



ENGAGE

Employee Engagement Survey

What's **Employee Engagement**?



We define it as the extent to which employees:

Feel **passionate**
about their jobs.

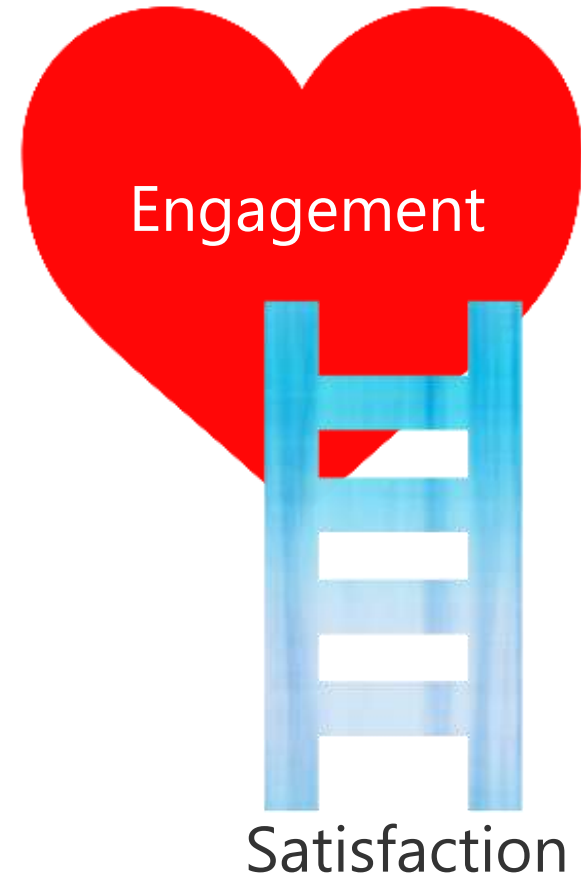
Are **committed** to
the organization.

Put extra **effort**
into work.

Engagement Vs. Satisfaction



- We can be satisfied with a job without being engaged
- Not "happiness", but the "emotional commitment" to the organization and its goals.
- Engagement and satisfaction factors are different
- Engagement Leads to better results



Key Engagement Elements



Based on statistical analysis and industry research, there are four primary factors that characterize high performance organizations. They are the foundation of our framework.



Categories of Engagement Questions



- Accountability
- Communication
- Compensation
- Empowerment/Autonomy
- Execution
- Leadership and Motivation
- Opportunities for Growth
- Organization Effectiveness
- Overall Engagement
- Personal Expression
- Purpose and Direction
- Quality and Customer Focus
- Respect for Employees
- Teamwork and Cooperation
- Trust
- Values
- Workplace and Resources

Typical Drivers of Employee Engagement

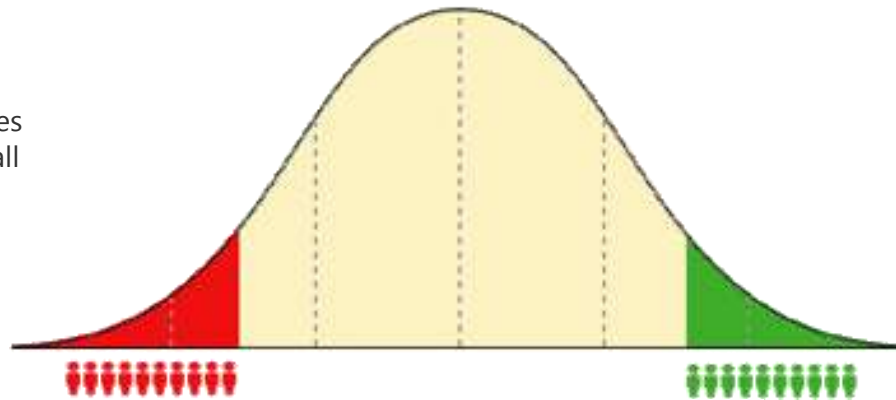


Statistical analysis of engagement survey data from hundreds of different organizations reveals several universal drivers of engagement and disengagement. It also shows how engagement and disengagement are fundamentally different in some important ways.

