



Comprehensive Analysis Report Sample

Prepared for:
Your Company
Month/Year

Insightlink Communications

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WHAT TO EXPECT IN A 4Cs COMPREHENSIVE ANALYSIS REPORT

The Insightlink 4Cs Comprehensive Findings Analysis report is provided in an easy-to-read, presentation-ready format, with both graphical representation and written analysis for each survey question, along with an Executive Summary and recommended "Next Steps."

Unique features in the Insightlink 4Cs report include:

1. Insightlink's Employee Loyalty & Engagement Matrix (example on slide 16-17)
2. Motivation Index (example on slide 23)
3. Insightlink 4Cs Gap Evaluators: Commitment, Culture, Communications, Compensation (example on slide 22)
4. Hot Zone Charts: Focus directly on areas of opportunity (example on slide 24)

Also, key questions are benchmarked against both U.S. and Industry norms using Insightlink's proprietary normative database. (examples throughout)

When past data is available, new data is benchmarked against it to show year-over-year trending data. (example on slide 12)



Background and Methodology

This report presents the results of a survey among employees conducted on behalf of ABC Company. ABC commissioned Insightlink Communications to conduct a survey in order to gauge employee satisfaction on a number of issues, with a particular emphasis on measuring the organization's success against its strategic themes and determining the overall climate of the organization.

To collect the information contained in this report, 620 employees were invited to complete an online survey—a total of 556 employees completed the questionnaire, which represents a participation rate of 90%.

This sample is a condensed version with only selections from an actual 4Cs Comprehensive Analysis report and balloons explaining each main feature of the report slide

Note on the Results

All 4Cs reports start with a brief orientation to the report, including identifying the industry norms used

All Insightlink reports are structured on the basis of our “4Cs” model of Employee Satisfaction, which categorizes most survey results into one of four factors that influence and sustain employee involvement. These four factors are: Culture, Commitment, Communications and Compensation.

Most of the measures in the ABC study are based on 5-point agreement or rating scales. Wherever appropriate, summary means have been provided in addition to percentage distributions. The means are also calculated on a 5-point scale, with “1” being low and “5” being high.

Key benchmark norms have been included in this report to give context for ABC’s performance against a norm for all U.S. employees and, when available, against a representative norm for High Tech/Manufacturing (*i.e. the industry classification of your choice*).

These benchmark norms are derived from an independent Insightlink study conducted annually among employees in the U.S. This study is based on representative samples of employees that is rigorously designed to match the most recent U.S. Census demographics and the U.S. Bureau of Labor Statistics industry distribution.



Each Comprehensive Analysis report begins with an Executive Summary that highlights the key themes and lists distinct Areas of Opportunity

Executive Summary



Executive Summary

ABC Inc.'s existing communication processes and systems, scheduling procedures, training and development and employee reward and recognition practices appear to be in need of an overhaul. The good news is that ABC may look to one of its top performing companies for best practices that can be modeled for its other companies.

The overall job satisfaction level at ABC is low, as it is only at 39%. When overall job satisfaction is combined with anticipated tenure, four employee profiles emerge. **Committed Loyalists** are those who are satisfied with their jobs and planning to stay. This group accounts for 37% of employees, which is lower than the national average and the minimum benchmark (55%) for this result. The second group, **Satisfied Opportunists**, are those who are planning to leave even though they are satisfied with their jobs. Only 2% of employees are **Satisfied Opportunists**, which is lower than the national average. In contrast, fully 25% of employees are **Change Seekers**. These are the employees who are both dissatisfied and planning to leave ABC. This score is an indicator of the level of future turnover at the organization.

Finally, a large group of employees (36%) can be classified as **Dissatisfied Compromisers**. These employees are unhappy with their jobs but plan to stay with the organization. Since these employees tend to have a negative impact on morale and productivity in an organization, identifying and taking action on the issues that are undermining their satisfaction could help ABC Inc. shift at least some **Dissatisfied Compromisers** into more committed and productive members of the ABC workforce.



Executive Summary

Employees are most satisfied with their coworkers, their flexible schedules, the nature of their work in helping clients, the autonomy they have on the job, opportunities that come with a growing company and acknowledgement from their supervisors.

Employees are least satisfied with ineffective communications between departments and between office staff and field staff, a lack of training and career advancement opportunities, a lack of promotion from within, uncompetitive pay and insufficient travel/mileage reimbursement.

