

Sample Engagement Survey



POWERED BY TEAMGAGE & RESEARCH:



Welcome!

At The Culture Curator, we believe engaged employees are the cornerstone of a thriving, high-performing organisation. This report, delivered in partnership with Teamgage and grounded in research from the University of South Australia, gives you a honest, evidence-based picture of where your people are right now and what to do next.

In fact, studies have shown that engaged employees demonstrate:

- Higher levels of productivity and efficiency
- Improved retention rates and reduced turnover
- Enhanced creativity and innovation
- Increased customer satisfaction and loyalty

In this report you can expect to see your:

- Results overview
- Scores snapshot
- Key drivers of engagement
- Key opportunities for improvement
- Suggested next steps

Questions? We're here to help you understand and act on these results.

The Culture Curator Team

Results overview

Survey results from: **September 23, 2024 – October 6, 2024**

Overall submission rate: **781 / 920 = 84%**

A submission rate above 75% is generally considered positive as it suggests a relatively high level of interest and willingness among employees to provide feedback on their work environment, job satisfaction, and other relevant factors. You can act on these results with a high degree of confidence.

Outcome score

Engagement outcome

This is an overall score of how engaged your employees are to their work.

Score

79

An engagement outcome score of 79 indicates a significant proportion of employees are actively engaged in their work, feel a sense of purpose and are likely to contribute positively to the organisation's goals.

In engagement you rated high in areas of 'Meaningfulness', this was your key driver of positive engagement.

Areas to improve sit mostly under 'Psychological Availability' which was your lowest scoring driver of engagement, which is not uncommon right now across industries and workplaces.

Scores snapshot (high to low) Calculated by aggregating individual responses to each question, using a weighted average.

Q7. I feel like my personal abilities and skills are a good fit with the requirements and demands of my job.	89
Q9. I find my work to be meaningful.	86
Q15. I feel like I have the skills and abilities to perform well in my job.	86
Q8. I do the work I do because it is inherently interesting and satisfying.	83
Q21. I can count on my co-workers for support when I need it.	82
Q6. I have a clear understanding of what is expected of me in my job.	81
Q27. My manager is respectful and polite when discussing work related issues with me.	81
Q1. I would recommend Acme as a great place to work.	78
Q10. I understand how my role contributes to achieving the Acme mission.	78
Q2. I am satisfied with my job.	77
Q4. I can see a future for me with Acme.	76
Q28. My manager delivers the capabilities of their role.	76
Q30. I can count on my manager for support when I need it.	76
Q33. I feel like I "fit" with Acme.	76

Scores snapshot (high to low) Calculated by aggregating individual responses to each question, using a weighted average.

Q3. I feel emotionally attached to Acme.	75
Q19. I am not afraid to be myself at work.	75
Q22. I feel like I can trust my co-workers.	75
Q23. Generally speaking, the people I work with all get along with one another.	75
Q29. I feel I can trust my manager.	75
Q25. I am satisfied with the effectiveness of my team in working together to achieve our goals.	73
Q32. I feel like Acme is supportive of me.	71
Q12. I am satisfied with the level of control I have in my job.	68
Q13. I have the resources I need to do my job effectively.	68
Q18. I am comfortable expressing my opinions at work.	68
Q14. I am satisfied with the growth and learning opportunities available to me.	66
Q16. In general I feel that I have an adequate balance between my work and personal/family life.	65
Q20. When there are conflicts at work, my manager encourages people to engage in constructive negotiations and collaborative problem solving.	65
Q24. I receive valuable recognition and feedback about my work.	62

→ Organisation Snapshot

Breakdown of results by team.

Team Name	Team Count	Response Rate	Engagement Score	Psychological Meaningfulness	Psychological Safety	Psychological Availability
Entire Organisation	725	73%	70	79	74	73
> North Region	121	70%	82	72	72	70
> South Region	80	90%	78	74	82	76
> East Region	62	92%	84	74	76	75
> West Region	154	90%	77	80	70	74
> Corporate Services	42	68%	70	65	66	70
> Warehouse	223	66%	72	69	70	71
> Logistics	20	100%	76	80	77	70
> Legal	10	71%	64	71	70	68
> Finance	11	72%	65	73	71	71
> Marketing	8	75%	69	74	72	74

Highest engagement driver 1

Question:

I feel like my personal abilities and skills are a good fit with the requirements and demands of my job.

Score
89

Construct

'Demands-abilities job fit'

Focal definition

Demands-abilities job fit is defined as an employee's belief that their knowledge, skills, and abilities match the demands of their job.