Employee engagement is built on a foundation respect, trust, values, openness, and teamwork. These are the universal drivers that exist across cultures, across industries, and across the entire spectrum of engagement levels. Regardless of whether employees are engaged, disengaged, or somewhere in between, the building blocks of engagement are important.

One dominant theme separates disengaged employees from all others. Problems with...

**Managers
Managers
Managers**



Building Blocks of Engagement

**Respect
Trust
Values**

**Openness
Fairness
Teamwork**

There are three specific areas that distinguish the most engaged employees from all others.

**Personal Expression
Empowerment/Autonomy
Accountability**

Overall Engagement



- The overall engagement score provides a high-level overview of the level of engagement (and disengagement) in your organization.
- Possible scores range from 0 (100% of employees are disengaged) to 100 (100% of employees are engaged).
- A score of:
 - 50 is average
 - 60 is good
 - 70 is best in class (only about 10% of organizations score above 70)

Overall Engagement



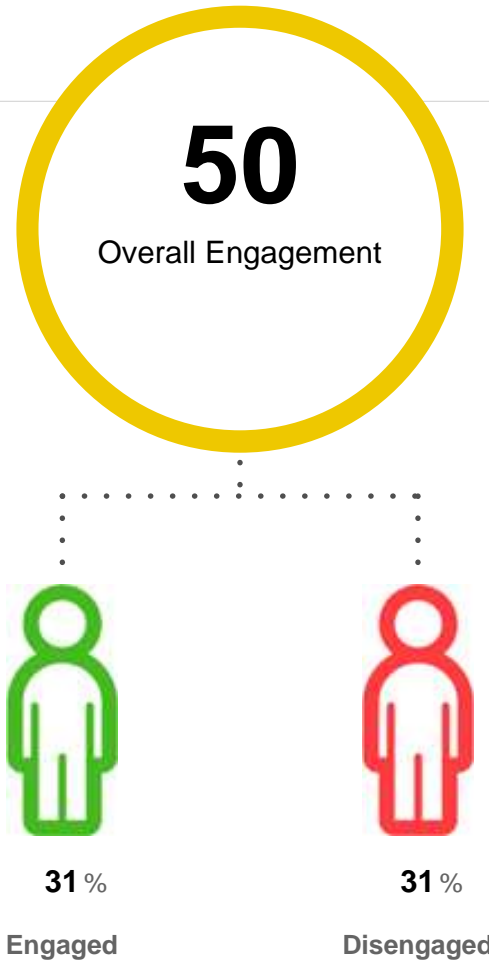
The average organization:





ITWORX Results

Overall Results





Drivers of Engagement



31% of employees are engaged.

The items listed below are the things that matter most to your most engaged employees. If you want to build an organization of top performers these are the cultural attributes to focus on.

Make sure that excelling in these areas is a priority throughout your organization. Look for ways to build on and reinforce these keys to engagement. Look for ways to make these things a part of your company culture.

DRIVER	ITEM	%ILE
•	Empowerment/ Autonomy: Employees are given the freedom and authority they need to make necessary decisions.	52
•	Values: I have a clear understanding of ITWORX values and behavioral standards.	8
•	Organizational Effectiveness: At ITWORX, we are good at setting priorities and sticking to them.	56
•	Communication: Information and knowledge are shared openly within ITWORX.	79
•	Accountability: My manager always addresses poor performance appropriately.	75
•	Purpose and Direction: My manager clearly defines goals and expectations.	37



Drivers of Disengagement



31% of employees are disengaged.

The items listed below are the things that matter most to your most disengaged employees. It is likely that they are causing or contributing to their disengagement.

Addressing these sources of pain and frustration will help disengaged employees become less disengaged and prevent other employees from becoming disengaged in the future.

