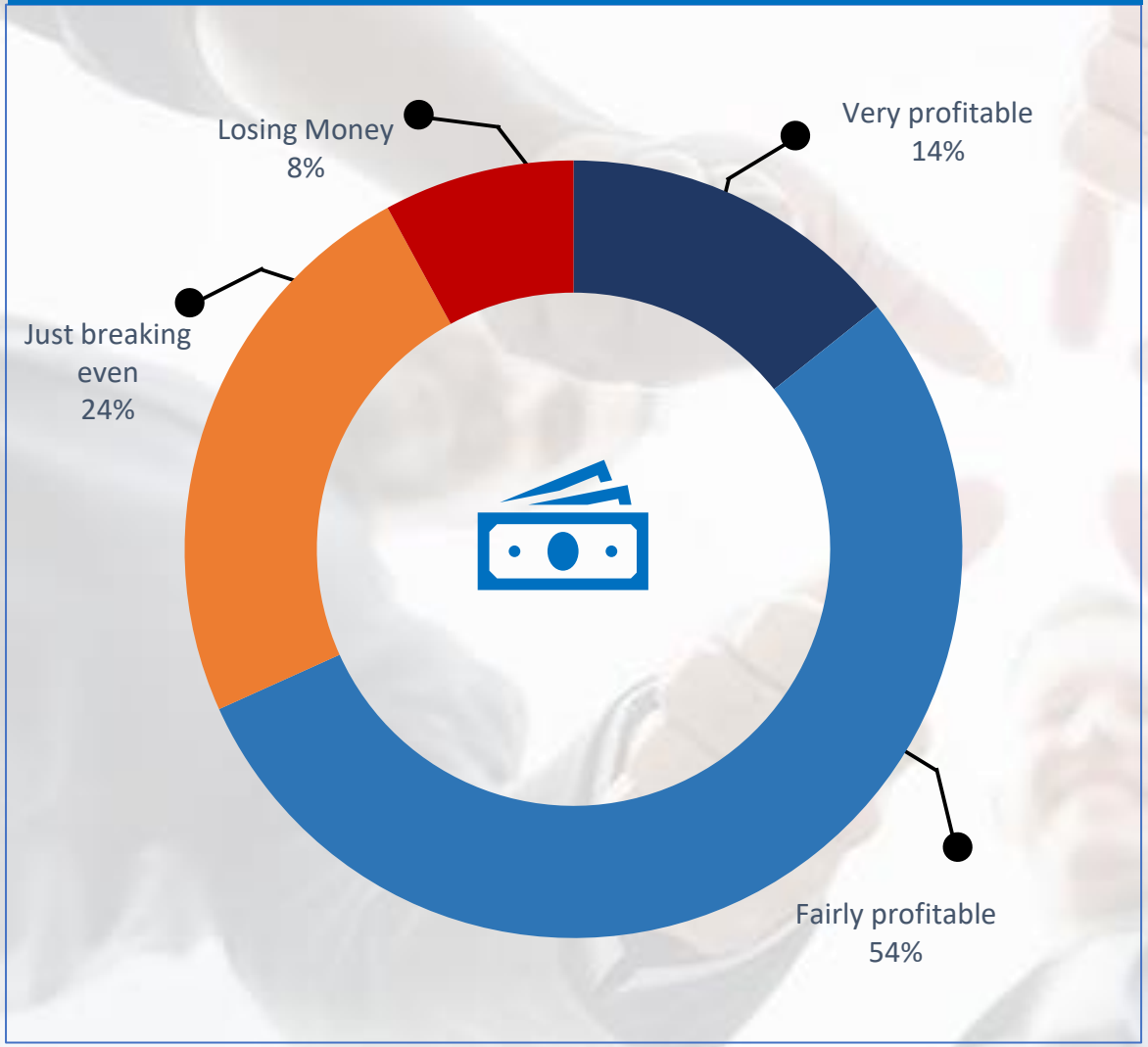
STRATEGIC GUIDELINES To optimize the organisation

XYZ Staff Survey

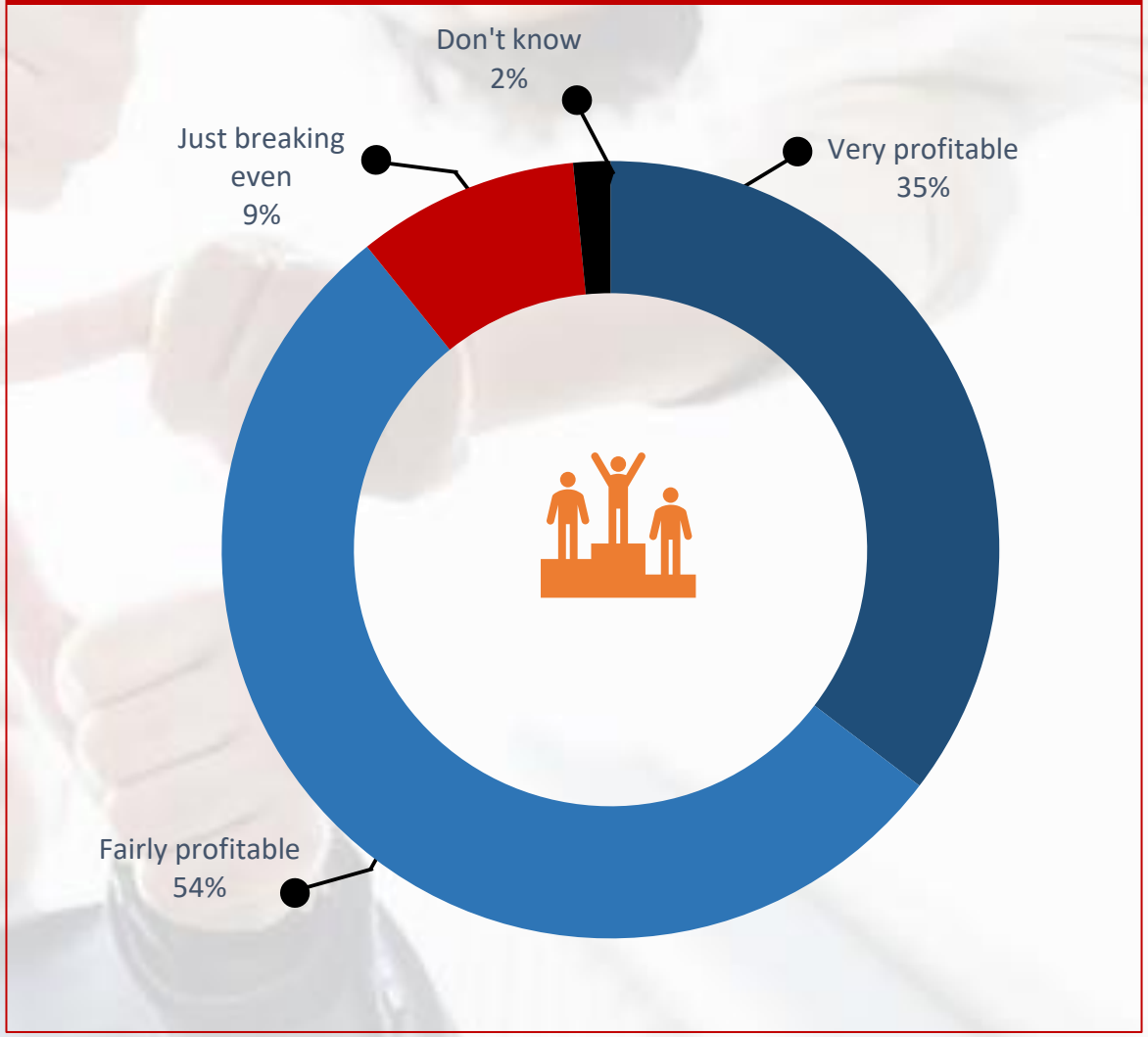
Organizational dashboard

Perceived Profitability Past vs Future Predictions

"From what you know or even imagine how financially profitable would you say the company is?"

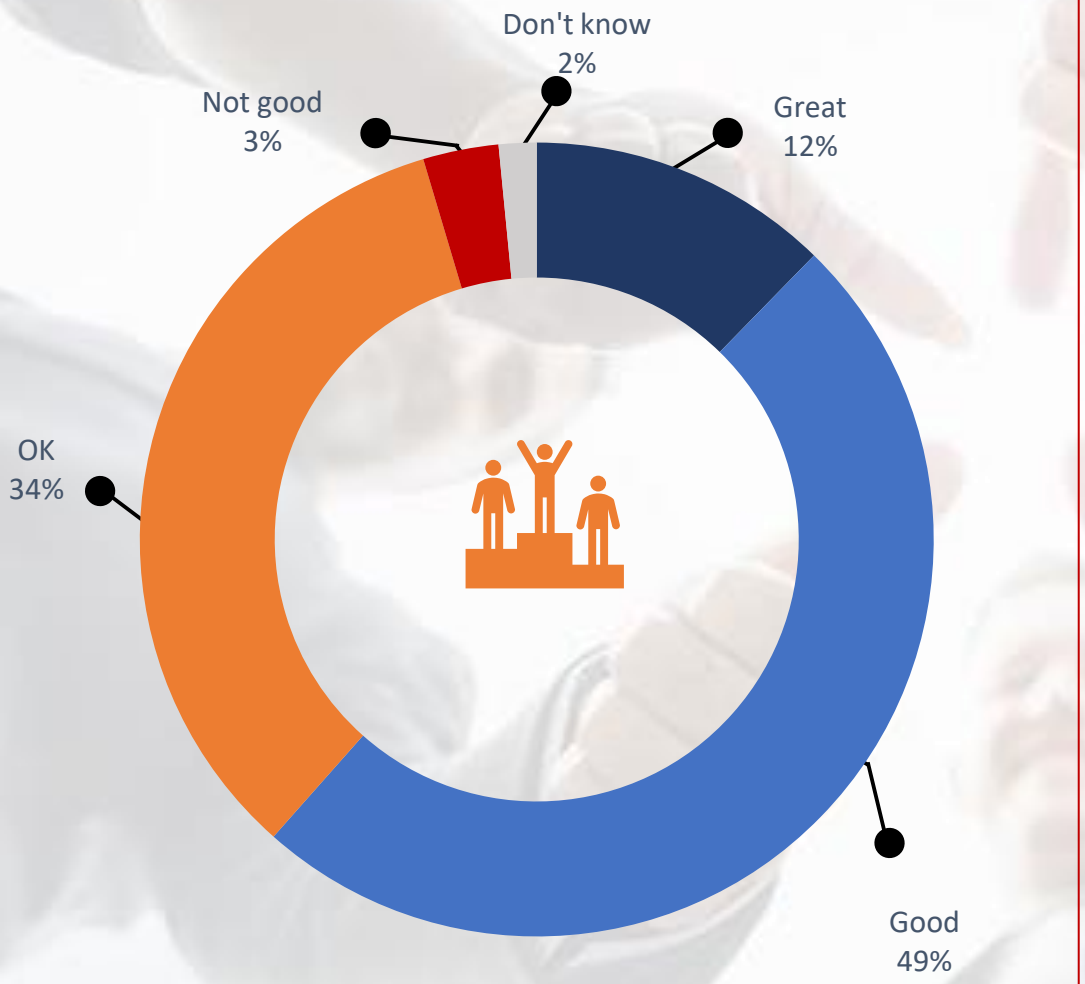


"What do you expect will happen to the organization's profits or financial bottom line over the next few years?"

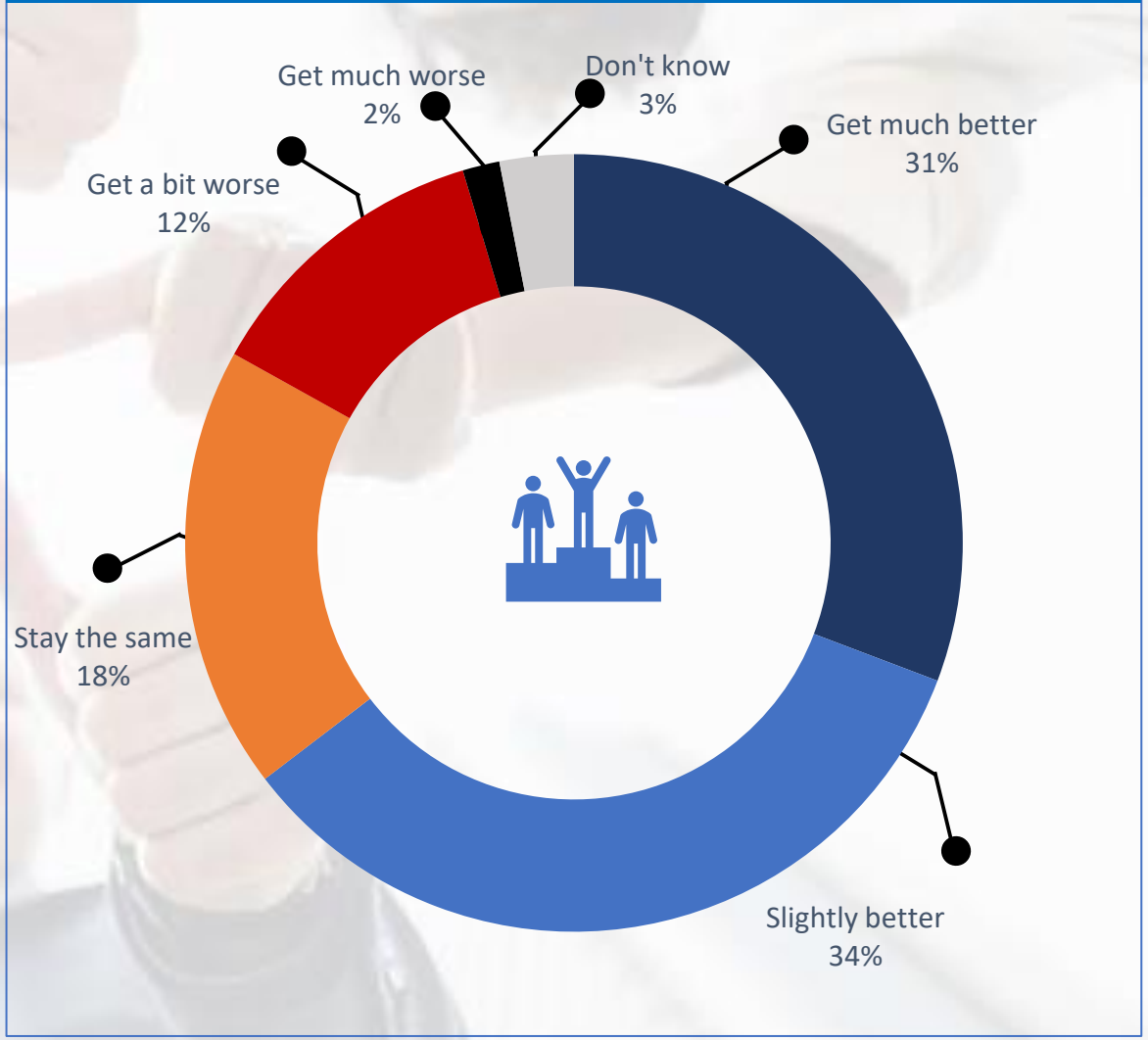


Health & Wellbeing: Present vs. Future Predictions

"Which of the following best describes the overall health and well-being of the organization?"

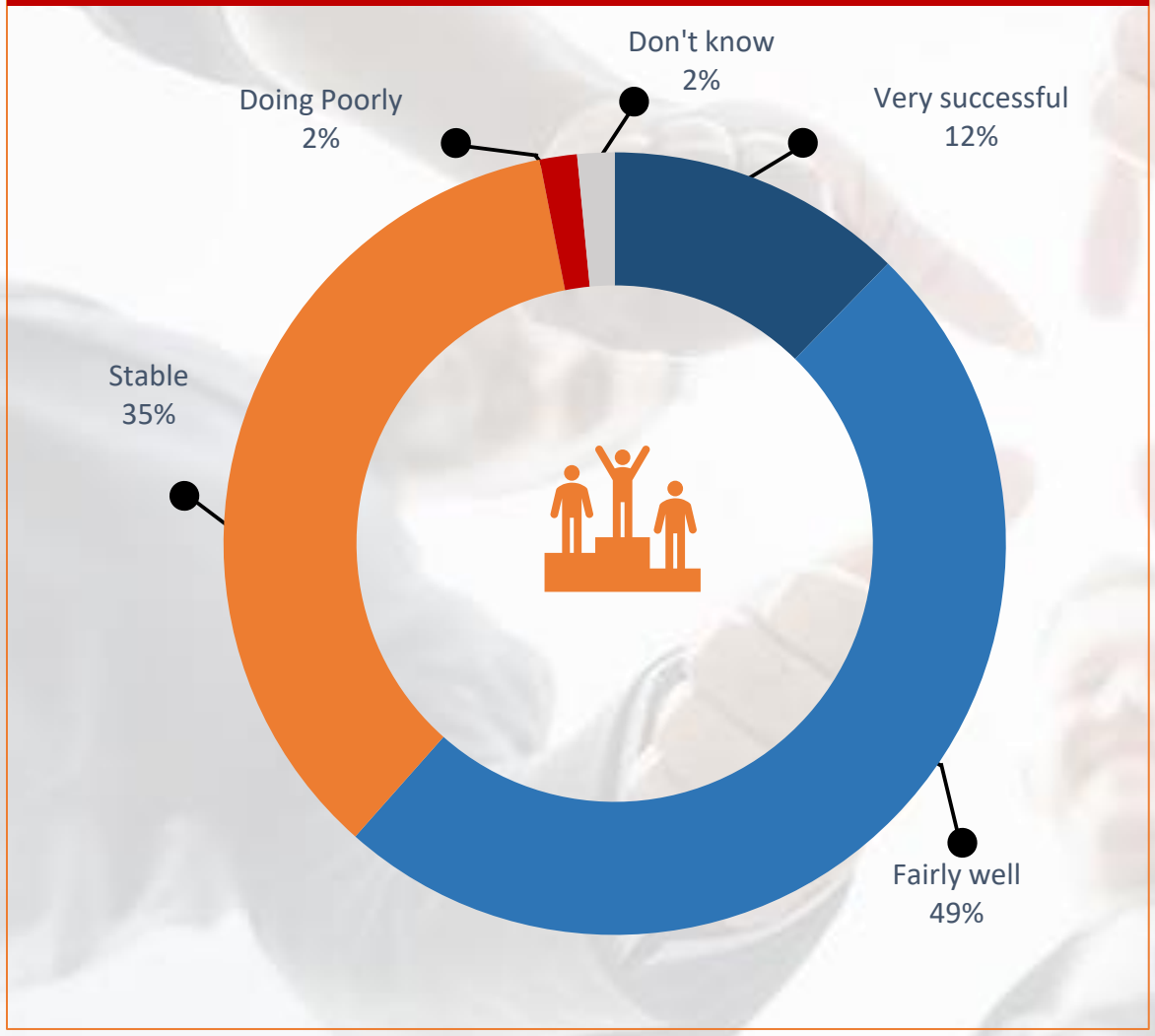


"I.t.o overall employee health and well being what do you think will happen to your organization in the next 3 years?"

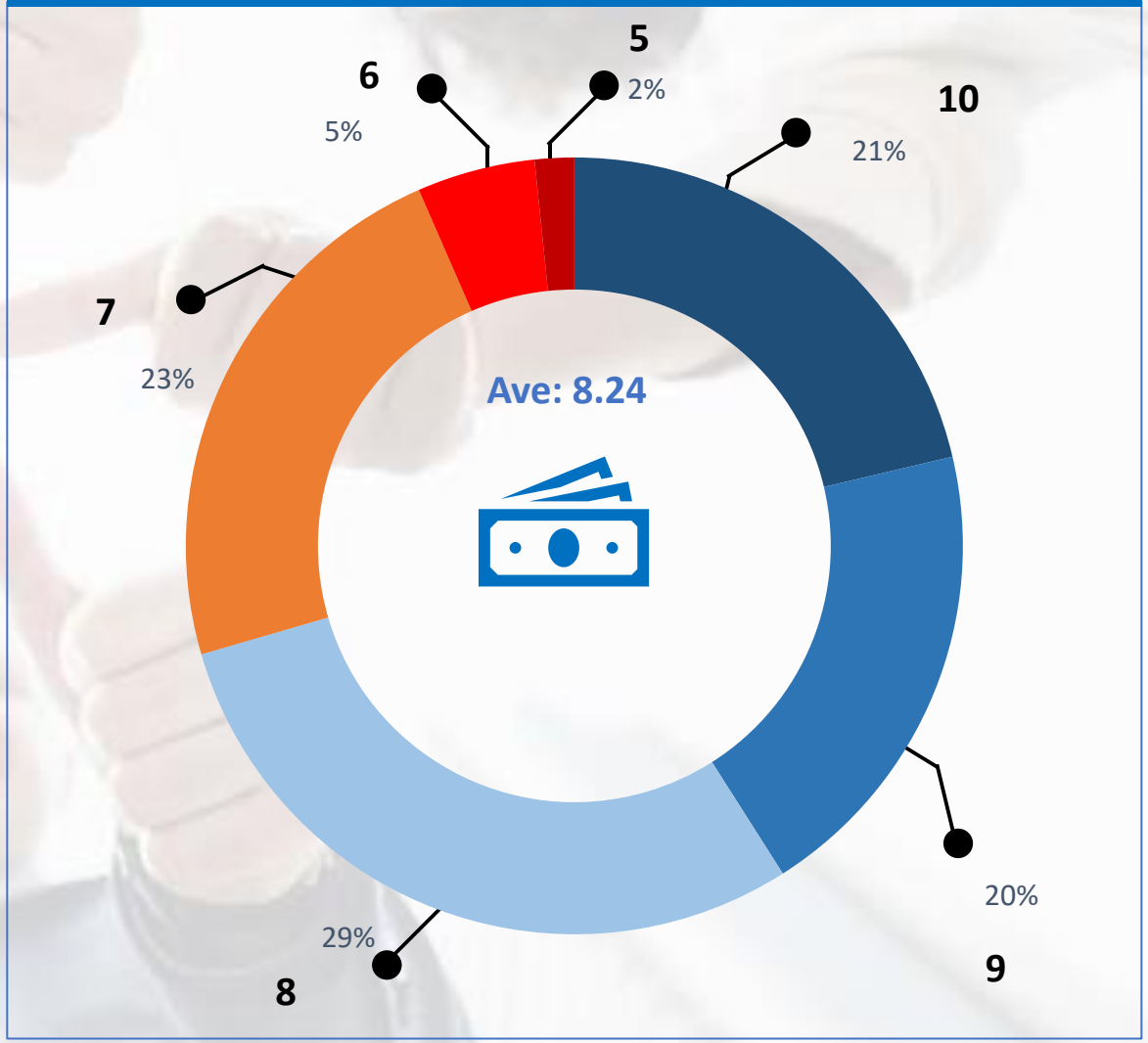


Overall ratings of the organization's success

"From your perspective how well do you think your organisation is doing?"

