

# 0. Introduction

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**Scope:**

This report has been designed to allow you to quickly measure employee satisfaction and to easily identify ways of improving it.

**Executive Summary:**

The Executive Summary gives a quick overview of the relative strengths of each of the four major topics (Management, Marketing, Resources and Technology) from both the company's point of view as well as the relative importance of each topic to those employees interviewed. These two analyses are then compared to give an Employee Satisfaction rating. Also shown is how well each of the topics are understood by the employees and thereby enables you to prioritise your internal communication strategy.

**Methodology:**

Having printed out the Executive Summary and each of the topic summaries, you should be able to easily identify which topics require immediate attention by comparing each of the Overall Scores for each topic, the lowest value indicating the topic requiring the most attention. Also included in each summary is a ranked list of required next step actions. These give an indication of which actions would have the largest positive effect on the overall score for that topic.

**Limitations:**

Whereas the results of this survey lend themselves very well to a statistical analysis and prioritisation programme, the results presented are purely computer generated. As such the analysis and summary included here can never be as good as a professional interpretation of the results. However, that said, the results can be easily presented and understood, thus enabling an efficient process optimisation plan to be developed.

**Definitions:**

Definitions for all terms used in this report, including how The Gosling Group defines the four major topics can be found in the glossaries which precede both the Executive Summary and the topic sections.