DRIVER	ITEM	%ILE
•	Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.	46
•	Execution: My manager keeps his/her commitments.	-
•	Execution: My manager remains focused, even under pressure.	52
•	Accountability: My manager consistently holds people accountable.	72
•	Purpose and Direction: My manager clearly defines goals and expectations.	37
•	Values: My manager always acts in a way that is consistent with ITWORX values.	77



Organization

64th

Culture of Engagement

51st

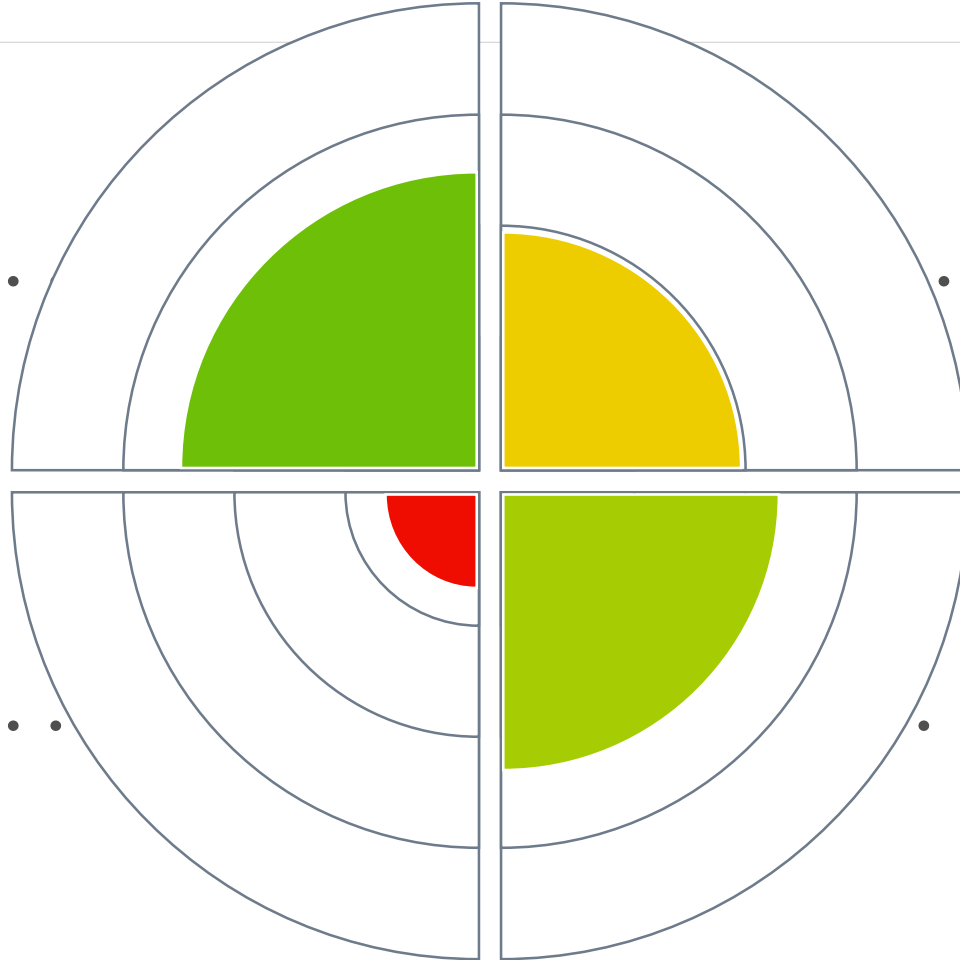
Motivating and Relating

20th

Strategic Alignment

59th

Managing Execution





Percentile Score	64th	Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.
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RESPONDENTS = 392

Trust: There is an atmosphere of trust at ITWORX.



Communication: Information and knowledge are shared openly within ITWORX.



Trust: People at ITWORX can be counted on to follow through on their commitments.



Values: High ethical standards are always maintained throughout ITWORX.



Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.



Accountability: Our Leadership Team Members are held accountable for achieving results.



Communication: Our Leadership Team Members communicate well with the rest of the organization.



Accountability: Poor performance is effectively addressed throughout ITWORX.



Personal Expression: People with different ideas are valued at ITWORX.





