

# Employee Pulse Survey

CONFIDENTIAL REPORT FOR

# Pulse Survey

SURVEY DATE Jan 31, 2019

SURVEY TYPE
Pulse Survey



### **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

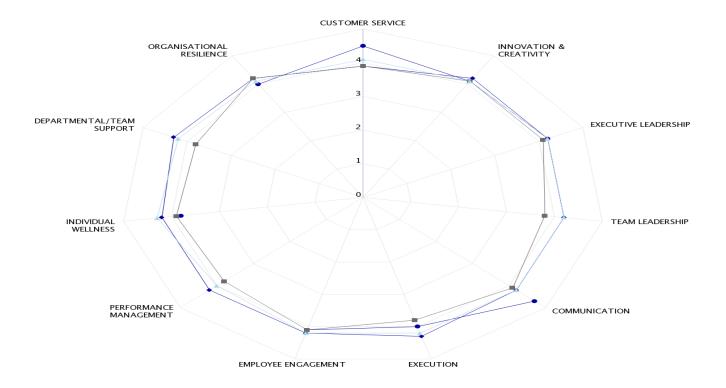
The following report provides the leadership team with the information required to develop effective strategies for organizational improvement.



### **EXECUTIVE SUMMARY**

### **RESPONDENT GROUP OVERVIEW**

1 x CEO	4.17	3 x Exec Manager	4.19	NPS	
4 x Dept Manager	3.97	4 x Sales	4.15	+30	<ul> <li>Promoters</li> <li>Neutral</li> <li>Detractors</li> </ul>
4 x Marketing	4.09	4 x Operations	3.75		



-CEO -Exec Manager -Dept Manager -Sales

### **COMPETENCY SUMMARY**

### **Strengths**

- > EMPLOYEE ENGAGEMENT
- > COMMUNICATION
- > TEAM LEADERSHIP

- **Development Areas**
- > PERFORMANCE MANAGEMENT
- > CUSTOMER SERVICE
- > INNOVATION & CREATIVITY



## **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.

CUSTOMER SERVICE	What we think our customers would say about our organisation	CEO EXEC MANAGER				Target Zone	4.50 3.86
		DEPT MANAGER SALES MARKETING OPERATIONS					3.93 4.09 4.14 3.70
INNOVATION & CREATIVITY	Our views about our organisation's management team	CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS					4.07 4.19 4.07 4.11 4.04 3.64
EXECUTIVE LEADERSHIP	The perception of the organisation's executive leadership team	CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS					4.20 4.20 4.08 4.23 3.98 3.73
TEAM LEADERSHIP	Views about the management team	EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS					4.24 3.82 4.16 4.32 3.77
COMMUNICATION	Perception on the effectiveness of communication within the organisation	CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS					4.67 4.17 4.13 4.15 4.05 3.75
EXECUTION	Views about the way management and employees gets things done	CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS					4.00 4.30 3.80 4.15 4.13 3.78
EMPLOYEE ENGAGEMENT	Views on the employee engagement levels within the organisation	CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS					4.14 4.24 4.09 4.18 4.14 3.79
		Ver	ry Poor	Poor A	dequate G	ood Outs	standing



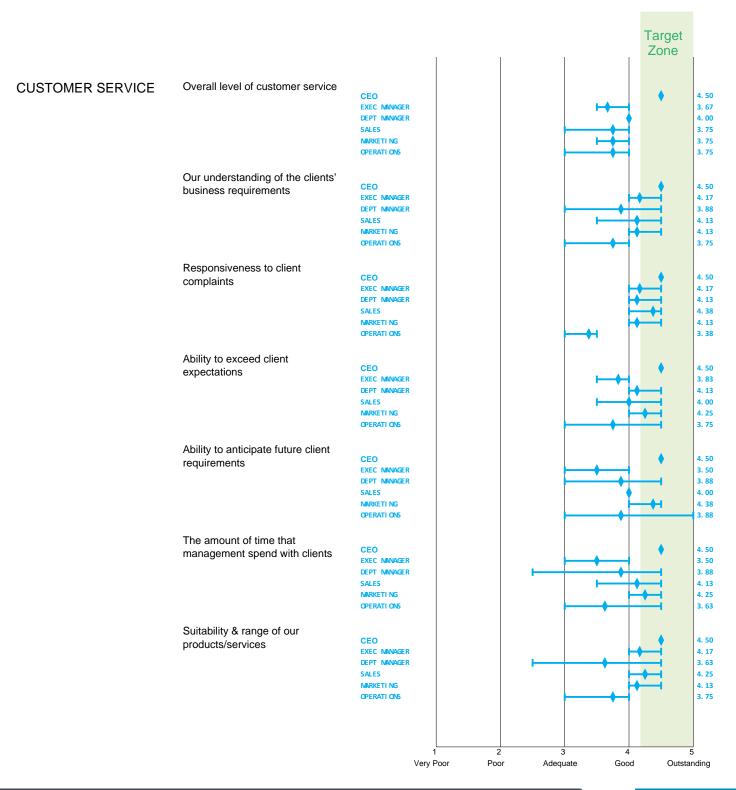
# **RESPONDENT GROUP ALIGNMENT (Summary)**