# Glossary of Terms (1)

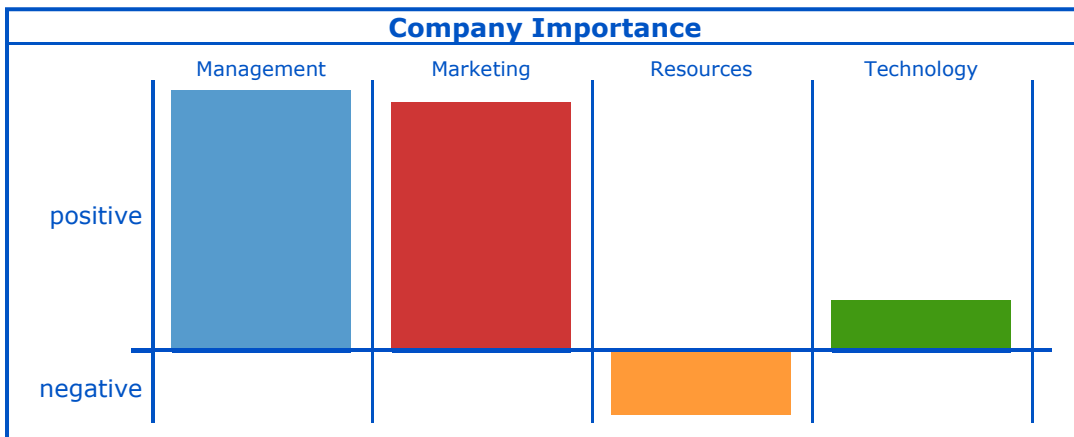
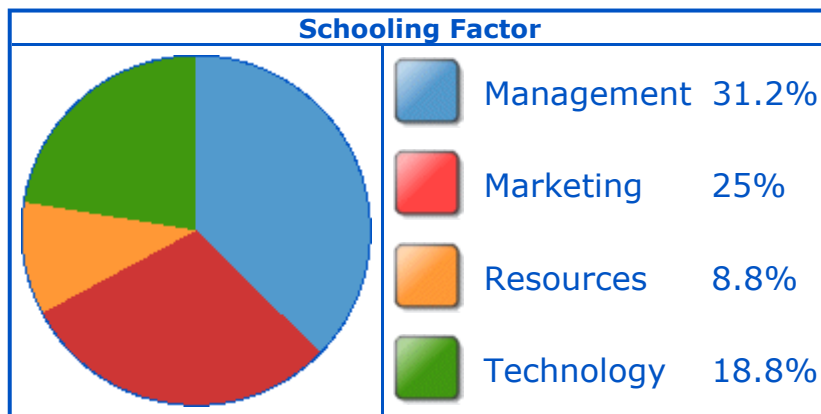
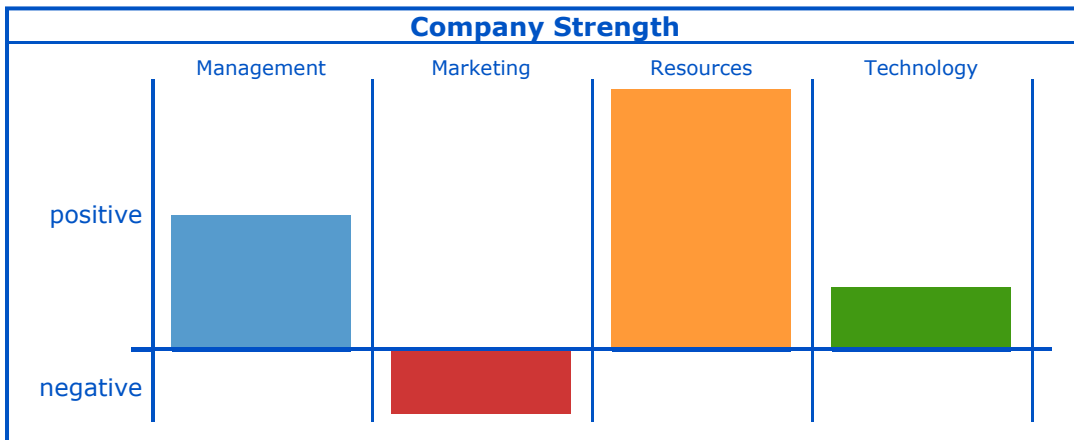
<b>Executive Summary</b>	
<b>Company Strength:</b>	Company Strength is a relative measure of how well the company performs in each of the areas, according to those employees questioned. The higher the bar, the better the performance.
<b>Management:</b>	<b>Management</b> is a measure of how your company regards its employees. It is an indication of how motivated your employees are.
<b>Marketing:</b>	<b>Marketing</b> is a measure of how well your company understands the markets it sells into. It is an indication of how customer oriented your company is.
<b>Resources:</b>	<b>Resources</b> is a measure of how efficient your company's infrastructure is. It is an indication of how well your company is using business related tools to improve its productivity.
<b>Technology:</b>	<b>Technology</b> is a measure of how well your company embraces new technologies to maximise sales. It is an indication of how well your company adapts these new technologies to increase its market potential.
<b>Schooling Factor:</b>	These figures are a measure of how many questions pertaining to each area were answered with ' <i>don't know</i> ' expressed as a percentage of all answers for each discipline. In other words, these figures represent how well each discipline is communicated internally by the company to those employees questioned. These figures should be used as a comparison only, the largest number indicating the area which is communicated the worst and therefore where schooling is required the most. The pie-chart shows the results graphically.
<b>Company Importance:</b>	Company Importance is a relative measure of how important each of the areas are for the company, according to those employees questioned. The higher the bar, the more important the discipline is seen.
<b>Employee Satisfaction Index:</b>	This score compares how well the company performs in each of the areas (relatively) with the relative importance of the areas according to the employees. It can therefore be used as an indication of employee satisfaction: If the ranking of the four disciplines is the same in the results for both <i>Company Strength</i> and <i>Company Importance</i> then a maximum score of +10 would be achieved. Conversely, if the ranking were the exact opposite, a result of 0 would be achieved. Scores in between these two values indicate how close the two rankings are to one another. The 'smiley face' gives a visual representation of the result.
<b>Average ESI:</b>	This is the mathematical average of all individual Employee Satisfaction Indices (ESIs).
<b>Weighted ESI:</b>	This is the weighted average of all individual Employee Satisfaction Indices (ESIs). The weighted average differs from the mathematical average in that the strength of each individual's satisfaction index is taken into account. This value is similar to a <i>skew</i> value in a statistical analysis. The weighted average is therefore an indication of how the mathematical average can be expected to change over time.



