

The Employee Engagement Gap

Practices that Drive Engagement

A Summit Performance Study

2010

Study Co-Sponsors

This is our third organizational performance study. It was conducted with the support of partner organizations representing for-profit, non-profit, and engineering/architecture firms.

A **big** thank you to our co-sponsors who helped make this work possible:

- Association Executives of North Carolina
- AEC Management Solutions
- American Council of Engineering Companies of North Carolina

And a special thank you to Todd Campbell of SmartGrowth, Inc. for his help with design and research, and to Catherine Nicholson of Springleaf Strategies for her top-notch research, editing, and overall commitment to the project.

Study Overview P. 1

Study Process

We presented 413 survey respondents with a list of 38 workplace practices grouped into 10 categories. We asked them:

1. How *important* is this practice to you?
2. To what extent is it *true* (i.e. present) in your own organization?

Results are presented as:

1. The percentage of respondents giving high scores for *important* or *true*. For example, a 90% *important* score means that 90% of respondents rated the importance of that particular practice a 4 or 5 (out of 5).
2. The gap between what people say is *important* versus what they say is *true*. For example, a 95% *important* score and a 65% *true* score would result in a 30% gap score.

At the end of the survey we asked respondents 6 questions designed to determine their level of engagement. We identified as “highly engaged” those who answered with a score of 4 or 5 (out of 5).

Study Overview P. 2

Summary Findings

- A. Most workplace practices—including employee **recognition**, **alignment** to company goals, providing **support**, and offering **career** development opportunity—received high scores from a majority of the respondents. However, across the board, respondents reported that what most promotes engagement is the **nature of their work**: a job that is well-defined, interesting, varied, meaningful, and challenging. This means that perhaps the best thing a manager can do is to focus on the nature of an individual's work.

- B. Large gaps between *important* and *true* are also worth attention and addressing (i.e., when the percentage of respondents ranking a particular practice as *important* far exceeds the percentage saying it is *true*). Our findings support the idea that people become disengaged when they receive considerably less of what they believe is important.

Study Overview P. 2

Summary Findings (Cont'd)

This was especially true in two categories: **reward** (fair pay) and **career** development. Although each received relatively low *important* scores they received very low *true* scores. As a result, they showed the largest gaps between *important* and *true*. Respondents with the largest gaps in these categories also reported the lowest levels of engagement. So gaps matter—even in categories that don't receive the highest *important* scores.

Terms and Generations Defined

Terms Defined

<i>Important</i>	The belief that a certain workplace practice <i>must be</i> present
<i>True</i>	The practice <i>is</i> present within the organization
<i>Gap</i>	The difference between <i>important</i> and <i>true</i>
<i>Highly Engaged</i>	Respondents who indicated a greater emotional connection to the organization and the desire to be productive
<i>Less Engaged</i>	Respondents who indicated little emotional connection to the organization with a reduced desire to be productive

Generations Defined

<i>Traditionals</i>	Born before 1946	Ages 65-88
<i>Baby Boomers</i>	Born between 1946 and 1964	Ages 46-64
<i>GenXers</i>	Born between 1965 and 1982	Ages 28-45
<i>Millennials</i>	Born between 1983 and 1997	Ages 13-27

Study Categories*

Alignment	I know how my work is connected to the company's goals.
Autonomy	I have control over how and when my work is done.
Career	The organization helps me with career development.
Character	The organization conducts itself responsibly.
Growth	I have opportunities to improve my knowledge and skills.
Recognition	I receive (positive) feedback for my contributions.
Relationships	I have good relationships with my manager and others with whom I work.
Reward	I, and others, receive <i>fair</i> compensation for the work we do. People are rewarded for getting things done, not simply because of tenure.
Support	I have the resources, tools, and technologies I need to get my job done.
Work	The work I do is well-defined, interesting, varied, challenging, and meaningful.

* Please be sure to review the full study questions starting on page 63 for a more complete understanding of the meaning of each category summarized above.

How to Use What You Learn

We hope you'll use our study findings to grow employee engagement in your organization so that everyone is more productive and looks forward to coming to work every day.

Here's how you can apply our findings in your organization:

- GOOD** Create an engagement improvement plan by targeting the most *important* practices reported in the study and the most *true* practices for highly engaged respondents. Place emphasis on practices that have the strongest relationship to high engagement.
- BETTER** Consider the special characteristics of your organization. Customize your engagement improvement plan based on study results for similar organizational characteristics (e.g., generational makeup, size, etc.).
- BEST** Conduct your own internal survey and focus your action plan on the biggest practice gaps (i.e., the practices that receive the highest scores for *important* and the lowest scores for *true*).

Findings: Whole Study Population

Introduction & Insights

Whole Study Population

Important vs. True

Observations

As shown in the following slides, **work, alignment,** and **autonomy** are considered the most *important* workplace conditions leading to engagement. These are closely followed by **character, support,** and **recognition.**

What Do People Value?

- Having well-defined, interesting, varied, challenging, and meaningful work
- Knowing and feeling connected to company goals
- Having some degree of control over how and when their work is done
- Feeling good about how the organization conducts itself externally
- Having access to the tools and resources needed to get their work done
- Receiving supportive feedback from managers

Introduction & Insights

Whole Study Population

Important vs. True

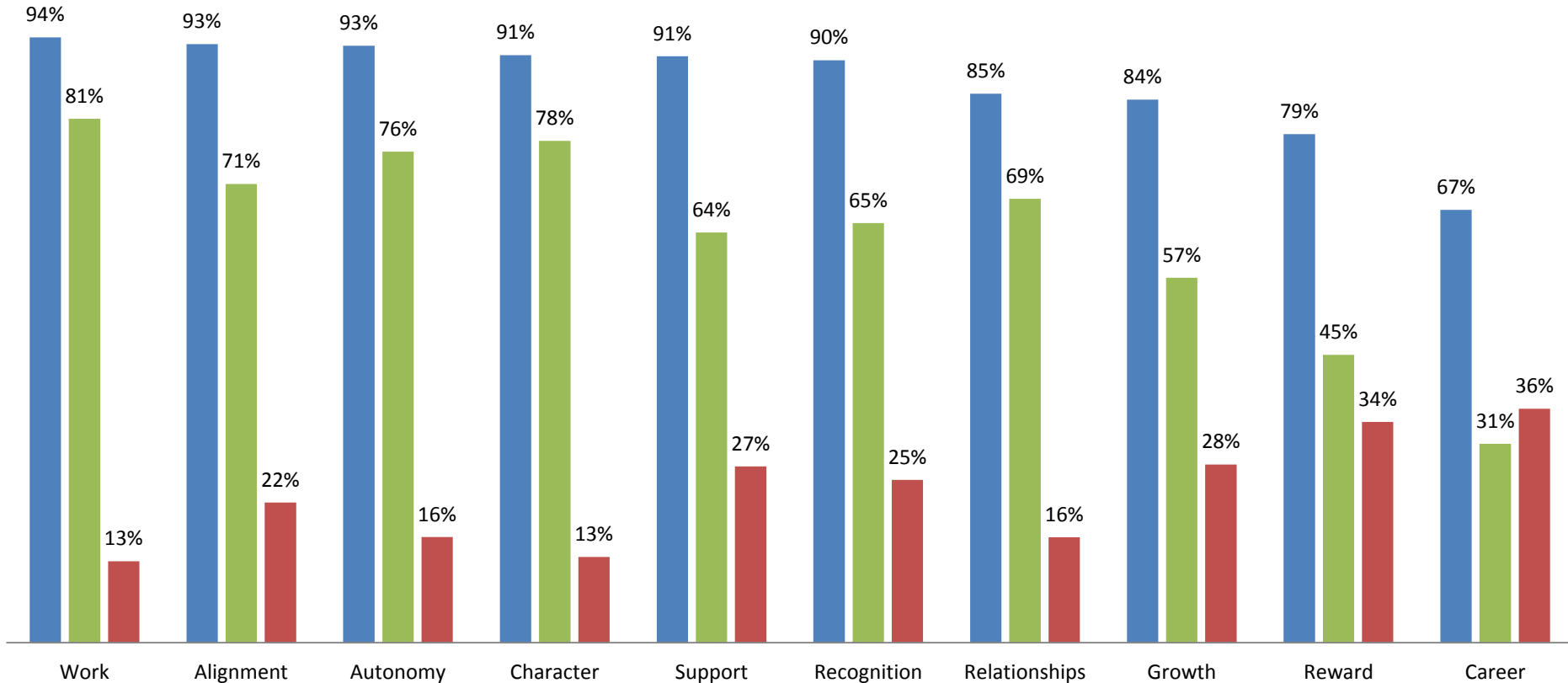
Observations (continued)

- The practices that most respondents view as *important* are the same practices that the most highly engaged report as *true* in their organizations. This tells us that what people consider *important* should be listened to and acted upon by management teams intent on improving employee engagement.
- Management traditionally focuses on personal benefits (**reward** and **career**) as the best way to engage employees, yet those practices receive the lowest *important* scores. However, as shown in a following slide, the largest gaps between *important* and *true* are in these same **reward** and **career** categories. We found that gaps between *important* and *true* undermine engagement. In other words, a person would say “Although this particular practice is not my top priority, I find it upsetting that the company pays so little attention to it.” (See also graph labeled “Highly Engaged True vs. Less Engaged True.”)

Overall Important vs. Overall True Scores Whole Study Population

Important vs. True

■ OVERALL IMPORTANT ■ OVERALL TRUE ■ OVERALL GAP



Numbers indicate the percent of respondents assigning a score of 4 or 5.