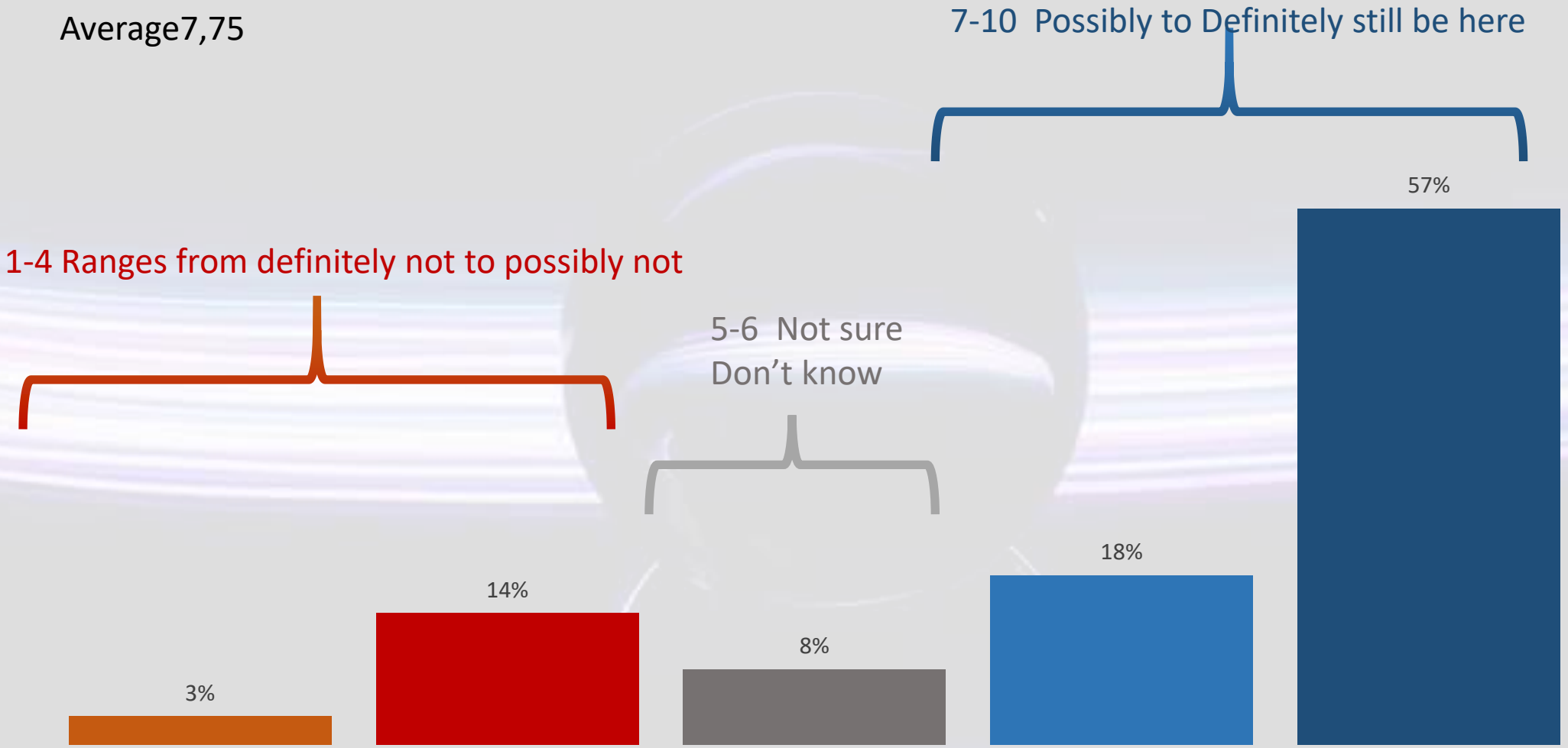


"What do you expect will happen to your organization over the next 3 years. 1= decline fail 10= or grow succeed."



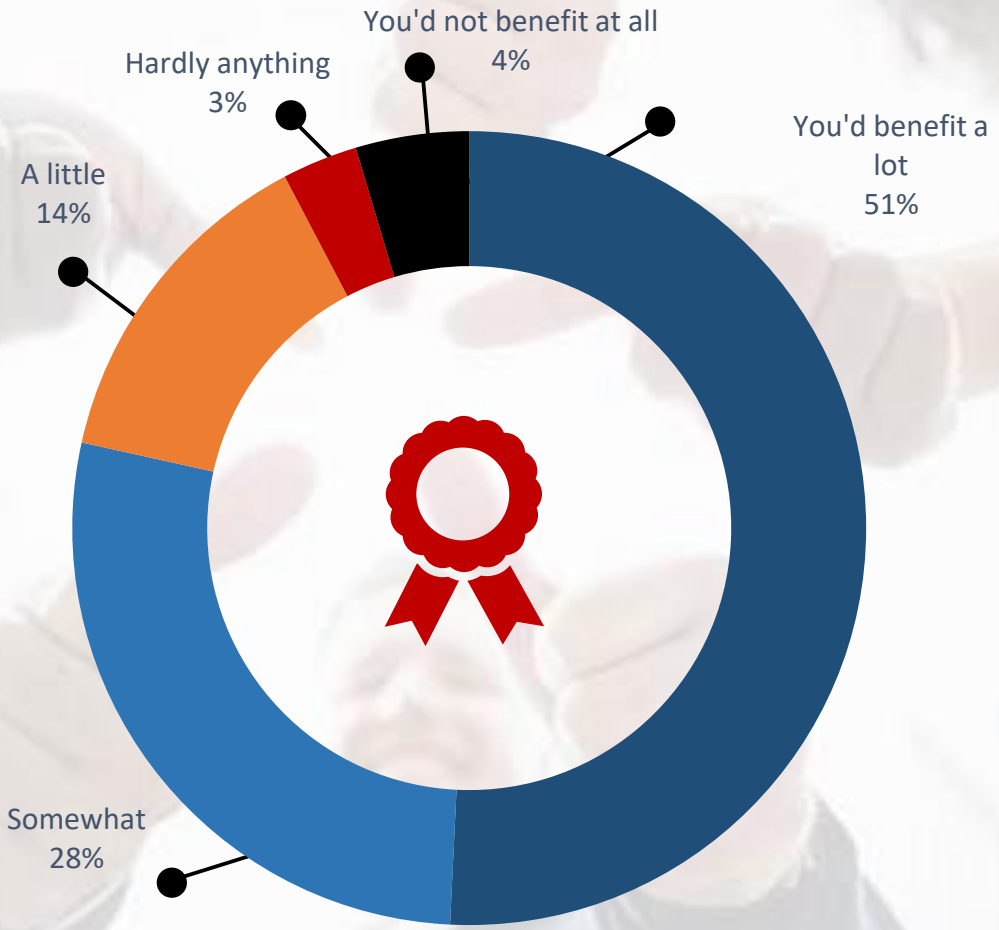
What's the likelihood of you still being at XYZ in three years time?

Average7,75



Perceived Personal Growth

"What do you think you personally would achieve or receive by staying with the organization over the next 3 years?"



XYZ Staff Survey

Understanding the role of values and emotions in the workplace

What

Are

Values?

Most understand that our ‘values’ represent ‘what we value’ – or in other words what we believe is truly important, or worth pursuing in life.

Our value systems shape our world and define our choices in practically every aspect of our lives…

Choice of career

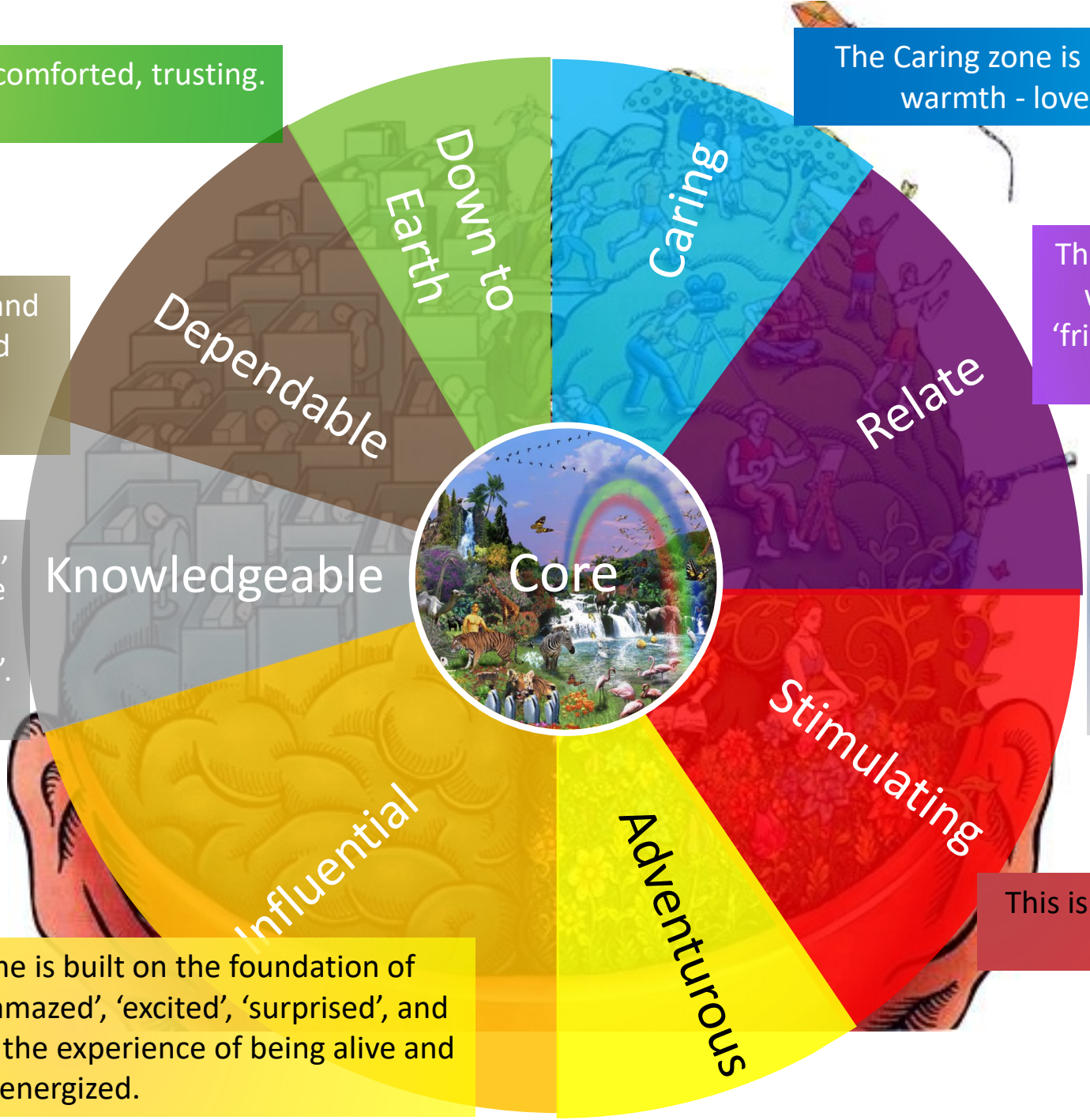
Choice of partner

Choice of brands

Based on our R&D, when compared to demographics, Values are 2-5 X more important in predicting consumer behaviour

Rational

Emotional



This zone include feelings of comforted, trusting.

The Caring zone is linked to feelings of human warmth - love, compassion, respect.

This is the zone of connection and safety. Emotions represented within this zone are patient, relaxed, safe, relieved.

The relationship zone is associated with emotions such as 'liking', 'friendliness', 'love' and 'romance' attraction.

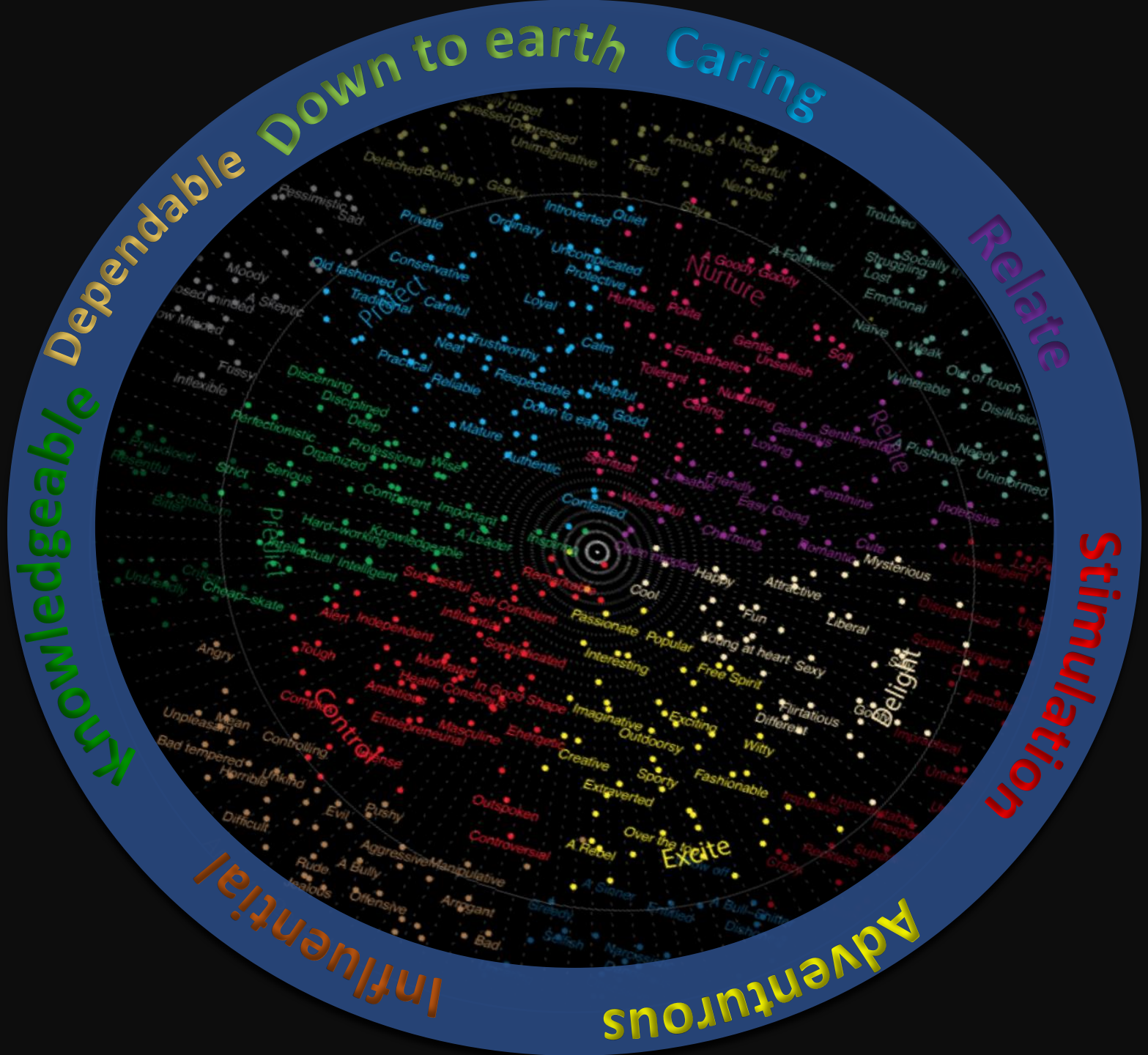
This is the zone of understanding, knowledge and competence. The zone includes such feelings as 'pride', 'focus', and being 'serious'.

The metaphorical "Garden of Eden" or Utopia. : Feeling accepted, happy, love, gratitude blessed, fulfilled, wonderful and perfectly satisfied.

The influential zone is based on feeling invigorated, energised, 'inspired, confident, powerful and 'in control'.

This is the zone of pleasure, playful, enjoyment and desire.

The adventurous zone is built on the foundation of emotions like feeling 'amazed', 'excited', 'surprised', and 'enthusiastic', and with the experience of being alive and energized.


Knowledgeable
Dependable
Down to earth
Caring
Relate
Stimulation
Adventurous
Influential
Protect
Nurture
Relate
Prefer
Control
Delight
Excite
Contented
Cool
Happy
Attractive
Fun
Liberal
Mysterious
Passionate
Popular
Young at heart
Sexy
Free Spirit
Interesting
Imaginative
Exciting
Flirtatious
Different
Witty
Outdoorsy
Creative
Sporty
Fashionable
Extraverted
Outspoken
Controversial
A Rebel
Aggressive
Manipulative
Arrogant
Bad
Rude
A Bully
Offensive
Jealous
Evil
Pushy
Difficult
Unpleasant
Mean
Controlling
Bad tempered
Horrible
Unkind
Angry
Tough
Alert
Independent
Ambitious
Entrepreneurial
Masculine
Energetic
Competitive
Health Conscious
In Good Shape
Motivated
Sophisticated
Influential
Successful
Self Confident
Intelligent
Hard-working
Knowledgeable
A Leader
Intellectual
Cheap-skate
Strict
Serious
Stubborn
Resentful
Inflexible
Fussy
Old fashioned
Conservative
Traditional
Careful
Loyal
Moody
A Skeptic
Pessimistic
Sad
Private
Ordinary
Uncomplicated
Introverted
Quiet
Protective
Humble
Polite
A Goody Goody
Gentle
Unselfish
Soft
Empathetic
Tolerant
Nurturing
Caring
Generous
Loving
Sentimental
Helpful
Good
Down to earth
Trustworthy
Neat
Practical
Reliable
Respectable
Calm
Mature
Authentic
Spiritual
Flexible
Friendly
Easy Going
Wonderful
Charming
Romantic
Cute
Femme
Indecisive
A Pushover
Nobody
Uniformed
Unintelligent
Vulnerable
Weak
Out of touch
Disillusioned
Naive
Emotional
Lost
Struggling
Troubled
A Follower
Shy
Nervous
Fearful
A Nobody
Anxious
Tired
Unimaginative
Depressed
Upset
Bored
Geeky
Detached
Disciplined
Deep
Perfectionistic
Organized
Professional
Wise
Discerning
Important
Competent
Thoughtful
Stubborn
Bitter
Unfriendly
Cheap-skate
Strict
Serious
Inflexible
Fussy
Moody
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Free Spirit
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Outdoorsy
Creative
Sporty
Fashionable
Extraverted
Outspoken
Controversial
A Rebel
Aggressive
Manipulative
Arrogant
Bad
Rude
A Bully
Offensive
Jealous
Evil
Pushy
Difficult
Unpleasant
Mean
Controlling
Bad tempered
Horrible
Unkind
Angry
Tough
Alert
Independent
Ambitious
Entrepreneurial
Masculine
Energetic
Competitive
Health Conscious
In Good Shape
Motivated
Sophisticated
Influential
Successful
Self Confident
Intelligent
Hard-working
Knowledgeable
A Leader
Intellectual
Cheap-skate
Strict
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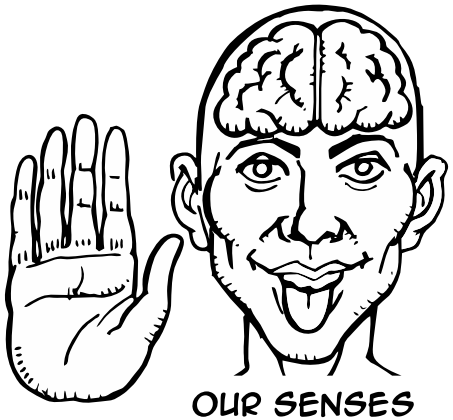
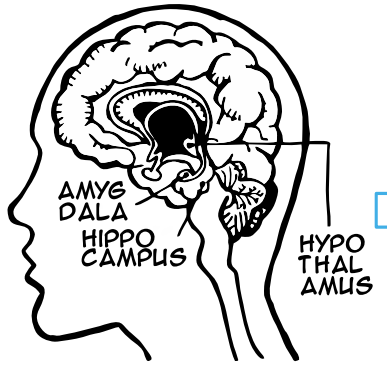
Wise
Discerning
Disciplined
Deep
Important
Competent
Thoughtful
Bitter
Unfriendly
Cheap-skate
Strict
Serious
Stubborn
Resentful

Emotions

A lightning speed algorithm?

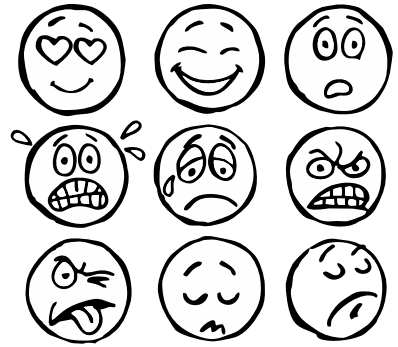


OUR SENSES TRANSMIT **11 MILLION** BITS OF INFO TO THE BRAIN PER SECOND



THE ONLY WAY THAT ALL THIS INFO CAN BE QUICKLY TRANSLATED TO OUR CONSCIOUSNESS IS THROUGH GUT FEELING OR EMOTION

GLADWELL [2005]; DAMASIO [2008]; GEORGE [2009]; JOHNSTON & OLSEN [2015]



OUR EMOTIONS ARE THE CORE AND PRIMARY SOURCE OF OUR BEHAVIOUR AND OUR CONSCIOUS THOUGHTS

XYZ Staff Survey

Recall of Emotions at XYZ

Free Association XYZ

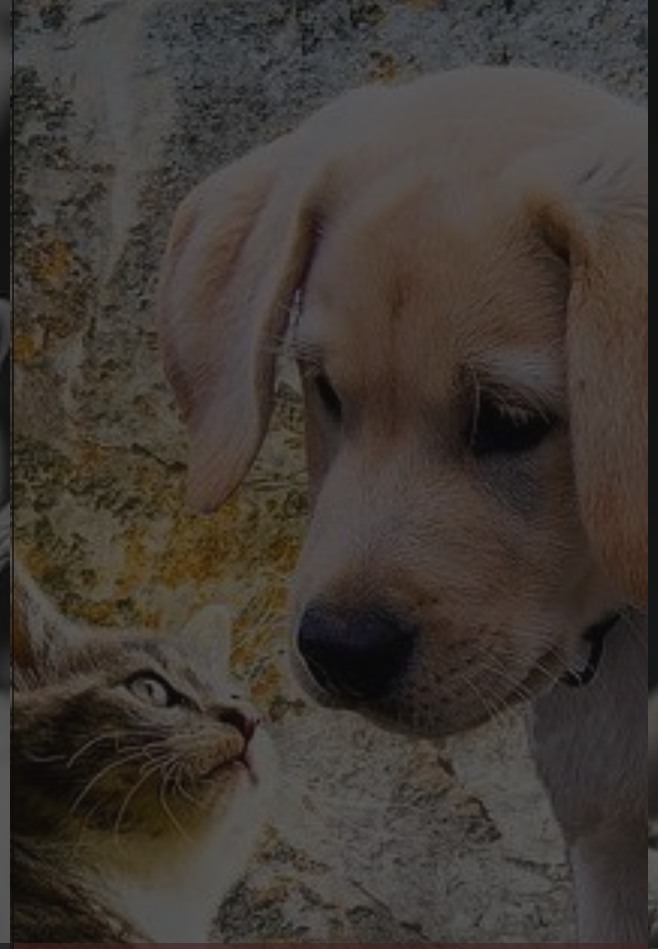
What thoughts and feelings pop in your mind when you think of XYZ?

