ARCH PROFILE
MR 360

TEAM PROFILER: EES 360 (Employee Engagement Survey)

Company:	Acme Company
Team:	Sales Department
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Introduction to EES 360

Employee engagement and employee satisfaction are often used interchangeably but they refer to two very different dynamics. An employee may very well be satisfied with his or her pay, benefits, or the type of projects he/she is assigned, but that doesn't necessarily mean that the person is *committed* to success or *invested* in his/her work. Engaged employees do more than get the job done; they go that extra mile to make sure a client is happy; they voluntarily put in extra hours to meet a deadline or help a colleague out; they take pride in their position. Most importantly, their own success is as important to them as the company's success. At the end of the work day, they may be tired and drained, but they wouldn't have it any other way – engaged employees love their job and wouldn't want to change a thing about it.

The objective of EES 360 is to obtain a "snapshot" of team's current attitude toward their work, their job, and the organization. It offers management insight into the organizational "vibe" and potentially bring to light some job issues that you may not be aware of.

Result Details

In this section of the report, you will find your team's overall Engagement Score, followed by the breakdown of their ratings for each of the questions in EES 360.

How to read the results

Engagement Score:

The team's Engagement Score is an average of all team members combined, and is based on a scale from 0 to 100. The higher the score, the higher the level of engagement, morale, and job satisfaction. The team will receive more than one engagement score. The first is based on their combined self-ratings (essentially, their perception of how engaged they are), while the ones that follow are based on the perception of the raters.

Ratings:

Each question on EES 360 is displayed individually, along with the answer options. The number of people who selected a particular response (e.g. "Describes this person well") is displayed as a percentage. If a greater percentage of people selected "Describes this person to some degree" or "Does not describe this person at all," it would be a good idea for management to look into the issue depicted in the question.

Ratings are categorized according to the Reporting Relationship, starting with:

- A composite of the team's self-rating
- The aggregated feedback rating - a composite score based on the responses of all raters
- A composite of the manager's ratings
- A composite score of all peer ratings
- And any other reporting relationship that was chosen when raters were selected (e.g. Direct Reports, Clients, etc.).

Employee Engagement Score

Degree to which a person is professionally and emotionally committed to his/her work.

	Score
Aggregated Feedback	74
Manager	70
Peer	75
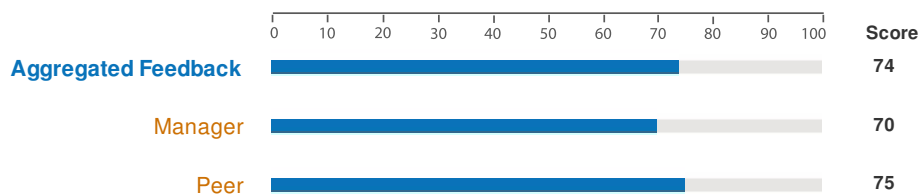
This team's level of engagement is reasonably high, but there is still room for improvement. There are certain issues that management will need to examine in order to boost employee engagement and help them regain a sense of enthusiasm for their work. Fortunately, you have a good platform to start from: For the most part, team members are invested in their work and want to do their best. They may not fully identify with the company's goals and approach, but there is a clear desire to succeed.

Question 1:

Willingly puts in extra effort to make sure a project gets done (working late, taking work home, etc.).

Rater Category	Number of Raters	Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	**2**	**3**	**4**	**5**
Self	2	3 (150%)	0	0	0	0
Aggregated Feedback	8	9 (112.5%)	1 (12.5%)	2 (25%)	0	0
Manager	2	2 (100%)	0	1 (50%)	0	0
Peer	6	7 (116.7%)	1 (16.7%)	1 (16.7%)	0	0

Question 2:

Takes initiative and introduces new ideas.

Rater Category	Number of Raters	Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	**2**	**3**	**4**	**5**
Self	2	0	2 (100%)	1 (50%)	0	0
Aggregated Feedback	8	2 (25%)	8 (100%)	2 (25%)	0	0
Manager	2	0	2 (100%)	1 (50%)	0	0
Peer	6	2 (33.3%)	6 (100%)	1 (16.7%)	0	0

Question 3:

Shows pride in his/her accomplishments at work.

Rater Category	Number of Raters	Describes this person well	Describes this person to some degree			Does not describe this person at all
		1	2	3	4	5
Self	2	0	1 (50%)	2 (100%)	0	0
Aggregated Feedback	8	2 (25%)	3 (37.5%)	5 (62.5%)	2 (25%)	0
Manager	2	0	0	3 (150%)	0	0
Peer	6	2 (33.3%)	3 (50%)	2 (33.3%)	2 (33.3%)	0

Question 4:

Is motivated to do his/her best.