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Highly Engaged True vs. Less Engaged True Scores Whole Study Population

Highly Engaged True vs. Less Engaged True

Observations

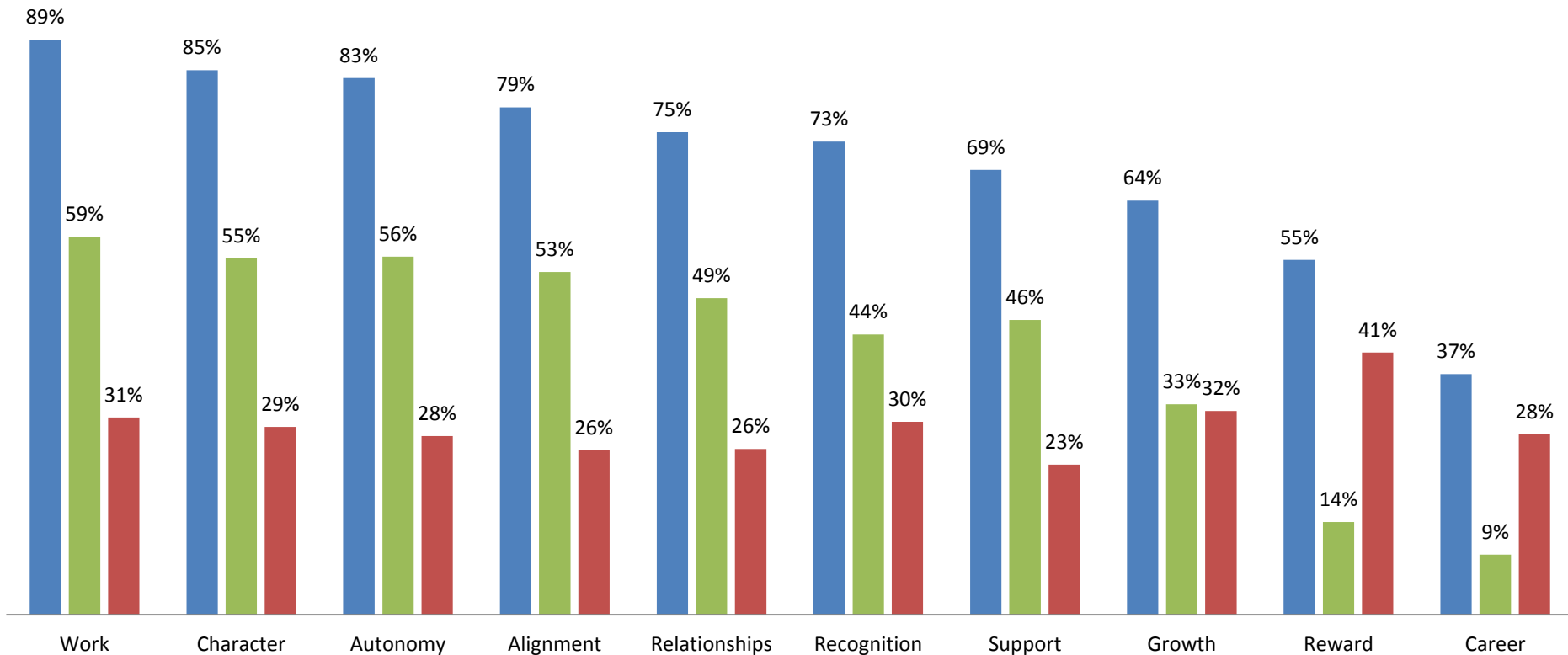
The following graph indicates an across-the-board relationship between good engagement-related workplace practices and higher levels of engagement.

Reward stands out as having the largest gap indicating that in spite of the importance of other factors, poor reward has a negative effect on engagement. Having said that, **reward** is not the only driver. There are many other more affordable drivers that can move the needle of engagement if reward is not something an organization can address.

Highly Engaged True vs. Less Engaged True Scores Whole Study Population

Highly Engaged True vs. Less Engaged True

■ HIGHLY ENGAGED TRUE ■ LESS ENGAGED TRUE ■ GAP



Findings: Generational Differences

Whole Study Population

Generational Effects on Engagement Practice Views

Whole Study Population

Although only **5%** of respondents are Millennials and **3%** are Traditionals, we believe their responses provide useful insights concerning good engagement practices for each.

Generational Effects on Engagement Practice Views

Whole Study Population

The following table shows the generational differences in the importance of certain engagement practices.

Observations

- Traditionals (ages 65-88) and Baby Boomers (ages 46-64) rank **work** as the most *important* workplace condition, followed closely by **support** and **autonomy**.
- While **work** is in their top three, GenXers (ages 28-45) rank **alignment** as their most *important* condition.
- Millennials (ages 13-27) rank **recognition** as the most *important* practice, higher than any other generation.
- **Career, reward, personal growth, and relationships** rank least *important* for all generations and the level of importance decreases as respondents increase in age.

Generational Effects on Engagement Practice Importance

Whole Study Population

Traditionals	Baby Boomers	GenXers	Millennials
Work (95%)	Work (95%)	Alignment (94%)	Recognition (98%)
Support (92%)	Autonomy (92%)	Autonomy (93%)	Alignment (98%)
Autonomy (92%)	Alignment (92%)	Work (93%)	Support (98%)
Alignment (90%)	Character (92%)	Support (92%)	Autonomy (97%)
Character (89%)	Support (89%)	Recognition (92%)	Work (93%)
Recognition (86%)	Recognition (89%)	Character (91%)	Character (92%)
Reward (79%)	Growth (83%)	Relationships (89%)	Relationships (90%)
Relationships (75%)	Relationships (83%)	Growth (87%)	Growth (88%)
Growth (73%)	Reward (78%)	Reward (80%)	Career (83%)
Career (42%)	Career (61%)	Career (77%)	Reward (80%)

Generational Findings: Traditionals

Whole Study Population

Generational Effects on Engagement Practice Views

Whole Study Population: Traditionals

Important vs. True

Observations

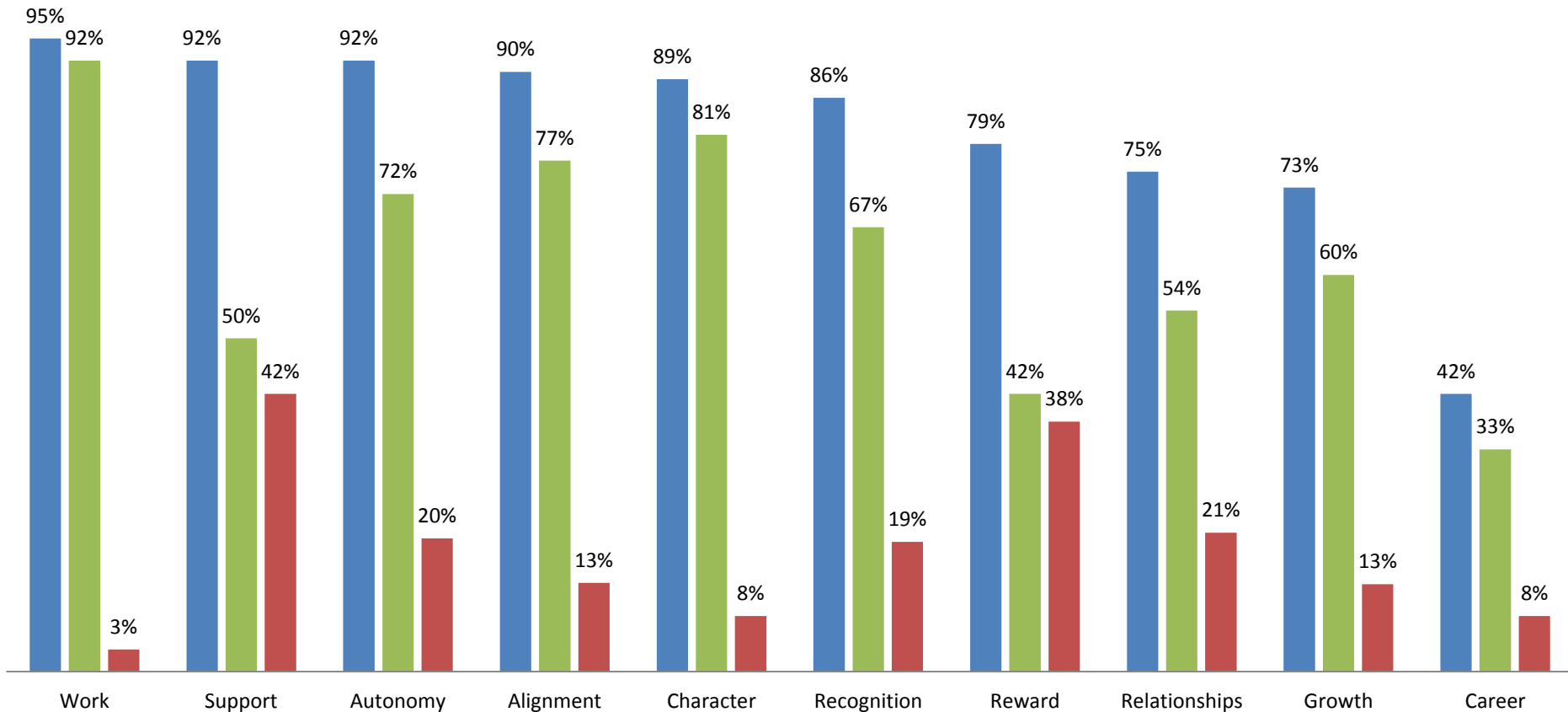
- In most cases, organizations are providing Traditionals with what they consider *important*. This is illustrated by the small gaps between what Traditionals want and what organizations provide in the areas of **work**, **alignment**, and **character**.
- However, large gaps exist with **support** and **reward** in terms of what is *important* and what is *true*. These gaps represent an opportunity for organizations to improve engagement among Traditionals.