Employees are also not satisfied by their perception that the ABC is not well-organized and lacks standardized procedures to keep all employees informed of changes. This dissatisfaction may explain why only 45% of employees believe that the changes in the past 12 months have been positive for ABC. Senior management should consider taking prompt measures to help employees navigate through the transition of its recent mergers, communicating frequently and consistently about company direction, reiterating ABC's commitment to providing quality client care and living up to its values of trust, quality, fairness, compassion, enthusiasm and honesty.

There are opportunities for improvement in ABC's operational processes, communications and training opportunities. ABC has already taken the critical first step in listening to associates and soliciting their feedback. What senior management and leaders at ABC do about these survey results, is equally, if not more important in demonstrating ABC's commitment toward employees and in boosting morale and productivity.

Areas of Opportunity

Senior Management

1. Review and revise, as appropriate, the company's mission, vision, values and goals in light of the changes in the industry.
2. Be more visible to employees by walking the floors and visiting branch offices.
3. Consider ways to promote stronger customer relations and be more responsive to market developments.
4. Help employees understand the new direction ABC is heading and how it may impact employees.
5. Acknowledge employees' concerns of job security and educate employees on what they can do to stay employable.

Immediate Supervisors

1. Continue to be accessible to employees and be understanding of employees' need for a balance between work responsibilities and personal commitments.
2. Identify ways to coach employees and provide constructive performance feedback.
3. Help employees understand their career path and help them assess their career development opportunities.

Areas of Opportunity

Communications

1. Conduct employee survey feedback sessions to share survey results and action plans.
2. Design a comprehensive communication strategy, including content, frequency and vehicles of communications.
3. Explore ways to improve inter-departmental, inter-office and cross-border communication such as conducting more employee meetings, sending company newsletters or promoting the use of a company intranet.
4. If appropriate, consider offering more coaching classes to managers and leaders to help them communicate effectively with their subordinates.

Performance Review, Training, and Career Advancement

1. Review current performance review program, develop metrics to measure employee performance which can be tied to rewards and compensation.
2. Review current career advancement program, help employees understand how they can progress within their department or between departments.
3. Encourage employees and supervisors to provide regular informal feedback to acknowledge a job well done and to help employees improve job performance.

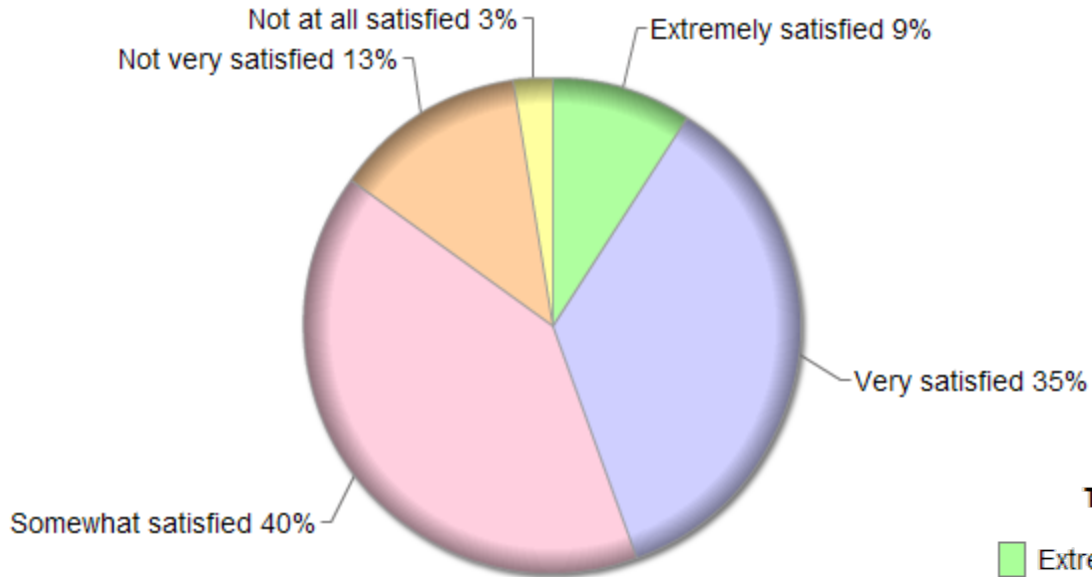


The 4Cs analysis usually begins with overall satisfaction, since this is used as a basis for all further analysis

Overall Satisfaction

Overall Satisfaction

Employees' overall job satisfaction is low relative to both the industry and U.S. norms. Only 44% of employees are extremely or very satisfied with their job at this time. This level of overall job satisfaction is far short of Insightlink's recommended minimum of 65%.