Rater Category	Number of Raters	Describes this person well	Describes this person to some degree			Does not describe this person at all
		1	2	3	4	5
Self	2	0	3 (150%)	0	0	0
Aggregated Feedback	8	6 (75%)	5 (62.5%)	1 (12.5%)	0	0
Manager	2	2 (100%)	1 (50%)	0	0	0
Peer	6	4 (66.7%)	4 (66.7%)	1 (16.7%)	0	0

Question 5:

Is comfortable talking to management about work-related issues.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	**Number of Raters**					
Self	2	0	2 (100%)	0	1 (50%)	0
Aggregated Feedback	8	4 (50%)	4 (50%)	3 (37.5%)	0	1 (12.5%)
Manager	2	0	0	3 (150%)	0	0
Peer	6	4 (66.7%)	4 (66.7%)	0	0	1 (16.7%)

Question 6:

Approaches each task and project with enthusiasm.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	**Number of Raters**					
Self	2	2 (100%)	0	1 (50%)	0	0
Aggregated Feedback	8	4 (50%)	5 (62.5%)	2 (25%)	1 (12.5%)	0
Manager	2	2 (100%)	0	1 (50%)	0	0
Peer	6	2 (33.3%)	5 (83.3%)	1 (16.7%)	1 (16.7%)	0

Question 7:

Strives to get his/her work done well.

Rater Category	Number of Raters	Describes this person well	Describes this person to some degree			Does not describe this person at all
		1	2	3	4	5
Self	2	1 (50%)	2 (100%)	0	0	0
Aggregated Feedback	8	5 (62.5%)	4 (50%)	3 (37.5%)	0	0
Manager	2	2 (100%)	1 (50%)	0	0	0
Peer	6	3 (50%)	3 (50%)	3 (50%)	0	0

Question 8:

Cares about the quality of his/her work.

Rater Category	Number of Raters	Describes this person well	Describes this person to some degree			Does not describe this person at all
		1	2	3	4	5
Self	2	1 (50%)	2 (100%)	0	0	0
Aggregated Feedback	8	5 (62.5%)	6 (75%)	1 (12.5%)	0	0
Manager	2	2 (100%)	1 (50%)	0	0	0
Peer	6	3 (50%)	5 (83.3%)	1 (16.7%)	0	0

Question 9:

Willingly goes above and beyond the call of duty.

Rater Category	Number of Raters	Describes this person well	Describes this person to some degree			Does not describe this person at all
		1	2	3	4	5
Self	2	0	1 (50%)	2 (100%)	0	0
Aggregated Feedback	8	8 (100%)	2 (25%)	1 (12.5%)	1 (12.5%)	0
Manager	2	2 (100%)	0	1 (50%)	0	0
Peer	6	6 (100%)	2 (33.3%)	0	1 (16.7%)	0

Question 10:

Actively improves his/her performance or looks for ways to work more efficiently.

Rater Category	Number of Raters	Describes this person well	Describes this person to some degree			Does not describe this person at all
		1	2	3	4	5
Self	2	0	1 (50%)	2 (100%)	0	0
Aggregated Feedback	8	3 (37.5%)	7 (87.5%)	1 (12.5%)	1 (12.5%)	0
Manager	2	0	2 (100%)	0	1 (50%)	0
Peer	6	3 (50%)	5 (83.3%)	1 (16.7%)	0	0

Question 11:

Offers suggestions to management to improve company operations.

		Describes this person well	Describes this person to some degree		Does not describe this person at all	
		1	2	3	4	5
Rater Category	Number of Raters					
Self	2	0	2 (100%)	1 (50%)	0	0
Aggregated Feedback	8	6 (75%)	4 (50%)	0	2 (25%)	0
Manager	2	2 (100%)	0	0	1 (50%)	0
Peer	6	4 (66.7%)	4 (66.7%)	0	1 (16.7%)	0

Question 12:

Eagerly takes on new assignments or responsibilities.