Overall Important vs. Overall True Scores

Whole Study Population: Traditionals

Important vs. True

■ OVERALL IMPORTANT ■ OVERALL TRUE ■ OVERALL GAP



Numbers indicate the percent of respondents assigning a score of 4 or 5.

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Generational Effects on Engagement Practice Views

Whole Study Population: Traditionals

Highly Engaged True vs. Less Engaged True

Observations

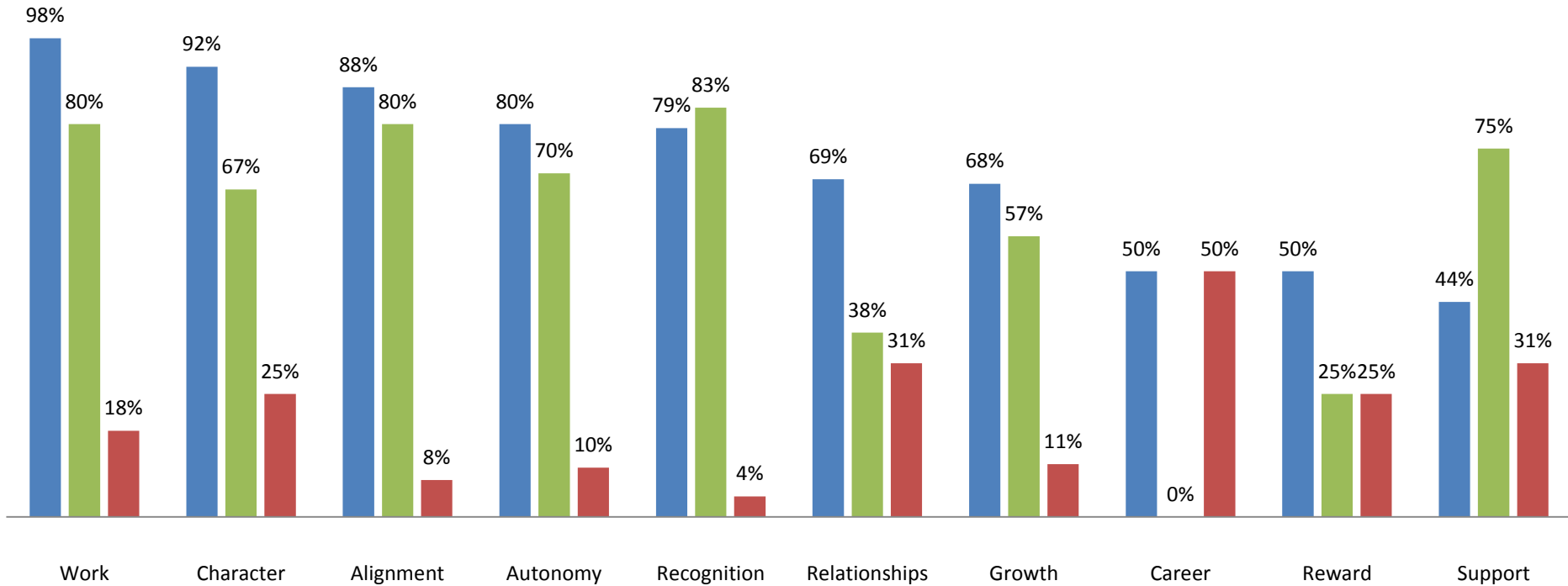
- We note that the area of **career** offers an attractive opportunity to improve engagement. A large percentage of highly engaged Traditionals report that their employer supports **career** development, but none of the less engaged Traditionals report this. The bottom line is that **career** development is worth paying attention to—regardless of age.

Highly Engaged True vs. Less Engaged True Scores

Whole Study Population: Traditionals

Highly Engaged True vs. Less Engaged True

■ HIGHLY ENGAGED TRUE ■ LESS ENGAGED TRUE ■ GAP



Respondent Feedback Regarding Engagement Practices

Whole Study Population: Traditionals

Feedback from Traditionals

- ✓ **Work**
 - *I know my work makes a difference, but it is not valued by our culture which is a constant struggle for me.*
- ✓ **Support**
 - *As I'm not part of the production staff, I'm the last to get computer hardware & software upgrades.*
- ✓ **Alignment**
 - *I know my contributions are essential and support organizational success, but what I do here is not understood or valued.*
 - *We can see the difference we make.*
- ✓ **Character**
 - *This organization has a mission and goals that are a great fit for me personally.*
 - *Upper management talks social responsibility more than they walk it.*
- ✓ **Growth**
 - *It is difficult to set aside the time to devote to learning.*
 - *Budget constraints restrict personal development/participating in paid educational courses.*
 - *The desire to obtain [multiple skills/experiences] cannot be imposed or dictated. The opportunities need to be available and awareness of such opportunities is important.*

Generational Findings: Baby Boomers

Whole Study Population

Generational Effects on Engagement Practice Views

Whole Study Population: Baby Boomers

Important vs. True

Observations

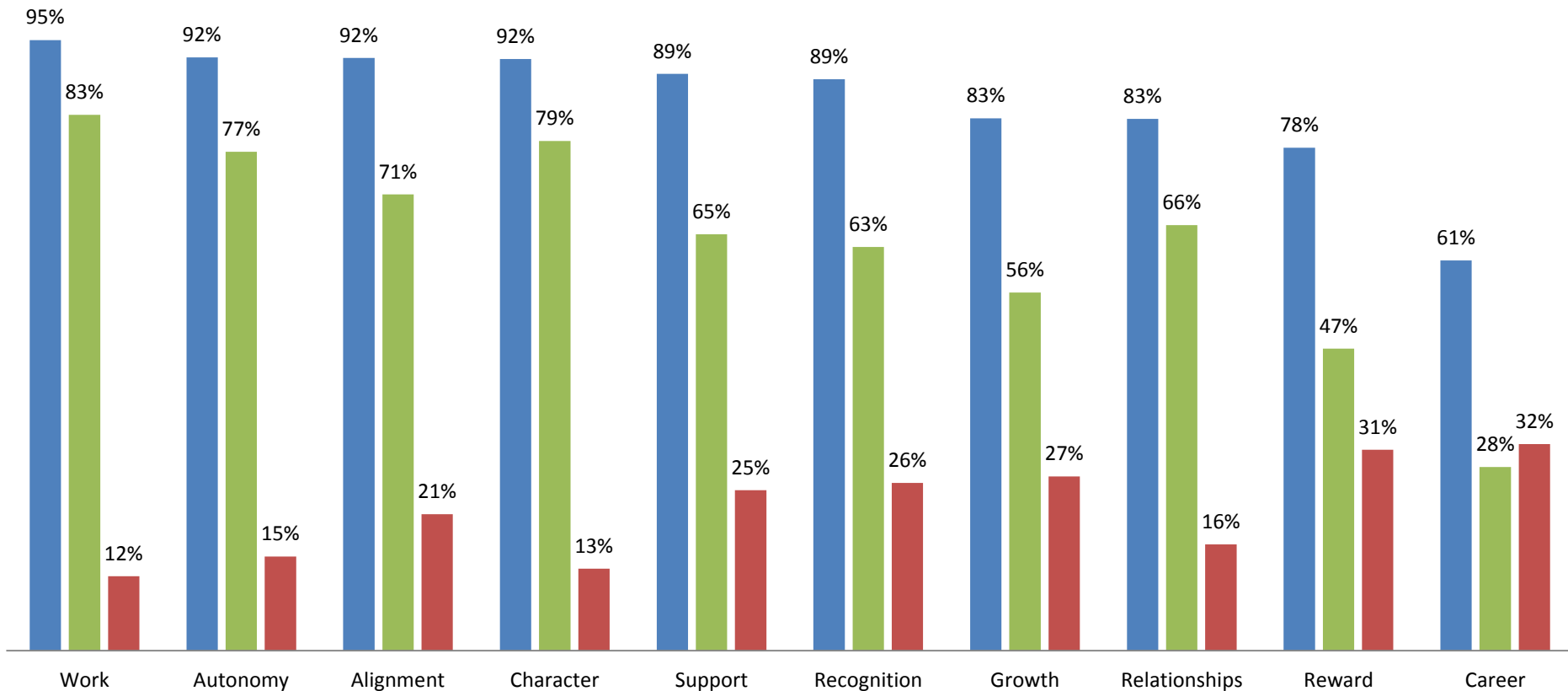
- Baby Boomers consider **work** the most *important* condition, with **autonomy**, **character**, and **alignment** tied for the second most *important*.
- This generation appears most satisfied with the first three of these top four important practices (**work**, **autonomy**, and **character**). However, when it comes to **alignment**, a lower percentage of respondents indicated that their organizations do a good job of relating their work to the goals, strategies, and progress of the organization.
- There are six categories with large gaps between *important* and *true* (i.e., larger than 20%). The biggest are **reward** and **career** (31% and 32%, respectively) which, as we've noted before, are areas of opportunity where organizations can improve employee engagement by improving the fairness of rewards (not necessarily the size of the rewards) and by paying more attention to career development.