Percentile Score	20th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 392

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>51st</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 392

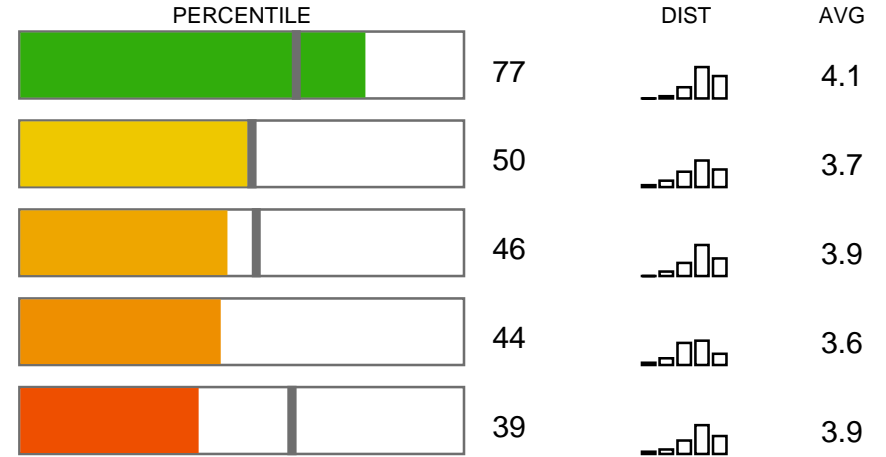
Values: My manager always acts in a way that is consistent with ITWORX values.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Respect for Employees: My manager values my talents and the contribution I make.





<p>Percentile Score</p>	<p>59th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 392

Accountability: My manager always addresses poor performance appropriately.



Accountability: My manager consistently holds people accountable.



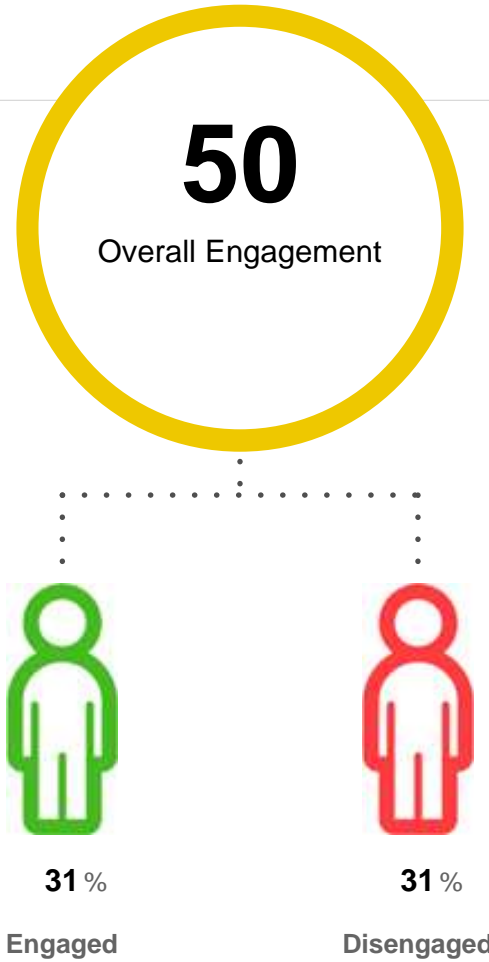
Execution: My manager remains focused, even under pressure.



Purpose and Direction: My manager clearly defines goals and expectations.