Based on total sample

Great Company

"Great company to work for"
"Great People"
"Great culture"

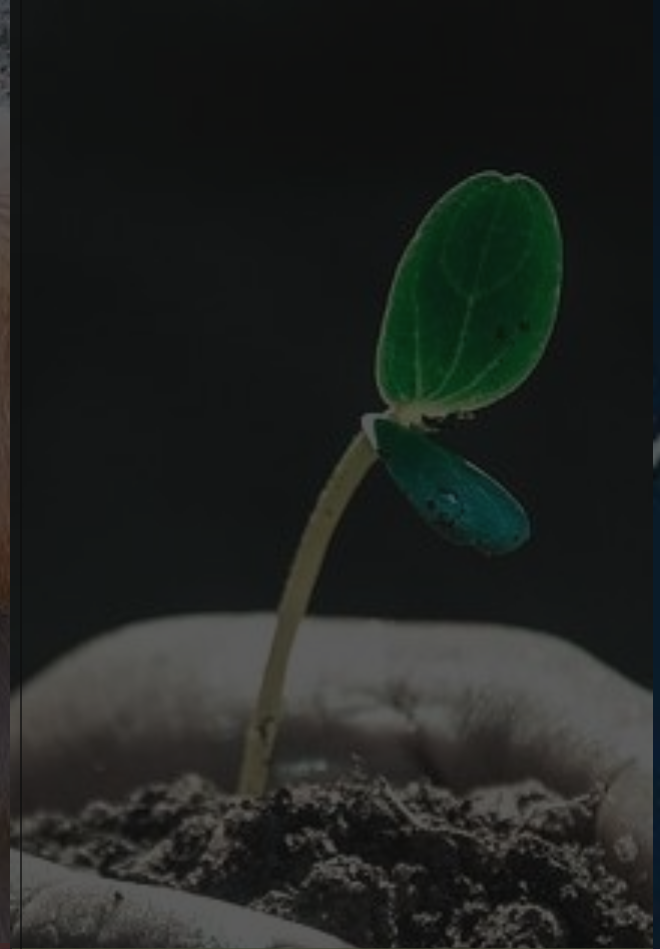
31%



Family

"Family based business"
"Family culture"

28%



Opportunity for Growth

"Great Opportunities"
"Potential"

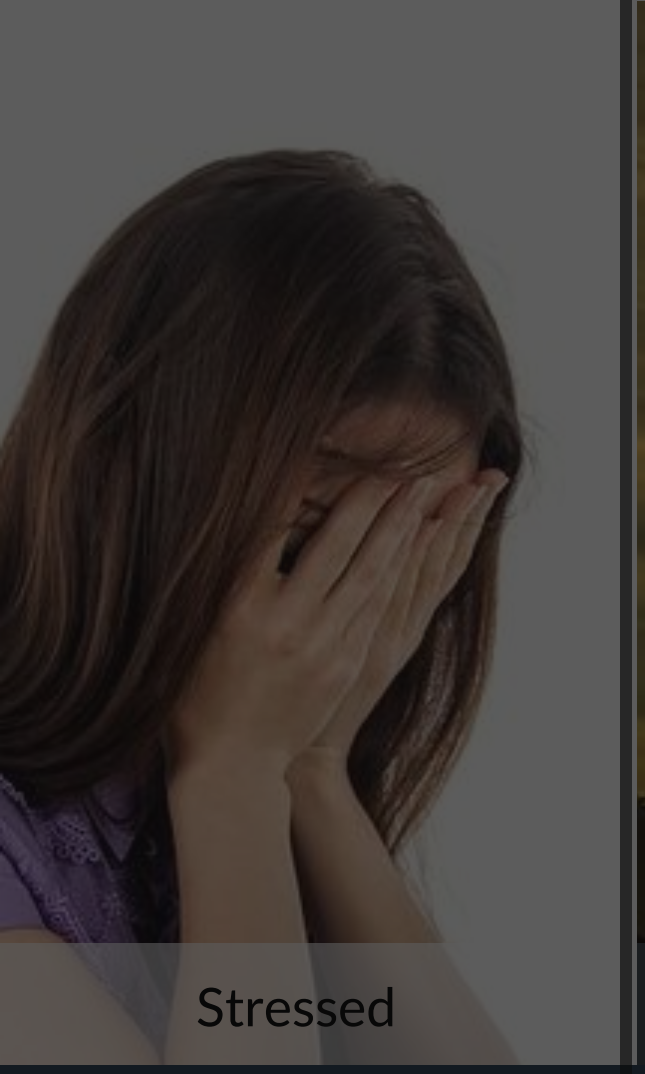
20%

The Five Principles

Five Principles

"5 Principles"
"Principle based company"
"Strong values"

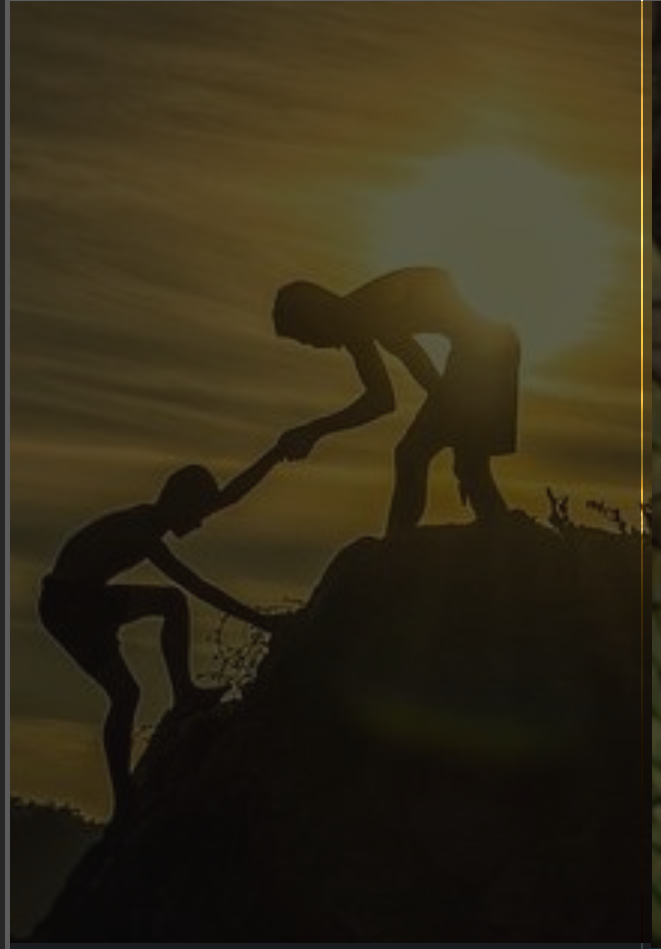
17%



Stressed

"Taking strain"
"Feeling overwhelmed"
"Workload increased exponentially"

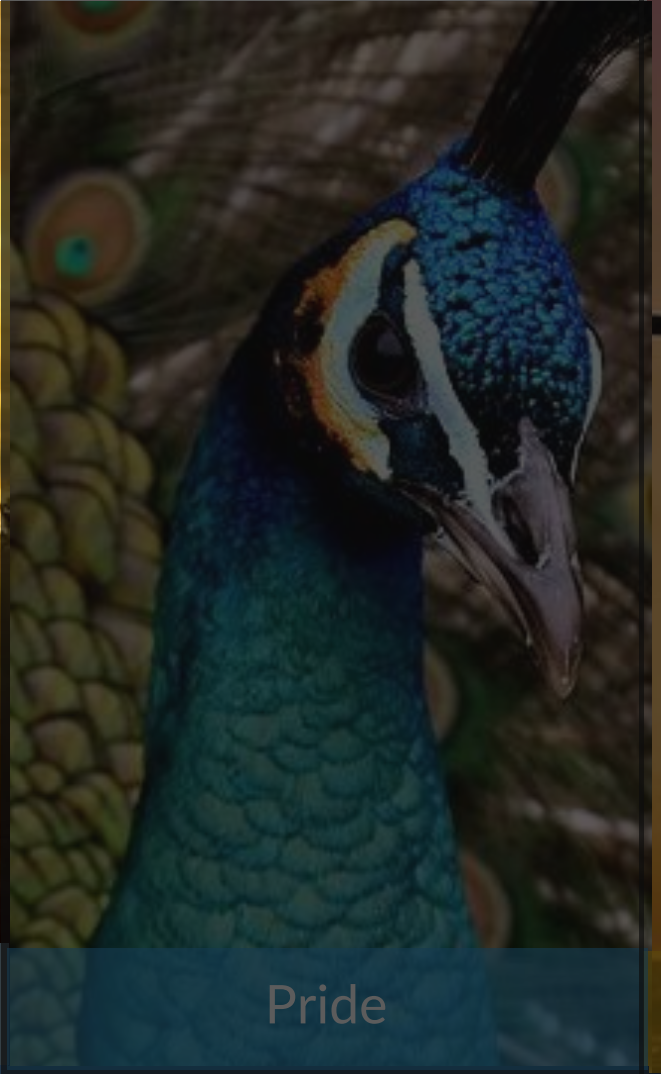
15%



Supportive

"Loving"
"Supportive"
"Caring"
"Appreciative"

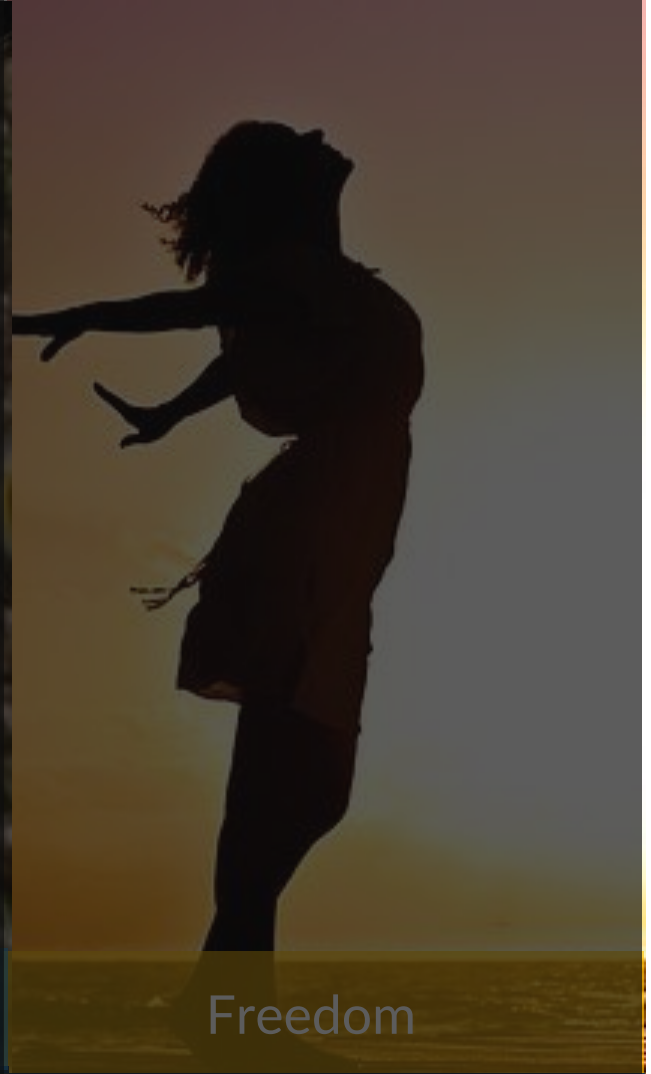
14%



Pride

"Pride"
"Sense of purpose"

11%



Freedom

"Freedom"
"Flexibility"
"Comfortable working environment"

9%

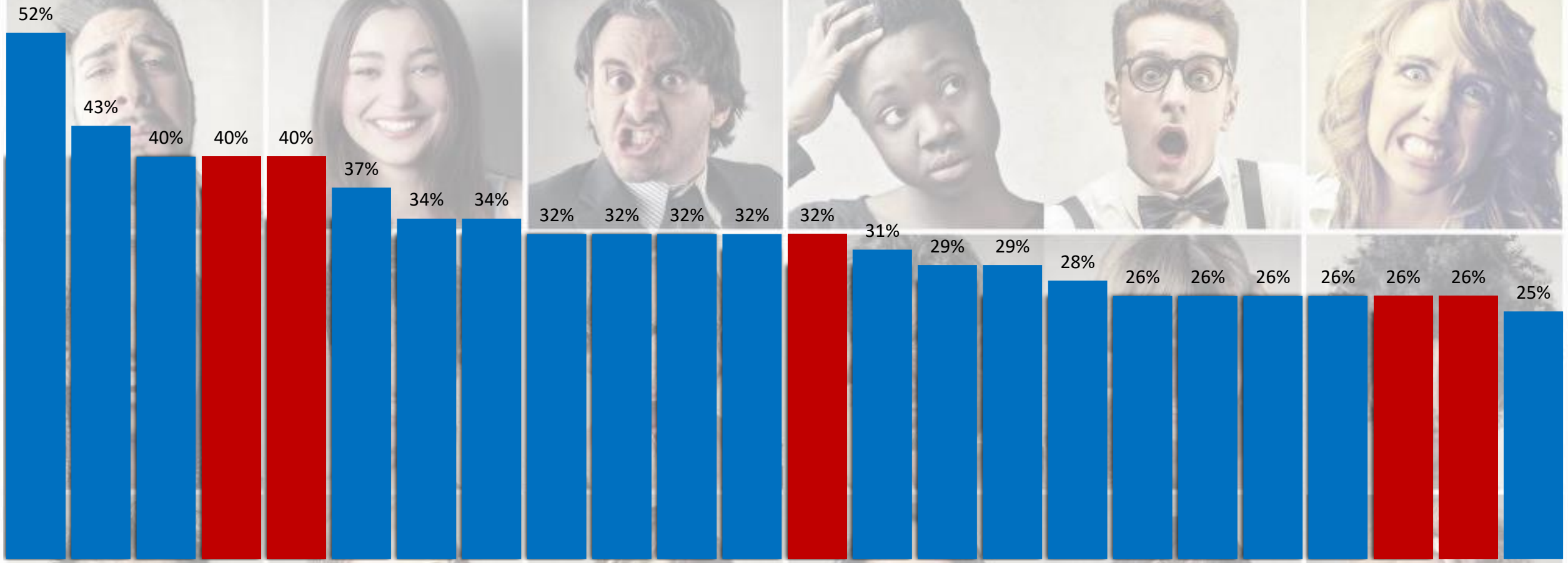
Structured Emotions: Positive & Negative

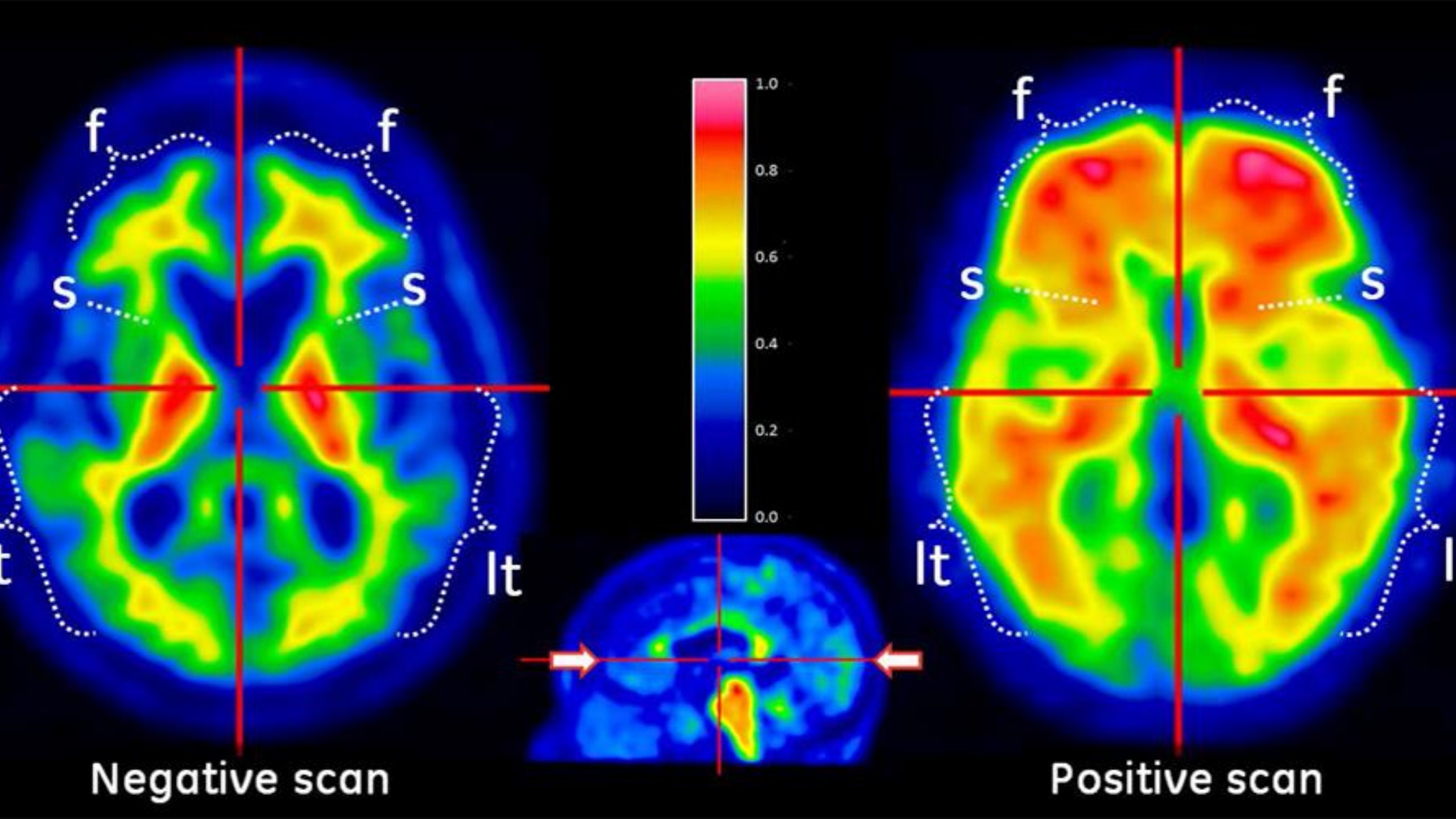
Structured Emotions

Let’s begin looking at your positive emotions and good feelings. Please click on all the emotions that you often feel and experience working at XYZ

Now let’s take a look at some negative emotions.
Click on all the emotions that you often feel or experience at work.