Recommended Minimum Target for Employee Satisfaction
65%

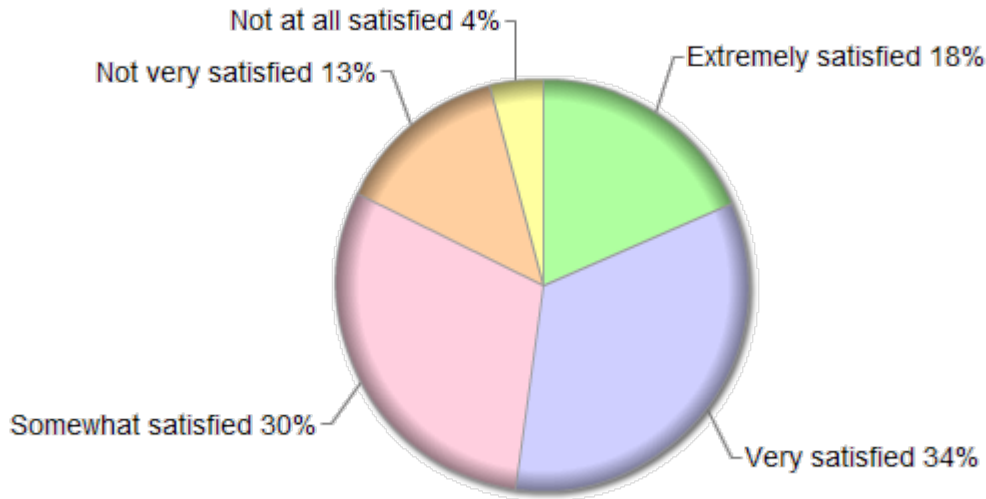
	2009	Benchmark	
		Industry NORM	U.S. NORM
Top 2/Positive:	44%	53%	56%
Extremely satisfied (69)	9%	13%	18%
Very satisfied (264)	35%	40%	38%
Somewhat satisfied (303)	40%	31%	31%
Not very satisfied (94)	13%	11%	9%
Not at all satisfied (19)	3%	4%	3%

arrows show differences of +/- 5 points from industry norm

5. Overall, how would you rate your satisfaction with your job at this time?

Overall Satisfaction

ABC employees' job satisfaction has decreased substantially, dropping from 71% in 2006 to 64% this year. While this level of overall job satisfaction is higher than the industry norm (53%), and the U.S. national norm (55%) it now falls slightly short of Insightlink recommended minimum target of 65%.



For follow-up studies, your previous results are included to show you what has changed

	2009	Ind. NORM	U.S. NORM	2008
Top 2/Favorable:	52% ↑	62%	56%	43%
Extremely satisfied (22)	18%	21%	18%	14%
Very satisfied (40)	34%	41%	38%	29%
Somewhat satisfied (36)	30%	26%	31%	37%
Not very satisfied (16)	13%	9%	9%	15%
Not at all satisfied (5)	4%	3%	3%	4%

arrows show differences of +/-5 points from 2008

5. Overall, how would you rate your satisfaction with your job at this time?

Most Satisfying Aspects of Job

Examples of verbatim comments from employees are used to further illustrate the report findings

ABC employees are most satisfied with their coworkers, their flexible schedules, a growing company, helping clients, acknowledgement of supervisors, friendly atmosphere, and pay and benefits.

"People I work with and my ability to help our customers; both referral sources and patients/families."

"The organization is great. They really care about their employees."

"The emphasis on patient care and patient satisfaction. This company really emphasizes client satisfaction."

"Being able to set up your own schedule. They are willing to work with you."

"Availability of supervisors and office staff to answer any questions or concerns."

"The people that I work with."

"Giving to those that need help."

"Be able to work independently in the field."

"Flexibility, friendly coworkers, laid back atmosphere, teamwork."

"Working with an growing company with a lot of potential."

