TalentWatch® Engagement Survey Results

This report will help you understand the following:

- Organization, Job/Career, Co-Worker, and Leader factors that influence employee engagement
- Factors that influence employees to stay or consider leaving your organization
- Current employee satisfaction and satisfaction change
- Employee Net Promoter Score (ENPS), which measures employees’ willingness to recommend (WTR) the organization as a good place to work and recommend products and services to others

Your survey results present a rare opportunity to learn exactly how your team members' feel about the organization, their jobs, co-workers and their leader - you. This information will enable you to improve your ability to engage, retain, and get the best performance from your team. You will benefit from these abilities throughout your leadership career.

How to use your results:

- **Look for surprises:** The most valuable outcome of this and any survey is to learn something new. While reviewing your results you will come across data that will fall into one of the following categories:

  - **Gifts:** "Gifts" are results that are better than you anticipated. Use this data to leverage your strengths in engaging and retaining talent.

  - **Affirmations:** "Affirmations" are results that reflect exactly what you anticipated. Ask for additional feedback from your team on how you best improve in areas where you have the opportunity to do so.

  - **Surprises:** "Surprises" are results that unfortunately, are worse than you thought. Nobody likes these types of surprises, but the good news is that you're now aware of these areas and can focus on improving them. Surprises are the most valuable results you can receive, so do not rationalize or discount them. Without this knowledge, you would continue behaving in your normal way, unaware of the negative impact it was having on your team.

- **Set Action Planning goals:** Complete the Action Planning items within the guide to help you incorporate what you've learned from the survey into your daily work experiences with employees.

- **Meet with your leader:** Schedule a meeting with your leader to discuss your current results, your action plan and your goals. Be prepared to discuss (1) the factors influencing your current goals, (2) how you set your goals, and (3) what actions you will take to meet your goals. Share with your leader your plan for how you will review these results with your team and get his/her assistance in any areas you may be uncomfortable.
☑️ Use this guide to conduct a Team Meeting: Meet with your team to discuss the results of this survey. This might seem intimidating, especially if you have a number of areas to improve. The great news is that you don't need to be prepared to tell your team how you're going to improve. You just need to be prepared to ask questions on how they would like you to change.

It is important to get feedback from all of your team members. If you have a team in which a few of the members tend to dominate discussions, it may be appropriate to meet individually with each team member to ensure every team member can provide you with feedback. Here are some tips for discussing your results with your team:

- Thank your team for their participation in taking the survey.
- Review some positives and some areas for development.
- **Ask questions.** For areas where your team has indicated you could improve, ask open-ended questions regarding how you could be more effective in the area. A powerful question sequence is **Start, Stop and Continue.** For each improvement area, you simply ask team members to tell you things/behaviors they would like you to start, stop and continue. Use these suggestions as part of your action plan.
- Share some of the actions you will take based on the survey results.
- Provide status to your team on next steps and follow through on your action plan.

☑️ Take Action on your results: The true value of this survey is based on your ability to manage differently based on the survey results.
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  Taking Action
Summary of Key Metrics

Intended Length of Stay

Overall Satisfaction at Work
- Satisfied: 84.6%
- Neutral: 15.4%

Satisfaction Change
- Increased: 61.5%
- Same: 30.8%
- Decreased: 7.7%

Employee Net Promoter Score

Organizational Engagement Index
- # of Respondents = 13
- Not Engaged: 7.7% (1)
- Engaged: 92.3% (12)

Job & Career Engagement Index
- # of Respondents = 13
- Engaged: 100.0% (13)

Co-Worker Engagement Index
- # of Respondents = 13
- Not Engaged: 7.7% (1)
- Engaged: 92.3% (12)

Leader Engagement Index
- # of Respondents = 13
- Not Engaged: 7.7% (1)
- Engaged: 92.3% (12)
SUPPORTIVE CO-WORKERS

Supportive co-workers play an important role in enhancing workplace experiences through work relationships and interactions. As a leader you influence these elements through the support of a positive environment.