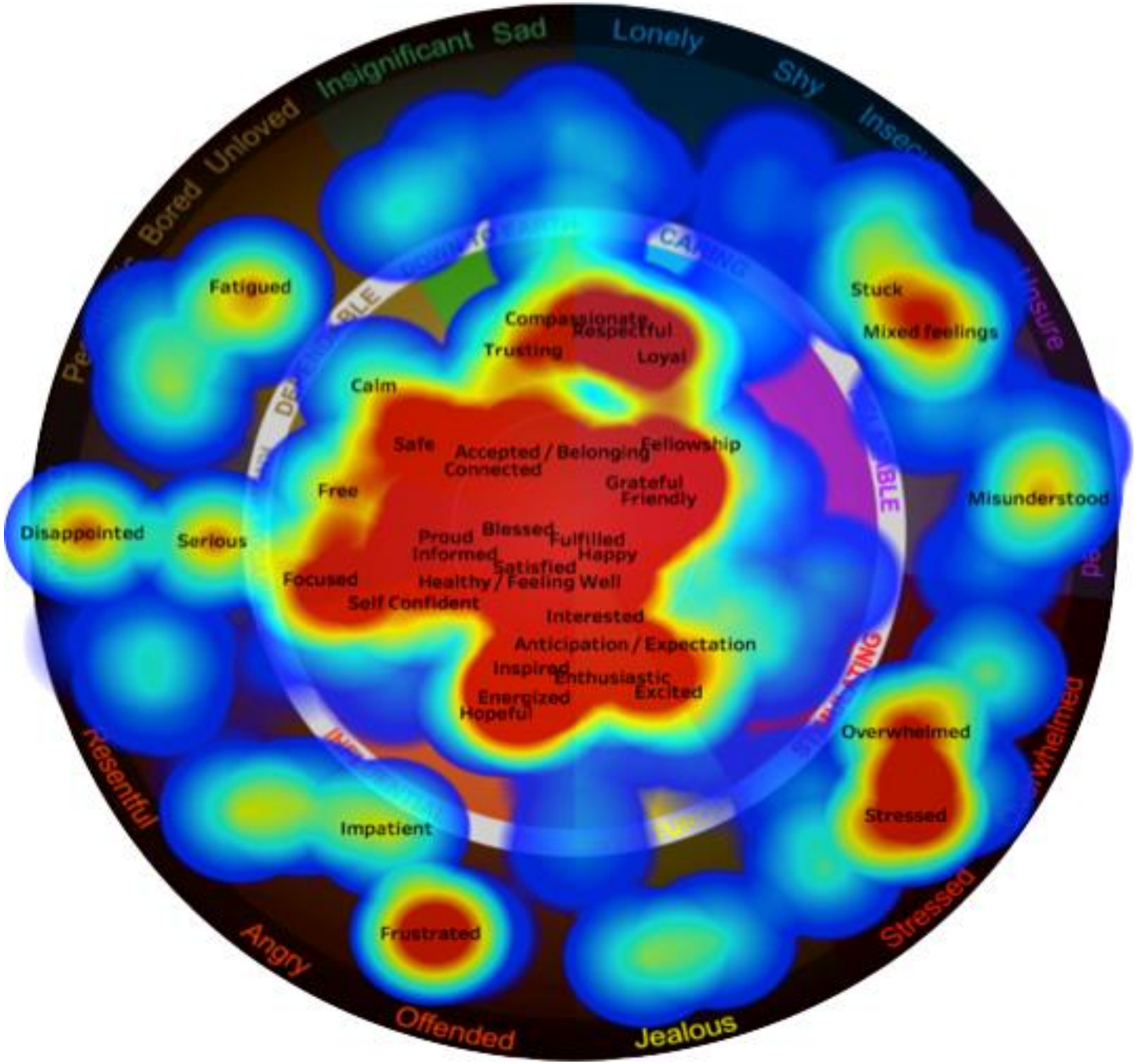
Top Emotions by Total Sample



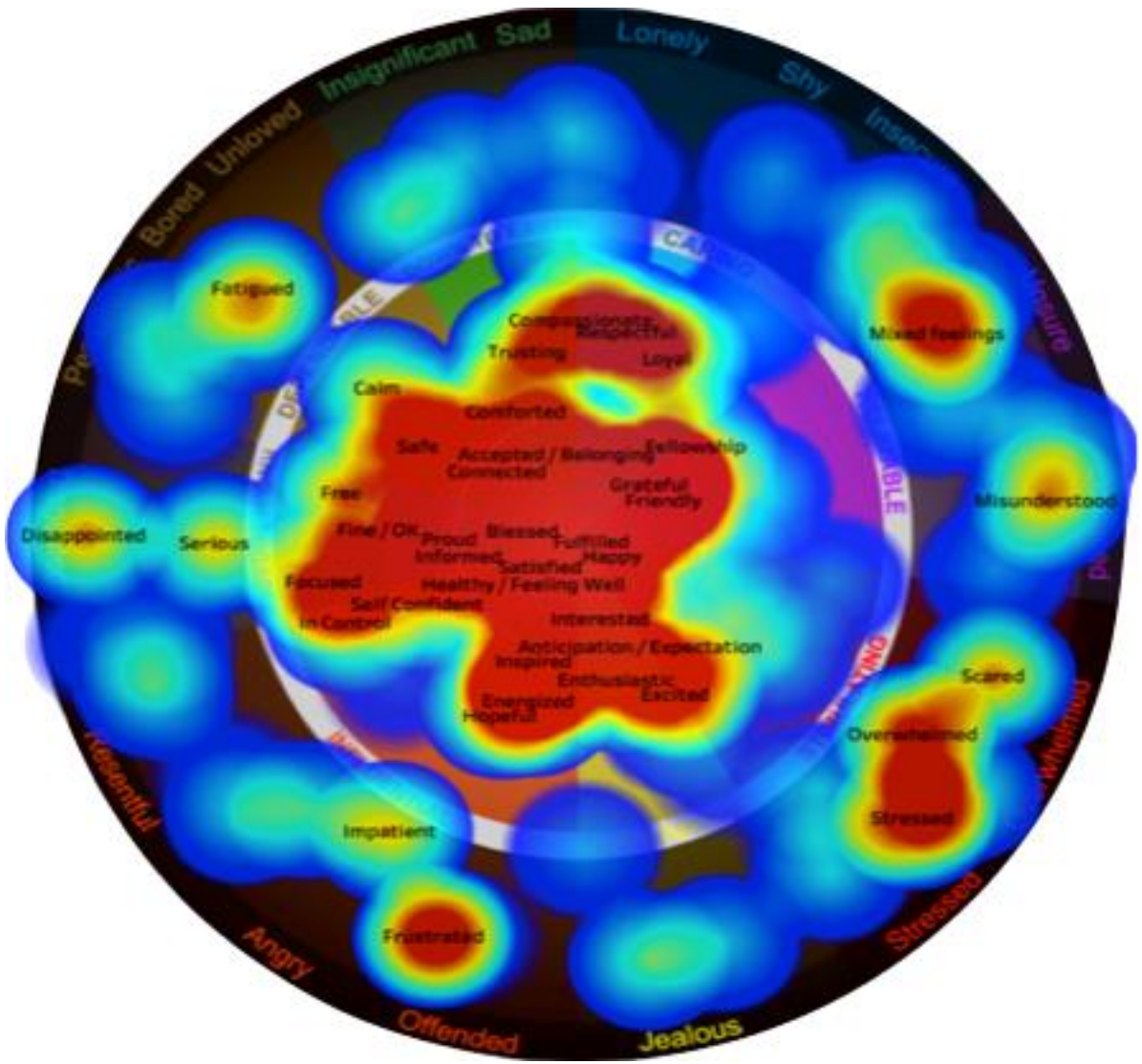

f
f
s
s
lt
1.0
0.8
0.6
0.4
0.2
0.0
Negative scan
Positive scan

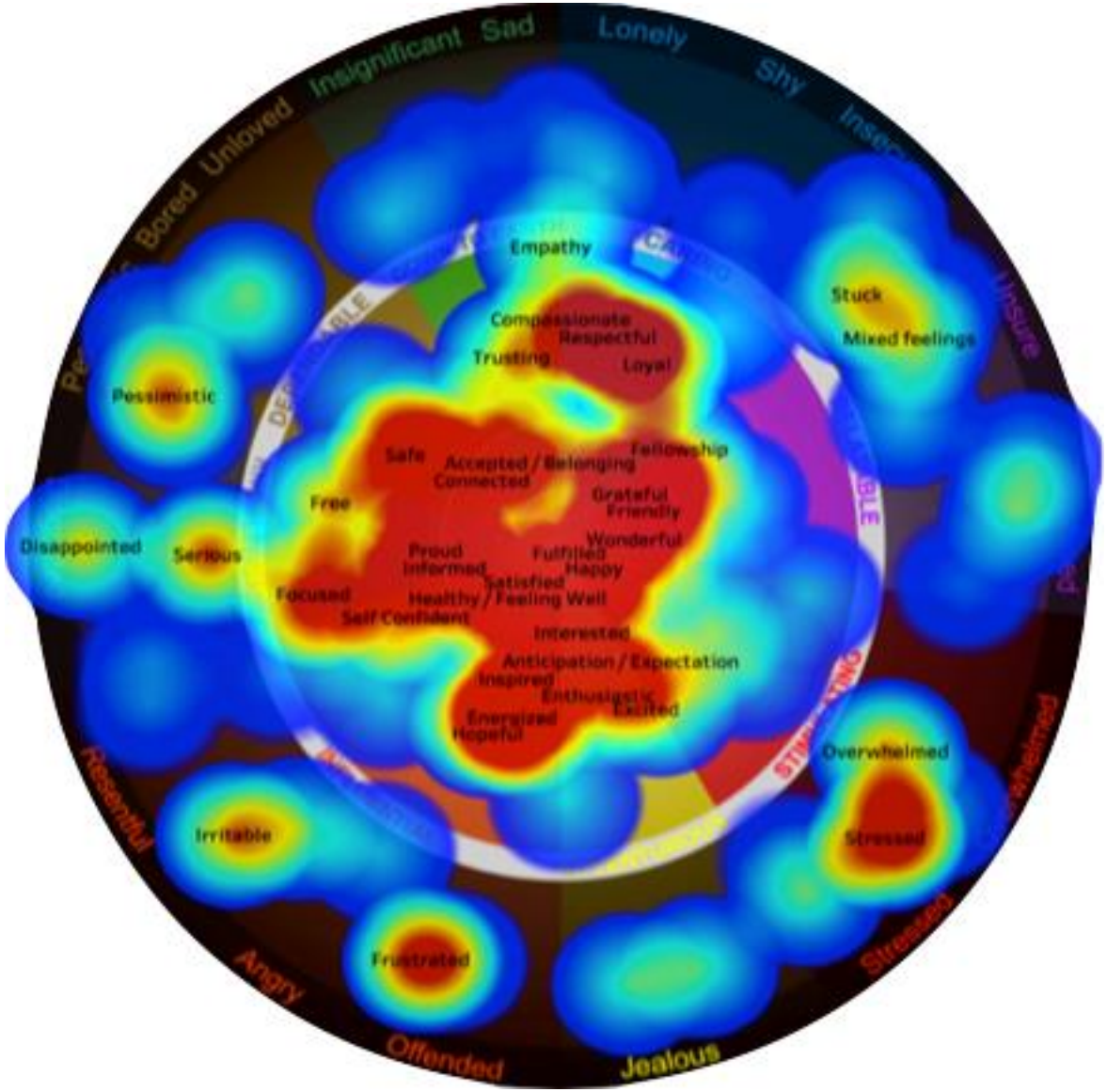
Emotions

XYZ Total Sample

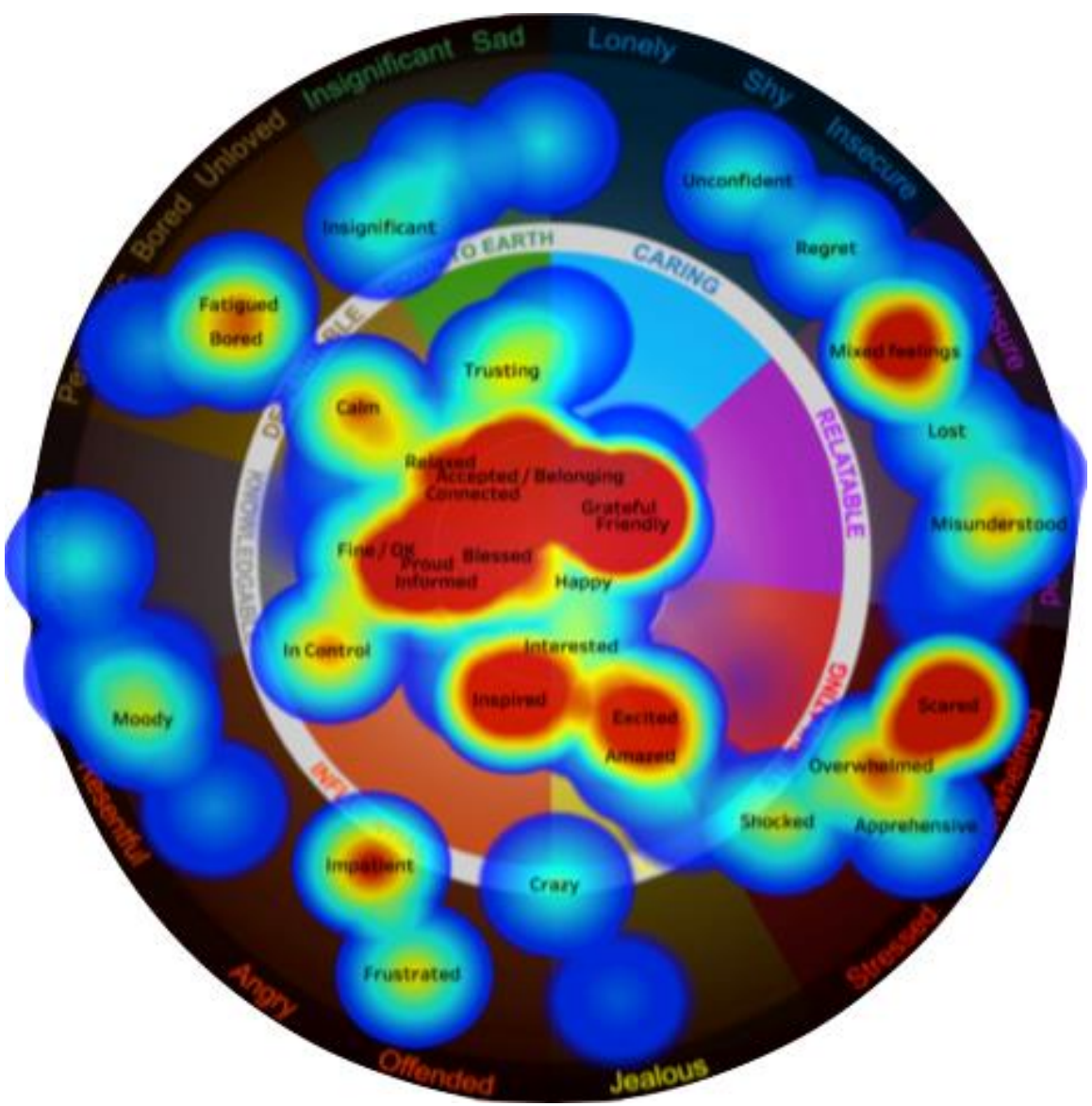


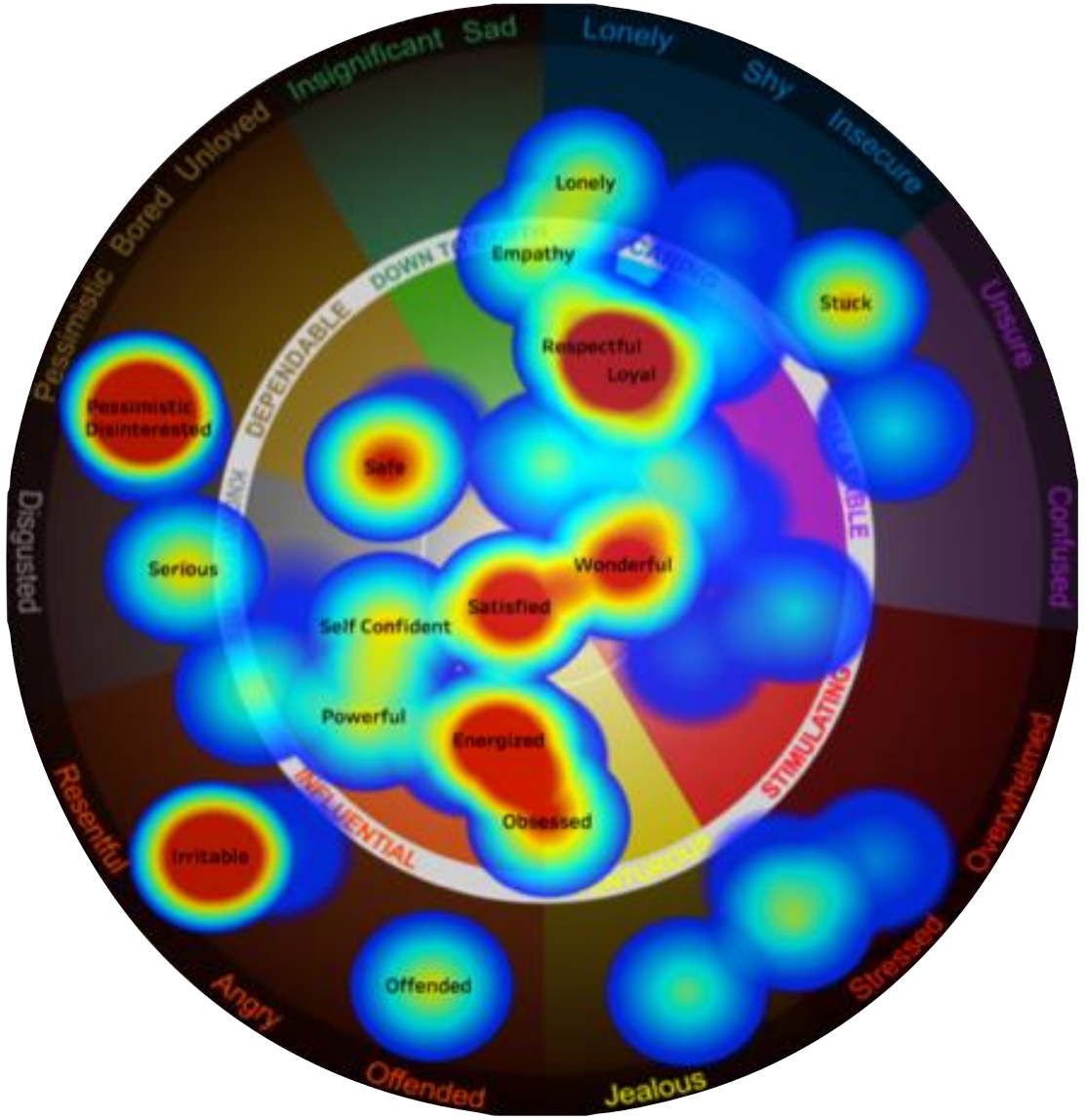
Females Emotions Males





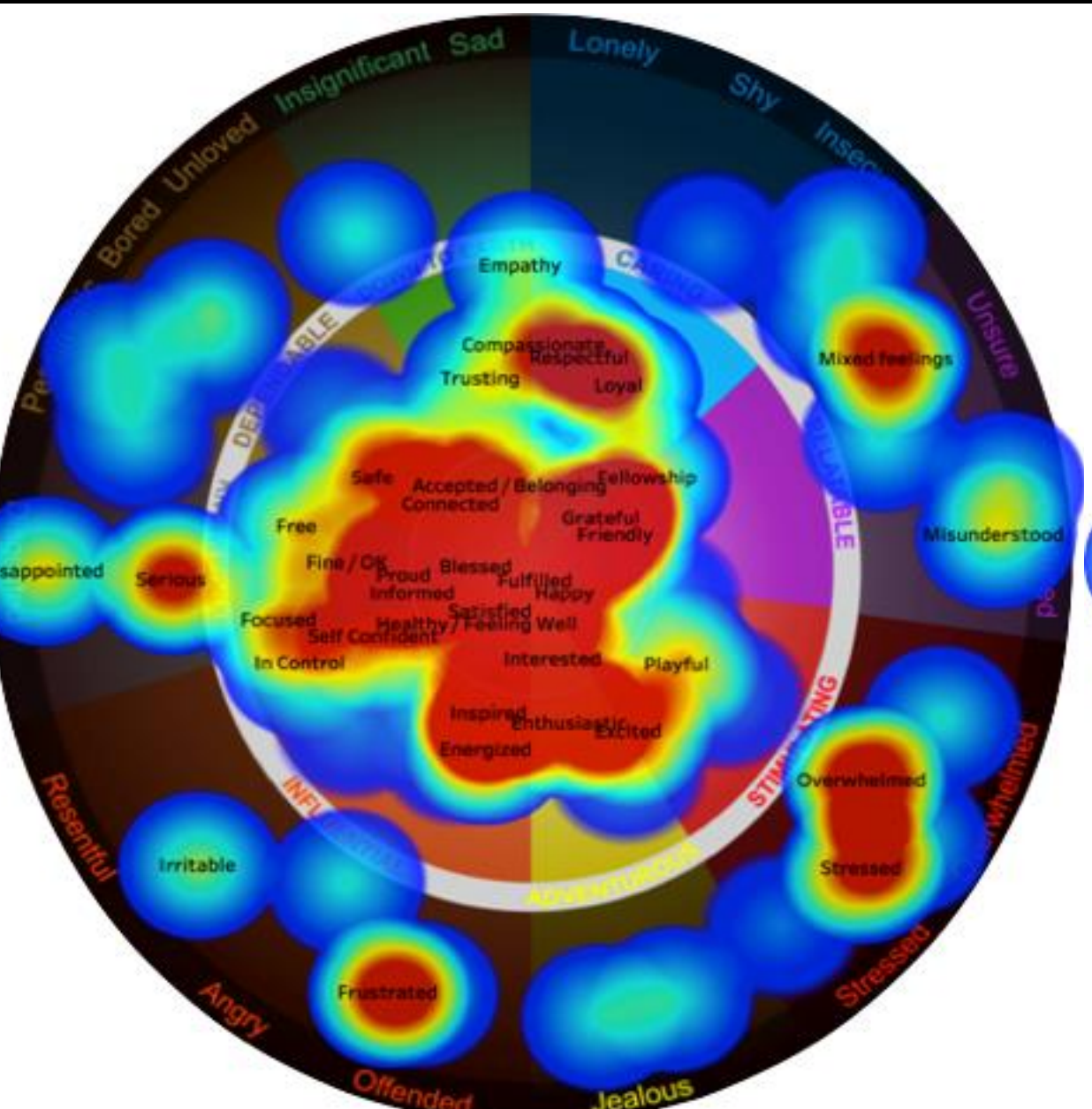
Females vs Males Differences Males vs Females



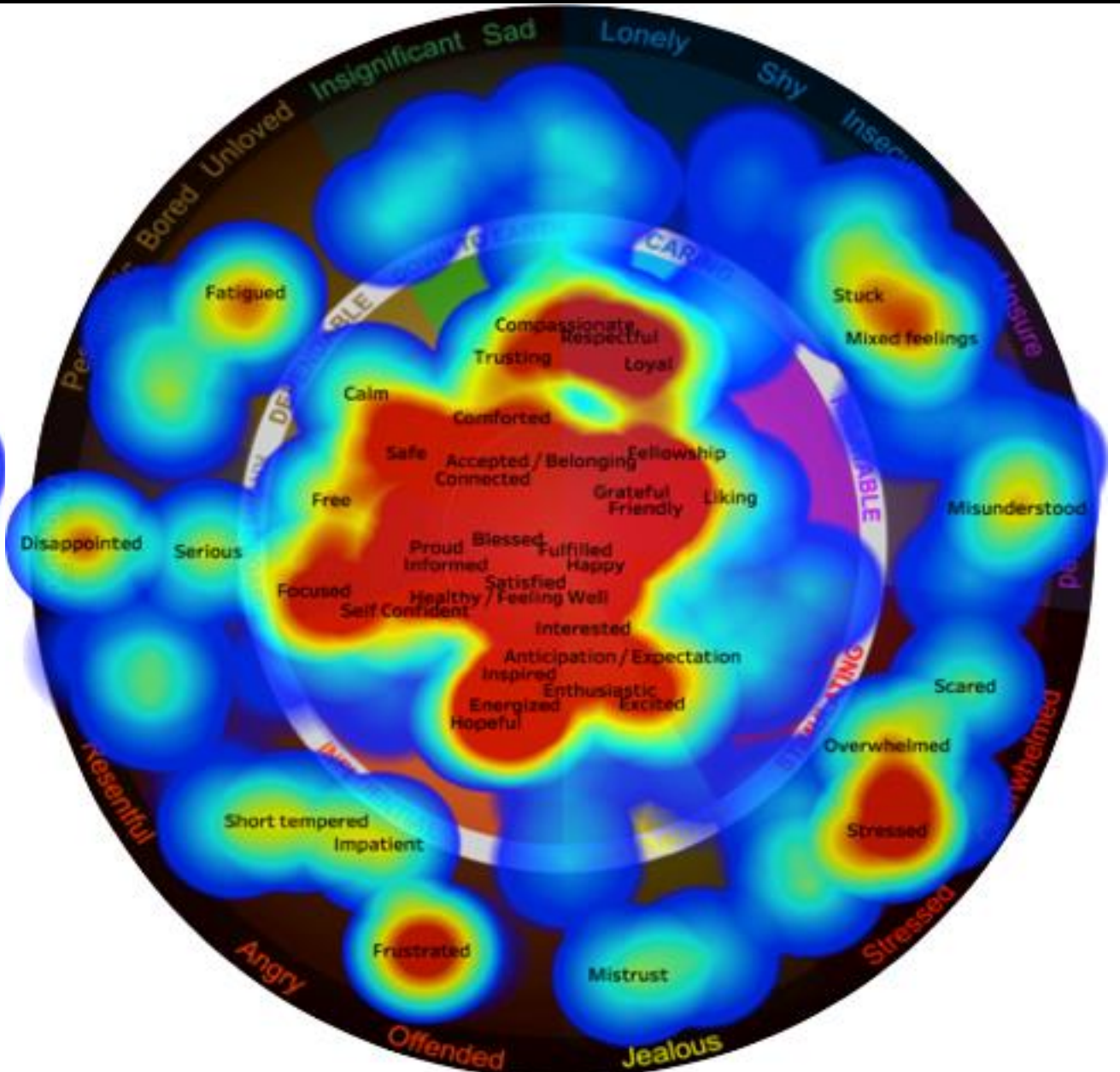


Emotions

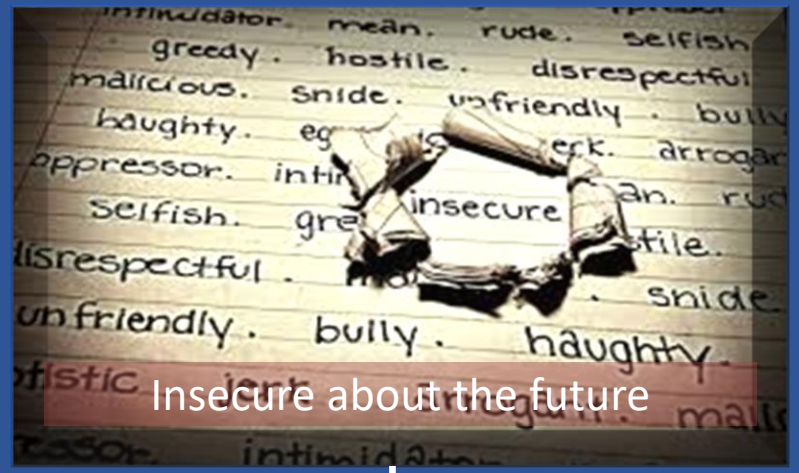
Tenure: Up to 2 years



Tenure: 2 years +



Stressed/ Overworked



Insecure about the future

Lack of interest/ motivation

"Overworked"
"Overwhelmed"
"Stretched to the max"
"Under resourced"
"So over worked can't find work family balance"