"The smile on my client face and knowing I have made their life a little better."

Overall Satisfaction By Department

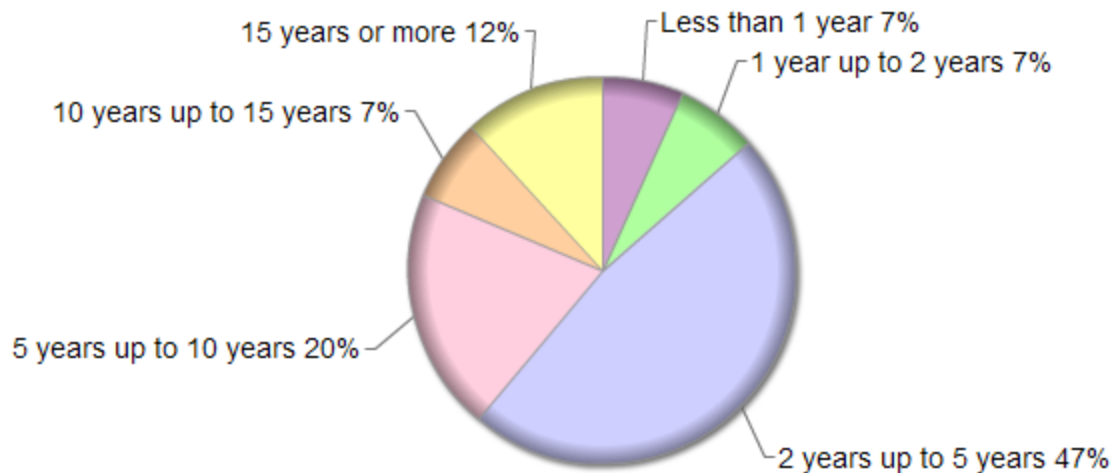
Selected findings by group or department in comparison to the total can be useful in pinpointing problems

	TOTAL	Leadership	Accounting	Operations	Shipping	Engineering
The people you work with/your co-workers	86%	88%	100%	72%	67%	100%
Your immediate supervisor	76%	88%	33%	92%	33%	40%
Your department's manager	75%	83%	33%	91%	67%	40%
Your opportunity to make suggestions and be involved in your work	71%	88%	67%	54%	33%	80%
The number of hours you usually have to work	62%	50%	100%	73%	67%	40%
The overall work environment/culture at this organization	51%	63%	67%	63%	33%	20%
Your opportunity to learn new skills and grow	47%	58%	33%	45%	33%	60%
The Leadership Team	46%	63%	100%	42%	33%	20%
The amount of ongoing training and development you receive	45%	85%	33%	45%	0%	20%
Your opportunities for advancement	37%	57%	33%	45%	0%	20%
The level of reward and recognition at this organization	33%	71%	33%	36%	0%	0%

Note: **Green** indicates scores 5 or more points higher than total. **Red** indicates scores 5 or more points lower than the total.

Anticipated Tenure

Though the overall job satisfaction level is low, more than one third of the employees (39%) see themselves working at ABC Company for five years or more, while less than a quarter (14%) expect to work here for two years or less. This proportion indicates the likelihood of short-term employee turnover which is lower than the industry norm.