Overall Important vs. Overall True Scores

Whole Study Population: Baby Boomers

Important vs. True

■ OVERALL IMPORTANT ■ OVERALL TRUE ■ OVERALL GAP



Generational Effects on Engagement Practice Views

Whole Study Population: Highly Engaged Baby Boomers

Highly Engaged True vs. Less Engaged True

Observations

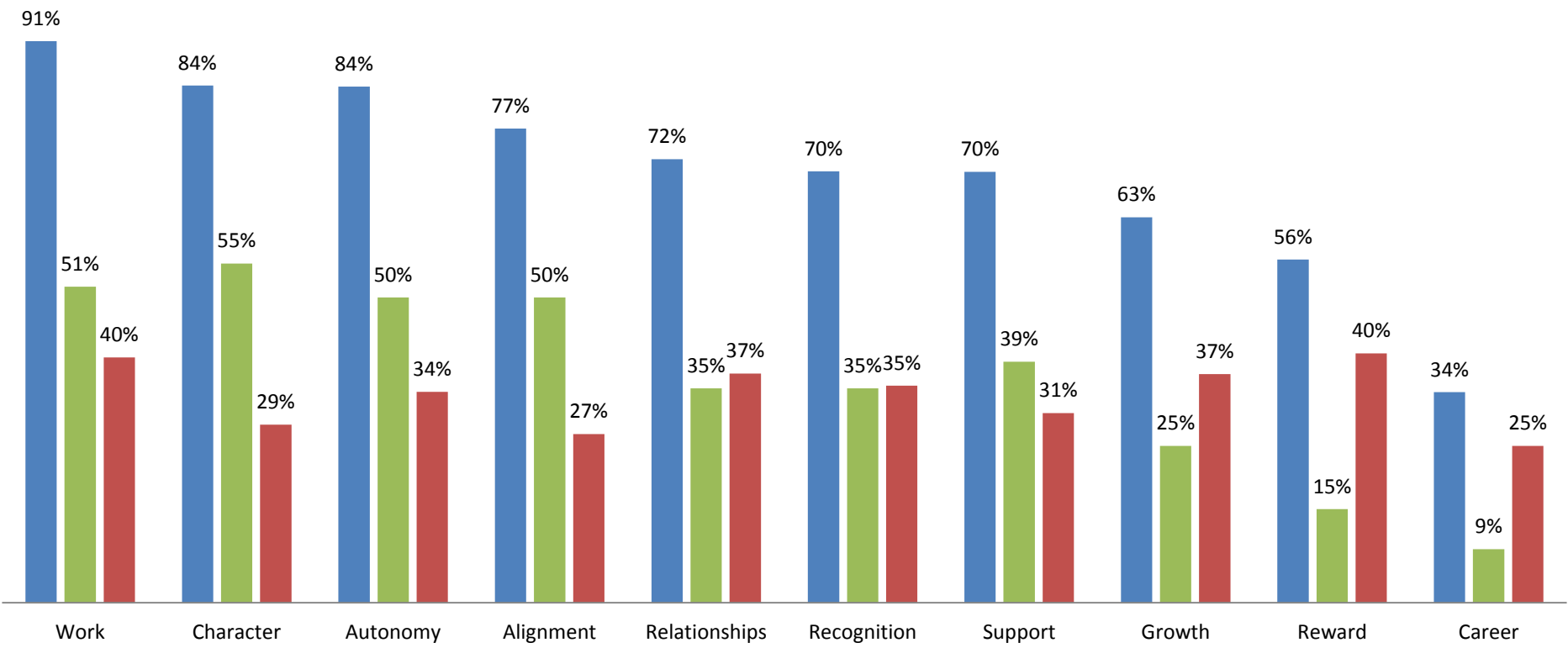
The following slide reinforces what we saw in the previous slide illustrating what most Baby Boomers said was highly *important*. Indeed, highly engaged respondents reported that practices related to **work, autonomy, character, and alignment** were the most present in their organizations.

- Note also that the largest gaps between what they reported as present and what the less engaged reported as present were in **work, reward, support, and growth**. This means that it is not just **work** conditions that move the needle of engagement for Baby Boomers, but **reward, support, and growth** practices as well.
- Lastly, as we've seen before, a pitifully small percentage of the less engaged reported good practices in **reward** and **career**.

Highly Engaged True vs. Less Engaged True Scores Whole Study Population: Baby Boomers

Highly Engaged True vs. Less Engaged True

■ HIGHLY ENGAGED TRUE ■ LESS ENGAGED TRUE ■ GAP



Respondent Feedback Regarding Engagement Practices

Whole Study Population: Baby Boomers

Feedback from Baby Boomers

- ✓ **Work**
 - *Unclear/changing expectations make it difficult to feel fulfilled—never feel you're "mastering" your job.*
- ✓ **Autonomy**
 - *Managing my schedule and how my work gets done is VERY important and ensures my success.*
 - *The partners do not agree on work/life balance, which puts employees in the middle.*
- ✓ **Alignment**
 - *Time constraints and financial challenges often hinder setting goals and keeping them fresh/refreshed.*
 - *The challenge is upper management communicating how individual staff contributions matter.*
- ✓ **Support**
 - *We need more technology training, but financial constraints can hinder getting what we need.*
 - *I have [personally] purchased needed equipment to get my job done in an organized fashion.*
- ✓ **Recognition**
 - *More negative feedback than positive (most is vague). Not clear how my contributions are valued.*
 - *It is often the employee that boasts the most that gets recognized.*
- ✓ **Growth**
 - *Budget constraints have hindered professional development.*
 - *I have to fight to get support. The energy it takes is outweighed by the support that you receive.*
- ✓ **Relationships**
 - *Mentors are not readily identified and are sometimes difficult to find.*

Generational Findings: GenXers

Whole Study Population

How Generation Affects Views on Engagement Practices

Whole Study Population: GenXers

Important vs. True

Observations

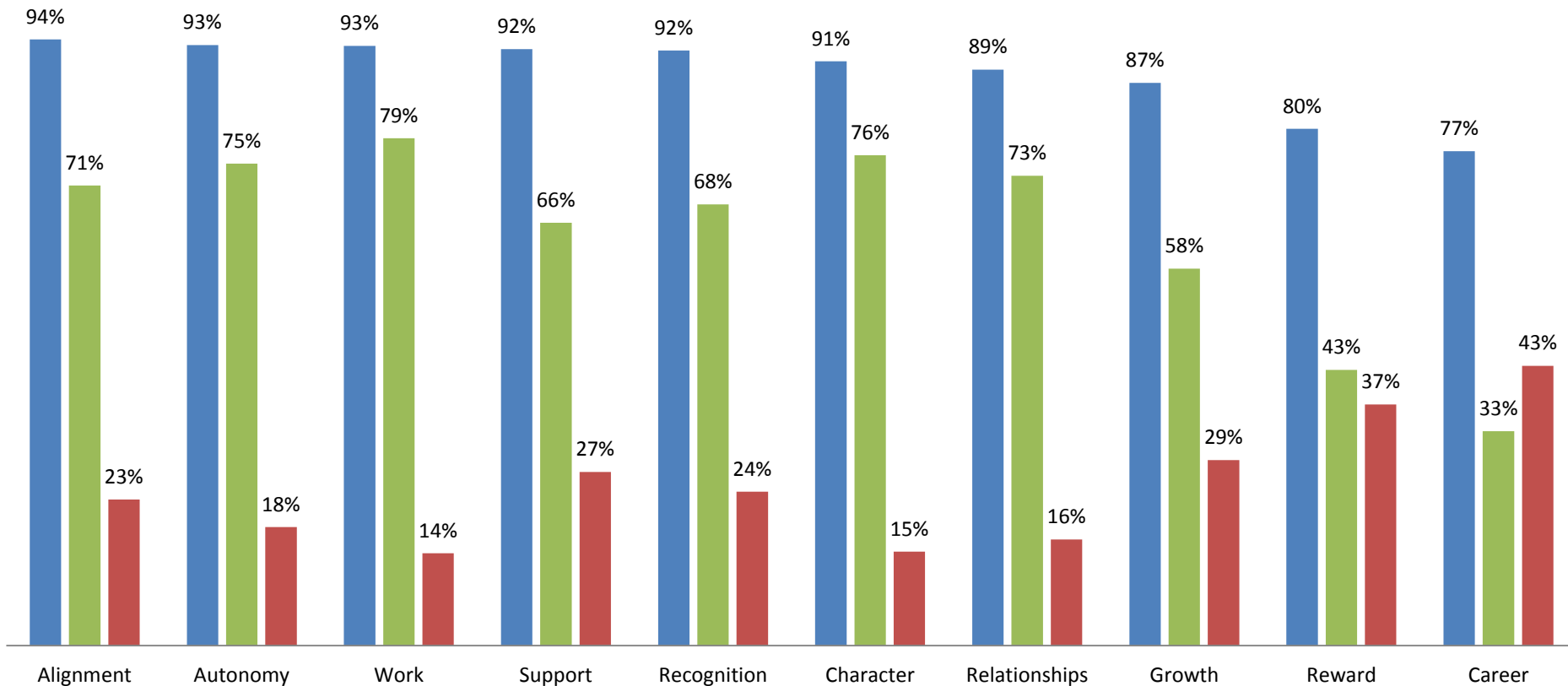
- GenXers are most satisfied with the nature of their jobs (**work**), the respectability of their organizations (**character**), and their work **relationships**.
- As is the case with Baby Boomers, GenXers consider **career** and **reward** (personal gain categories) the two least *important* categories. However, this is where they may feel the greatest dissatisfaction as a result of the large gaps.
- The categories with the largest gaps (**career, reward, growth, and support**) point out the need for organizations to help GenXers succeed in their current positions, to be rewarded fairly for their contributions, to grow their abilities, and to move up the career ladder.