Engagement driver from Kahn's model

Meaningfulness

Analysis

97% of respondents strongly agreed or agreed, 2% were neutral and 1% disagreed (0% strongly disagreed).

This is an extremely strong positive response, resulting in the **high overall score of 89**.

This indicates people have been recruited well and are a good fit for the roles they are doing. It also indicates that training and development is adequate if they rated this high after being at the organisation for a period of time.

It is an important driver of engagement as it helps people to feel useful, valuable and worthwhile when they have a good demands-abilities job fit. It indicates tasks are challenging but achievable, they have a sense of being valued for their work and are receiving a degree of positive feedback.

Highest engagement driver 2

Question:

I feel like I have the skills and abilities to perform well in my job.

Score
86

Construct

‘Job self-efficacy’

Focal definition

Job self-efficacy is defined as whether or not an employee feels that they have the skills and abilities to perform their job well.

Engagement driver from Kahn’s model

Psychological Availability

Analysis

96% of respondents strongly agreed or agreed, 3% were neutral and 1% disagreed (0% strongly disagreed).

This is an extremely strong positive response, resulting in the **high overall score of 86**.

This indicates people have been recruited and developed well to perform well in their role.

It is an important driver for engagement as having the skills and abilities to perform well builds self-confidence which helps people feel secure about their status at work.

Highest engagement driver 3

Question:

I find my work to be meaningful.

Score

86

Construct

'Meaning'

Focal definition

Meaning is defined as the degree to which an employee finds their work satisfies their own ideals, values, and goals.

Engagement driver from Kahn's model

Meaningfulness

Analysis

93% of respondents strongly agreed or agreed, 5% were neutral and 2% disagreed (0% strongly disagreed).

This is another extremely strong positive response, resulting in the **high overall score of 86**.

This indicates that people feel like they are receiving a return on investments of themselves in their work. This high score means people feel worthwhile, useful and valuable in their work.

↓ Lowest engagement driver 1

Question:

I receive valuable recognition and feedback about my work.

Score
62

Construct

'Recognition and feedback'

Focal definition

Recognition and feedback is defined as the amount of valuable feedback from an individual's coworkers and superiors as well as the amount of recognition they receive for their efforts.

Engagement driver from Kahn's model

Psychological Safety

Analysis

53% of respondents strongly agreed or agreed, 26% were neutral and 21% disagreed or strongly disagreed.

With an **overall score of 62**, this is the biggest opportunity to improve, yet is still a reasonable overall result with 53% of respondents in agreement.

It indicates some people would like more constructive feedback on what they do well and what they can do better, as well as more recognition for efforts put in. This can be 360 feedback from both peers, superiors and reports.

Recommendations 1) *Systemic level – Review formal feedback systems across the company:*

- Are managers following a performance review process and giving staff feedback on how they are doing against each area of their role description?
- Are there opportunities for peers to recognise each other? For example, can employees nominate peers for employee awards?

2) *Team level – Build a culture of feedback and recognition:*

- Use Teamgage Huddle – the Huddle process itself builds the muscle of reflecting on how we are doing, both good and bad. It gives leaders data to talk to where things are going well and guides them on what to say, as well as data on where things aren't going well and allows suggestions to be made. Understanding what makes for valuable recognition or helpful feedback from staff is key to improving recognition and feedback.
- Use a metric in Huddle called 'Recognition' (How well are we recognising each other's efforts and achievements?) – this allows individuals at team level to monitor this and come up with suggestions on how to increase this at team level. This metric will also give a real-time measure of the Systemic Level changes you are making and if they are starting to have an impact. Teams will find their own ways of recognising one another and giving feedback, which they will co-design with their leaders.

Lowest engagement driver 2

Question:

In general, I feel that I have an adequate balance between my work and personal/family life.

Score
65

Construct

'Work/family balance'

Focal definition

Work/family balance is an individual's global assessment, work and family demands are adequately met with existing resources such that participation is effective in both domains.

Engagement driver from Kahn's model

Psychological Availability

Analysis

63% of respondents strongly agreed or agreed, 15% were neutral and 22% disagreed or strongly disagreed.

This is a global measure, in that **work cannot always directly affect your overall score of 65**. This score is shaped by a range of factors outside of the work environment, as well as factors within the control of your organisation. Though it has multiple influences, it is still a driver of engagement to consider when leading the business.

The parts that are in the workplace control include flexible work arrangements and reasonable manager expectations (not requiring availability outside of work hours). The definition of 'balance' has been changing in recent years, so it is important to understand if the workplace's perception of balance matches the individuals.