				Zone
PERFORMANCE MANAGEMENT	Rating your manager in all areas of performance management	EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS		
NDIVIDUAL WELLNESS	This section evaluates individual employee wellbeing	CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS		
DEPARTMENTAL/TEAM SUPPORT	Direct managers' promotion of employee wellness and supporting employee needs	EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS		
DRGANISATIONAL RESILIENCE	The organisation as a whole providing adequate support for employee wellness	CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS		
TOTAL AVERAGE		CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS		



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.





RESPONDENT	<b>GROUP ALIGNMEN</b>	<u>T (Detail)</u>			Target	
INNOVATION & CREATIVITY	Willingness to take calculated risks on new initiatives	CEO EXEC MINNAGER DEPT MINNAGER			Zone	4.00 4.00 4.00
	Propensity to explore options	SALES MARKETI NG OPERATI ONS	-			4.00 4.00 3.75 3.75
	instead of making assumptions	CEO Exec Nanager Dept Nanager Sales Narketi Ng Operati ons	-		1111	4. 00 4. 17 4. 13 4. 00 3. 88 3. 38
	The level of encouragement for employees to try new things	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS	-			4. 00 4. 00 4. 25 4. 00 4. 25 3. 63
	Management's commitment to follow through on new ideas	CEO EXEC NANAGER DEPT NANAGER SALES MARKETI NG OPERATI ONS	-			4. 00 4. 17 4. 25 4. 00 4. 00 3. 63
	The freedom given for employees to challenge current thinking	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS	-	+		4. 00 4. 33 4. 00 4. 25 4. 13 3. 75
	Recognition of individuals for their good ideas	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS	-	-	1 11 <del>1</del>	4. 50 4. 33 4. 00 4. 25 4. 00 3. 50
	Provision of a creative work environment	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS	-			4. 00 4. 33 3. 88 4. 25 4. 25 3. 88
EXECUTIVE LEADERSHIP	Honesty in dealing with others	CEO Exec Nanager Dept Nanager Sales Narketi Ng Operati ONS				4. 00 4. 17 3. 88 3. 88 3. 63 3. 88
	Demonstrating high ethical standards	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NS OPERATI ONS				<ul> <li>5. 00</li> <li>4. 33</li> <li>4. 25</li> <li>4. 38</li> <li>4. 00</li> <li>3. 63</li> </ul>
			3	4		5

Poor

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Good

Outstanding

Adequate



				Target Zone	
	Making expectations clear	CEO EXEC NANAGER DEPT NANAGER SALES MARKETI NG OPERATI ONS			4. 00 4. 17 4. 13 4. 38 4. 25 3. 75
	Keeping focus on the big picture	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			4. 00 4. 17 4. 13 4. 25 4. 13 3. 88
	Demonstrate that they are in touch with what is happening at all levels	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			4. 00 4. 17 4. 00 4. 25 3. 88 3. 50
TEAM LEADERSHIP	Your direct manager's honesty in dealing with others	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			0. 00 4. 17 3. 75 3. 88 4. 13 3. 88
	Your direct manager demonstrating high ethical standards	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			0. 00 4. 50 4. 13 4. 25 4. 50 3. 63
	Your direct manager making expectations clear	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			0. 00 4. 33 3. 88 4. 38 4. 50 3. 75
	Your direct manager's focus on the big picture	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			0.00 4.17 3.88 4.25 4.25 4.00
	Your direct manager knowing when to delegate and when to take personal responsibility	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			0. 00 3. 83 3. 75 4. 13 4. 13 3. 88
	Your direct manager's ability to delegate the right people	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			0. 00 4. 50 3. 63 4. 00 4. 25 3. 50