Overall Important vs. Overall True Scores

Whole Study Population: GenXers

Important vs. True

■ OVERALL IMPORTANT ■ OVERALL TRUE ■ OVERALL GAP



How Generation Affects Views on Engagement Practices

Whole Study Population: Highly Engaged GenXers

Highly Engaged True vs. Less Engaged True

Observations

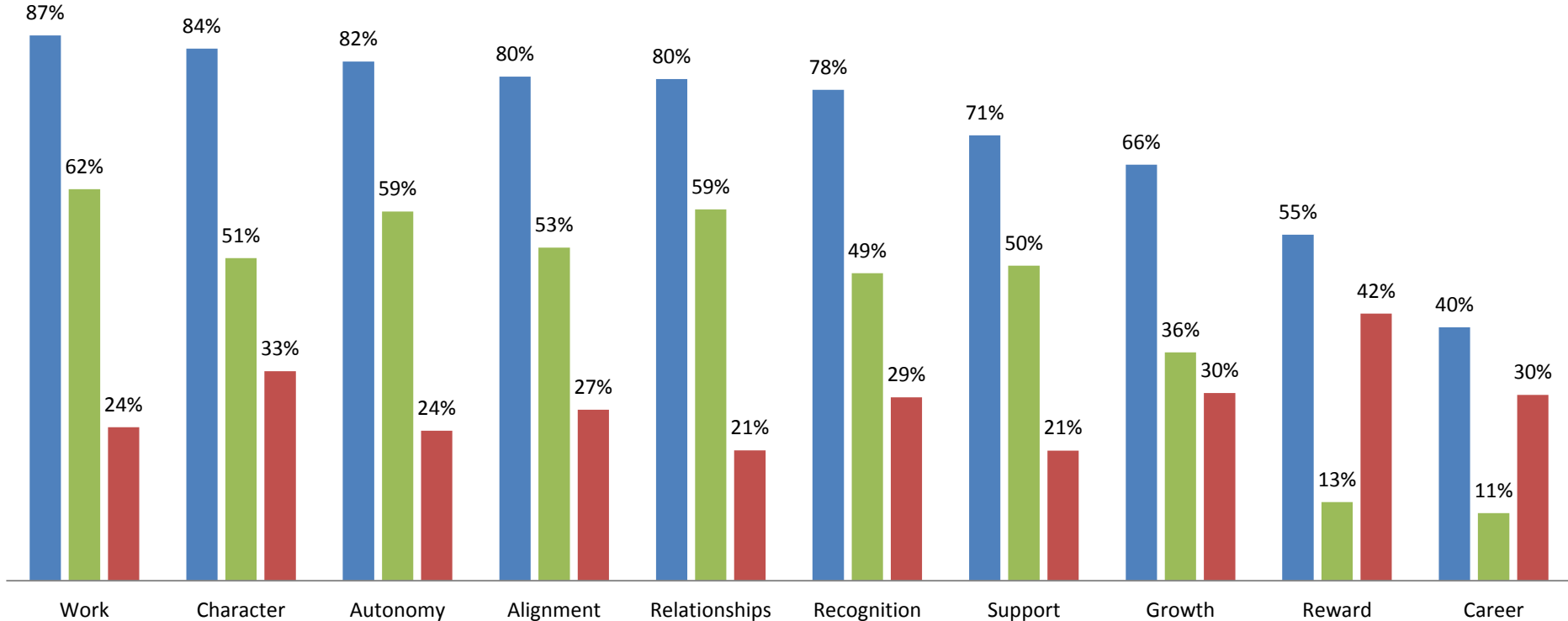
- When looking at the difference in the responses of the highly engaged and the less engaged, we see what is becoming a pattern: that some of the biggest differences are in **reward** and **career**.
- Of particular interest, as it relates to GenXers, is that **character** receives the second highest marks from the highly engaged, and it is where we see the biggest difference between the highly engaged and the less engaged. We might conclude from this that how the organization presents itself to the outside world (from a responsibility standpoint) is of particular importance to GenXers.

Highly Engaged True vs. Less Engaged True Scores

Whole Study Population: GenXers

Highly Engaged True vs. Less Engaged True

■ HIGHLY ENGAGED TRUE ■ LESS ENGAGED TRUE ■ GAP



Respondent Feedback Regarding Engagement Practices

Whole Study Population: GenXers

Feedback from GenXers

- ✓ **Alignment**
 - *Hard to tell people what I do when I don't know company goals & how what I do fits into them.*
- ✓ **Autonomy**
 - *There is the promise of flexibility but no follow-through. Overtime is expected as a sign of dedication.*
 - *I feel I'm included in decision-making conversations, but decisions are usually made without staff input.*
- ✓ **Work**
 - *My work makes a huge difference to our organization, but I do not feel it makes a difference to society.*
- ✓ **Recognition**
 - *My manager micro-manages me and only gives me feedback if he doesn't like something.*
- ✓ **Support**
 - *Tight budget constraints mean less effective equipment, out-of-date software, etc.*
- ✓ **Character**
 - *Corporate Social Responsibility is critical for our company's future, but financial constraints are a challenge.*
- ✓ **Growth**
 - *I have to seek opportunities to develop skills/experiences at my own expense and on my own time.*
- ✓ **Reward**
 - *Boss complains about having to pay people, looks for reasons not to give raises, signs paychecks late.*
 - *Compensation increases have been based on employee/management relations, not results or tenure.*

Generational Findings: Millennials

Whole Study Population

How Generation Affects Views on Engagement Practices

Whole Study Population: Millennials

Important vs. True

Observations

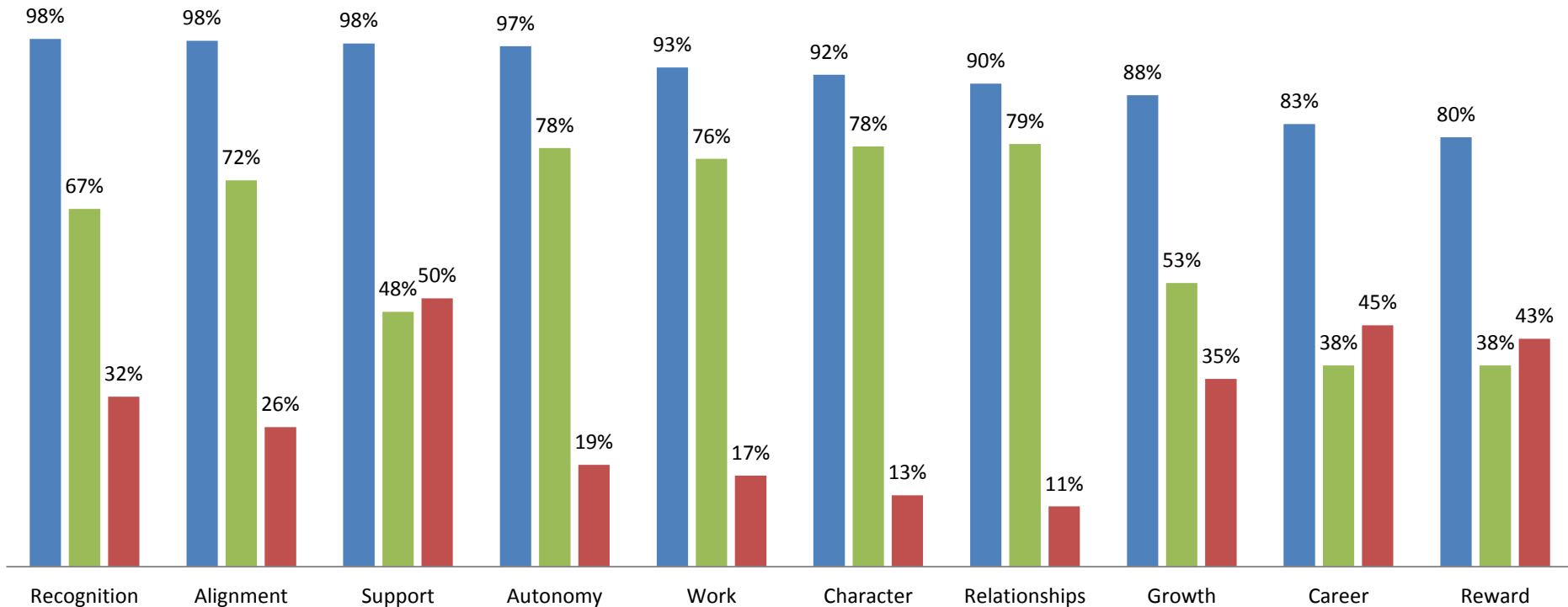
- Millennials appear most satisfied with their workplace experiences in terms of **relationships, character, work, and autonomy**—in that order.
- Millennials are the first generation to rank **recognition** as the most *important* engagement practice (even with a 32% gap), while all other generations place the most importance on **work** and **alignment**.
- Arguably the most tech-savvy generation, Millennials rate **support** as having the highest gap at 50%. This could be a sign that technology's importance in the workplace will only increase.
- Other “hot buttons” for Millennials are **career, growth, and reward**, as we've seen with other generations. The youngest members of the workforce want to know that the organization cares about their development and is able to offer them increasing responsibility for which they are fairly compensated.