		Describes this person well	Describes this person to some degree		Does not describe this person at all	
		1	2	3	4	5
Rater Category	Number of Raters					
Self	2	0	1 (50%)	2 (100%)	0	0
Aggregated Feedback	8	4 (50%)	7 (87.5%)	1 (12.5%)	0	0
Manager	2	0	2 (100%)	1 (50%)	0	0
Peer	6	4 (66.7%)	5 (83.3%)	0	0	0

Question 13:

Accepts and uses constructive criticism or feedback to improve performance.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	**2**	**3**	**4**	**5**
Rater Category	**Number of Raters**					
Self	2	1 (50%)	2 (100%)	0	0	0
Aggregated Feedback	8	4 (50%)	2 (25%)	4 (50%)	1 (12.5%)	1 (12.5%)
Manager	2	0	1 (50%)	2 (100%)	0	0
Peer	6	4 (66.7%)	1 (16.7%)	2 (33.3%)	1 (16.7%)	1 (16.7%)

Question 14:

Takes responsibility for his/her mistakes.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	**2**	**3**	**4**	**5**
Rater Category	**Number of Raters**					
Self	2	3 (150%)	0	0	0	0
Aggregated Feedback	8	4 (50%)	7 (87.5%)	0	0	1 (12.5%)
Manager	2	2 (100%)	1 (50%)	0	0	0
Peer	6	2 (33.3%)	6 (100%)	0	0	1 (16.7%)

Question 15:

Makes it clear through his/her words and actions that he/she is interested in moving up in the company.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	**2**	**3**	**4**	**5**
Rater Category	**Number of Raters**					
Self	2	0	1 (50%)	2 (100%)	0	0
Aggregated Feedback	8	4 (50%)	5 (62.5%)	3 (37.5%)	0	0
Manager	2	0	0	3 (150%)	0	0
Peer	6	4 (66.7%)	5 (83.3%)	0	0	0

Question 16:

Is a good role model for other employees.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	**2**	**3**	**4**	**5**
Rater Category	**Number of Raters**					
Self	2	0	1 (50%)	2 (100%)	0	0
Aggregated Feedback	8	4 (50%)	5 (62.5%)	1 (12.5%)	0	2 (25%)
Manager	2	0	2 (100%)	1 (50%)	0	0
Peer	6	4 (66.7%)	3 (50%)	0	0	2 (33.3%)

Question 17:

Enjoys his/her work.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	**Number of Raters**					
Self	2	0	3 (150%)	0	0	0
Aggregated Feedback	8	4 (50%)	4 (50%)	2 (25%)	2 (25%)	0
Manager	2	0	2 (100%)	0	1 (50%)	0
Peer	6	4 (66.7%)	2 (33.3%)	2 (33.3%)	1 (16.7%)	0

Question 18:

Willingly offers help or guidance to others.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	**Number of Raters**					
Self	2	1 (50%)	2 (100%)	0	0	0
Aggregated Feedback	8	4 (50%)	6 (75%)	1 (12.5%)	1 (12.5%)	0
Manager	2	2 (100%)	0	1 (50%)	0	0
Peer	6	2 (33.3%)	6 (100%)	0	1 (16.7%)	0

Question 19:

Works hard to meet the goals that management sets for him/her.

Rater Category	Number of Raters	Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Self	2	2 (100%)	1 (50%)	0	0	0
Aggregated Feedback	8	6 (75%)	6 (75%)	0	0	0
Manager	2	2 (100%)	1 (50%)	0	0	0
Peer	6	4 (66.7%)	5 (83.3%)	0	0	0

Question 20:

Gets actively involved in meetings.

Rater Category	Number of Raters	Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Self	2	0	3 (150%)	0	0	0
Aggregated Feedback	8	7 (87.5%)	4 (50%)	1 (12.5%)	0	0
Manager	2	2 (100%)	0	1 (50%)	0	0
Peer	6	5 (83.3%)	4 (66.7%)	0	0	0

Question 21:

Would make a good spokesperson for the company.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	**Number of Raters**					
Self	2	0	0	3 (150%)	0	0
Aggregated Feedback	8	6 (75%)	1 (12.5%)	3 (37.5%)	1 (12.5%)	1 (12.5%)
Manager	2	2 (100%)	0	1 (50%)	0	0
Peer	6	4 (66.7%)	1 (16.7%)	2 (33.3%)	1 (16.7%)	1 (16.7%)

Question 22:

If you would like to make any additional comments regarding this person's performance, please enter them below:

Self:

- I feel I have been proactive in my desire to learn and grow. I have adapted quickly to the company's structure.

Manager:

- I would like to see John participate more in meetings. He has good ideas but doesn't share them very often. He certainly does his job well, but could push himself more.
- I would like to see her be more assertive and tougher with hard-lined colleagues. She has to put her foot down sometimes. She also goes above and beyond the call of duty, even if it's too much. Needs to curb this.