# 1. Executive Summary

**Department:** Sales Department

**No. of Inputs:** 20

**Report Date:** 5th January 2004



Employee Satisfaction Index				
Average		Overall score	Weighted	
	+ 5		+3	

## Glossary of Terms (2)

<b>Each Topic</b>	
<b>Definition:</b>	This is The Gosling Group's definition of each topic and describes the criteria used to assess each one.
<b>Overall Score:</b>	This score is a summary of all results for each topic and is a measure of the performance of the company for those topics. This value should be compared to those from the other three areas in order to prioritise any follow-up activities. Following statistical analysis of the make up of this score, only overall scores below 87% imply that immediate action is necessary.
<b>Status:</b>	Based on the Overall Score, this text describes the current status of each topic within your company.
<b>Recommended Actions:</b>	Based on the results from the survey, it is possible to identify potential areas of weakness for the company in each topic, and to rank their importance accordingly. This list of recommendations is a summary of possible next step actions which could improve the company's standing in each area and is ranked, with the top action item having the maximum impact on the overall score and thus the highest priority.
<b>Mean:</b>	More accurately called the <b>arithmetic mean</b> , the mean is defined as the sum of scores divided by the number of scores. Put in other terms, the mean is the sum of measures observed divided by the number of observations.
<b>Standard Deviation:</b>	In a single statistic, the standard deviation tells the average amount a set of numbers differ from their mean. In other words, it tells us if the mean fairly represents the numbers in its set. A standard deviation less than or equal to 2 indicates a good representation, whereas a value greater than 4 implies that the mean is not representative of all the inputs.
<b>Skew:</b>	The skew of a distribution is an indication of its asymmetry, or in other words how unevenly the data is distributed about the mean. The skew is measured by comparing the mean with where the middle ranked observation falls. A skew value of less than or equal to $\pm 2\%$ is seen as symmetrical.
<b>Concept Understanding:</b>	This figure is a measure of how many questions pertaining to each topic were <i>not</i> answered with ' <i>don't know</i> ' expressed as a percentage of all answers for each discipline. In other words, this figure represents how well the company communicates the topic concept to its employees. A value of more than 90% is not seen as an issue; between 80% and 90% indicates there is cause for concern; below 80% shows a problem.
<b>Company Strength:</b>	Company strength is a measure of how well each topic is implemented within the company relative to the other three disciplines, according to those employees questioned. 25% is typical.
<b>Company Importance:</b>	Company importance is a measure of how important the employees regard each topic for the company to be compared to that of the other three disciplines. 25% is typical. Ideally, this value should be the same as that for Company Strength, although a 20% base (5% actual) difference in value (max) is still acceptable.

## 2. Management

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**Department:** Sales Department

**Report Date:** 5th January 2004

**Definition:**

**Management** is a measure of how your company regards its employees. It is an indication of how motivated your employees are. A low overall score, for example, would imply that your company is not managing its employees as they would like, and that the employees are potentially frustrated at how they are treated.

### 2.1 Summary for Management:

<b>Overall Score:</b>	<b>Status:</b>
67.9%	Your company does not appear to communicate with its employees, as they would expect. There is therefore a high chance that your employees are not working effectively for the good of the company.
	<b>Recommended Actions (ranked):</b> <ul style="list-style-type: none"><li>● Follow up this analysis to discover why the team didn't give an even more positive input to the area of Management.●</li><li>● Indicate to the employees the importance of Management to the company and how it is fulfilling its commitment to it.*</li><li>● Implement new project work for the area of Management in order to fulfil the employees' expectations.‡</li><li>● Strengthen lines of communication amongst those employees questioned so that they can share their views more easily.†</li></ul>