"Uncertainty about the future"
"Ambiguity"
"Fear of the future"
"Insecure re changes in global structure"
"Insecurity"

"Lack of interest or motivation of associates"
"Lack of commitment to quality work"
"Low quality work"

Top Three Reasons for Negative Emotions

25%

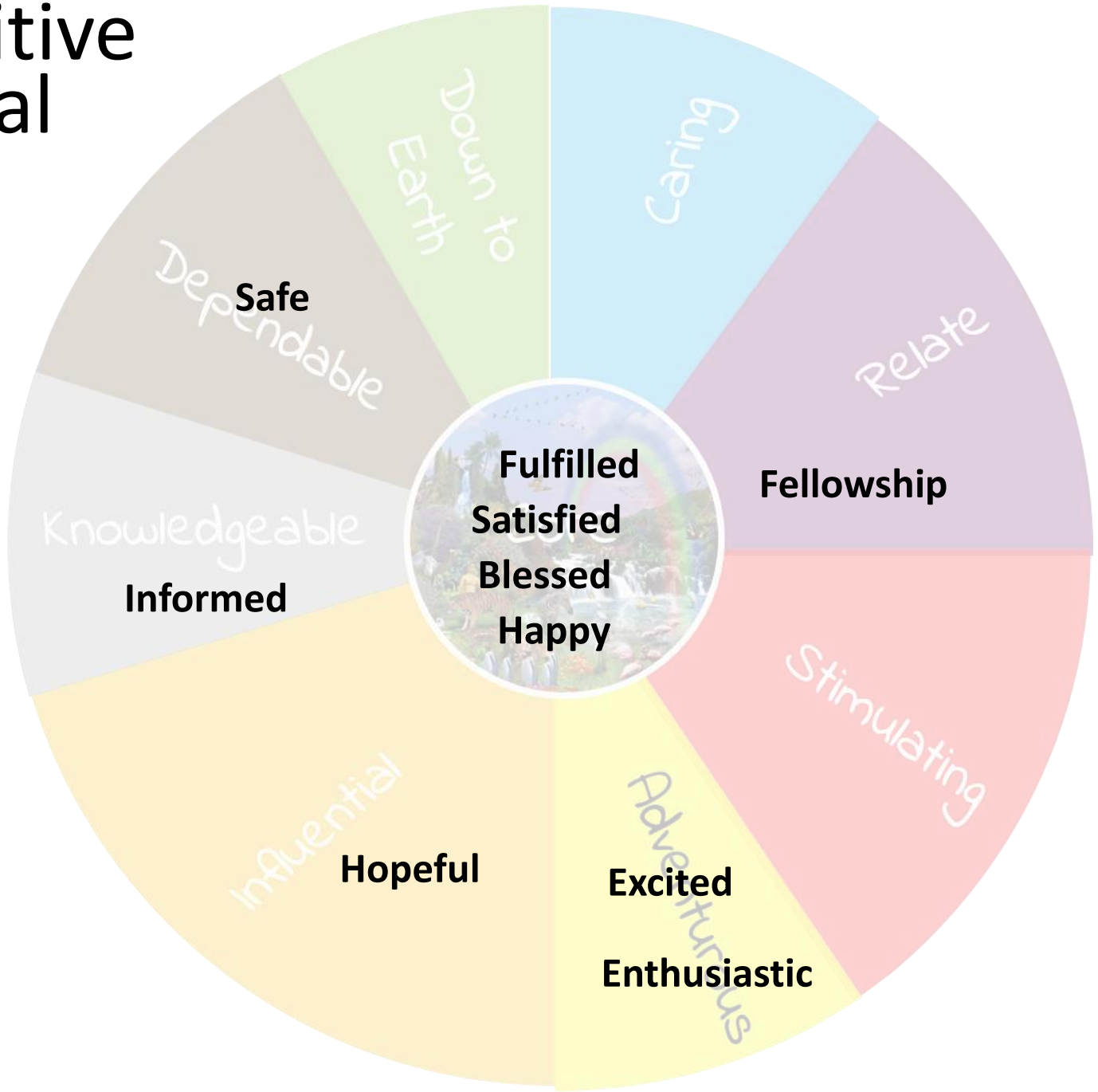
12%

11%

Top 10 Positive Emotional Drivers for Retention of Staff at XYZ

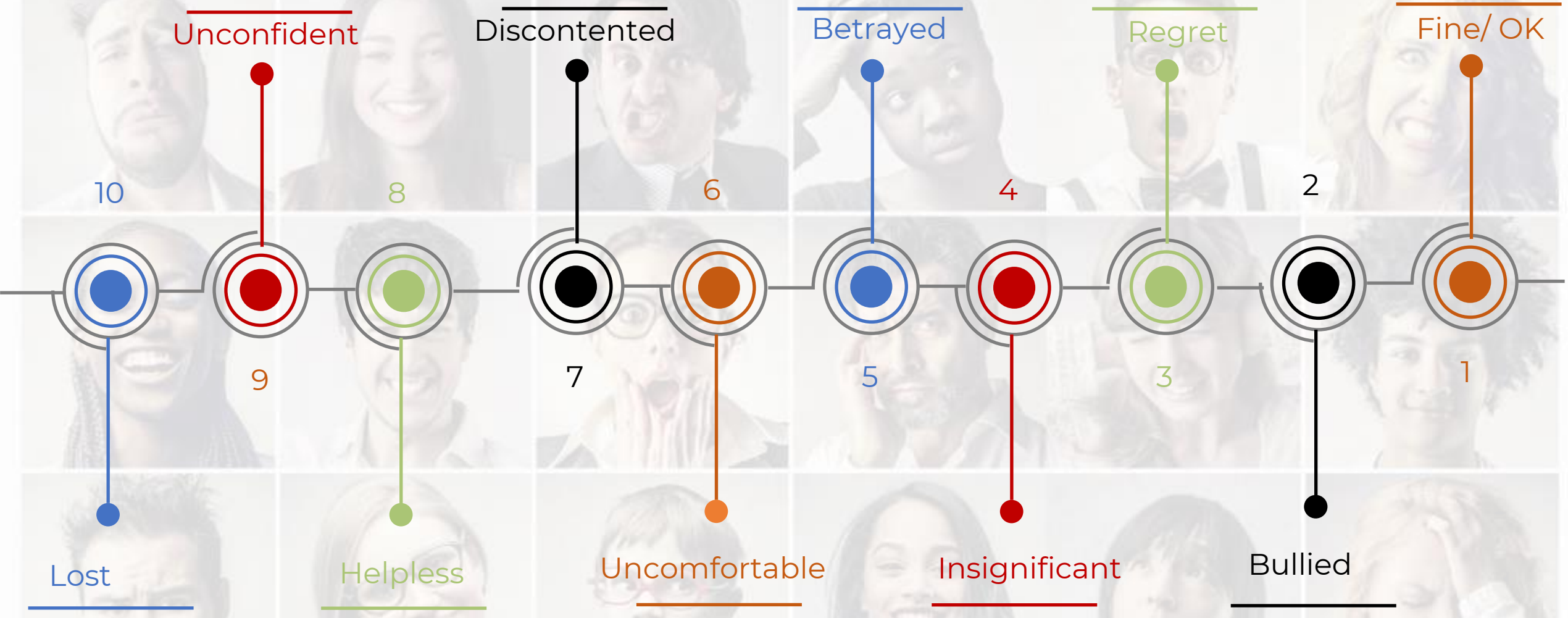
Based on question “What’s the likelihood of you still being at XYZ in three years time?”

Top 10 Positive Emotional Drivers



Top 10 Negative Emotional Drivers for Retention of Staff at XYZ

Based on question “What’s the likelihood of you still being at XYZ in three years time?”



Top 10 Negative Emotional Drivers

Emotions

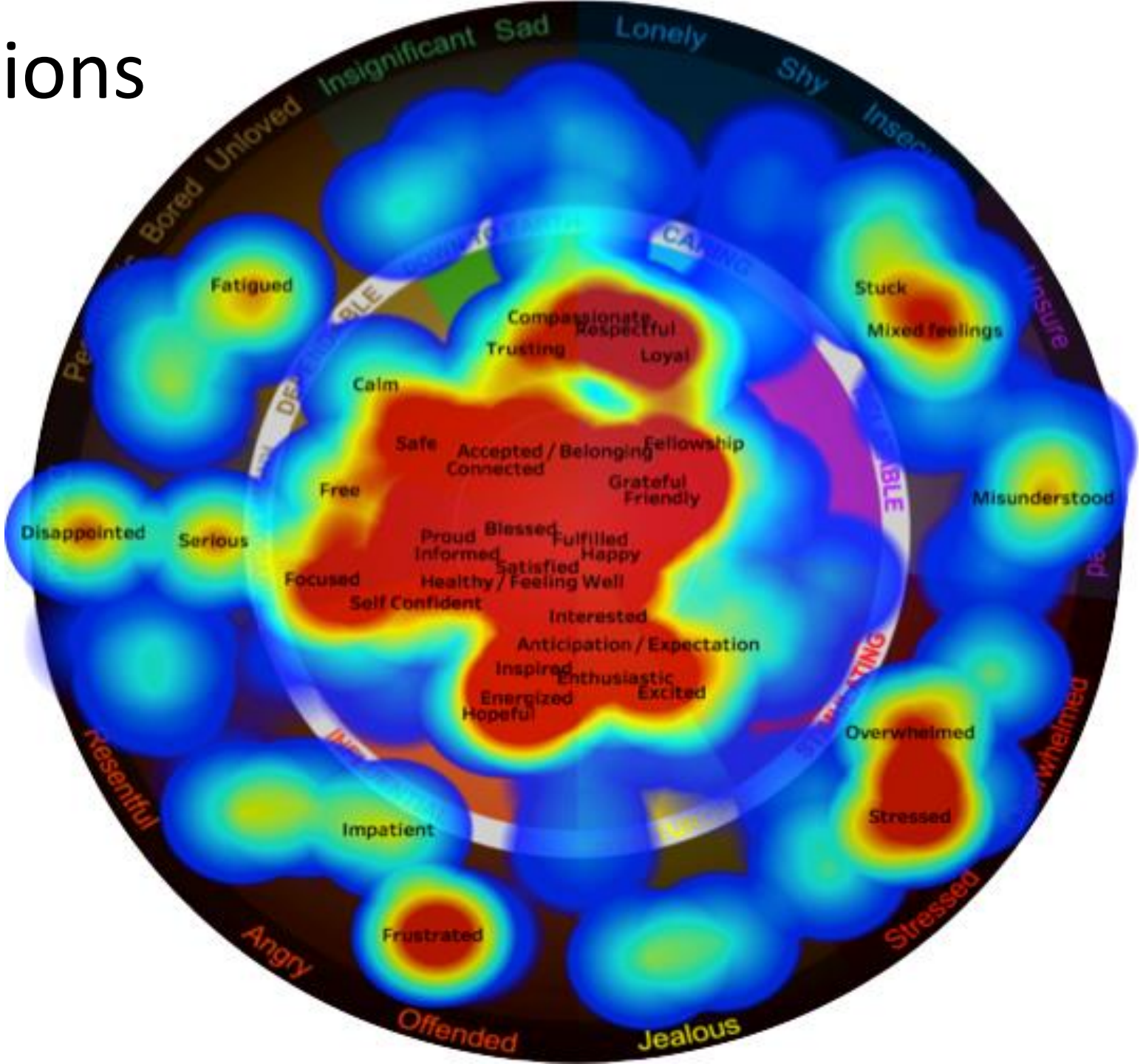
as a

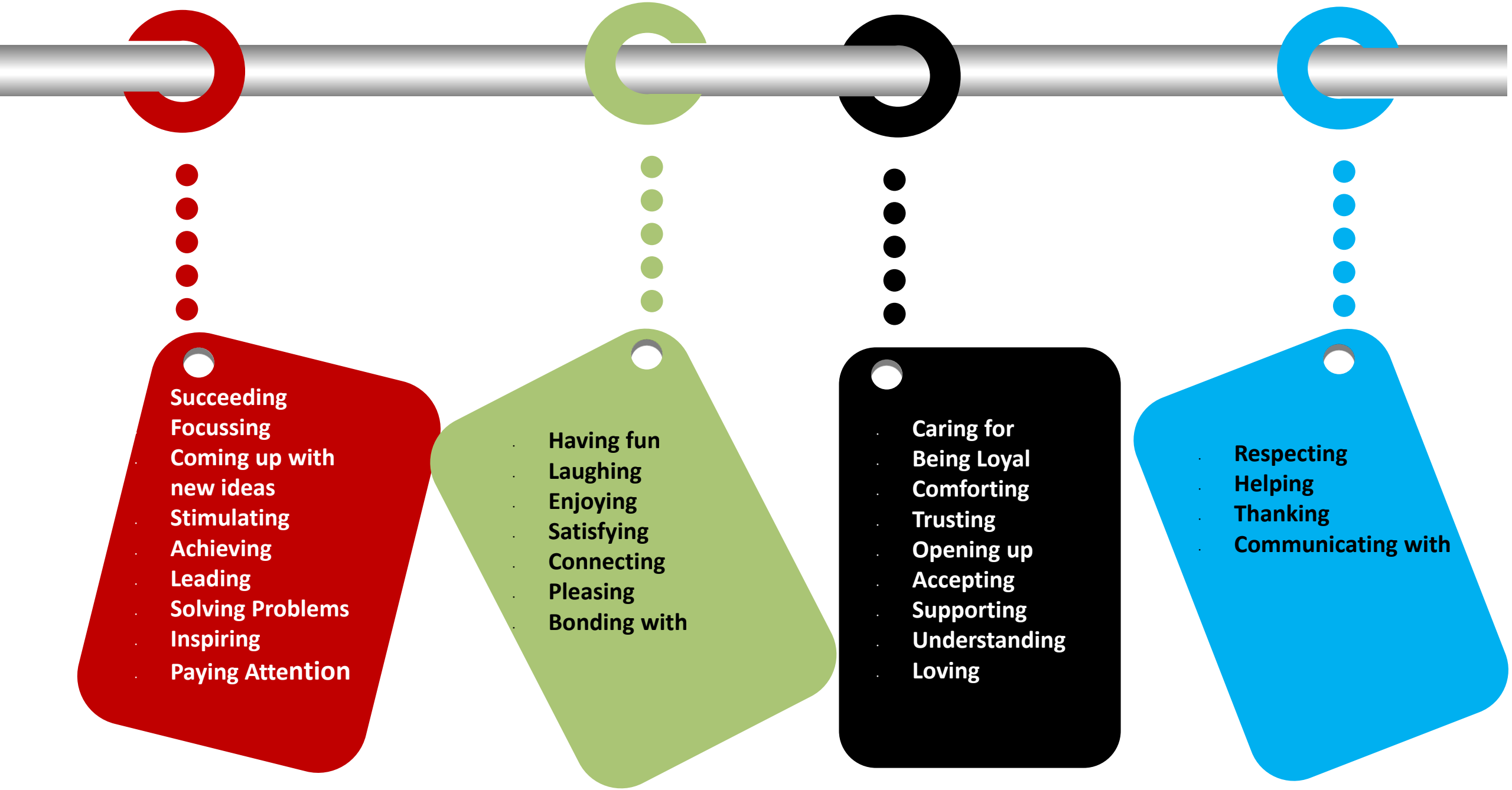
precursor

to

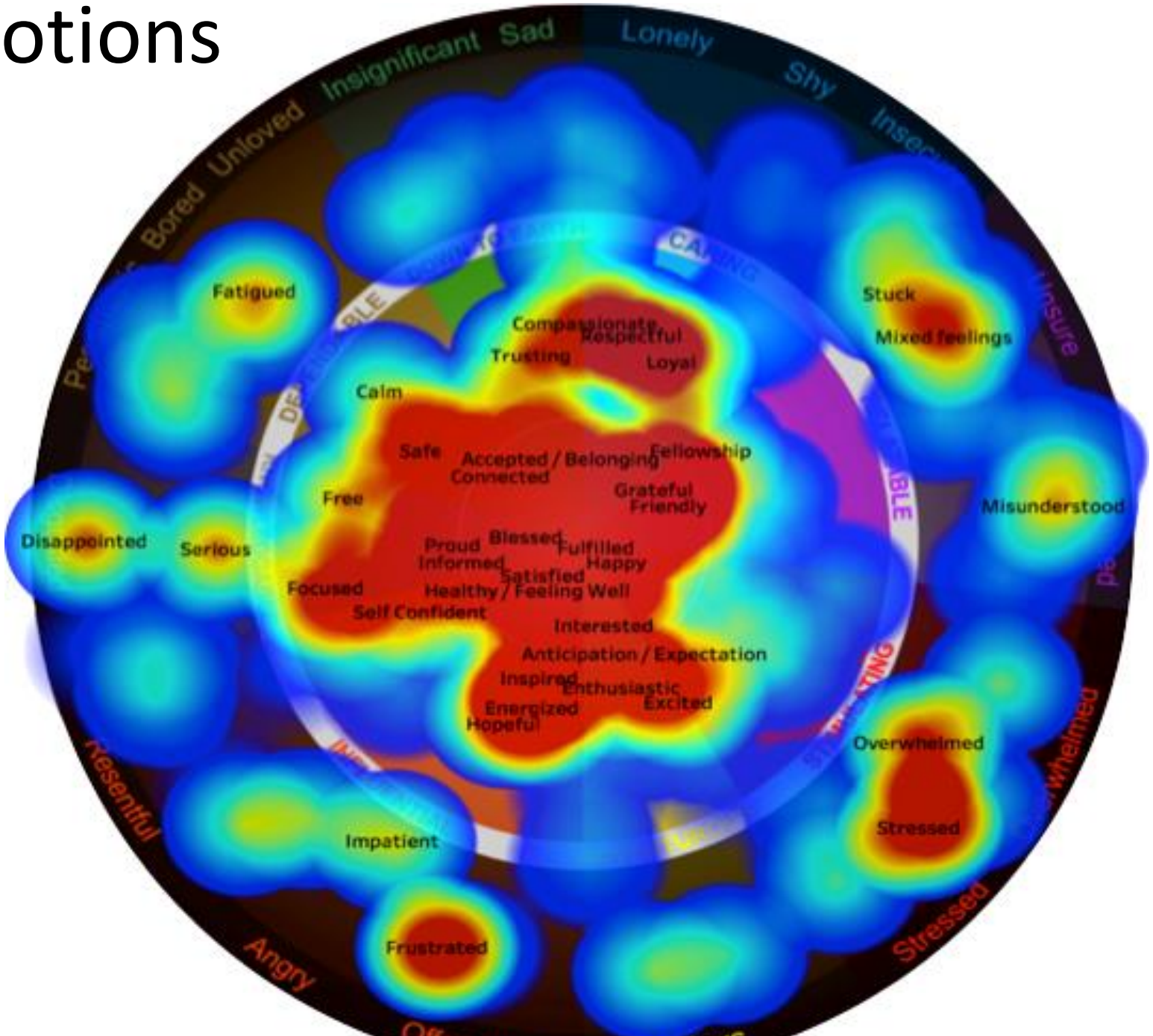
Behaviour

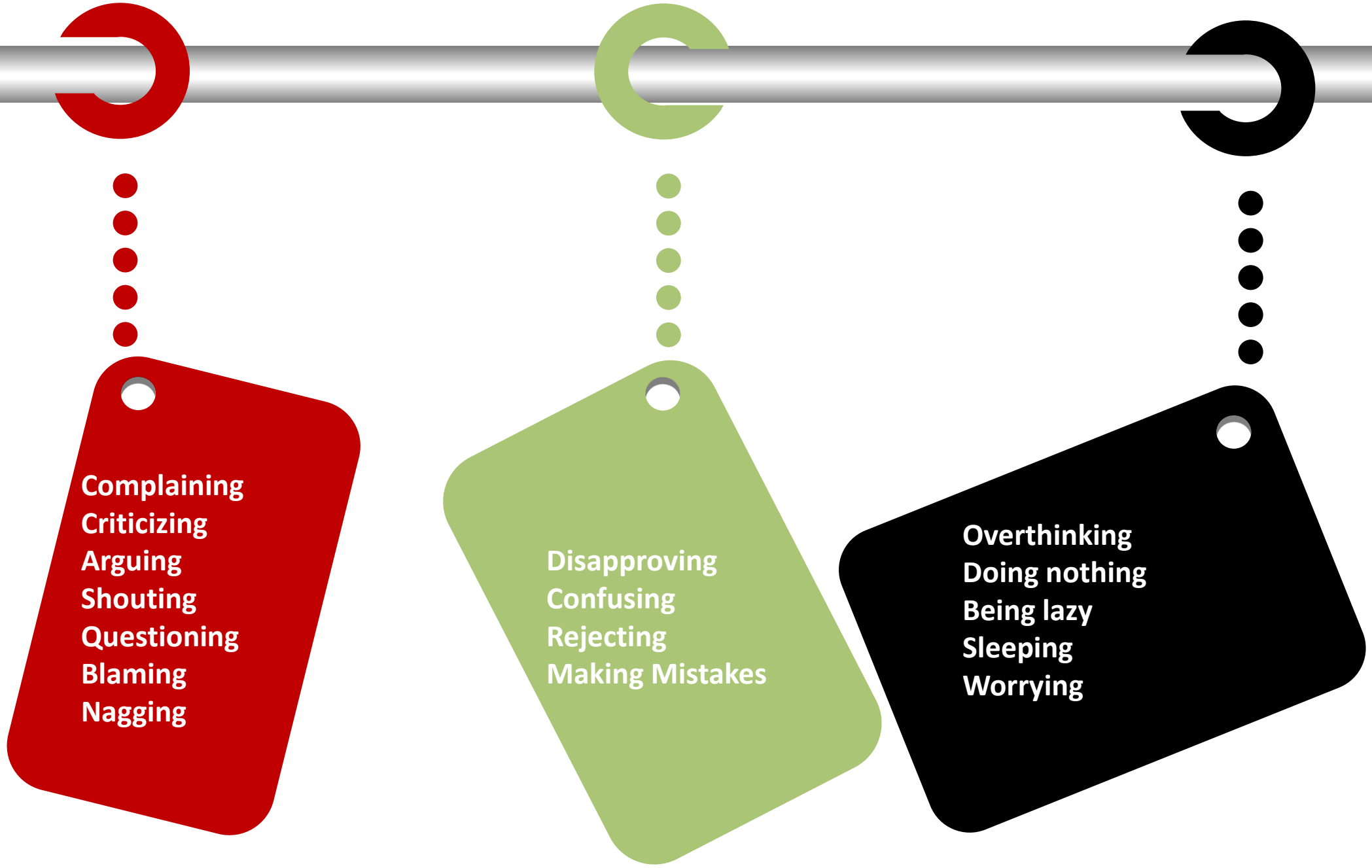
Positive Emotions




Succeeding
Focussing
Coming up with new ideas
Stimulating
Achieving
Leading
Solving Problems
Inspiring
Paying Attention
Having fun
Laughing
Enjoying
Satisfying
Connecting
Pleasing
Bonding with
Caring for
Being Loyal
Comforting
Trusting
Opening up
Accepting
Supporting
Understanding
Loving
Respecting
Helping
Thanking
Communicating with