Recommendations

1) *Systemic level – Build manager knowledge of what more can be done:*

- Build into manager 1-1's to ask individual's if they feel like they have balance or what balance would look like. It is important to equip managers and employees with the knowledge that 'balance' may not be achievable with the constraints of the role, but we want to learn from individuals what it would look like in case it is possible.
- See if there are things that can be implemented to achieve this (flexibility for certain roles, job-sharing, not-contactable times etc).

2) *Team level – Get teams talking about what balance means to them:*

- Use a metric in Huddle called 'Work Life Balance' for a period. This metric asks 'To what extent are you maintaining work-life balance?' This metric will help teams uncover how they are coping and give leaders context for when people are feeling burdened by competing life and work priorities.
- This allows leaders to adapt, managing styles to being more supportive in high load periods. It will also allow the team to uncover ways of working that are possible in that team, that can improve the perception of balance.

↓ Lowest engagement driver 3

Question:

When there are conflicts at work, my manager encourages people to engage in constructive negotiations and collaborative problem solving.

Score
65

Construct

‘Leader collaborative conflict behaviours’

Engagement driver from Kahn’s model

Psychological Safety

Focal definition

Leader collaborative conflict behaviours refer to behaviours by a leader that facilitate active, cooperative discussion of conflict among team members (e.g., constructive dialogue, negotiation, and joint problem solving).

Analysis

58% of respondents strongly agreed or agreed, 26% were neutral and 16% disagreed or strongly disagreed.

This result indicates that there is a **moderate level of satisfaction with how conflicts are managed within the organisation**. While a significant portion of the workforce acknowledges positive conflict resolution practices, there is room for improvement in ensuring that all employees feel supported and encouraged during these discussions.

From Senior Leadership down to team leaders, leaders need to help foster a more positive and collaborative approach to conflict resolution. Not every suggestion or opinion has to be actioned, but it should have space for consideration or given a response

Recommendations:

1) *Systemic level:*

- Consider training for leaders in constructive dialogue, joint problem solving.
- Senior Leadership need to show examples of safety in disagreements being raised.

2) *Team level – Build a culture of feedback and action through Teamgaze Huddle:*

- By ensuring teams use Huddle, and requiring managers to create actions, people see they are listened to.
- Not every comment has to be actioned, but some should be. This shows people that when things are raised, they are considered and improvements will be tried. Even if an action isn’t successful, it shows that things that could be better will be considered.

Highest rating areas

Entire Organisation > East Region

Score
84

Entire Organisation > North Region

Score
82

Entire Organisation > South Region

Score
78

Highest rating teams

Entire Organisation > East Region > Team A

Score
91

Entire Organisation > South Region > Team D

Score
90

Entire Organisation > South Region > Team E

Score
88

Lowest rating areas

Entire Organisation > West Region	Score 77
Entire Organisation > Corporate Services	Score 76
Entire Organisation > Warehouse	Score 72

Lowest rating teams

Entire Organisation > West Region > Commercial	Score 65
Entire Organisation > Corporate Services > Team H	Score 65
Entire Organisation > Warehouse > Team L	Score 65



Sample Engagement Survey

Next steps

1. Share the Engagement survey results with your organisation:

- **Purpose:** Disseminate survey findings throughout the organisation to promote transparency and foster a shared understanding of employee sentiments.
- **Outcome:** Increased awareness among employees, open communication about strengths and areas for improvement, and laying the foundation for a culture of continuous improvement.

2. Schedule a time to review survey results with your Executive Team:

- **Purpose:** To involve key decision-makers in understanding and analysing the survey results.
- **Outcome:** Collaborative insights from the leadership team, identification of key focus areas, and initial discussions on potential strategies for improvement.

3. Schedule a follow-up call with The Culture Curator

- **Purpose:** To walk through your survey results together and map out a clear action plan on which services and programs will have the greatest impact on your teams' engagement and wellbeing.
- **Outcome:** A tailored roadmap, confidence in your next steps, and a dedicated Culture Curator consultant guiding you through every stage of implementation.

Ready to act on your results?

Book a call with The Culture Curator. We'll help you understand what these results mean and what to do next.

theculturecurator.com.au craig@theculturecurator.com.au

1800 980 531



POWERED BY RESEARCH & TEAMGAGE:



Appendix - Engagement

What is employee engagement?

Professor William Kahn from the Department of Management and Organisations in Boston University's Questrom School of Business first defined the term 'personal engagement' in his 1990 paper Kahn, W. (1990). "Psychological conditions of personal engagement and disengagement at work", *Academy of Management Journal*, 33 (4), 692-724. Since then it has grown into an entire 'employee engagement' industry but is still grounded in Kahn's original work.