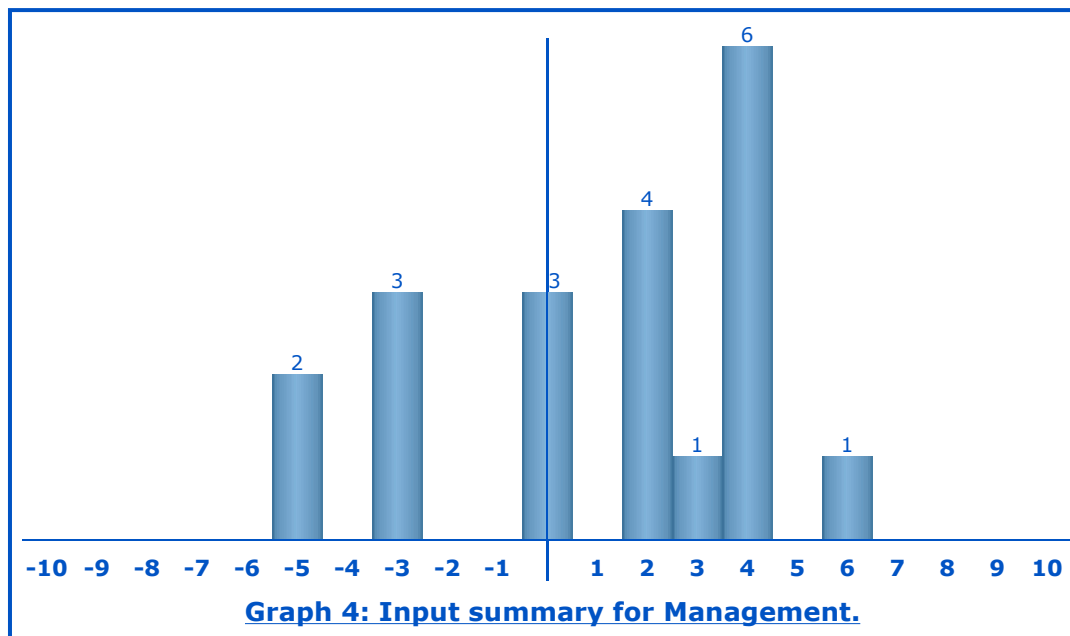
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- In order to analyse this discipline further, The Gosling Group recommends breaking down *Management* into the areas of *Knowledge*, *Personnel*, *Communication* and *Processes* and investigating each separately.
  - \* Typically, to accomplish this, a company would run seminars covering all aspects of the topic *Management*, and how the company is implementing and plans to implement programmes which improve its performance in this area. In order to show the company's commitment to the programme, the seminars should preferably be run by the management team.
  - ‡ A mismatch between Company Strength and Company Importance is critical for the company and best analysed by investigating the questionnaire inputs further. Key to addressing this problem is answering the question: 'Why do those interviewed believe that the company does not know what is required to implement the area of *Management* properly?'
  - † There are many ways to implement 'Team Building' within a company. These vary from both internal and external seminars and trainings all the way through to company picnics and Christmas parties!

## 2. Management

**Department:** Sales Department

**Report Date:** 5th January 2004

### 2.2 Graphical Summary of Inputs:



### 2.3 Statistical Analysis:

Mean:		Standard Deviation:		Skew:	
$\frac{\sum x}{n}$	1.1	$\sqrt{\frac{\sum (x-\bar{x})^2}{n-1}}$	3.3	$\frac{(x_{mid} - \bar{x})}{(x_{max} - x_{min})}$	8.2%
<ul style="list-style-type: none"> <li>With a mean of 1.1 the field of Management is a discipline suitably covered by the company, and a standard deviation of 3.3 means that this assessment may be taken as a moderate indicator of the inputs to the questionnaire.</li> <li>A skew of 8.2% implies that these results are forecasted to automatically turn more positive, as the inputs were positively weighted about the mean.</li> </ul>					