<table>
<thead>
<tr>
<th>* Items should receive priority for improvement</th>
<th>Average Rating</th>
<th>% of team members who rated (F)avorable, (N)eutral, or (U)nfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>While working on assigned tasks, most of my co-workers do not just participate; they seem engaged in their tasks.</td>
<td>4.38</td>
<td>F  84.62% N 15.38% U 0.00%</td>
</tr>
<tr>
<td>Most of my co-workers communicate effectively with me.</td>
<td>4.31</td>
<td>F  84.62% N 15.38% U 0.00%</td>
</tr>
<tr>
<td>Most of my co-workers value and support my work and career goals.</td>
<td>4.31</td>
<td>F  84.62% N 15.38% U 0.00%</td>
</tr>
<tr>
<td>Most of my co-workers deliver quality work and put forth extra effort to help our organization succeed.</td>
<td>4.15</td>
<td>F  92.31% N 7.69% U 0.00%</td>
</tr>
<tr>
<td>I receive the support I need to be able to succeed from most of my co-workers.</td>
<td>4.15</td>
<td>F  84.62% N 15.38% U 0.00%</td>
</tr>
<tr>
<td>Most of my co-workers demonstrate interest and concern for my personal well being.</td>
<td>4.00</td>
<td>F  92.31% N 0.00% U 7.69%</td>
</tr>
</tbody>
</table>

Action Planning - SUPPORTIVE CO-WORKERS: Complete the action planning steps for at least two engagement items.

1st Engagement Item for improvement: ________________________________________________________________

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? ______________________________________________________________________________________
_______________________________________________________________________________

Suggestions from your team and leader on behaviors to:

START: ______________________________________________________________________________________
_______________________________________________________________________________

STOP: ______________________________________________________________________________________
_______________________________________________________________________________

CONTINUE: ______________________________________________________________________________________
_______________________________________________________________________________
How will you be able to measure the effectiveness of your actions?

_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

Define the specific timeline in which you will begin and complete this action plan.
_______________________________________________________________________________
_______________________________________________________________________________

2nd Engagement Item for improvement: ______________________________________________________________
_______________________________________________________________________________

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? ______________________________________________________________________________________
_______________________________________________________________________________

Suggestions from your team and leader on behaviors to:

START:  ________________________________________________________________________________

________________________________________________________________________________

STOP:  ________________________________________________________________________________

________________________________________________________________________________

CONTINUE:  ________________________________________________________________________________

________________________________________________________________________________

How will you be able to measure the effectiveness of your actions?
_______________________________________________________________________________
_______________________________________________________________________________
_______________________________________________________________________________

Define the specific timeline in which you will begin and complete this action plan.
_______________________________________________________________________________
_______________________________________________________________________________
## High Impact Leadership Development Opportunities

Credible leadership is comprised of 11 talents. Leaders who demonstrate these talents are considered more engaging by their team and as a result their employees perform better.

Employees rated the extent to which they agree you are exhibiting these talents. The following table lists the credible leadership talents in order of developmental priority, starting with the talents you have the most opportunity to improve.

You are encouraged to use the *Representative Behaviors* listed next to each definition as a way to improve each talent. For further development TalentKeepers® offers web-based training modules for each leadership talent. If you are interested, ask your leader if your organization has access to these modules. Use the Action Planning section that follows to document what you will do to develop your skills for at least two credible leadership talents.