Peer:

- John is an amazing manager. I look up to him, as many of my teammates also do. He sets a good example for all of us.
- Technical skills are reasonably good. He has room to learn and grow. The problem is that he is not willing to learn from his mistakes or his team. I guess he's trying to make himself look good, but it's his team that makes things happen. He tends to forget this often.
- Very good at his job...not so good at leading others. Needs some work on his people skills.
- No comments received
- I have absolutely no complaints, only praise for Jane. She is one of the best and most dedicated people I have worked with. It shows she cares about her work and her job.
- Jane has been an amazing teammate. Also willing to offer guidance and advice and accept it in return. However, I think it depends on HOW it is offered. Some people are just not good at offering criticism, no matter how constructive they try to be.

Advice and Tips

Passion for one's work comes from within - but there are certain issues that can cause employees to become disenchanted with their job. This makes it a challenge for them to get excited about their work, affecting morale and productivity. Research shows that employee engagement can decline for the following reasons:

Causes of a lack of employee engagement

- **Poor relationship with direct supervisor or manager**
  - Management is not communicating with their team (about roles, expectations, feedback, etc.).
  - Employee efforts and achievements are not being recognized; management is not showing appreciation for the team's hard work.
  - Management doesn't make an effort to create a connection with employees. While managers are not expected to become their employees' best friend, staff members want to be able to have the type of relationship with their manager in which feedback is welcomed and an "open-door" policy is adopted.

- **Lack of autonomy**
  - Employee suggestions or ideas are being ignored.
  - Open communication is discouraged.
  - Employees have no say in the decision-making process, even if the decision directly affects them.

- **Employees do not identify with the company's goals and values**
  - Employees are not aware of the company's vision.
  - Employees are not aware of how their work contributes to the success of the company.
  - Tasks or projects lack meaning. "How does my job and my effort improve the world or people's lives?"

- **Lack of opportunity to develop and grow**
  - Opportunities to advance in the company to a position with more authority or responsibility are lacking.
  - Opportunities to learn new skills, move to a lateral position, attend conventions or otherwise gain new knowledge are lacking.
  - Management does not encourage career development.

What management can do to improve employee engagement:

- **Give employees a vision they can believe in.** Without a clear vision for your company, your organization will be left without a purpose - and being in limbo is an uncomfortable feeling. It's important to establish an idea about your company's philosophy in order to help guide decisions, motivate employees, and get everyone on the same page. Your organization's vision statement should reflect where you want to be in the future - and should be specific and achievable. By choosing a more specific goal such as "being a leader in customer service" or "being the best developer of XYZ software," you offer something for your team to strive for - but that is also possible to attain. Once you have come up with a solid vision, announce it formally. Share it with your staff; add it to all outgoing memos, and make it clear how each employee contributes to the success of this vision. Most importantly, communicate your own excitement about the vision. If you are excited about the goals and behaviors set forth in the company's vision they may be too.

- **Organize monthly, informal get-togethers.** Research has shown that allowing employees to establish relationships with others can actually buffer the effects of dissatisfaction and disengagement and improve commitment. Organizing monthly team activities can also improve camaraderie - and need not be excessively expensive. Company picnics at a local park, an employee talent show, or a staff-only softball game don't require a great deal of resources. You can also organize a charity activity to give the company a chance to help the community (e.g. a "fun run" to raise funds, disaster relief efforts, bake sales, etc.).

- **Recognize and deal with toxic employees.** As difficult as it may be, as a manager, you need to recognize

when a certain employee is doing more harm than good to your team. An employee who is harsh with others, undermines people's skills or opinions, doesn't carry his/her weight, or lacks accountability can bring down the morale of even the most engaged employees. Either offer problematic employees the resources or opportunity to improve their behavior, or let them go.

- **Show appreciation.** For everyday feedback, all you need to do to keep an employee motivated is offer an emphatic "Thank you!" or "Good job!" when appropriate. Feedback should be immediate and relative to the achievement. For greater achievements, the reward should be larger. So if an employee has single-handedly snagged a million-dollar deal, for instance, some compensation - aside from praise - is in order. In addition, keep in mind that even lower-level employees contribute in their own way to the success of the company, so show respect and appreciation to everyone, regardless of position.

- **Strive to maintain work-life balance.** Asking employees to put in extra hours in order to meet a deadline is fine on occasion, but regular overtime can be draining and demoralizing. When work cuts into family time, employees are more likely to be stressed and may become resentful. And this is aside from the fact that working long hours can increase the potential for error and decrease productivity. Avoid over-working your staff too much.