Overall Important vs. Overall True Scores

Whole Study Population: Millennials

Important vs. True

■ OVERALL IMPORTANT ■ OVERALL TRUE ■ OVERALL GAP



How Generation Affects Views on Engagement Practices

Whole Study Population: Highly Engaged Millennials

Highly Engaged True vs. Less Engaged True

Observations

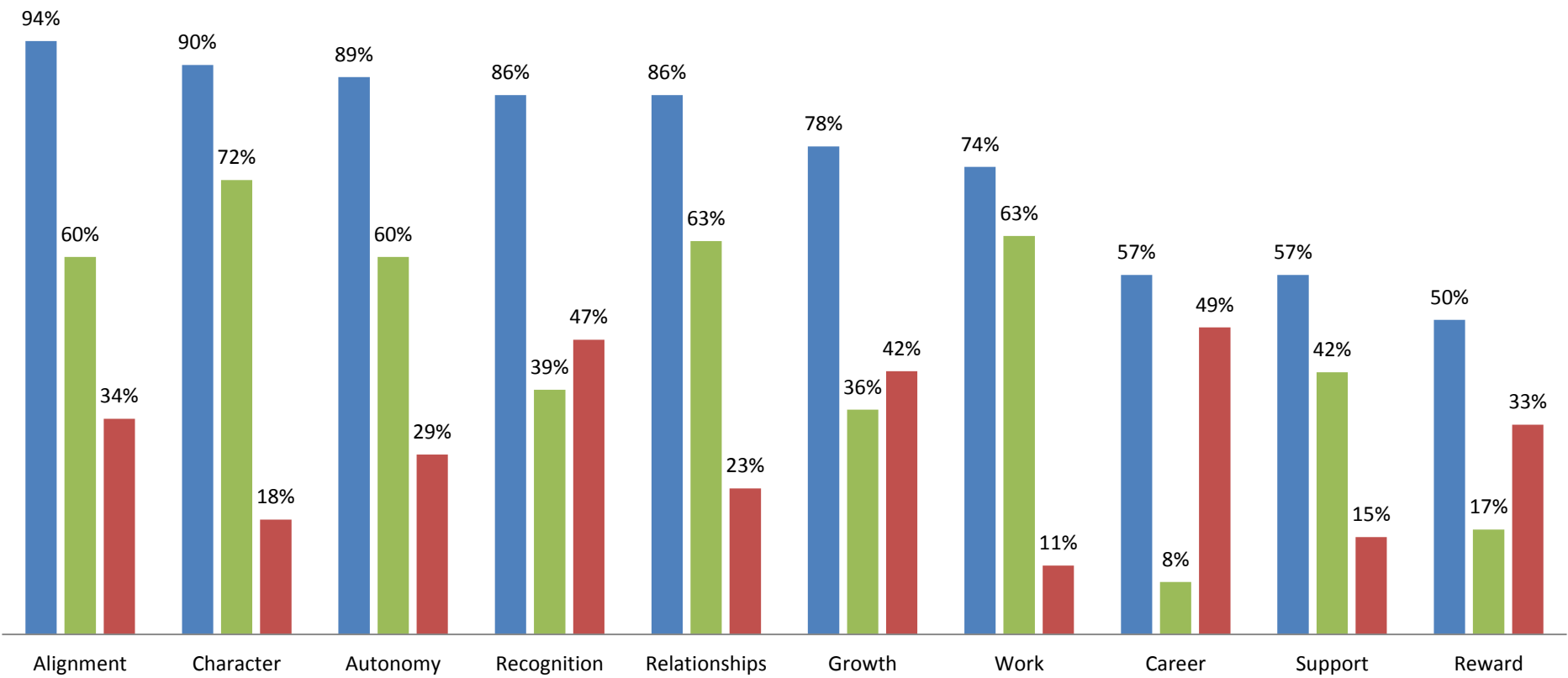
- As we look at differences between responses of the highly engaged Millennials and the less engaged, practices related to **career**, **recognition**, and **growth** stand out.
- And yet, it runs counter to what Millennials said was most *important* (**relationships**, **character**, **work**, and **autonomy**). Perhaps this tell us that although Millennials think these are most *important*, what in fact gets them most engaged are the same “self-interest” drivers as the other generations.

Highly Engaged True vs. Less Engaged True Scores

Whole Study Population: Millennials

Highly Engaged True vs. Less Engaged True

■ HIGHLY ENGAGED TRUE ■ LESS ENGAGED TRUE ■ GAP



Numbers indicate the percent of respondents assigning a score of 4 or 5.

Respondent Feedback Regarding Engagement Practices

Whole Study Population: Millennials

Feedback from Millennials

- ✓ **Alignment**
 - *Establishing long-term and short-term organizational goals will clearly define the roles of each staff member and will allow everyone to contribute to reaching the goals.*
 - *Knowing how your contributions support the organization's success, engages people, and gives them a sense of ownership. My organization doesn't proactively share this vision/big-picture detail.*
- ✓ **Support**
 - *We are behind in technology.*
- ✓ **Career**
 - *If the organization grows, then my current role could expand or transform.*
 - *I am not sure if there are career opportunities beyond my current role.*
- ✓ **Reward**
 - *We do not have a structured reward system. We are rewarded personally by the accomplishments of our efforts.*

Findings: Annual Revenues Whole Study Population

Annual Revenues' Effect on Engagement Practice Views

Whole Study Population

When comparing engagement drivers of small organizations to those of larger ones, we find that **work** again ranks as the most *important* across the board.

The bigger the organization, the higher **alignment** ranks in terms of most *important* (tying **work** among the largest organizations). This is understandable since connecting one's work to the overall goal of the organization is more difficult in larger organizations.

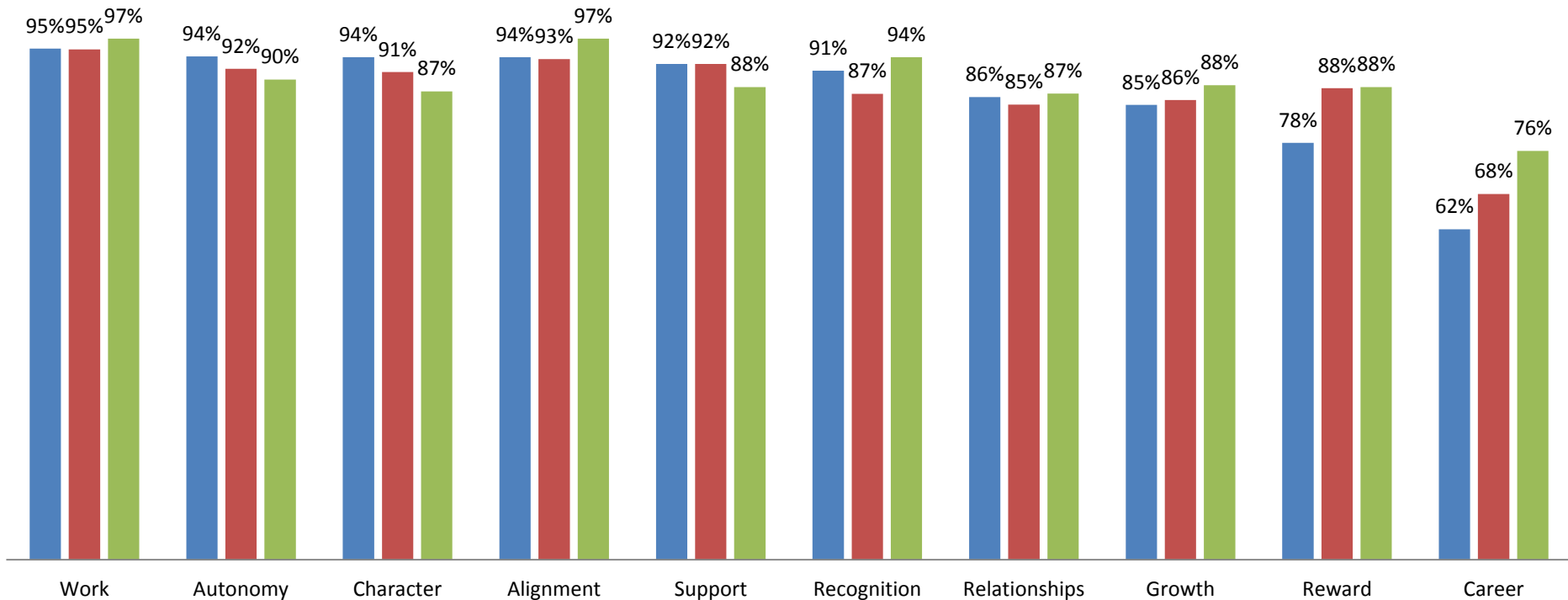
Recognition and **growth** rank relatively higher in importance for large organizations. On the other hand, the larger the organization, the lower the importance of **character**.

Highly Engaged Important Scores

Whole Study Population: Annual Revenues

Highly Engaged Important

■ LESS THAN \$5 MILLION ■ \$6 - \$25 MILLION ■ GREATER THAN \$26 MILLION



Findings: Job Levels Whole Study Population

Job Levels' Effect on Engagement Practice Views

Whole Study Population

The following slides show that what is considered to be *important* is relative to one's position within an organization. These slides also illustrate how role affects views of what is *true*.

Observations

- Those in higher positions give lower *important* marks and higher *true* marks for most of the engagement conditions.
- Senior-level employees are more **aligned**, are in more satisfying jobs (**work**), and have more **autonomy**.
- Interestingly, these same employees report the lowest *true* score for **relationships**, perhaps indicating that they are somewhat disconnected from company culture and other employees.
- High-level executives have the smallest gaps between *important* and *true*. Lower-level employees have the largest gaps, especially as relating to **career**, **reward**, and **growth**. Leaders, take note. Those in power may not be paying sufficient attention to the needs of the lower ranks, believing that if the gap is small for themselves it must be small for everyone else. These are likely “hidden” areas of opportunity.