<table>
<thead>
<tr>
<th>Developmental Priority</th>
<th>Leadership Talent</th>
<th>Definition</th>
<th>Representative Behaviors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Trust Builder</td>
<td>Create a sense of respect and dedication with employees</td>
<td>Demonstrate Personal Trustworthiness: Keep commitments, tell the truth, own mistakes, build non-blaming environment, &amp; prevent misrepresentation. Create an accepting, fair, and open work environment.</td>
</tr>
<tr>
<td>2</td>
<td>Engaging &amp; Retaining Generation Y</td>
<td>Understand how Generation Y traits impact job-related experiences, expectations and work styles</td>
<td>Be flexible to generational differences in your leadership approach: Identify key traits to break down barriers and adjust to new ways of working and communicating to bring the best in employees across generations Learn how generational traits impact job-related experiences and work styles and adapt to new ways of coaching and developing others to drive engagement and productivity</td>
</tr>
<tr>
<td>3</td>
<td>Flexibility Expert</td>
<td>Recognize and take into account the needs and views of each employee</td>
<td>Respond to work and job needs of your team: Rotate job activities, encourage different points of views, recognize stress, modify physical environment to stimulate employees Recognize and respond proactively to employees' circumstances: Respond in a timely manner and be cognizant of work-life balance concerns and manage request accordingly</td>
</tr>
<tr>
<td>Tie</td>
<td>Talent Finder</td>
<td>Be an effective resource when selecting and recruiting high performing candidates</td>
<td>Find and select the right talent to drive organizational success: Become a subject matter expert on job requirements to seek out talent Apply sourcing and selection practices: Gauge candidates' job stability, understand the importance of realistic job previews, and engage employees in the job referral process</td>
</tr>
<tr>
<td>5</td>
<td>Climate Builder</td>
<td>Build an environment that makes work more challenging and fulfilling and the workplace enjoyable and satisfying</td>
<td>Make work more challenging and fulfilling: Observe, ask, and provide choices as possible. Make the workplace more enjoyable and satisfying: Create an environment employees want to work in, create achievable short-term goals, and encourage fun as appropriate.</td>
</tr>
<tr>
<td>Tie</td>
<td>Esteem Builder</td>
<td>Give employees responsibility and freedom to act to drive productivity and be a part of a winning team</td>
<td>Encourage and reinforce team member responsibility and initiative: Motivate decision-making, don’t micromanage, and allow responsibility for work Value and make visible team member inputs and accomplishments: Give credit for work, share ownership and visibility, and identify skills and abilities that motivate and reinforce employees</td>
</tr>
<tr>
<td>Tie</td>
<td>High Performance Builder</td>
<td>Create conditions that encourage and reinforce high levels of team member performance</td>
<td>Value high performance: Communicate the value of high performance, recognize and reward, high performers, make employees feel valued and engaged to drive results Achieve high performance: Establish expectations, link team wins to organizational results, reinforce top performers, be an example and provide respect</td>
</tr>
<tr>
<td>Tie</td>
<td>Retention Monitor</td>
<td>Watch for signs that employees might be thinking of leaving and take the correct actions to keep talented employees</td>
<td>Be aware of employee retention statistics and related costs to the team. Monitor changes in employees’ work patterns and be aware of employee retention practices Take action to increase employee retention: Anticipate turnover issues, encourage employee to discuss their concerns, make your retention expectations clear, and develop a plan to engage and retain your top performers</td>
</tr>
</tbody>
</table>
Action Planning - Leadership Development

What are the leadership talents most in need of development? You may select the leadership talents listed toward the top of the list or other talents which you think would most improve engagement on your team.

1. _________________________________________________________________________________________
2. _________________________________________________________________________________________

For each of the talents you selected, describe the leadership behaviors you can modify to improve that leadership talent. Consider using the Representative Behaviors listed for each talent as part of your plan.

1. _________________________________________________________________________________________
2. _________________________________________________________________________________________

Are there any barriers to carrying out these leadership behaviors on the job? If so, what ideas do you have to help overcome these barriers?

__________________________________________________________________________________________
__________________________________________________________________________________________
__________________________________________________________________________________________

Request a product demo to see the full TalentWatch report. Contact us at solutions @talentkeepers.com or call 407-660-6041 ext 124 to schedule your demo.