RESPONDENT	GROUP ALIGNMENT	<b>(Deta</b>	<u>il)</u>			Target	
	Your direct manager giving others authority to independently fulfil responsibilities	CEO Exec Manager Dept Manager Sales Marketi Ng Operati Ons		<b></b>		Zone	0.00 4.17 3.75 4.25 4.50 3.75
COMMUNICATION	Your understanding of the stated organisational Vision	CEO EXEC MANAGER DEPT MANAGER SALES NARKETI NG OPERATI ONS				<b>◆</b>	<ul> <li>5. 00</li> <li>3. 83</li> <li>4. 13</li> <li>4. 00</li> <li>3. 75</li> <li>3. 88</li> </ul>
	Keeping you informed about future initiatives and/or product launches	CEO Exec Manager Dept Manager Sales Marketi Ng Operati ONS				+	0. 00 4. 33 4. 25 4. 38 4. 00 3. 75
	Communication being unambiguous and straightforward	CEO Exec Nanager Dept Nanager Sales Narketi Ng Operati ONS			,		4. 50 4. 33 4. 00 4. 25 4. 25 3. 63
	Positive climate for airing concerns	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS					4. 50 4. 17 4. 13 4. 13 4. 13 3. 75
	Job-related information is readily available	CEO Exec Manager Dept Manager Sales Marketi Ng Operati ONS					0.00 4.17 4.13 4.00 4.13 3.75
EXECUTION	Not procrastinating over decisions	CEO EXEC MANAGER DEPT MANAGER SALES NARKETI NG OPERATI ONS					4.00 4.00 3.88 4.00 4.13 3.50
	Setting priorities and effectively dealing with assignments	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			F+	•	4.00 4.50 3.88 4.13 4.38 3.50
	Adhering to deadlines	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS				•	4.00 4.50 3.75 4.13 4.00 4.00
			1 2 Very Poor Poor	Adeq	3 4 uate Good	i Outs	5 tanding



Using technology to greatest advantage Using external resources effectively Overall views on the organisation as an employer Overall staff morale	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER SALES MARKETI NG OPERATI ONS		Target Zone
advantage Using external resources effectively Overall views on the organisation as an employer	EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS		
advantage Using external resources effectively Overall views on the organisation as an employer	EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS		
effectively Overall views on the organisation as an employer	DEPT NANAGER SALES MARKETI NG OPERATI ONS CEO EXEC NANAGER DEPT NANAGER SALES MARKETI NG OPERATI ONS CEO EXEC NANAGER SALES MARKETI NG OPERATI ONS		
effectively Overall views on the organisation as an employer	SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER SALES MARKETI NG OPERATI ONS		
effectively Overall views on the organisation as an employer	MARKETI NG OPERATI ONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER SALES MARKETI NG OPERATI ONS		
effectively Overall views on the organisation as an employer	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS		
effectively Overall views on the organisation as an employer	EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS		
Overall views on the organisation as an employer	EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS		
as an employer	SALES MARKETI NG OPERATI ONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS CEO		
as an employer	MARKETI NG OPERATI ONS CEO EXEC NANAGER DEPT NANAGER SALES NARKETI NG OPERATI ONS CEO		
as an employer	OPERATIONS CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS		
as an employer	EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS		
as an employer	EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS		
Overall staff morale	DEPT NANAGER SALES NARKETI NG OPERATI ONS CEO		
Overall staff morale	SALES MARKETI NG OPERATI ONS		
Overall staff morale	MARKETI NG OPERATI ONS CEO		
Overall staff morale	CEO		
Overall staff morale			
	LALC INNUMBER		
	DEPT MANAGER		
	SALES		
	MARKETI NG		
	OPERATI ONS		<b>•</b>
Management's recognition of	CEO		
good performance	Exec Manager		
	DEPT MANAGER		
	SALES		
	MARKETI NG		
	OPERATI ONS		
Job security	CEO		
	EXEC MANAGER		<b>↓</b>
	DEPT MANAGER		
	SALES		
	MARKETING OPERATIONS		
Working conditions			
	CEO		• • • •
	EXEC MANAGER		
	MARKETI NG		
	OPERATI ONS		
Availability of training			
			• • • • • • • • • • • • • • • • • • •
	SALES		
	MARKETI NG		↓ <b>↓ ↓ ↓</b>
	OPERATI ONS		<b>↓</b>
Suitability of staffing levels	050		
	DEPT MANAGER		
	SALES		▲ * · · ·
	MARKETI NG		
	OPERATI ONS		<b>↓</b>
	Working conditions Availability of training	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS Working conditions CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS Availability of training CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS Suitability of staffing levels CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS	CEO EXEC NANAGER DEPT NANAGER SALES NARKETI NG OPERATI ONS Working conditions CEO EXEC MANAGER DEPT NANAGER SALES MARKETI NG OPERATI ONS Availability of training CEO EXEC NANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS Suitability of staffing levels CEO EXEC NANAGER SALES MARKETI NG OPERATI ONS