- **Don't micromanage.** Give employees guidelines about what you expect from them and let them figure out their own way of getting there (unless they indicate that they prefer detailed SPECS). Many employees dislike ambiguity, but they also dislike being told exactly how they are supposed to do their job. There are typically many ways to get to the same goal, so don't micro-manage! Let the employees own the process. Having a say in how they do their job motivates people.

- **Establish a trusting relationship with your employees before delegating.** Assigning important tasks to your employees will be difficult if you don't trust that they are going to get them done well. Gradually assign more and more difficult tasks that require increasing responsibility. You should then be able to trust their ability to get things done. If you don't, you should explore the reasons for it. Are you reluctant to relinquish control, or are your employees really not capable?

- **Use coaching to assist employees who are not performing work duties well.** Discipline should be reserved for when an employee has an attitude problem or engages in improper conduct. A work performance issue is often a matter of poor skills, lack of knowledge, or other issues that stem from insufficient training. Coaching can also be used for succession training with promising employees, or as part of career development. Use coaching to bring employees up to where you want and need them to be. And make sure to provide all the resources employees need for improvement. Ensure access to information, educational resources, and support.

- **Listen to your employees' concerns.** Make sure that you really understand what it is they want. Practice active listening - really hear what employees are trying to say to you, and confirm with them that you are interpreting their messages correctly. And be open to feedback - your employees may be able to offer suggestions that can improve productivity and efficiency, if you give them a chance to have a voice.

- **Watch how you speak to your employees.** Give suggestions, not orders. The minute you say "I want you to do X"," the employee may shut down. Ask rather than telling them to do things. They will appreciate your tone, even though the effect is essentially the same.

- **Offer positive incentives to improve, not negative consequences for lack of improvement.** Don't make firing ultimatums unless the employee's performance is sub-standard and has been for a long time. Fear may be a good motivator in the short-term, but it certainly won't create a positive atmosphere in the work place. Promise increased salary, bonuses, or career advancement if the individual lives up to the expectations set forth - and be sure to deliver as promised.

Additional Materials

For additional resources that can help you improve engagement, job satisfaction, and morale, check out the suggested materials below.

Books:

Title: Hate your job? The Essential Guide to Improving Job Satisfaction Without Making a Career Change

Author: Michelle Wood

Publication year: 2014

Publisher: Michelle Wood (Kindle Edition)

URL: https://www.amazon.com/Essential-Improving-Satisfaction-Without-Making-ebook/dp/B00JNCSVES

Title: How to Love the Job You Hate: Job Satisfaction for the 21st Century

Author: Jane Boucher

Publication year: 2004

Publisher: Beagle Bay Inc

URL: https://www.amazon.com/How-Love-Job-You-Hate/dp/0967959101

Title: The Three Signs of a Miserable Job: A Fable for Managers (And Their Employees)

Author: Patrick Lencioni

Publication year: 2007

Publisher: Jossey-Bass

URL: https://www.amazon.com/Three-Signs-Miserable-Job-Employees/dp/0787995312

Title: Carrots and Sticks Don¸t Work: Build a Culture of Employee Engagement with the Principles of RESPECT

Author: Paul L. Marciano

Publication year: 2010

Publisher: McGraw-Hill

URL: https://www.amazon.com/Carrots-Sticks-Dont-Work-Engagement/dp/0071714014/

Title: Fired Up or Burned Out: How to Reignite Your Team¸s Passion, Creativity, and Productivity

Author: Michael L. Stallard (with Carolyn Dewing-Hommes and Jason Pankau)

Publication year: 2007

Publisher: Thomas Nelson

URL: https://www.amazon.com/Fired-Burned-Out-Creativity-Productivity-ebook/dp/B007V91MVE/

Title: Help Them Grow or Watch Them Go: Career Conversations Employees Want

Author: Beverly Kaye and Julie Winkle Giulioni

Publication year: 2012

Publisher: Berrett-Koehler Publishers

URL: https://www.amazon.com/Help-Them-Grow-Watch-Conversations/dp/1609946324

Title: Quick Team-Building Activities for Busy Managers: 50 Exercises That Get Results in Just 15 Minutes

Author: Brian Cole Miler

Publication year: 2003

Publisher: AMACOM

URL: https://www.amazon.com/Quick-Team-Building-Activities-Busy-Managers/dp/081447201X