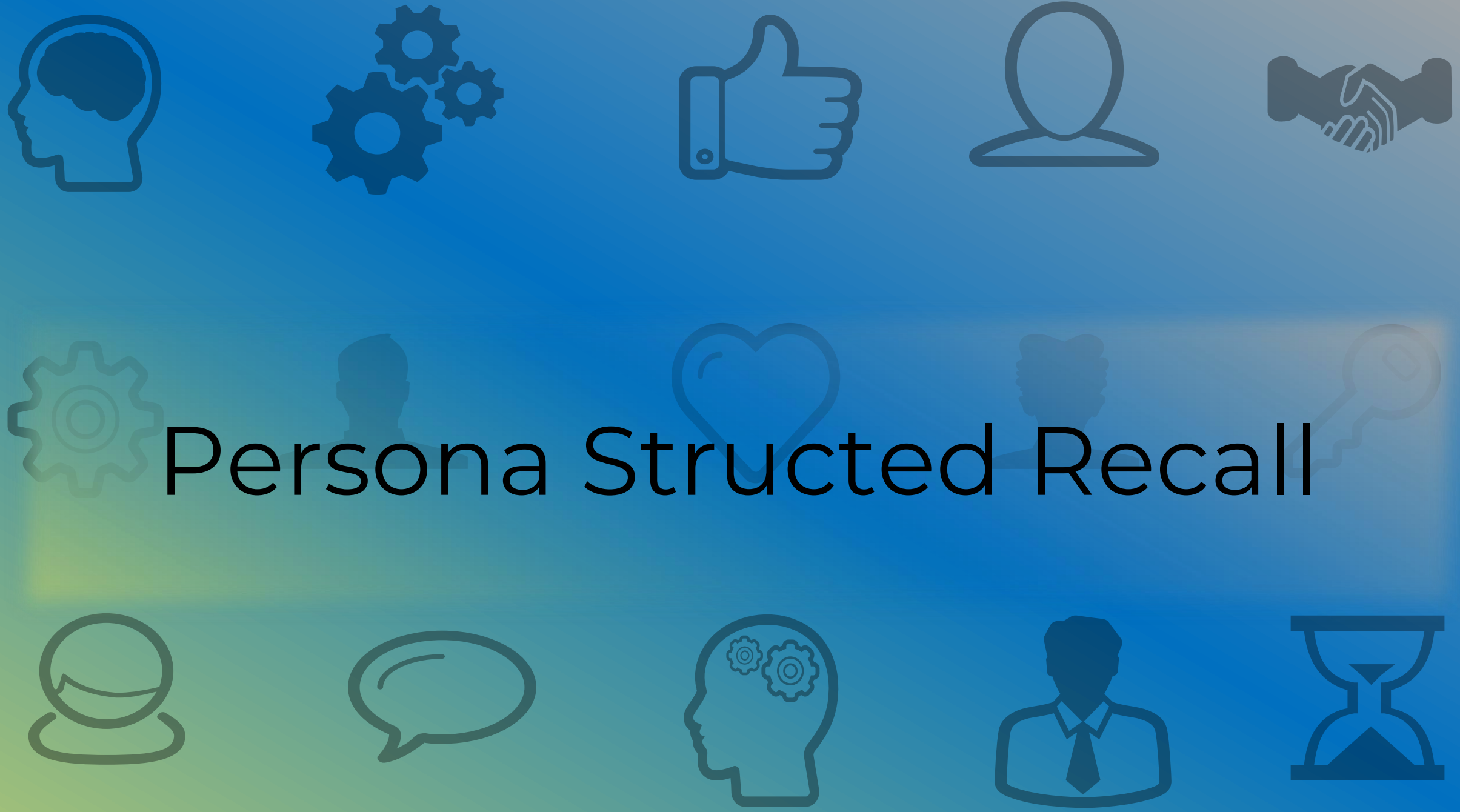
Negative Emotions




Complaining
Criticizing
Arguing
Shouting
Questioning
Blaming
Nagging
Disapproving
Confusing
Rejecting
Making Mistakes
Overthinking
Doing nothing
Being lazy
Sleeping
Worrying

XYZ Staff Survey

XYZ Personality


Persona Structed Recall

Personality

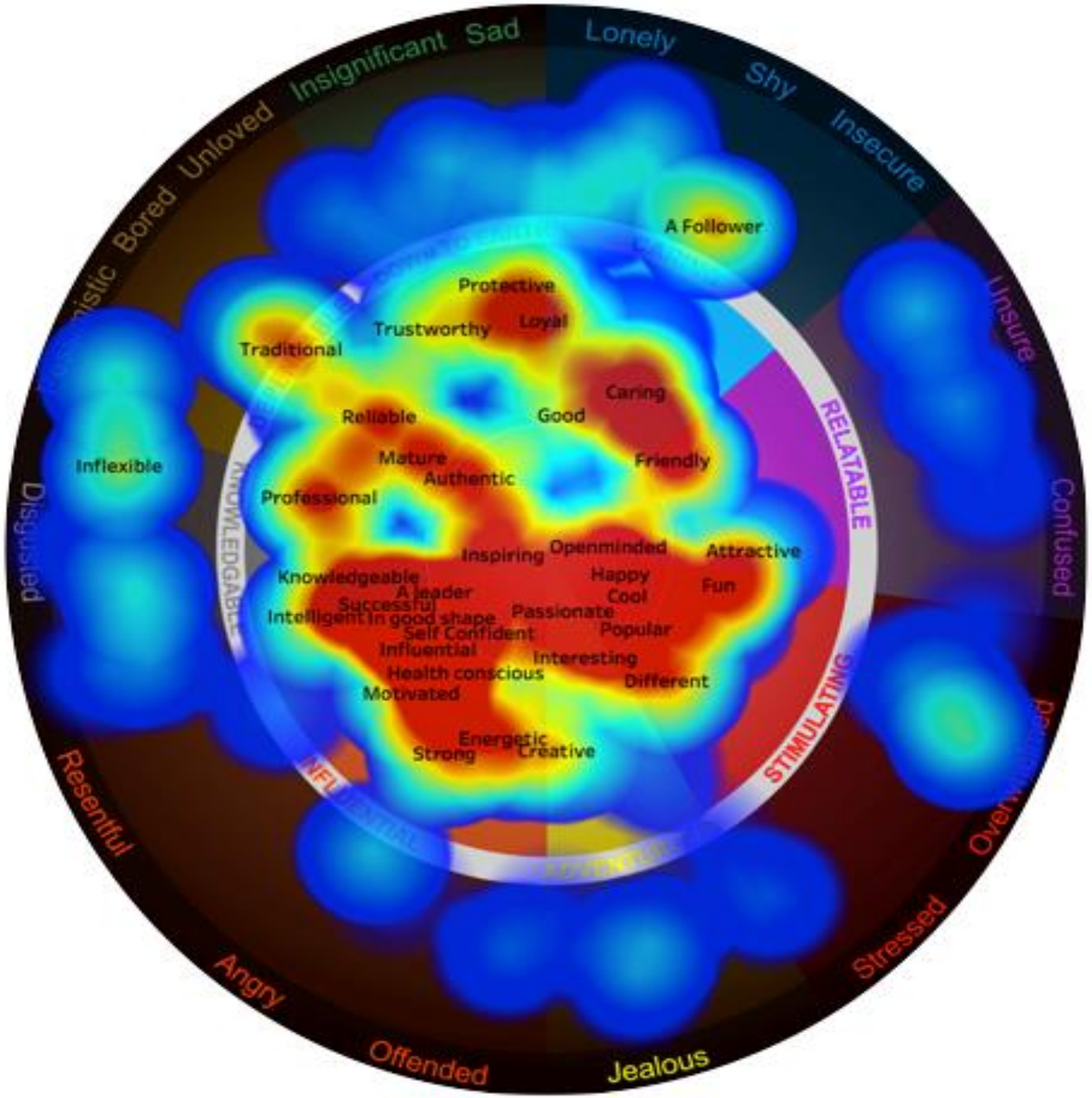
Our next question is about the image, or the “brand character” – of your organisation. Organisations are a bit like people – and every organization has its own unique “personality.”

Let's start with good qualities. Please click on all the words that you think or feel could describe XYZ.

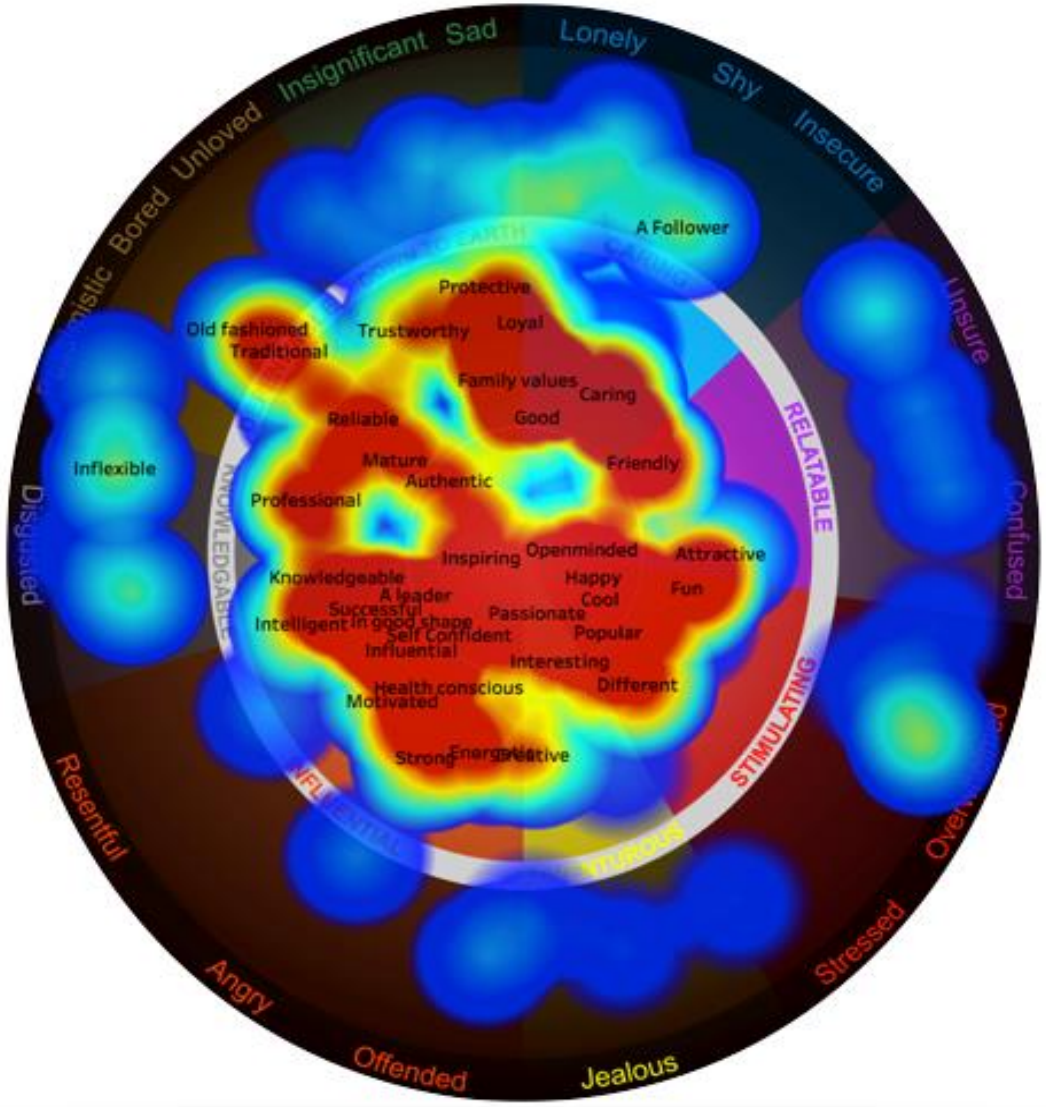
Ok let's have a look at the less positive qualities of the XYZ personality, after all no-one is perfect!