### 2.4 Company Implementation:

Concept Understanding:	Company Strength:	Company Importance:
68.8%	29.3%	46.7%
<ul style="list-style-type: none"> <li>With a 68.8% concept understanding, the area of Management looks as if it has not been comprehended by those interviewed.</li> <li>With a company strength factor of 29.3% and a company importance factor of 46.7% the company knows how to position this discipline, but its importance may still not be fully appreciated by the company.</li> </ul>		

## 3. Marketing

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**Department:** Sales Department

**Report Date:** 5th January 2004

**Definition:**

**Marketing** is a measure of how well your company understands the markets it sells into. It is an indication of how customer oriented your company is. A low overall score, for example, would imply that your company is unsure of its market positioning and is not meeting its customers needs with the products and/or services it sells.

### 3.1 Summary for Marketing:

<b>Overall Score:</b>	<b>Status:</b>
63.2%	The company should be addressing its current markets differently and concentrating more effort on identifying new markets. The employees believe that the company is currently missing opportunities for winning new business, which they find frustrating.
	<b>Recommended Actions (ranked):</b> <ul style="list-style-type: none"><li>● Investigate the discipline of Marketing in greater detail to identify how the mean could be improved upon.●</li><li>● Identify exactly what is required to be successful in the field of Marketing according to the workforce and implement accordingly.‡</li><li>● Educate the workforce as to what is meant by the area of Marketing to the company.*</li></ul>

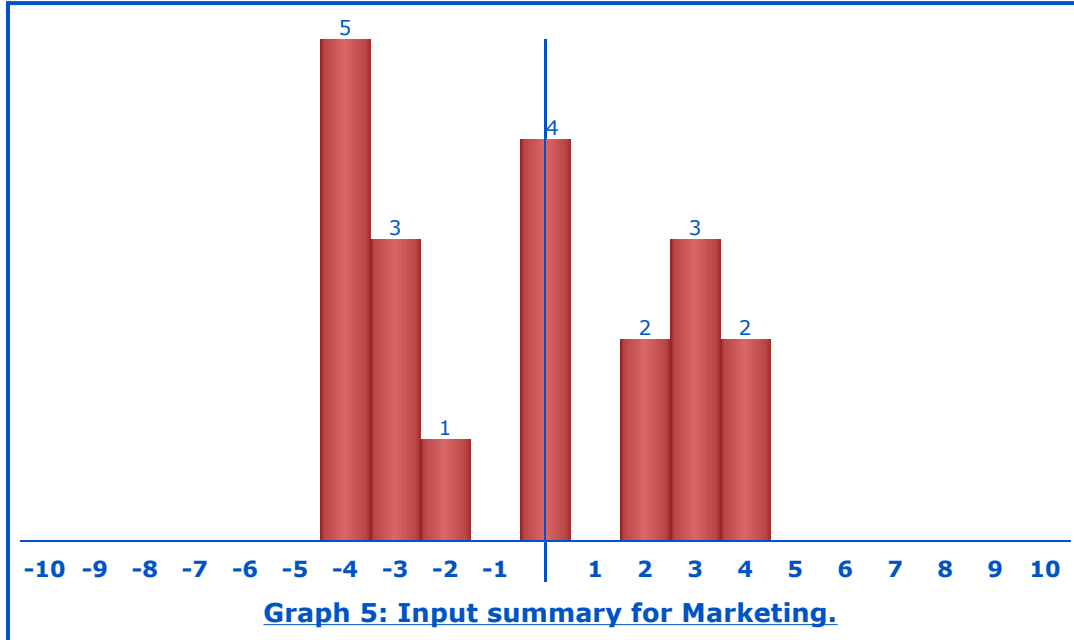
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- In order to analyse this discipline further, The Gosling Group recommends breaking down *Marketing* into the areas of *Product, Price, Place* and *Promotion* and investigating each separately.
  - ‡ A mismatch between Company Strength and Company Importance is critical for the company and best analysed by investigating the questionnaire inputs further. Key to addressing this problem is answering the question: 'Why do those interviewed believe that the company does not know what is required to implement the area of *Marketing* properly?'
  - \* Typically, to accomplish this, a company would run seminars covering all aspects of the topic *Marketing*, and how the company is implementing and plans to implement programmes which improve its performance in this area. In order to show the company's commitment to the programme, the seminars should preferably be run by the management team.