Below and within the next few pages, you can find more on Kahn.

Personal Engagement

"Personal engagement is the simultaneous employment and expression of a person's "preferred self" in task and behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performances." (p. 700).

- Involves driving personal energies into work physically, cognitively, and/or emotionally, so that a person both invests themselves in their work and expresses themselves through their work.
- The investment aspect captures the idea of flow, involvement, and mindfulness. This kind of self-expression underlies various important work-related outcomes, such as creativity, voice, emotional expression, authenticity, nondefensively communication, and ethical behaviour.
- The role is enlivened and delivered through investing the self, and the self is express through performing the role.
- Reflect through becoming physically involved, cognitively aware and attentive, and emotionally connected to others through the work.

Personal Disengagement

"Personal disengagement, conversely, is the simultaneous withdrawal and defense of a person's preferred self in behaviors that promote a lack of connections, physical, cognitive, and emotional absence, and passive, in complete role performances." (p. 701).

- Involves removing or withholding personal energies from the physical, cognitive, and emotional aspects of their work.
- The self is uncoupled from the role, which underlies issues such as burnout, apathy, and detachment.

Appendix - Kahn's Model

What drives an employee to be engaged?

Professor William Kahn defines 3 psychological conditions that need to be met to experience full personal engagement in the workplace. These are drivers of engagement, if they are met they drive engagement, if they are not met they drive disengagement.

People are able to engage – to invest and express themselves, rather than withdraw and defend – when three critical psychological states are met: **meaningfulness, safety, and availability**. How meaningful is it for me to engage personally into performing my role in this situation; how safe is it to do so; and how available am I to invest and express myself right now?

Psychological Meaningfulness

- A feeling that one is receiving a return on investments of one's self in a currency of physical, cognitive or emotional energy.
- Experienced when felt worthwhile, useful and valuable.

3 factors influence it:

1. Task characteristics- challenging, clearly delineated, varied, creative and somewhat autonomous, clear goals.
2. Role characteristics - ability to influence, sense of being valued, valuable and needed. Sense of shaping the world.
3. Work interactions - rewarding interpersonal interactions, mutual appreciation, respect and positive feedback.

Psychological Safety

- A feeling of being able to show and employ one's self without fear of negative consequences to self-image, status or career.
- People feel safe in taking risks of self-expression and engaging the processes of change.
- People could understand boundaries between what was allowed and disallowed and the potential consequences of their behaviours (predictable, consistent, clear and nonthreatening).

4 factors influence it:

1. Interpersonal relationships - supportive and trusting. Allowed to try and fail without fear. Can share ideas and concepts without feeling it was dangerous, criticism was constructive rather than destructive. felt connected rather than disconnected
2. Group and intergroup dynamics - Unacknowledged characters or unconscious roles we assume (e.g. class clown, office mother, grumpy person etc) - hard to measure at individual level in a survey even though can impact psychological safety - however the higher the safety and the more voices everyone has the less negative impact these roles have.
3. Management style and process - Supportive, resilient and clarifying management heightened psychological safety. unpredictable, inconsistent or hypocritical lowered it. Allow people to try and fail without fear. People felt safer with some control over work Need to feel authority figures are competent enough and secure enough in their own versions to create paths along which you could safely travel
4. Organisational norms - psychological safety corresponded to role performances that were clearly within the boundaries of organisational norms. norms are shared expectations about the general behaviours of system members - without them people withdrew.

Appendix - Kahn's Model

Psychological Availability

- The sense of having the necessary physical, emotional, and psychological resources to engage. Reflects the readiness to engage, given the distractions experienced.

Influenced by 3 key types of distractions:

1. Depletion of emotional energy: emotional exhaustion, having nothing left to give emotionally (as opposed to having emotional energy and emotional resources).
2. Individual insecurity: insecurity related to work, abilities, and status; low self-confidence (or low self-efficacy); lack of person-environment fit, demands-abilities fit, or person-organisation fit; need for impression management; values conflict with the organisation or lack of belief in its purpose.
3. Outside lives: preoccupation with events in personal lives and other personal distractions (i.e., family/life-to-work conflict); conversely, positive spill-over from personal to work life (i.e., family/life-to-work enrichment); overall work-family or work-life balance.

Summary

Interestingly, we have seen the engagement space give least attention to 'Availability' this is probably due to the fact that it has a lot of external influence. The organisation and workplace cannot wholly control this. The main thing considered is workload.

There is also an interesting observation that we can put up with more depletion of energy or distraction from outside lives if the first two conditions (meaningfulness and safety) are met well. So it makes sense to focus our attention and resources more on these two.