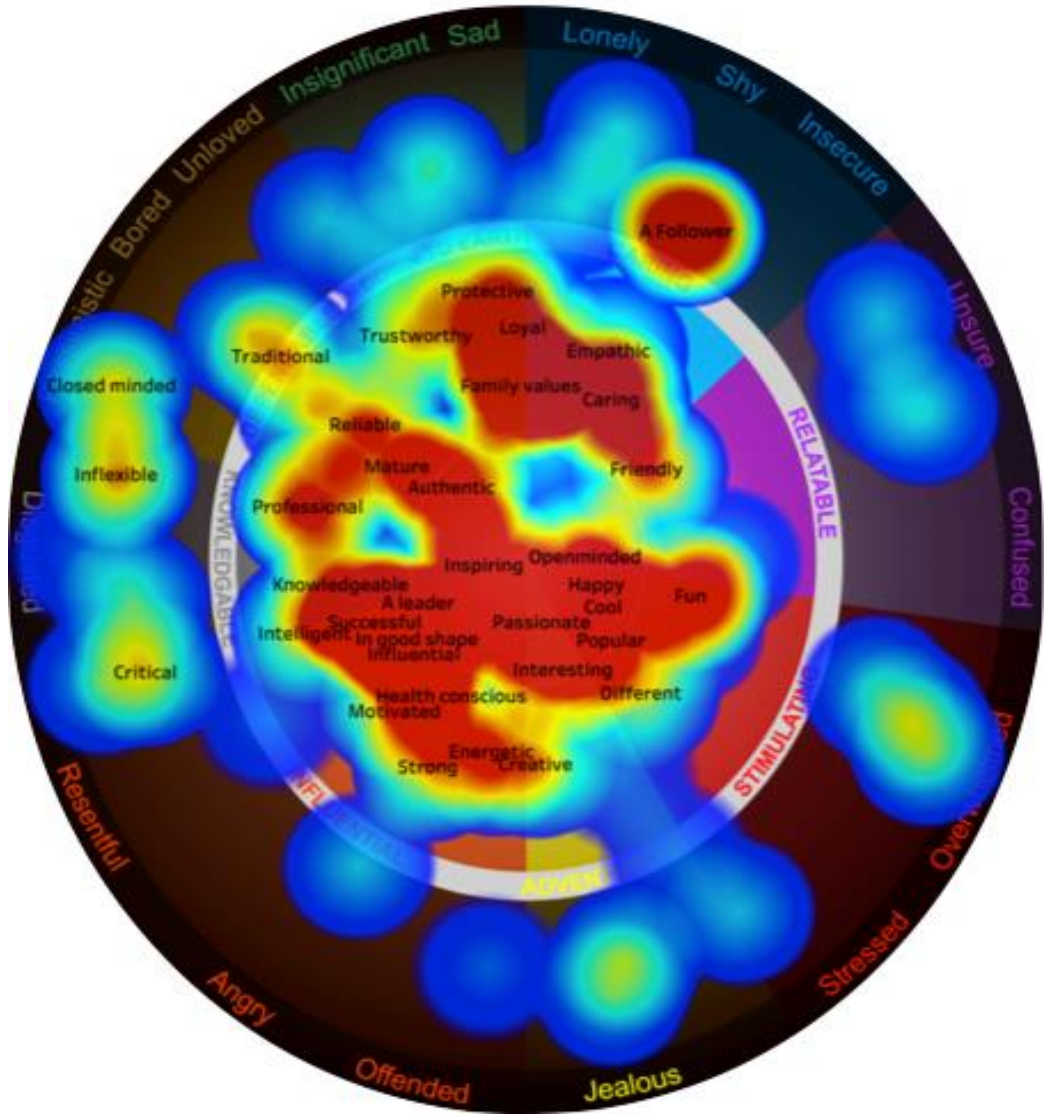
Personality

XYZ Total Sample



Females Personality Males

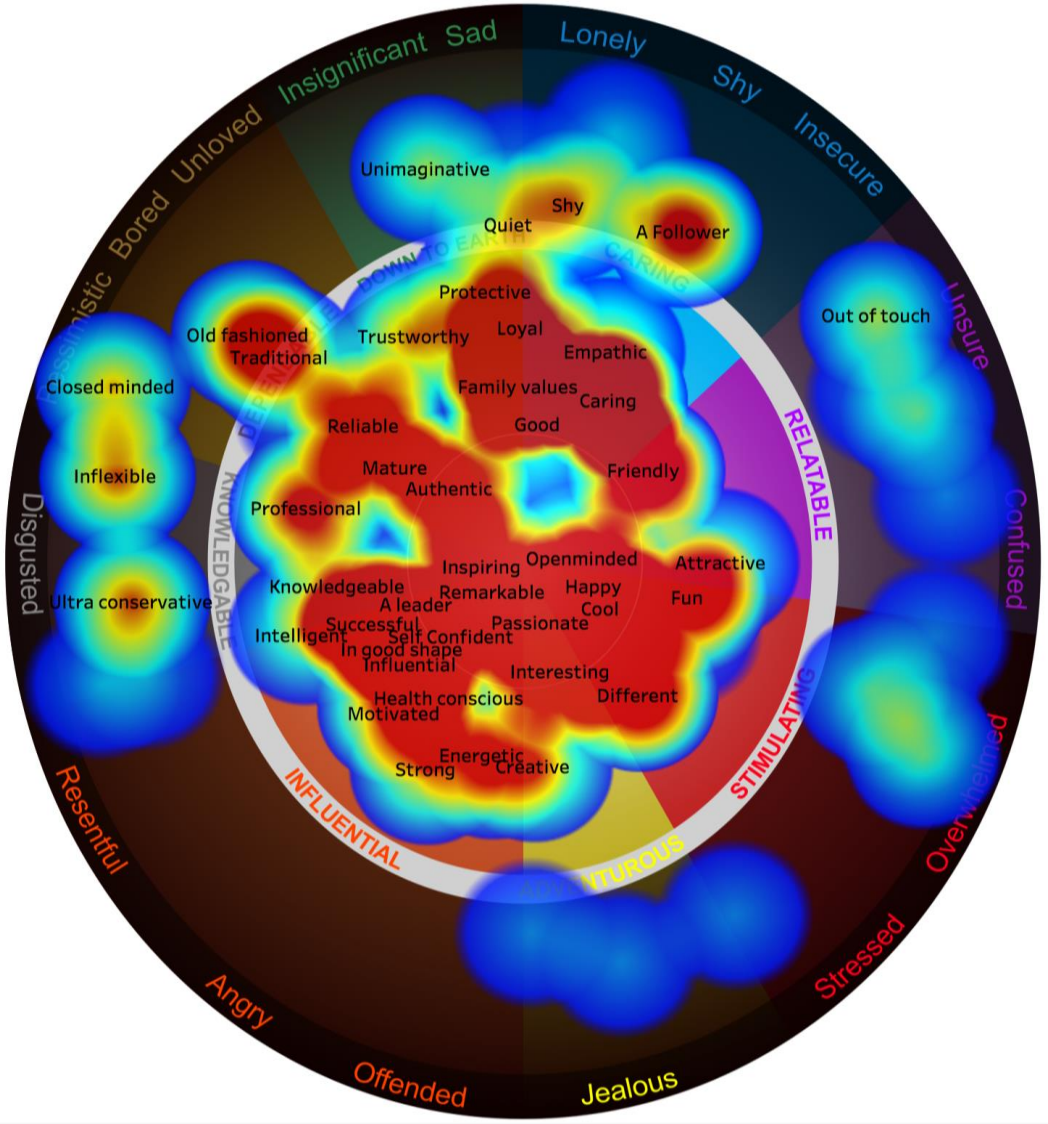


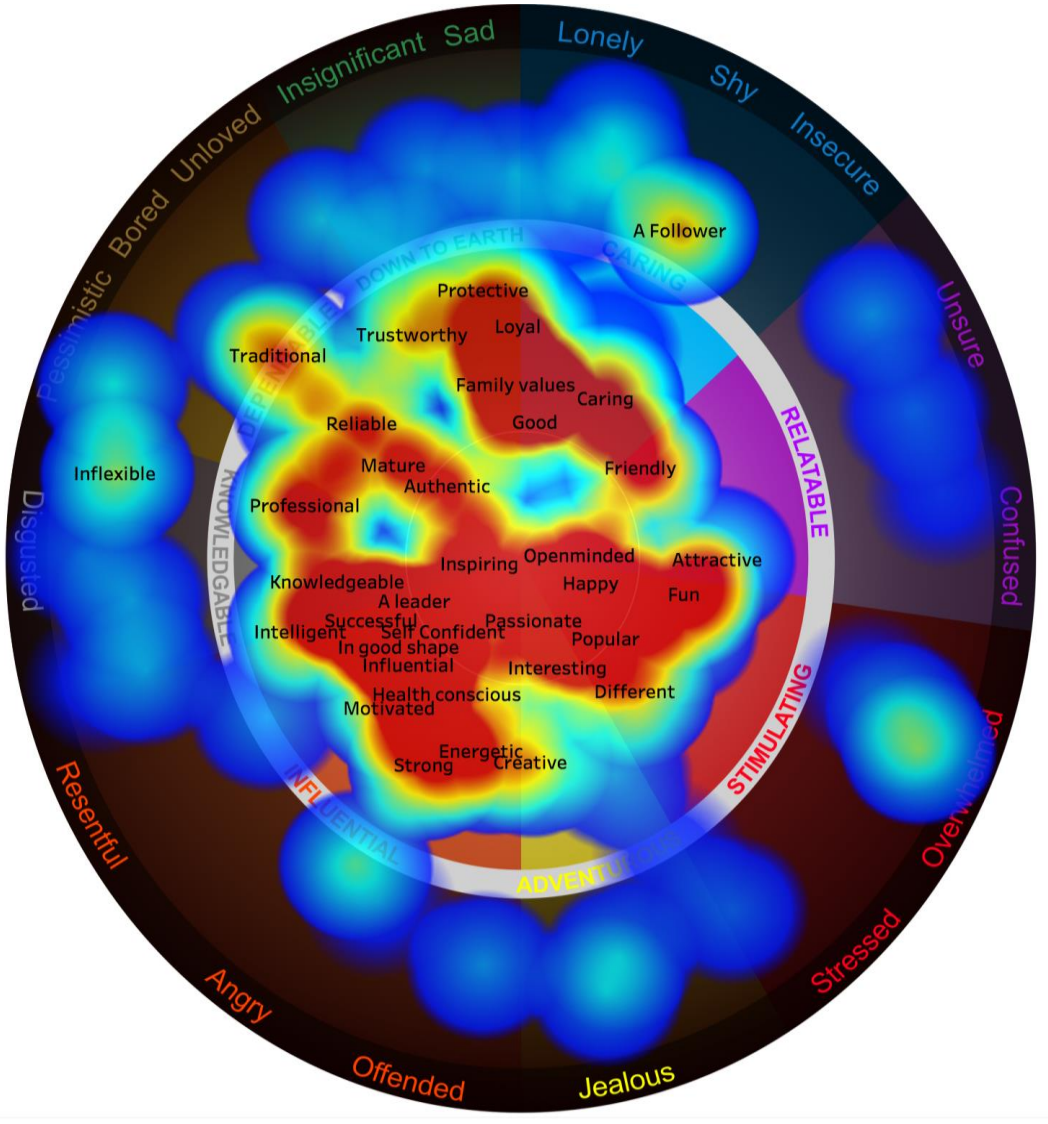


Tenure: Up to 2 years

Personality

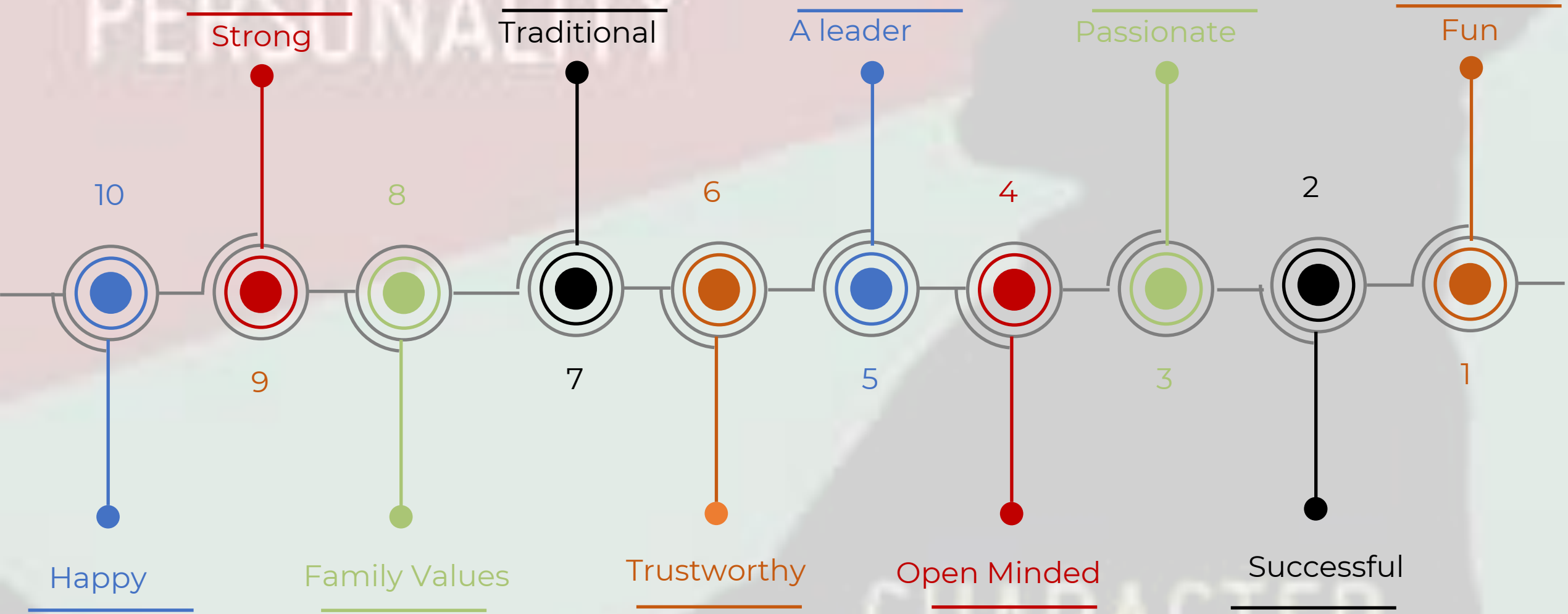
Tenure: 2 years +





Top 10 Positive Persona Drivers for Retention of Staff at XYZ

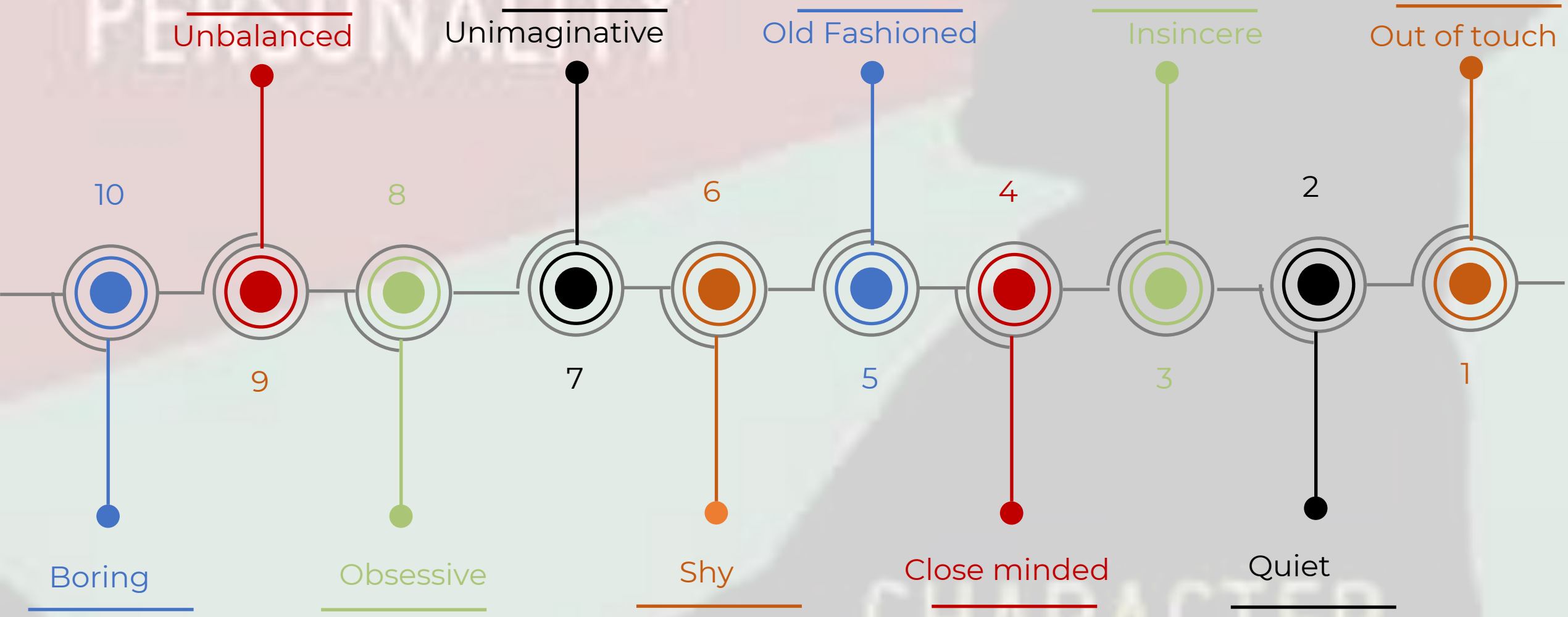
Based on question “What’s the likelihood of you still being at XYZ in three years time?”



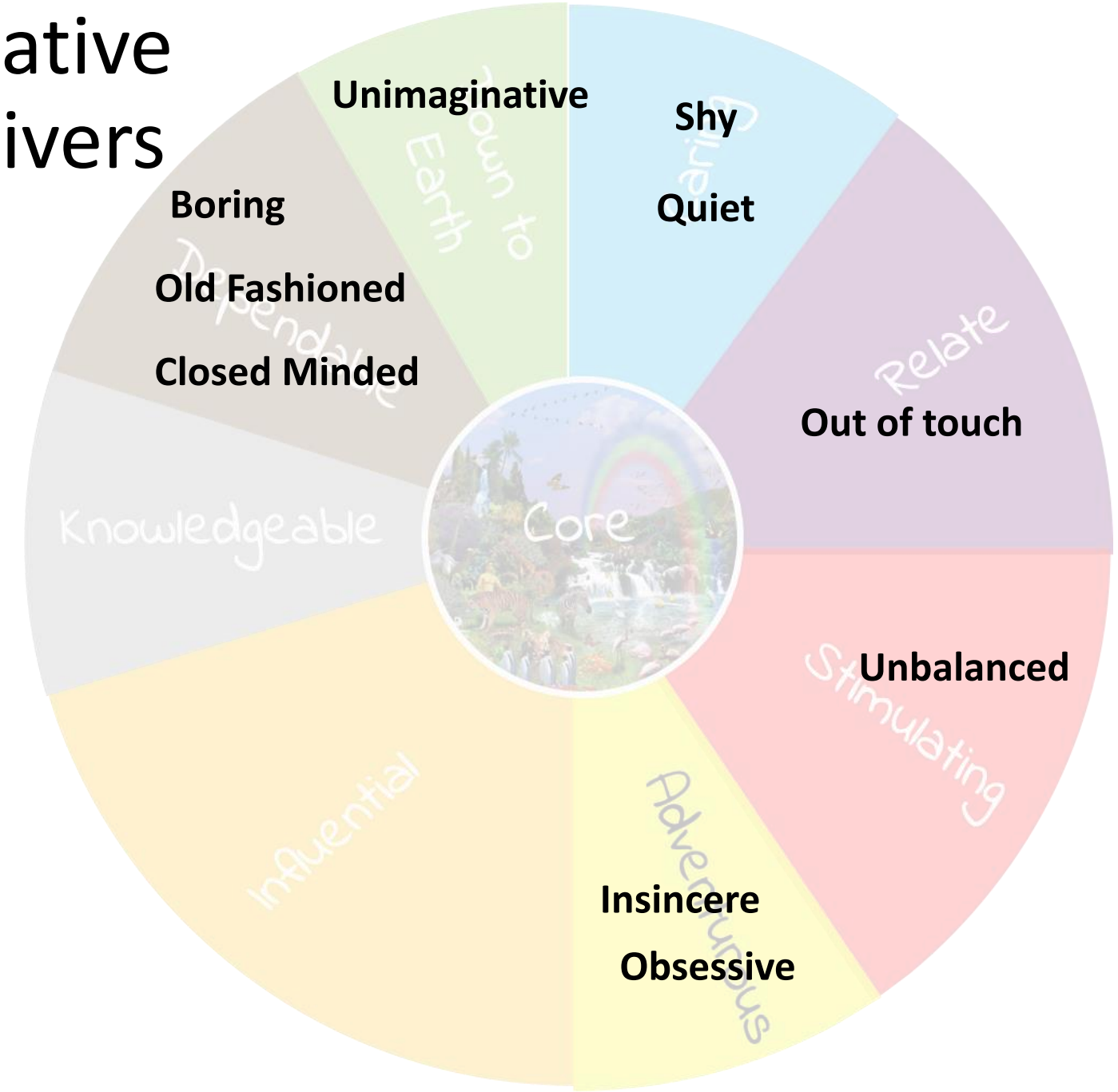
Top 10 Positive Persona Drivers

Top 10 Negative Persona Drivers for Retention of Staff at XYZ

Based on question “What’s the likelihood of you still being at XYZ in three years time?”



Top 10 Negative Persona Drivers



XYZ Staff Survey

Values Segmentation

Values Segmentation

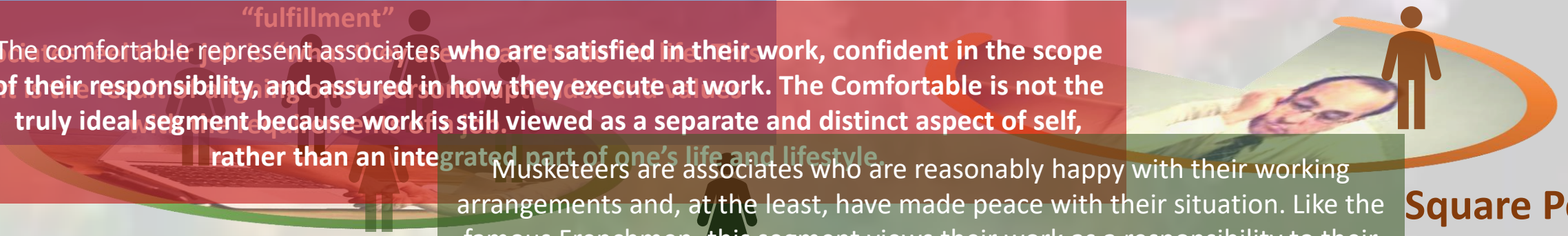
Fullfilled
51%

This segment represents workers who report a high degree of "fulfillment"

These associates feel their job is "the only one meant to do" in life. This sentiment is the result of a gaging of personal aspects and values with the requirements of a job.

Comfortable
29%

The comfortable represent associates **who are satisfied in their work, confident in the scope of their responsibility, and assured in how they execute at work. The Comfortable is not the truly ideal segment because work is still viewed as a separate and distinct aspect of self, rather than an integrated part of one's life and lifestyle.**

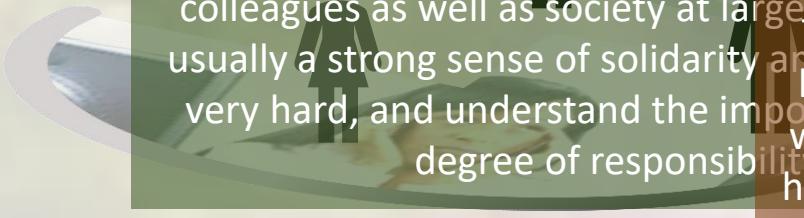


Musketeers
12%

Musketeers are associates who are reasonably happy with their working arrangements and, at the least, have made peace with their situation. Like the famous Frenchmen, this segment views their work as a responsibility to their colleagues as well as society at large – "all for one, and one for all!" There is usually a strong sense of solidarity among these associates. Musketeers work very hard, and understand the importance of their work and take on a high degree of responsibility in performing their job.

Square Pegs
2%

This segment represents associates who are unhappy and have a negative outlook on their future. When it comes to work, as the saying goes, these are "square pegs in a round hole" – they don't fit well in to what they're doing. They are the most pessimistic of all segments and in greatest need of intervention.



Bottom Rungers
6%

This segment represents associates who are generally regard themselves as lacking power or influence in the company, giving them little control and decision-making ability, but a lot of work with a high degree of responsibility.

XYZ Values Segmentation vs Canadian Population

Fullfilled
XYZ 51%
Canada 27%

Comfortable
29%
Canada 21%

Musketeers
12%
Canada 15%

Square Pegs
2%
Canada 11%

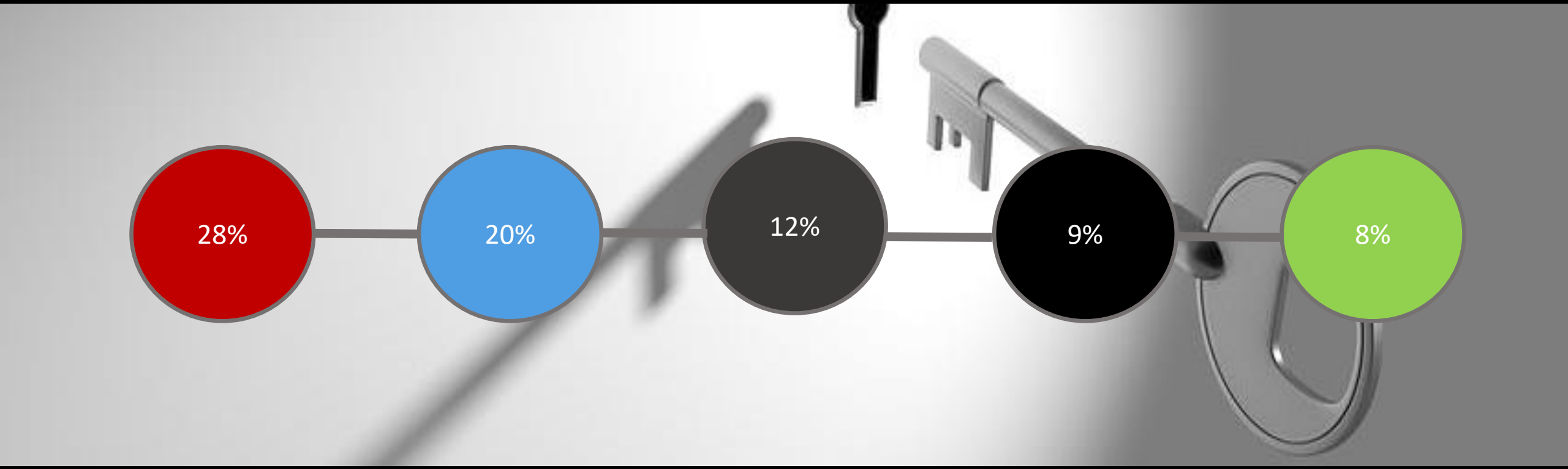
Bottom Rungers
6%
Canada 26%

Good business decisions

What are some great ideas the business has had, or what are some really good things the organisations has done recently?

Unlocking potential

"What are some great ideas the business has had, or what are some of the best decisions the company has made, or what are some really good things the organisations has done recently?"



Merging to a multisales business

Developing Associates/ Improving associate engagement

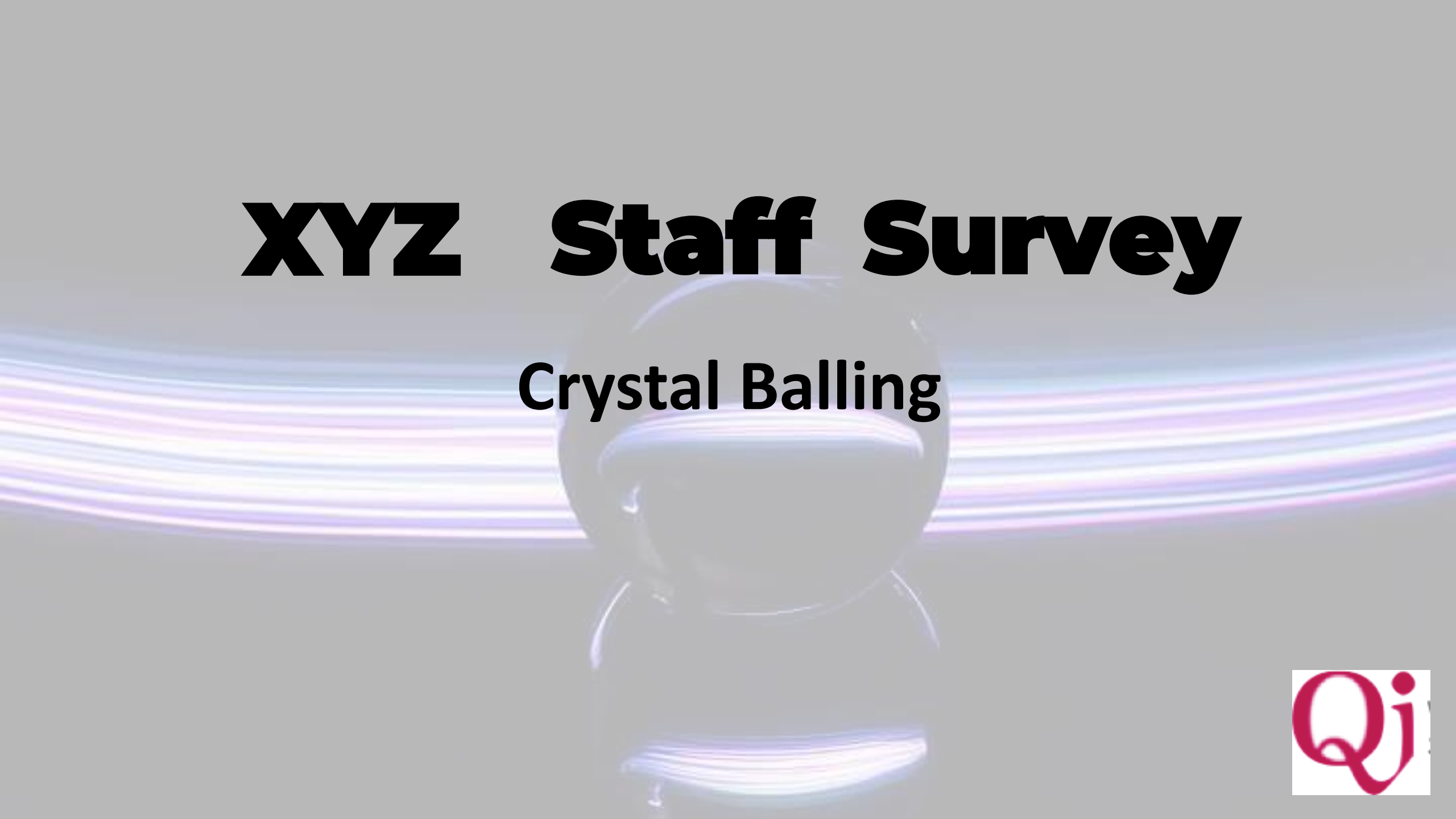
Consolidating spending/ Reducing costs

Implementing strategy sessions/ Listening circles

Commitment to Safety

XYZ Staff Survey

Crystal Balling



If you were in control…

If you were the appointed as a Board director or an independent strategic consultant or adviser to the board of your organization, what would you suggest they do to make the company as successful as possible going forward?