# 3. Marketing

**Department:** Sales Department

**Report Date:** 5th January 2004

## 3.2 Graphical Summary of Inputs:



## 3.3 Statistical Analysis:

Mean:	Standard Deviation:	Skew:
$\frac{\sum x}{n}$ -0.5	$\sqrt{\frac{\sum (x - \bar{x})^2}{n-1}}$ 3	$\frac{(x_{mid} - \bar{x})}{(x_{max} - x_{min})}$ 6.2%
<ul style="list-style-type: none"> <li>With a mean of -0.5 the area of Marketing is seen as a problem for the company, and a standard deviation of 3 implies that this assessment is representative of the feelings expressed in the questionnaire.</li> <li>A skew of 6.2% indicates that these results will tend to change for the better relatively quickly, due to the greater number of inputs to the positive of the mean.</li> </ul>		

## 3.4 Company Implementation:

Concept Understanding:	Company Strength:	Company Importance:
75%	0%	44.4%
<ul style="list-style-type: none"> <li>With a 75% concept understanding, the discipline of Marketing has not been communicated to the work force effectively.</li> <li>With a company strength factor of 0% and a company importance factor of 44.4% the company seems not to appreciate the importance of this area.</li> </ul>		



## 4. Resources

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**Department:** Sales Department

**Report Date:** 5th January 2004

**Definition:**

**Resources** is a measure of how efficient your company's infrastructure is. It is an indication of how well your company is using business related tools to improve its productivity. A high overall score, for example, would imply that your company is operating more effectively through optimised usage of the appropriate business tools and that the employees are maximising the use of these tools.

### 4.1 Summary for Resources:

<b>Overall Score:</b>	<b>Status:</b>
72.9%	Your company is not exploiting the benefits to be had from the business tools available. Despite the fact that your company is aware of these benefits, they have, as yet, not been realised successfully. Your company needs to address this issue together with the employees.
	<b>Recommended Actions (ranked):</b>
	<ul style="list-style-type: none"><li>● Decrease activities in the area of Resources according to the requirements of the company.‡</li><li>● Identify which areas within the area of Resources the employees are unhappy with by analysing this field in more detail.●</li></ul>