Results - Location





Organization

65th

Culture of
Engagement

52nd

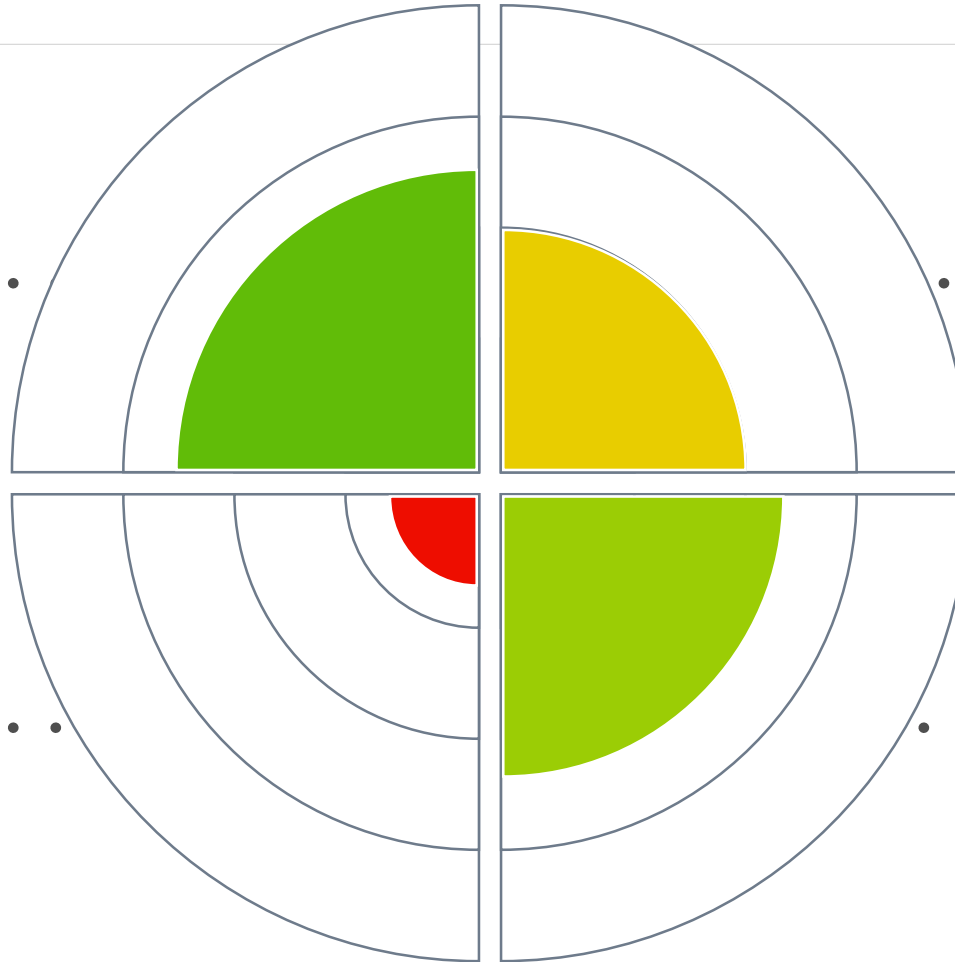
Motivating and
Relating

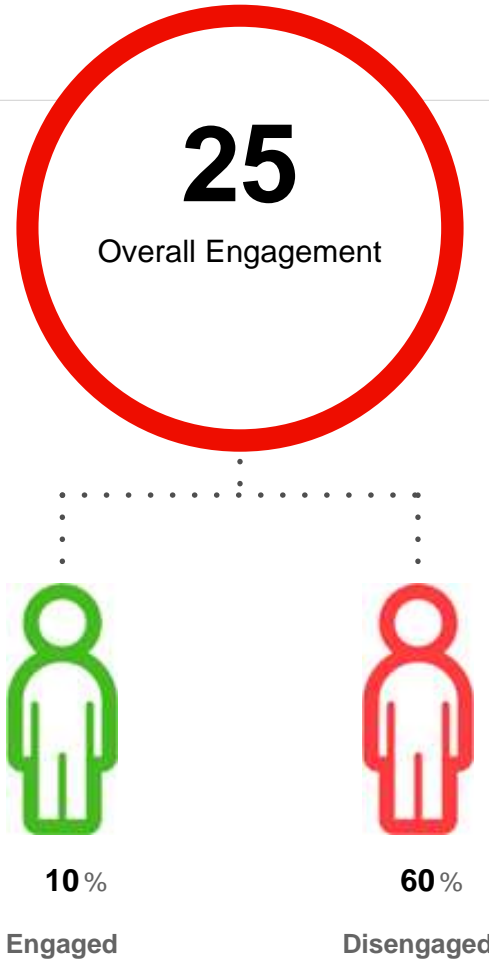
19th

Strategic
Alignment

60th

Managing
Execution







Organization

26th

Culture of