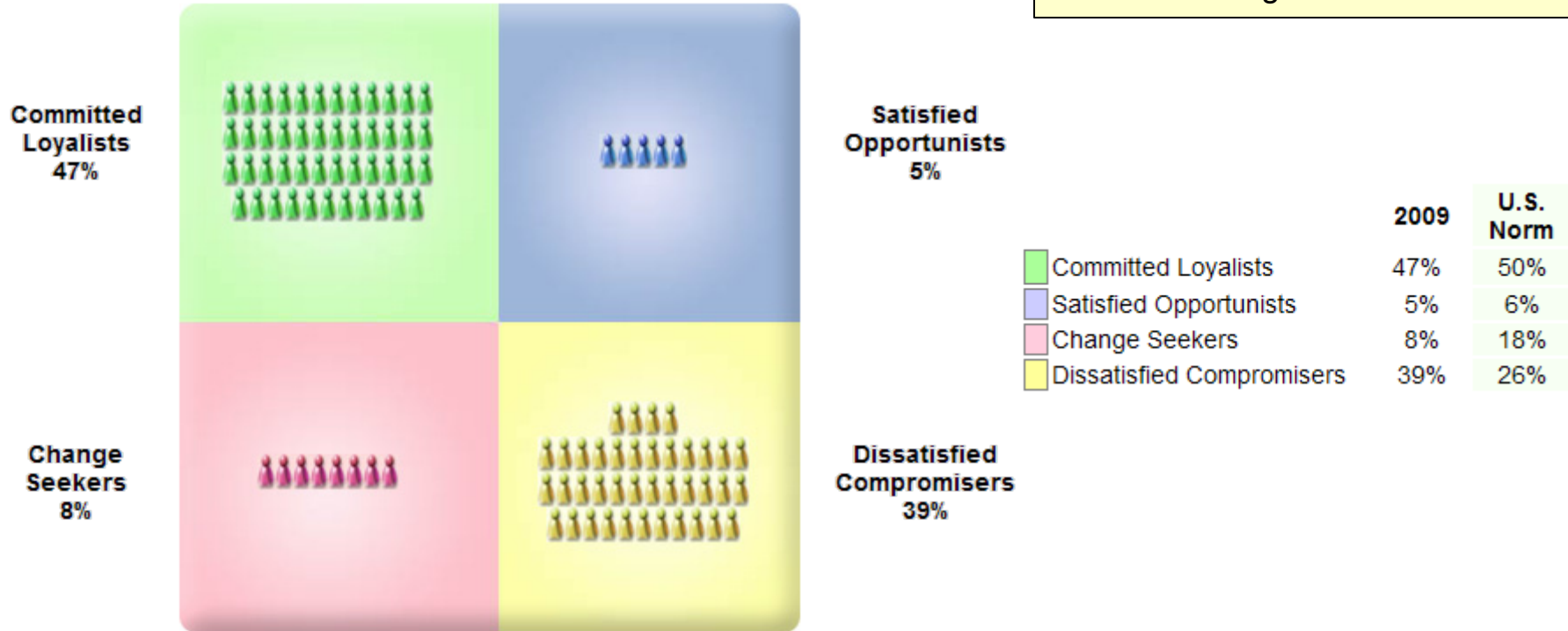


	2009	Ind. NORM	U.S. NORM
Less than 1 year (4)	7%	13%	9%
1 year up to 2 years (4)	7%	14%	11%
2 years up to 5 years (28)	47%	28%	20%
5 years up to 10 years (12)	20%	15%	17%
10 years up to 15 years (4)	7%	10%	9%
15 years or more (7)	12%	18%	16%

9. From this point on, how long do you see yourself working at this company?

Loyalty & Engagement Matrix

The Loyalty & Engagement Matrix is a distinguishing feature of all 4Cs reports, by grouping employees into four distinct segments



DEFINITIONS:

Committed Loyalists: Extremely/very satisfied and plan to stay 2+ years

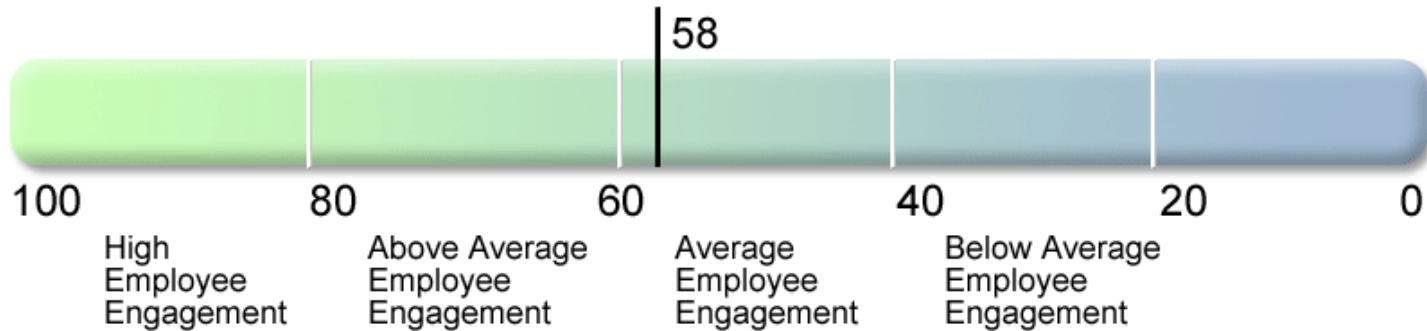
Satisfied Opportunists: Extremely/very satisfied and plan to stay < 2 years