Overall Important Scores

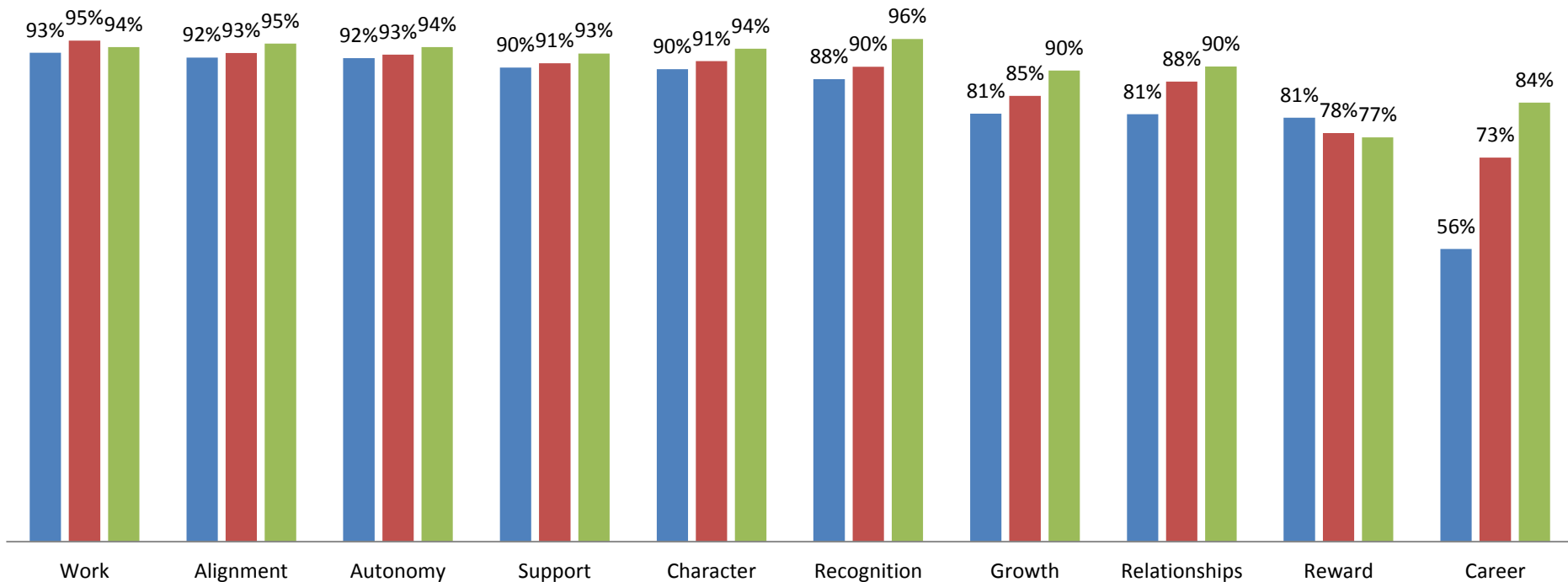
Whole Study Population: Job Levels

Important

■ OVERALL C-LEVEL/SENIOR EXECUTIVE IMPORTANT

■ OVERALL FUNCTIONAL LEADER/MANAGER IMPORTANT

■ OVERALL STAFF IMPORTANT



Overall True Scores

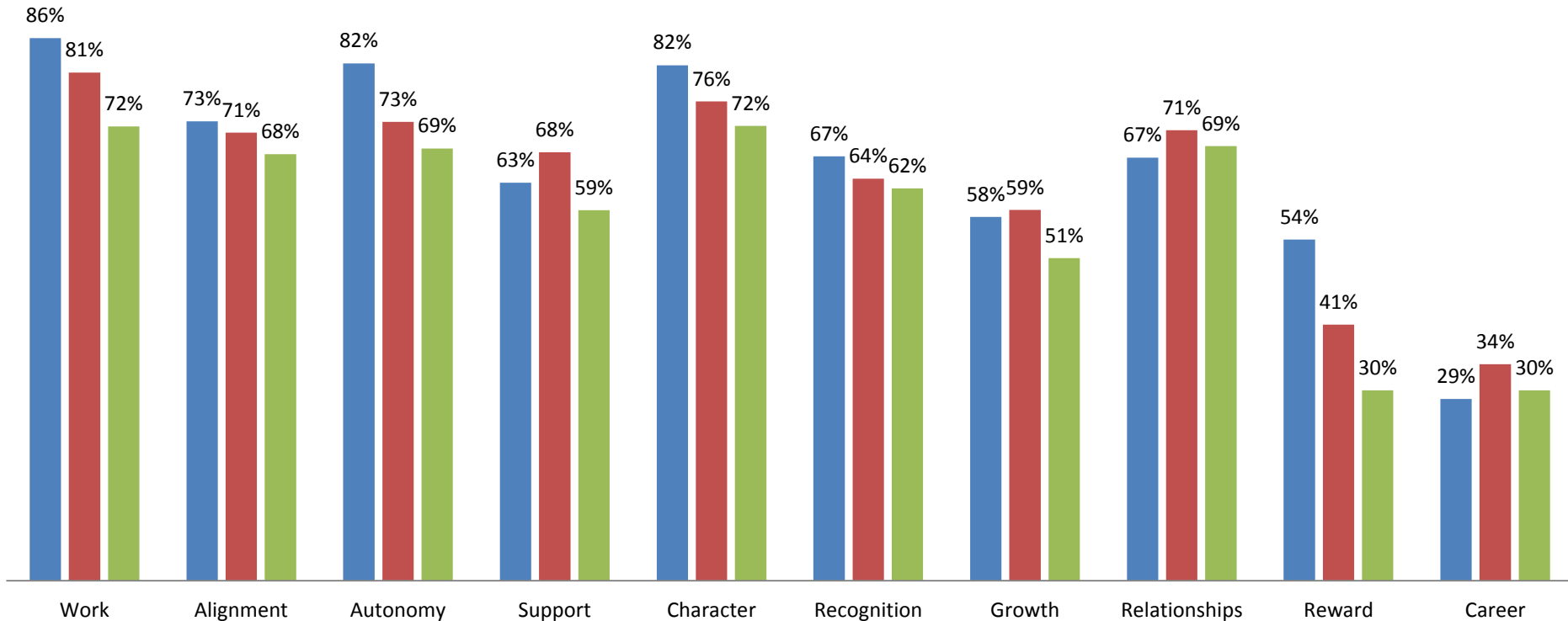
Whole Study Population: Job Levels

True

■ OVERALL C-LEVEL/SENIOR EXECUTIVE TRUE

■ OVERALL FUNCTIONAL LEADER/MANAGER TRUE

■ OVERALL STAFF TRUE

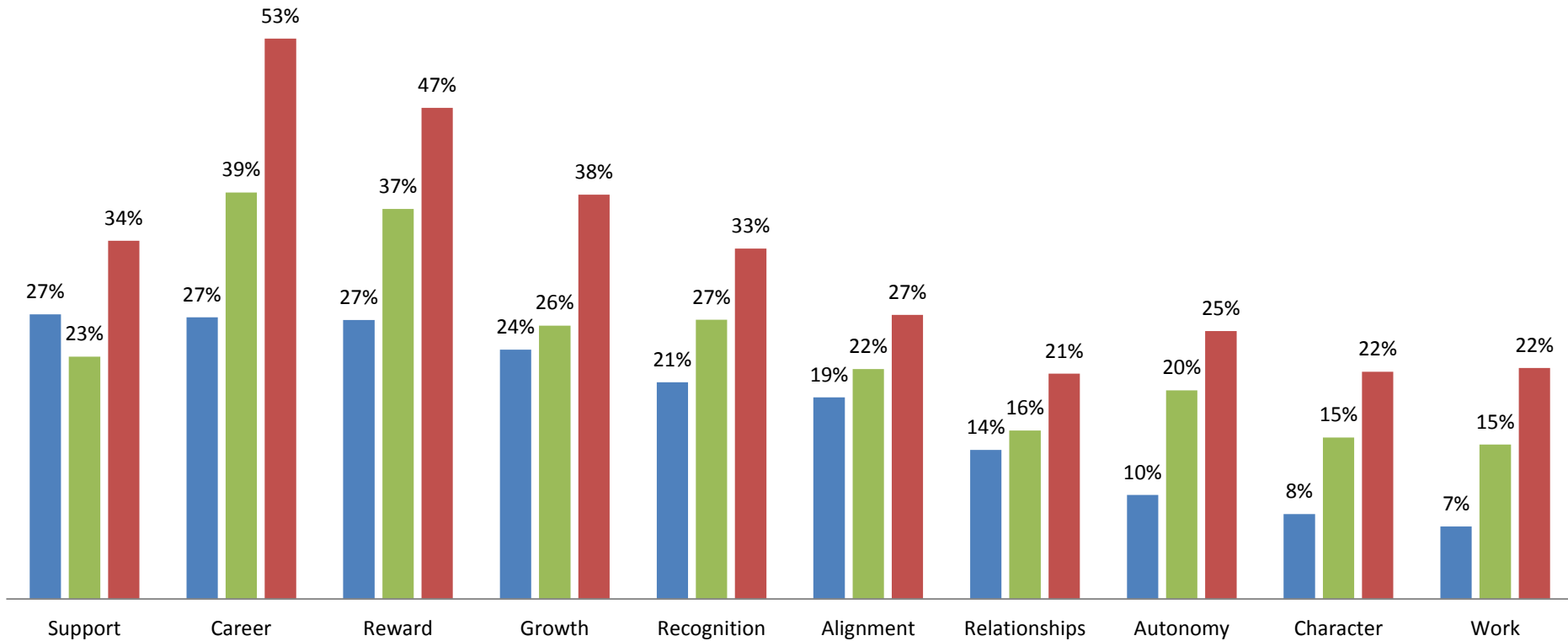


Overall Gap Scores

Whole Study Population: Job Levels

Important vs. True Gaps

■ OVERALL C-LEVEL/SENIOR EXECUTIVE GAP
 ■ OVERALL FUNCTIONAL LEADER/MANAGER GAP
 ■ OVERALL STAFF GAP



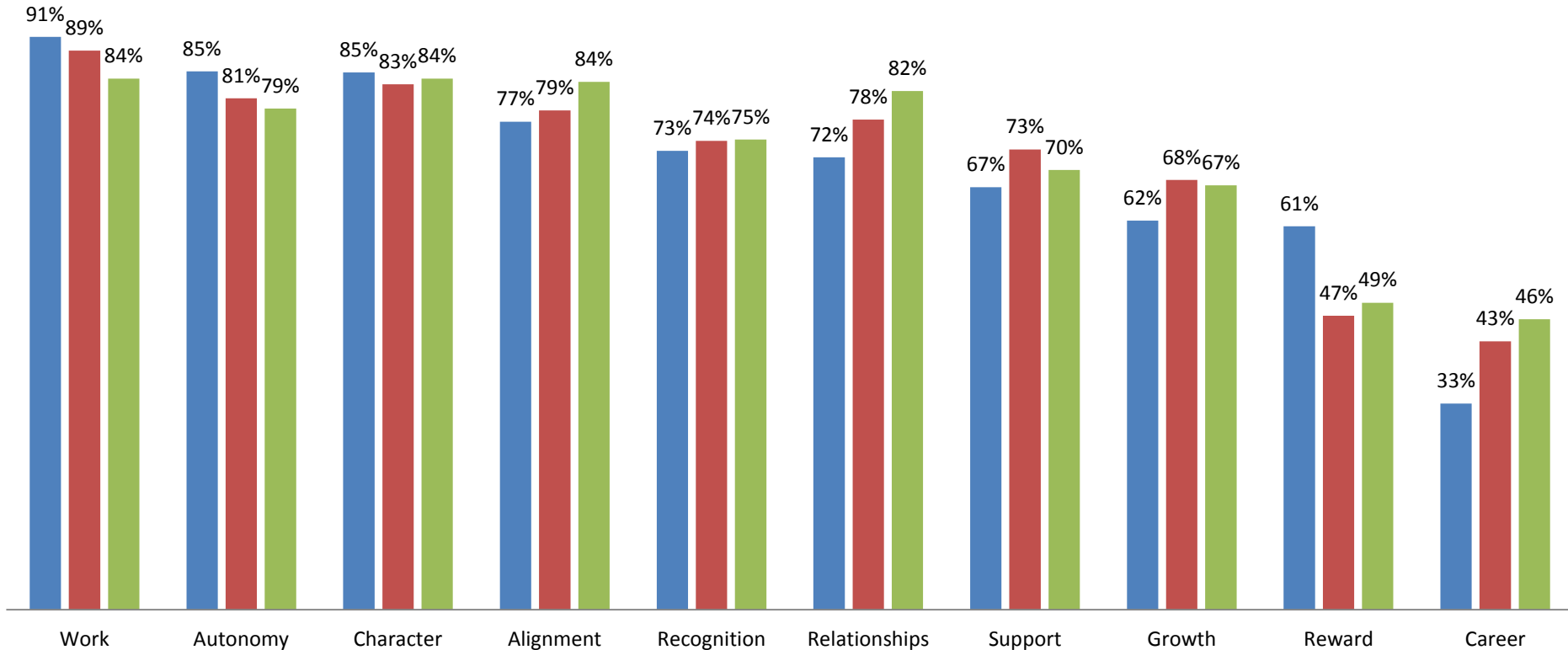
Numbers indicate the percent of respondents assigning a score of 4 or 5.

Highly Engaged True Scores

Whole Study Population: Job Levels

Highly Engaged True

■ HIGHLY ENGAGED C-LEVEL/SENIOR EXECUTIVE TRUE ■ HIGHLY ENGAGED FUNCTIONAL LEADER/MANAGER TRUE ■ HIGHLY ENGAGED STAFF TRUE



Closing Thoughts

We encourage you to use these findings to help identify workplace improvements that will increase engagement levels and positively impact organizational performance.

With focus and persistence, these are opportunities that any organization can address over time. Remember: it is more of a marathon than a sprint.

Begin by selecting a few priority practices and work to improve them at a steady, sustainable pace over the course of several months and even years. The payoff will justify the effort.

About Us

Summit Performance Systems provides **strategic planning, strategic alignment** and **strategy execution** services (including Balanced Scorecard implementations) to organization seeking **sustained, profitable growth.**

Appendix: Study Demographics

Study Demographics

We received **413 completed responses** from people at all job levels, at organizations of all sizes, and in multiple industries.

- A majority of respondents belong to the Baby Boomer (**54%**) and GenX (**38%**) generations.
- Most (**77%**) are in organizations with less than \$5 million in annual revenues.
- For-profit and non-profit organizations are represented almost equally.
- **53%** of respondents are in professional services organizations, including **26%** in engineering/architecture firms.
- Roles are distributed across the organization chart.

Study Demographics

The following slides show the breakdown by:

1. Industry
2. Tax status
3. Number of employees & generations
4. Annual revenues
5. Departments
6. Job levels

Industries

Professional Services – Other	27%
Engineering/Architecture	26%
Education	12%
Healthcare/Medical	10%
Consulting	5%
Business/Professional Services	4%
Food Service	3%
Manufacturing	2%
Hospitality	2%
Finance/Banking/Insurance	1%
Legal	1%
Entertainment/Recreation	1%
Pharmaceutical/Chemical	1%
Accounting	1%
Real Estate	1%
Research/Science	1%
Utilities	1%
Market Research/Marketing/PR	0.5%
Retail/Wholesale Trade	0.5%
Transportation/Distribution	0.5%
Advertising	0.2%
Computer Hardware/Software/Internet	0.2%
Media/Printing/Publishing	0.2%
Telecommunications	0.2%
Wholesale	0.2%

Organizational Tax Status

A slight majority of respondents work for non-profit organizations.

Non-Profit	54%
For-Profit	41%
Public Sector / Government	4%

Employees & Generations

Three-quarters of the respondents work for organizations with less than 50 employees.

Less than 50	76%
50 to 150	13%
150 to 500	5%
500 to 2,500	3%
2,500 to 10,000	1%
Greater than 10,000	1%

One-half of the respondents are Baby Boomers.

Baby Boomers (born 1946-1964)	54%
GenXers (born 1965-1982)	38%
Millennials (born 1983-1997)	5%
Traditionals (born before 1945)	3%

Annual Revenues