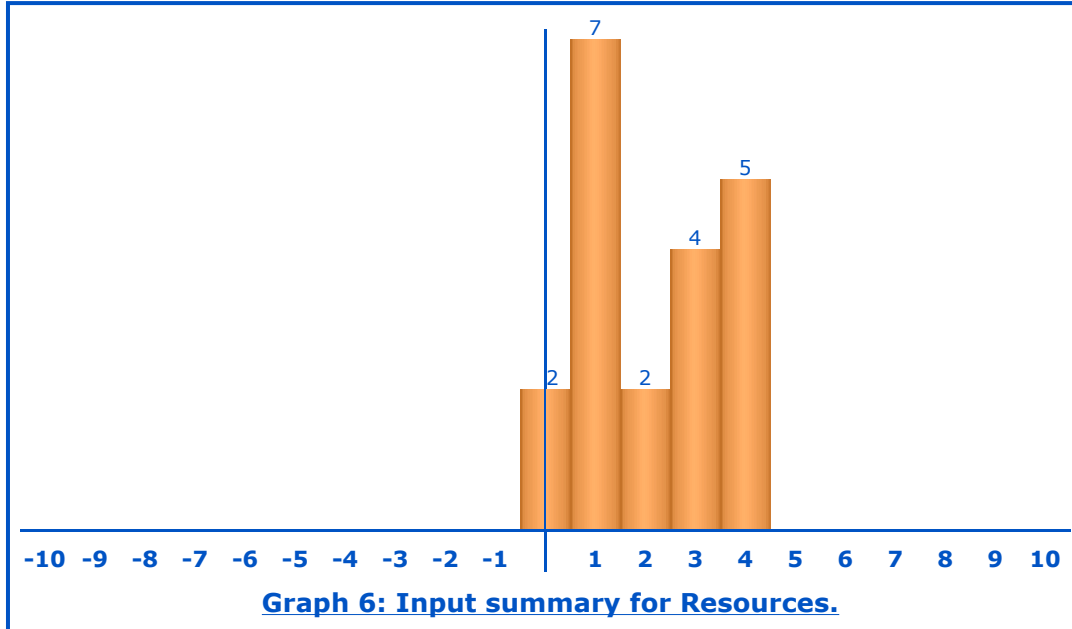
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- ‡ A mismatch between Company Strength and Company Importance is critical for the company and best analysed by investigating the questionnaire inputs further. Key to addressing this problem is answering the question: 'Why are those interviewed of the opinion that the company does not know how to address the area of *Resources* correctly?'
- In order to analyse this discipline further, The Gosling Group recommends breaking down *Resources* into the areas of *Knowledge*, *Training*, *Implementation* and *Optimisation* and investigating each separately.

## 4. Resources

**Department:** Sales Department

**Report Date:** 5th January 2004

### 4.2 Graphical Summary of Inputs:



### 4.3 Statistical Analysis:

Mean:		Standard Deviation:		Skew:	
$\frac{\sum x}{n}$	2.2	$\sqrt{\frac{\sum (x - \bar{x})^2}{n-1}}$	1.4	$\frac{(x_{mid} - \bar{x})}{(x_{max} - x_{min})}$	-5%
<ul style="list-style-type: none"> <li>● With a mean of 2.2 the discipline of Resources is suitably implemented by the company, and a standard deviation of 1.4 indicates that this assessment gives a true overall picture of the sentiments recorded by the questionnaire.</li> <li>● A skew of -5% shows that these results should slowly get worse, because of the larger percentage of negative responses from the mean in the sample.</li> </ul>					

### 4.4 Company Implementation:

Concept Understanding:	Company Strength:	Company Importance:
91.2%	57.3%	0%
<ul style="list-style-type: none"> <li>● With a 91.2% concept understanding, the area of Resources is one where the strategy would appear to be known throughout the team.</li> <li>● With a company strength factor of 57.3% and a company importance factor of 0% the company invests too much time and effort in this field.</li> </ul>		

## 5. Technology

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**Department:** Sales Department

**Report Date:** 5th January 2004

**Definition:**

**Technology** is a measure of how well your company embraces new technologies to maximise sales. It is an indication of how well your company adapts these new technologies to increase its market potential. A high overall score, for example, would imply that your company has understood the importance of the internet as a technology, embraced the technology and tailored its internet presence to meet its customers' requirements.

### 5.1 Summary for Technology:

<b>Overall Score:</b>	<b>Status:</b>
77.5%	Whereas your company has recognised the need for a professional presence on the internet, work still needs to be undertaken to optimise it. As such, your company is still not getting the most out of the internet despite its efforts. By addressing this issue, your company should be able to generate new business leads in the short term.
	<b>Recommended Actions (ranked):</b>
	<ul style="list-style-type: none"><li>● Research further into the field of Technology to find out why the workforce marked this area down from the maximum.</li><li>● Show the workforce what programmes the company is executing in the area of Technology and why.*</li></ul>