<u>RESPONDENT G</u>	ROUP ALIGNMENT	<u>(Detail)</u>			Target Zone	
PERFORMANCE MANAGEMENT	Being a patient, helpful and effective coach	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			<b>←</b> -1 1	0.00 4.17 3.88 3.67 3.50 3.88
	Gives recognition to producers of high quality work and extra effort	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			+	0. 00 4. 33 3. 88 4. 25 3. 88 4. 00
	Shares a contagious enthusiasm that promotes a positive attitude in others	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS			+	0.00 4.00 4.00 4.25 4.13 3.88
	Conducts regular structured One-On-One meetings	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS				0.00 4.17 3.63 3.88 3.63 3.75
	Conducts regular structured Team meetings	CEO Exec Manager Dept Manager Sales Marketi Ng Operati Ons	<b></b>			0. 00 4. 00 3. 75 3. 88 3. 75 3. 75
	Conducts regular structured Performance Management (KPI) reviews	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS				0.00 4.17 3.63 4.13 4.00 3.88
	Challenges poor performance and holds employees accountable for their actions/behaviours	CEO EXEC NANAGER DEPT NANAGER SALES NARKETI NG OPERATI ONS			+	0. 00 4. 33 3. 88 4. 13 4. 25 3. 88
INDIVIDUAL WELLNESS	How do you rate your overall physical health?	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS				4. 50 4. 00 4. 00 4. 25 4. 13 3. 88
	How do you rate your positive response to stress?	CEO EXEC NANAGER DEPT NANAGER SALES NARKETI NG OPERATI ONS			+	4. 50 4. 17 3. 75 4. 25 4. 00 3. 88
		Voru		3 4	5 Outoto	

Very Poor

Poor

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Good

Adequate

Outstanding



					Target Zone	
	How do you rate your work/life balance?	CEO EXEC MANAGER DEPT MANAGER SALES MARKETING OPERATIONS				3. 00 4. 17 3. 75 4. 25 4. 25 3. 63
	How do you rate your ability to manage your workload?	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS				3. 00 4. 33 4. 13 4. 25 4. 13 3. 63
DEPARTMENTAL/TEAM SUPPORT	Your manager promoting employee health and wellbeing	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS				0. 00 4. 17 3. 75 4. 13 3. 88 3. 75
	Your manager promoting trust in the team	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS				0. 00 4. 33 3. 88 4. 25 4. 25 3. 75
	Your manager's ability to be supportive	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS		<b></b>		0. 00 4. 50 3. 88 4. 25 4. 25 3. 75
ORGANISATIONAL RESILIENCE	Promotion of health & wellbeing	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS				4. 00 3. 83 4. 13 3. 88 4. 13 3. 75
	Fostering flexibility in the workplace	CEO EXEC NANAGER DEPT NANAGER SALES NARKETING OPERATIONS				4. 00 4. 17 4. 13 4. 25 3. 75 3. 75
	Encouraging personal effectiveness	CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS				4. 00 4. 50 4. 25 4. 25 4. 25 3. 63
	Providing access to training & professional development	CEO EXEC NANAGER DEPT NANAGER SALES NARKETING OPERATIONS				4. 00 4. 17 4. 25 3. 75 4. 13 3. 75
		Very	1 2 Poor Poo		3 4 Juate Good Outs	5 standing



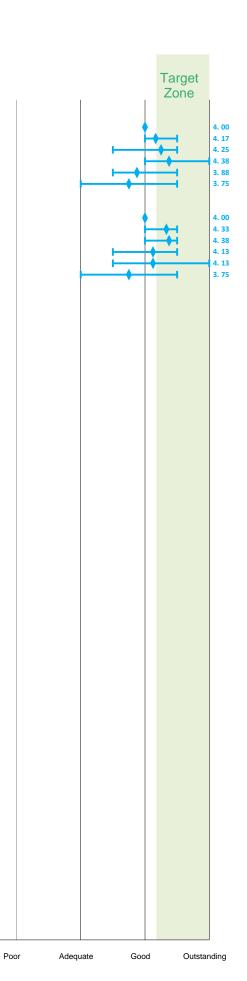
Managing workloads

CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS

Effectiveness of managers

CEO EXEC MANAGER DEPT MANAGER SALES MARKETI NG OPERATI ONS

Very Poor





### **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 out 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 of 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.



### **RESPONDENT COMMENTS**

### 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?

### 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.



### **RESPONDENT COMMENTS**

#### 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 its 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.



### **SURVEY COMMENTS**

### CEO

 We place a lot of emphasis on employee welfare and counselling programs as we recognise the cost of workplace stress 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.

### **Exec Manager**

- The organisation generally supports its employees but good do more team buildi
- It is a good organisation to work for. They look afer their staff and we look forward to coming to work and doing we
- 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 occassionally 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 flexiblity 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.



## **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