Two-fifths of respondents work for organizations with \$1 million to \$5 million in annual revenues. Almost the same amount work for organizations with annual revenues less than \$1 million.

Less than \$1 million	37%
\$1 - \$5 million	40%
\$6 - \$25 million	14%
\$26 - \$100 million	5%
\$101 - \$500 million	2%
Greater than \$500 million	2%

Departments

A majority of respondents work in administrative or management roles.

Administrative	23%
Management	19%
Client Services	13%
Operations	12%
Finance	8%
Marketing	7%
Human Resources	6%
Sales	3%
Technology	3%
Customer Service	2%
Information Systems	1%
Research	1%
Distribution	1%
Manufacturing	0.2%

Job Levels

Nearly one-third of respondents are C-Level executives.

C-Level Executive	31%
Senior Leader	16%
Functional Leader	9%
Manager	22%
Staff/Individual Contributor	22%

Appendix: Study Questions by Category

Study Questions by Category

Alignment

Long-term and short-term organizational goals are clearly communicated.

I know how my contributions support organizational success.

I have the opportunity to participate in decision-making that affects my work.

Autonomy

The culture supports work/life balance.

Schedules are flexible enough to allow me to get my work done when I want.

I am given the latitude to get my work done the way I want.

Career

There is formal training that helps me develop in areas that interest me.

There is an effective system for individual career planning.

There are career opportunities beyond my current role.

Study Questions by Category

Character

The organization acts in a socially responsible manner.

The organization acts in an environmentally responsible manner.

The culture values commitment and accountability.

Growth

I know what it takes to be personally successful.

I have access to activities that allow me to develop multiple skills/experiences.

I have access to work experiences that support my individual growth.

There is a formal process to establish personal developmental goals.

I am given the opportunity to take risks and learn from my mistakes.

My tasks are varied so that I maintain interest/motivation and build experience.

I have access to a supportive mentor.

My manager challenges me to grow and exceed expectations.

Frequent feedback is given to tell me how I'm doing.

Study Questions by Category

Recognition

My manager values my contributions.

I receive supportive feedback that makes me feel good about my contributions.

Employees are recognized for their accomplishments.

Relationships

There are other individuals available to me from whom I can learn.

I have a good relationship with my performance (review) manager.

I respect my manager.

Reward

The rewards system is geared toward getting important things done vs. just being around.

Compensation increases are based on improved performance, not tenure.

Support

I have access to the necessary tools and resources to accomplish the required work.

The latest technology is available to help me get the job done.

Study Questions by Category

Work

Work goals are clearly defined.

My manager provides clear expectations about what should be done.

I do work that continually challenges my capabilities.

I am able to derive a sense of fulfillment from my work.

I have the opportunity to work on multiple activities at one time.

I do meaningful work that makes a difference.

I have opportunities to work on teams.

Engagement Questions

Engagement

I am willing to give extra time and effort beyond what is expected of me.

I am committed to contributing to the success of my organization.

When talking to others, I talk favorably about the organization.

I am committed to being successful in my current job.

I would recommend this organization to others.

I intend on changing jobs to a new company within the next year.

END OF REPORT