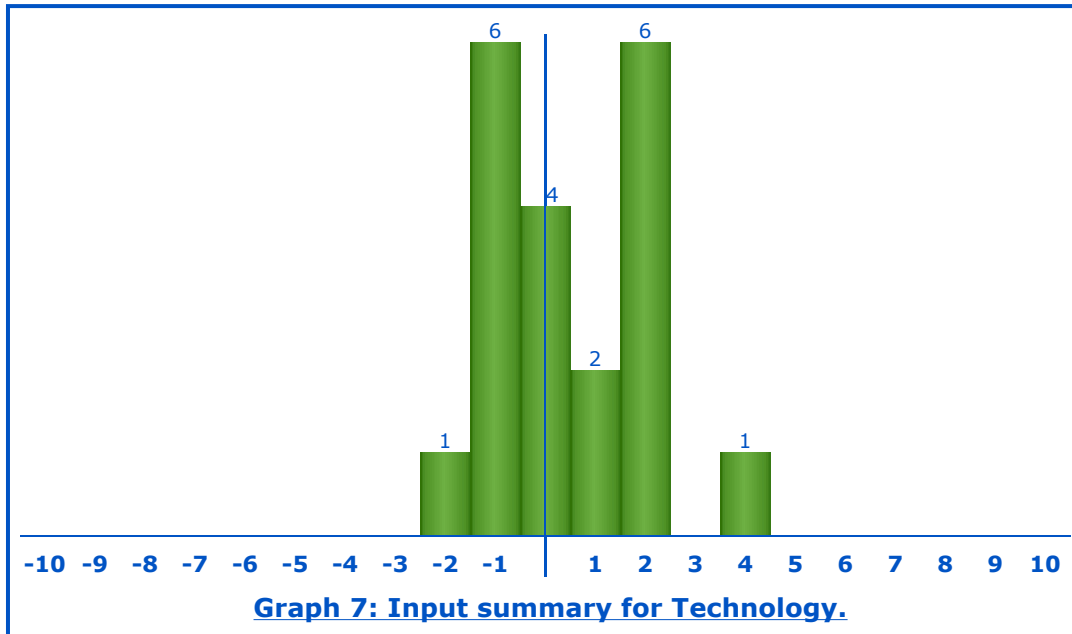
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- In order to analyse this discipline further, The Gosling Group recommends breaking down *Technology* into the areas of *Knowledge*, *Understanding*, *Maximization* and *Customization* and investigating each separately.
  - \* Typically, to accomplish this, a company would run seminars covering all aspects of the topic *Technology*, and how the company is implementing and plans to implement programmes which improve its performance in this area. In order to show the company's commitment to the programme, the seminars should preferably be run by the management team.

## 5. Technology

**Department:** Sales Department

**Report Date:** 5th January 2004

### 5.2 Graphical Summary of Inputs:



### 5.3 Statistical Analysis:

Mean:	Standard Deviation:	Skew:	
$\frac{\sum x}{n}$	0.5	$\sqrt{\frac{\sum (x - \bar{x})^2}{n-1}}$	1.6
		$\frac{(x_{mid} - \bar{x})}{(x_{max} - x_{min})}$	-8.3%
<ul style="list-style-type: none"> <li>● With a mean of 0.5 the area of Technology is not a major problem area for the company, and a standard deviation of 1.6 shows that this assessment is a good summary of the results submitted in the questionnaire.</li> <li>● A skew of -8.3% means that these results can be expected to get worse without any intervention, due to the negative responses from the mean being in the majority within the sample.</li> </ul>			

### 5.4 Company Implementation:

Concept Understanding:	Company Strength:	Company Importance:
81.2%	13.3%	8.9%
<ul style="list-style-type: none"> <li>● With an 81.2% concept understanding, the field of Technology is apparently where some employees are unsure about its implementation.</li> <li>● With a company strength factor of 13.3% and a company importance factor of 8.9% the company would seem to know how it should approach this area.</li> </ul>		