Dissatisfied Compromisers: Somewhat/not very/not at all satisfied and plan to stay 2+ years

Change Seekers: Somewhat/not very/not at all satisfied and plan to stay < 2 years

Employee Engagement Index

ABC has an employee engagement that lies between average and above average, at 62. Work environment, conducting business in an open and honest manner, being proud to work at ABC and the feeling of being motivated to do a job well are contributing to employees' engagement. However, caring about what's on employees' minds, senior management listens and responds to employees ideas and treating employees with respect and dignity are likely dampening some employees' engagement working for ABC. Going forward, ABC needs to quickly address the immediate issues such as senior management listening and responding to employees' ideas. Longer-term, ABC can strive to continue to clearly recognize excellent performance and developing cohesive team environments.



Insightlink's Engagement Index is a straightforward single-number score that reflects an organization's success at engaging their workforce and compares the average (calculated on a 0-100 scale) to a benchmark norm. The benefits of increasing the Engagement Index include improved morale and job satisfaction, enhanced productivity, greater competitiveness and higher revenues, as well as decreased employee stress, less absenteeism, reduced turnover and fewer costs related to turnover.



Framework for 4Cs Comprehensive Analysis Reporting

In addition to overall satisfaction, each Insightlink 4Cs report includes a summary of your organization's:

1. Culture (sample on pages 19-24)
2. Commitment
3. Communications
4. Compensation



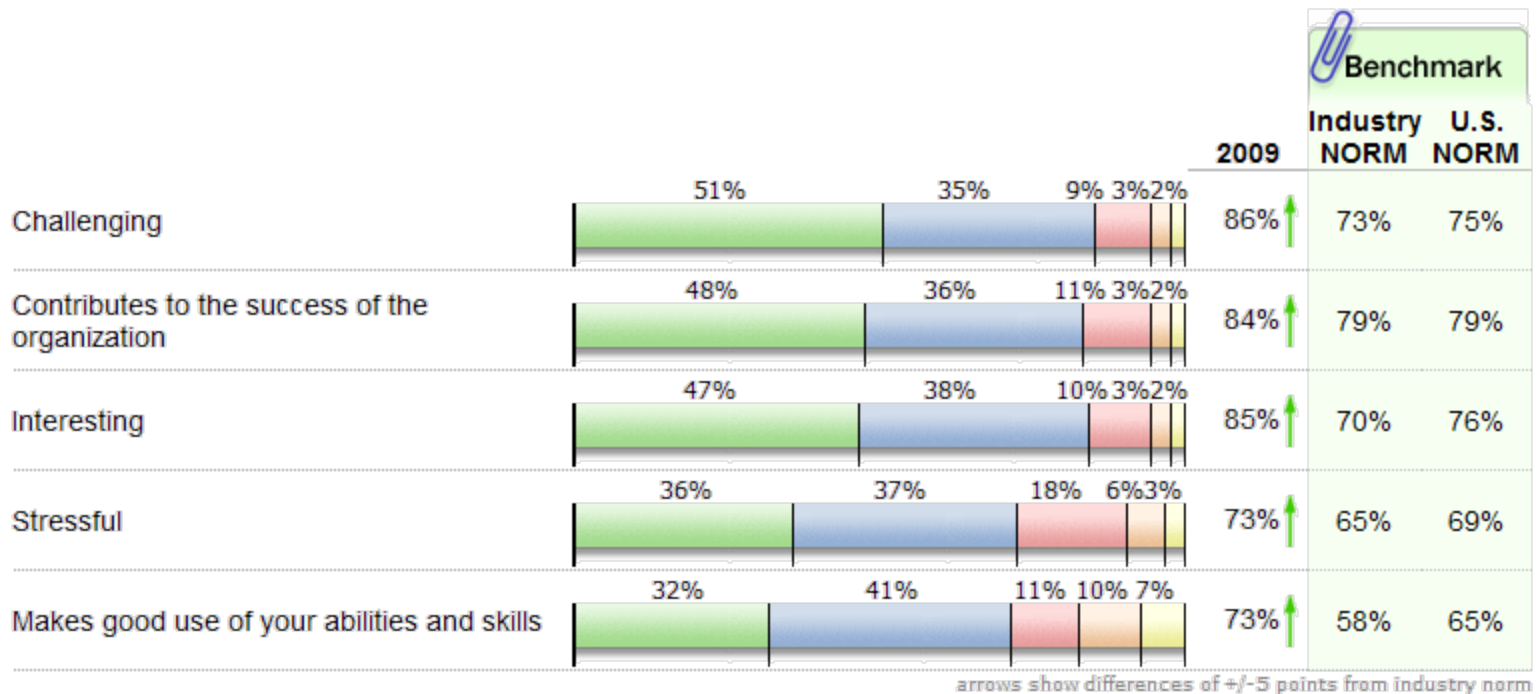


CULTURE

“Culture” is one of the critical sections of the 4Cs report since it covers so many important elements of the work experience

Work Profile

Most employees are very enthusiastic about the work that they do at ABC. More than eight-in-ten agree that their work is challenging (86%), interesting (85%) and contributes to the success of the company (84%). In addition, about three-quarters also agree that their work makes good use of their abilities and skills (73%) but is nonetheless stressful (73%). The results exceed both the industry and U.S. norms.



10. How much do you agree or disagree that each of the following describes the work that you do?

This summary focuses on the largest gaps between what is important to employees and how they rate your organization

Employees are chagrined by ABC's lack of reward for employee loyalty, creativity and innovation. Furthermore, only 42% agree that there is a good sense of morale among the people they work with and only 38% agree that employees strongly identify and live the values of the company.

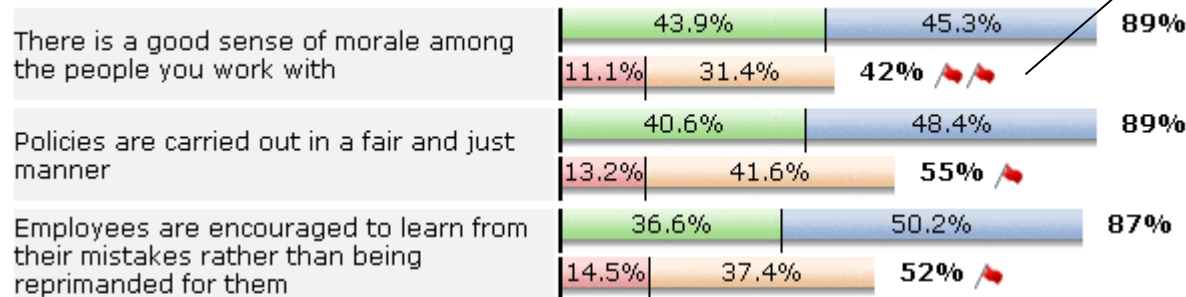
Employee training, rewards and recognition and pay for performance remain areas of concerns. For instance, only about four-in-ten agree that people primarily get ahead in ABC based on the merits of their work (40%) and that recognition and rewards are based on merits (43%). Moreover, employees seem to be at a loss in how to advance their careers, where only 44% agree that they understand what it takes to advance their careers at ABC.

In terms of accountability, while about six-in-ten (61%) agree that all employees are accountable for their conduct and performance, only 38% agree that corrective actions are taken when employees do not meet performance standards. This may be a reason why few employees believe that recognition and rewards are based on the merits of their work.

Overall, there are significant gaps between what employees believe to be important in a company's culture and the extent to which these elements are present at ABC. Valuing and rewarding employee loyalty as well as having a good sense of morale among employees top the list. The results indicate that there is a lot of room for improvement in creating a work environment and shaping a company culture that is conducive to fostering employee engagement and enthusiasm.

Culture Evaluator

- Importance vs. Performance -



“Red flags” show differences of either 20+ or 40+ points – clearly showing what needs to be prioritized.

This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag indicates a gap of 20+ points.