Top Suggestions for XYZ going forward

Employee Flexibility

Allow associates to work from home
More work home balance
Focus more on associate happiness
Associate wellbeing will lead to profits

Take more risks/ Be OK to fail

Responsible risk
Step out of comfort zone
Challenge the status quo
Be more agile and unconventional
Try new things be ok to fail

Invest in Automation

Invest in automation driving efficiencies
Improve processes and technology
Training & development of machine operators
Integrity of data and systems

Better people role fit

Right person for the right role, rotation, specialisation
Not everyone working to potential
Some departments need more heads for specific jobs areas

XYZ Staff Survey

Summary

Executive Summary of Key findings

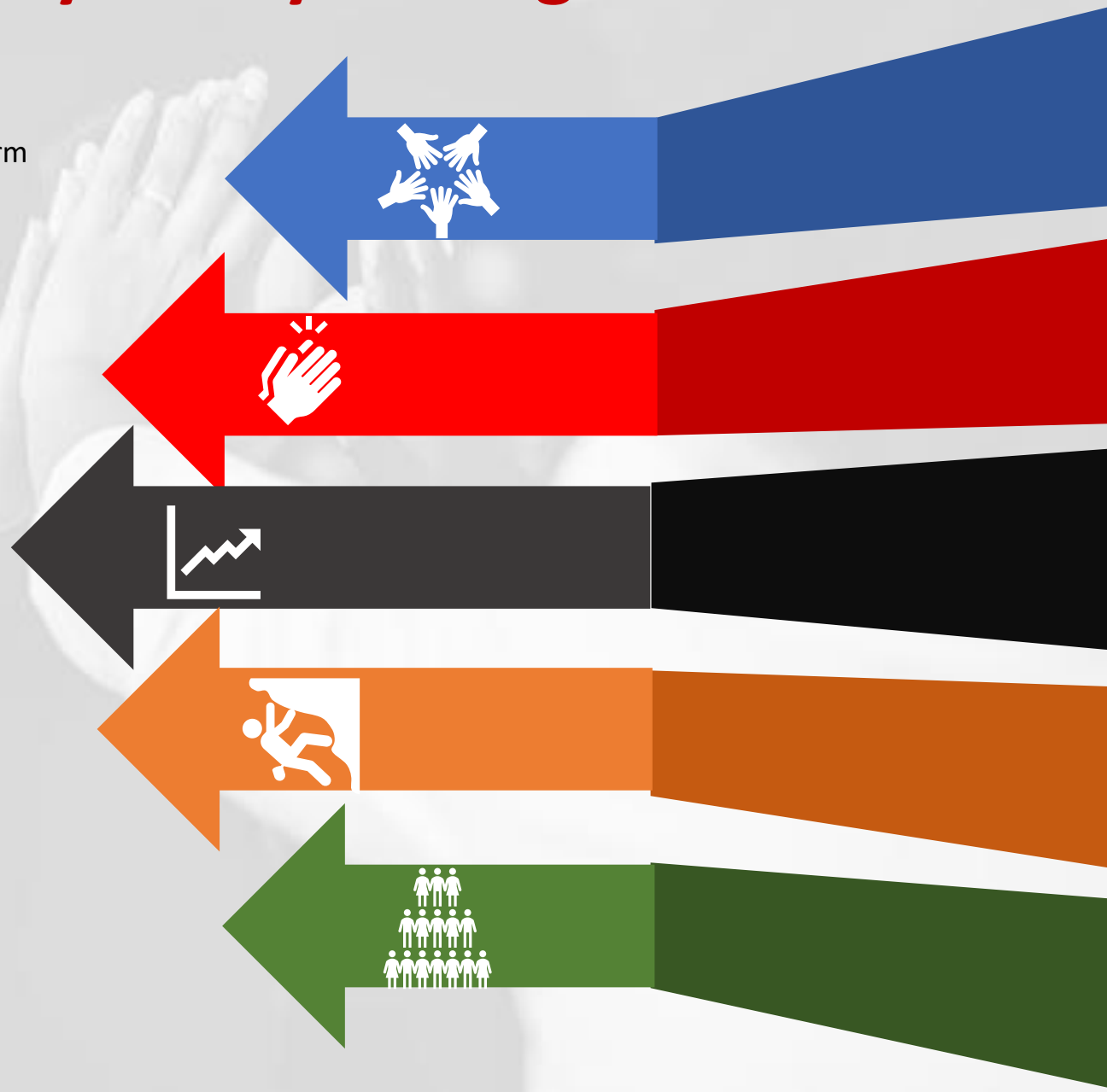
Associates are positive:
They are positive about the current and future prospects at the firm

Positive outweighs Negative
Emotionally, associates are far more inclined to feel positively (e.g. proud, grateful, accepted) than negatively (e.g. frustrated and stressed) about XYZ

Associates see XYZ as successful
Associates equally recognize its personality as having family values, and being caring and friendly. On the negative side, the organization can be seen as a follower, especially by male Staff.

Relatively good spread across zones
Which shows a company well balanced.

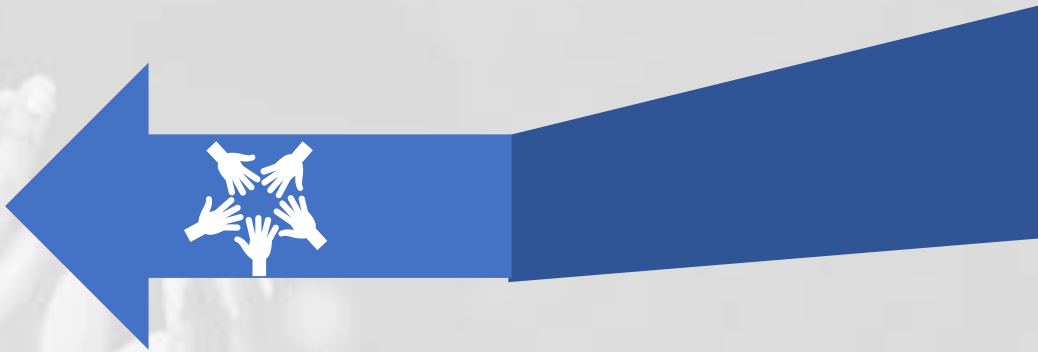
Associates show positivity towards recent business ideas
e.g. Merging to a multi-sales business,

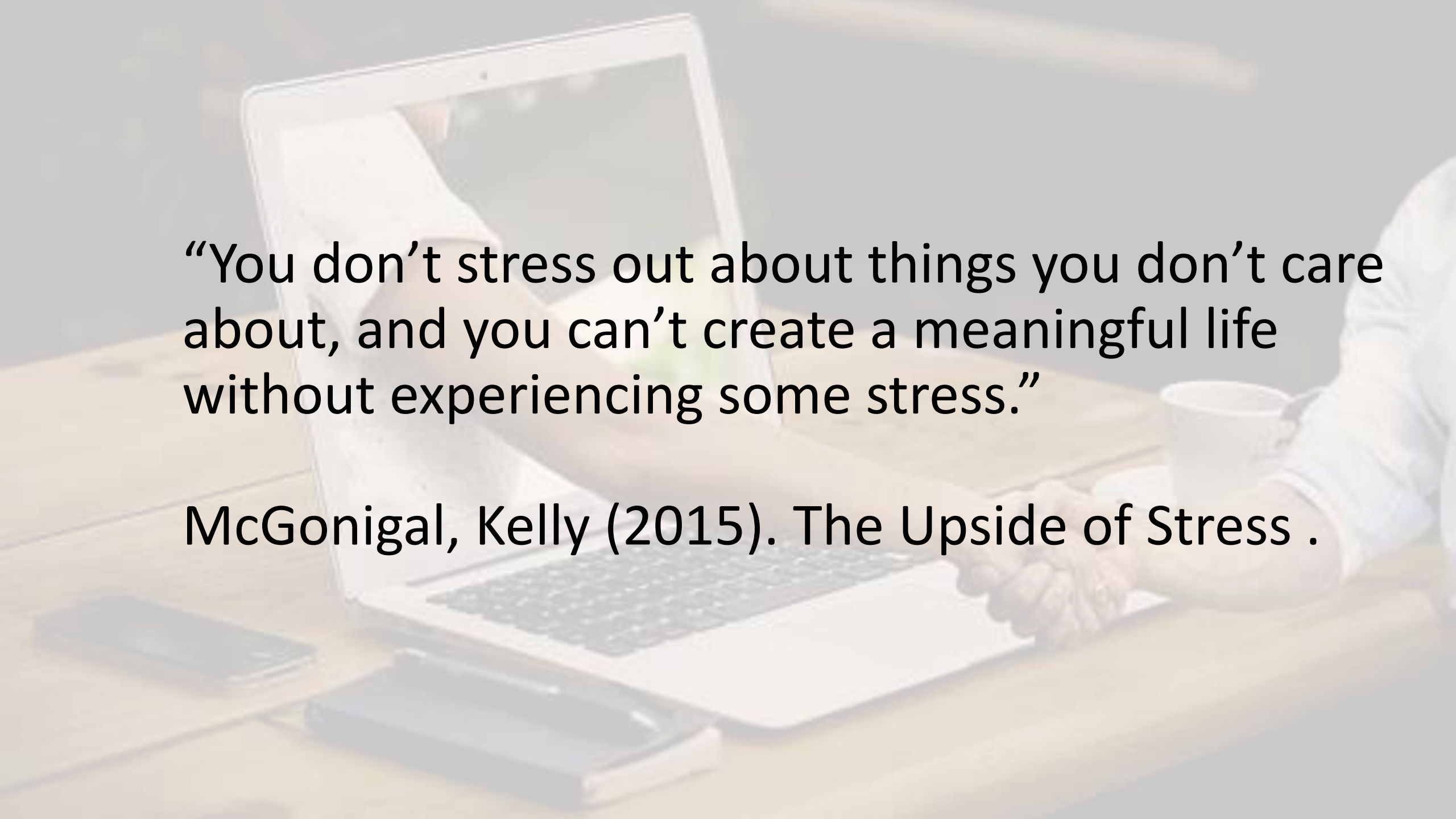


But…. All good things can get better!

What can we do to make XYZ an even better place for Associates?

Address Stress
Feelings of stress, frustration and being overwhelmed are significant and need to be addressed





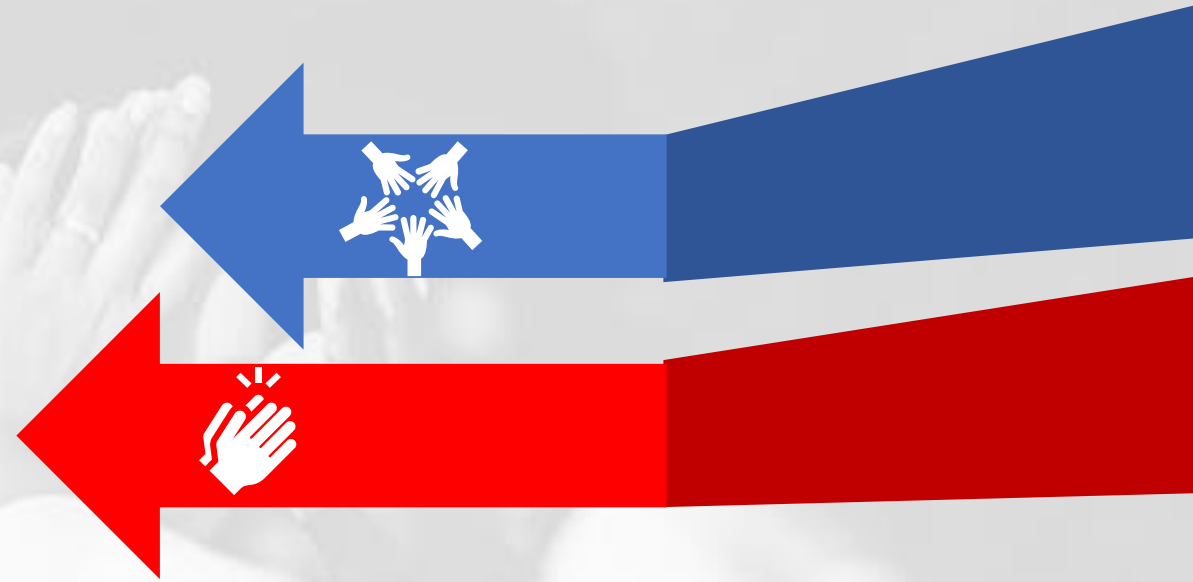
“You don’t stress out about things you don’t care about, and you can’t create a meaningful life without experiencing some stress.”

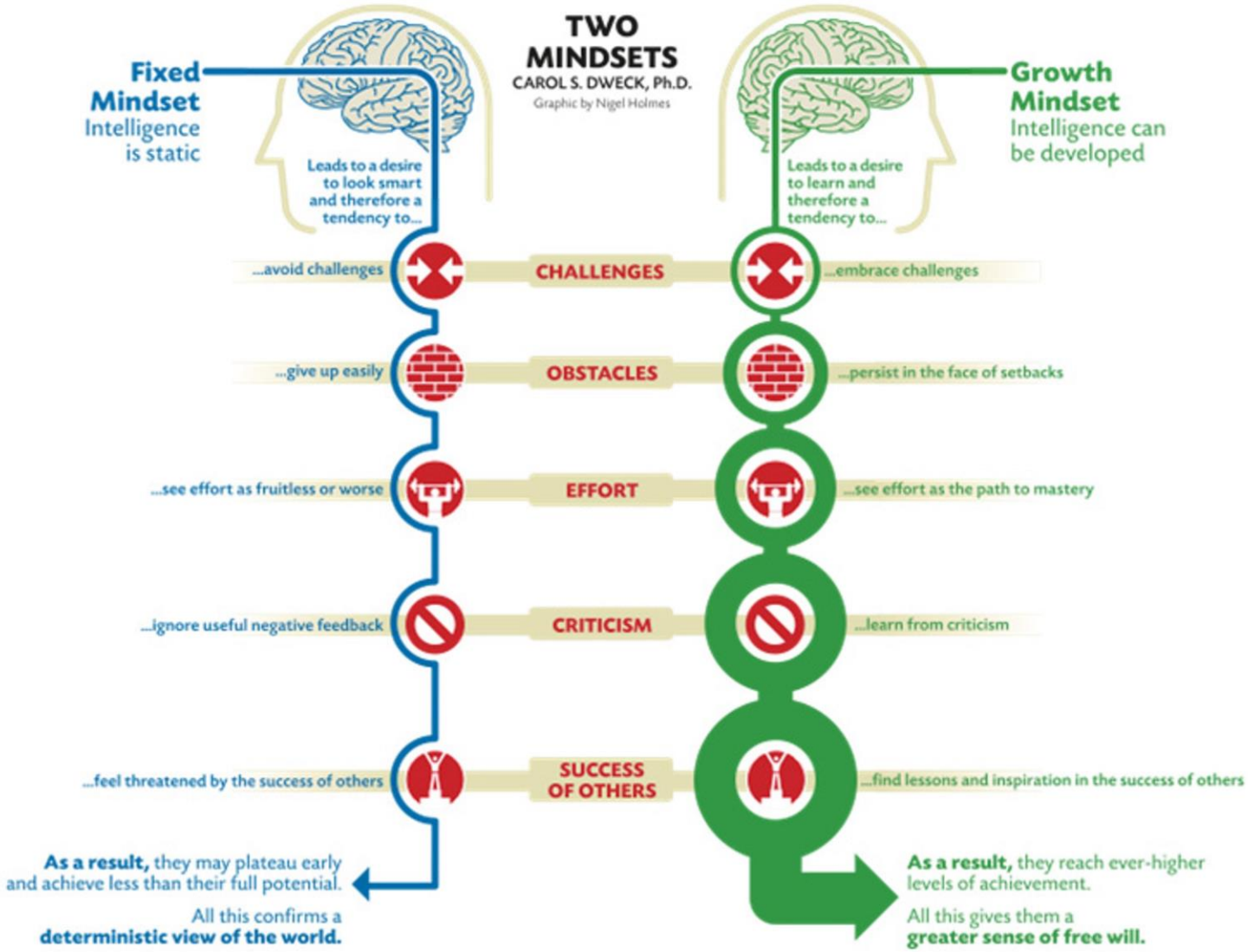
McGonigal, Kelly (2015). The Upside of Stress .

What can we do to make XYZ an even better place for Associates?

Address Stress
Feelings of stress, frustration and being overwhelmed are significant and need to be addressed

Allow mistakes
Associates see XYZ as successful and nurturing but also a follower




TWO MINDSETS
CAROL S. DWECK, Ph.D.
Graphic by Nigel Holmes
Fixed Mindset
Intelligence is static
Growth Mindset
Intelligence can be developed
Leads to a desire to look smart and therefore a tendency to...
Leads to a desire to learn and therefore a tendency to...
...avoid challenges
CHALLENGES
...embrace challenges
...give up easily
OBSTACLES
...persist in the face of setbacks
...see effort as fruitless or worse
EFFORT
...see effort as the path to mastery
...ignore useful negative feedback
CRITICISM
...learn from criticism
...feel threatened by the success of others
SUCCESS OF OTHERS
...find lessons and inspiration in the success of others
As a result, they may plateau early and achieve less than their full potential.
All this confirms a deterministic view of the world.
As a result, they reach ever-higher levels of achievement.
All this gives them a greater sense of free will.

"If you're not prepared to be wrong, you'll never come up with anything original."
– SIR KEN ROBINSON
TED

What can we do to make XYZ an even better place for Associates?

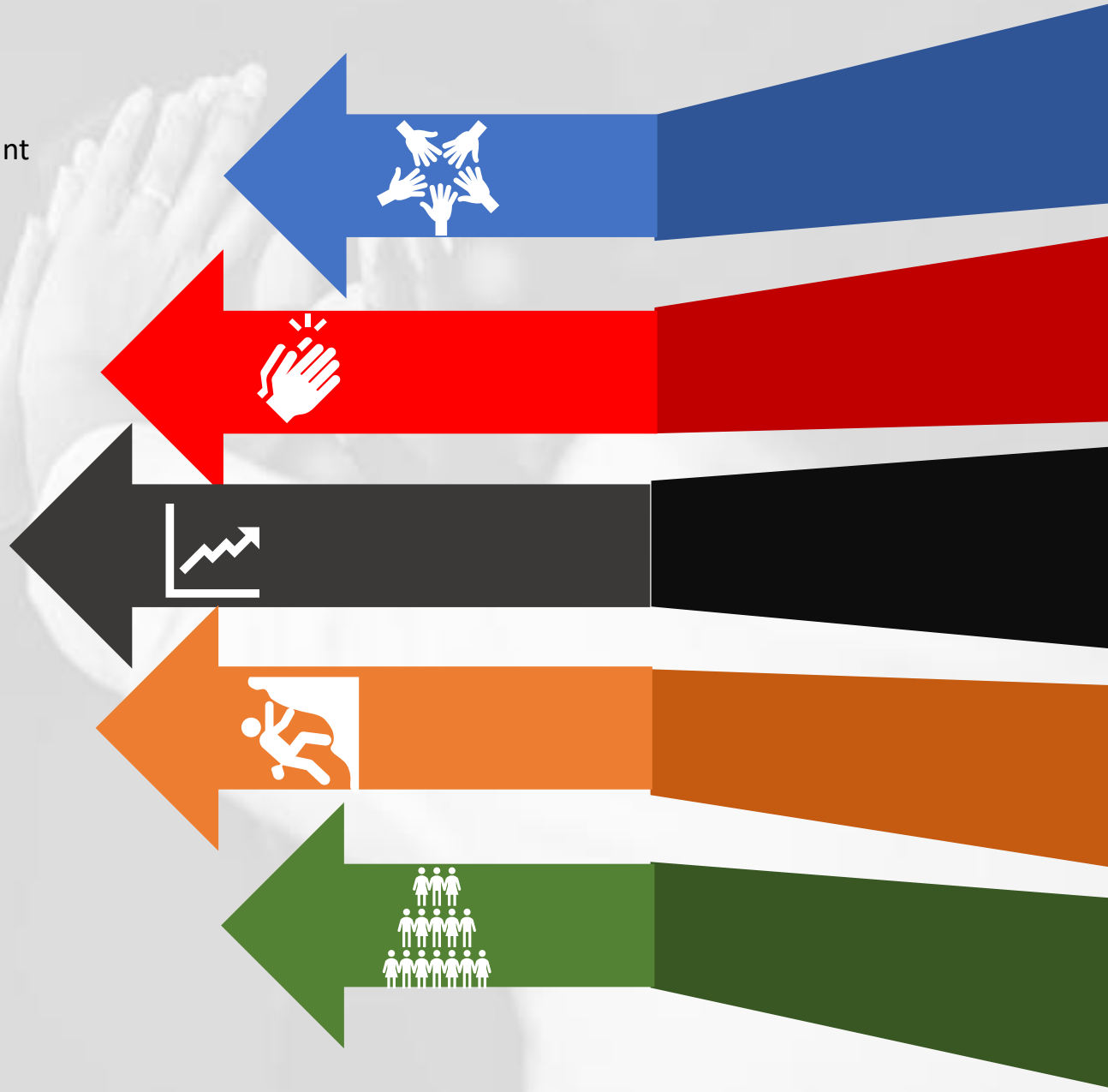
Address Stress
Feelings of stress, frustration and being overwhelmed are significant and need to be addressed

Allow mistakes
Associates see XYZ as successful and nurturing but also a follower

Explore emotional cues to retain staff
Dial up on coming across as fun, successful, and passionate and not being seen as out of touch, quiet, or insincere.

Best ideas moving forward:
Employee flexibility, take more risks, invest in automation, better people-to-role fit

“Keep Swimming”
Carry on what you’re doing – it’s clearly a success story!



She just kept swimming…

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