CULTURE	2009 Gap	2008 Gap	2007 Gap
You find that the tools, training and technology provided by this organization consistently give you what you need when you need it	11%	11%	12%
The people you work with demonstrate a sense of team spirit and helpfulness	11%	7%	6%
Creativity and innovation are rewarded at this organization	10%	9%	7%

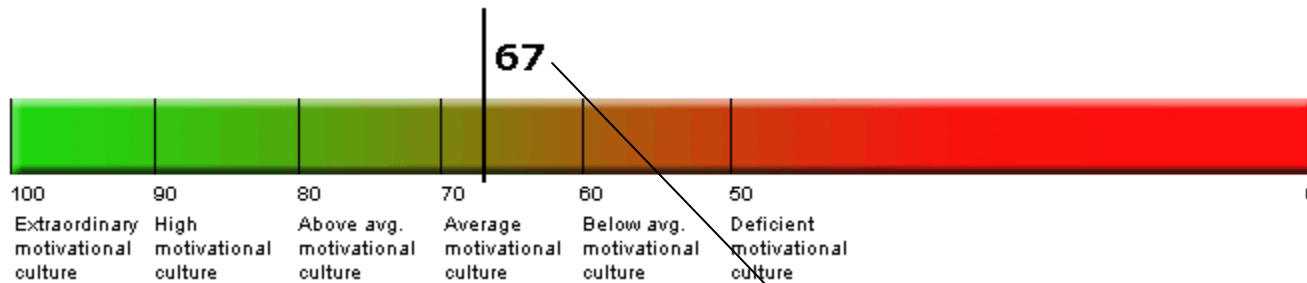
Trending will show differences in the importance vs. performance gaps over time.

27-31. Please rate how important each of the following statements is to you.

33-37. Please rate the performance of ABC Company by agreeing or disagreeing with each of the following statements.

Motivation Index

The Motivation Index is a summary score of the “motivational culture” in an organization. At 67, ABC’s motivation index is below the average level. To further improve its motivation index, some areas of consideration include improving the overall work environment and culture, providing opportunities for career advancement, providing more informal recognition and training opportunities, improving communications between departments and between management and employees, as well as offering competitive compensation.



The Motivation Index is a summary of ratings relative to your organization’s culture surrounding reward and recognition

Hot Zones

HOT ZONES	Total	DEPTA	DEPTB	DEPTC	DEPTD
Which of the following best describes the type of work that you do?	33%	20%	40%	32%	
Overall, how satisfied are you with the benefits provided by ABC?	54%	41%	55%	55%	
How satisfied are you with the overall effectiveness of communications within ABC?	40%	59%	43%	33%	31%
Which of the following statements best describes your workload at ABC?	87%	78%	78%	94%	88%
When was your most recent performance review?	83%	65%	89%	93%	78%
In general, how satisfied are you with ABC' performance review program?	44%	50%	51%	37%	41%
How strong a commitment do you feel toward ABC? Would you say that you feel...	81%	78%	76%	79%	88%
Which of the following statements best describes how committed you feel ABC is to you as an employee?	54%	70%	54%	42%	53%
How much do you agree or disagree that, in the past 12 months, your experience of working at ABC has improved and that the organization is moving in a positive direction overall?	59%	74%	65%	48%	47%

Hot Zone charts can provide an easy visual indication of potential problem areas within the organization.



Suggested Next Steps

The last section of each Insightlink report includes a list of suggested next steps to help you make best use of your results



Suggested Next Steps

Our analysis and recommendations along with the “Insightlink 4Cs Workbook” will help you develop your action plan.

1. Share employee survey results with management and key stakeholders.
2. Share employee survey results with all employees.
 - Thank employees for participating in the survey. If appropriate, publish an article in company newsletter to acknowledge employees’ participation and highlight survey results.
 - Management may want to present highlights to employees at employee meetings and provide an opportunity for employees to ask questions.
3. Identify key personnel to work on these critical issues and hold these key personnel accountable. Design a project plan with key dates and milestones and identify metrics of success.
4. Review action plans regularly to ensure on time completion. Conduct regular communications about the progress of action plans to keep employees informed and energized.
5. Celebrate successes when milestones are reached.
6. Assess employees’ perceptions of the above improvements after employees have had a chance to experience these changes.
7. Measure metrics of success to identify impact and return on investment of action plans.



This sample is a condensed version with only key selections from an actual 4Cs Comprehensive Analysis report.

Our clients consistently tell us that by using this report they can really see their organization through the eyes of their employees. That's our goal. To help you get a clear vision of both the positive and the negative and provide you with the tools to help you move your organization in the right direction.

If you have additional questions, please call us at 626-395-9429 x705
or email information@insightlink.com