Engagement

20th

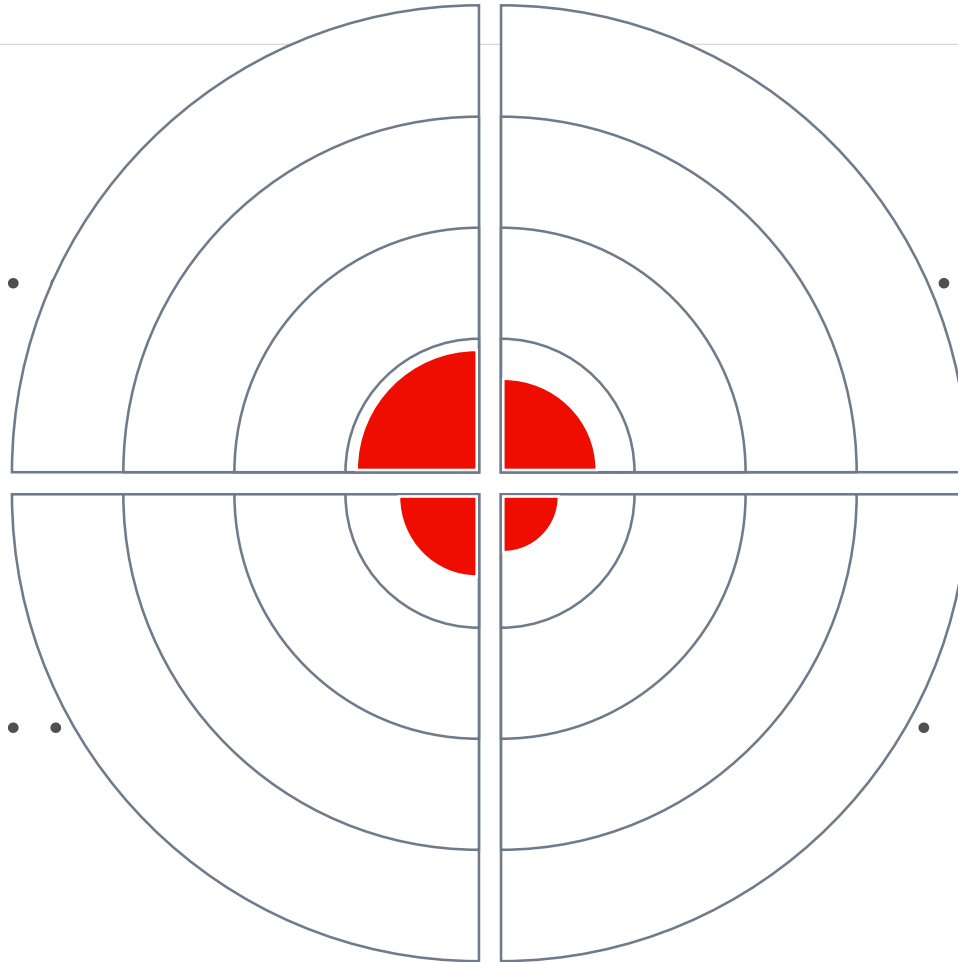
Motivating and
Relating

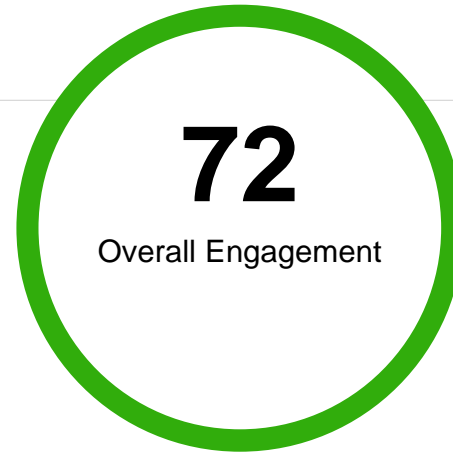
17th

Strategic
Alignment

12th

Managing
Execution





56%

Engaged



11%

Disengaged



Organization

78th

Culture of
Engagement

80th

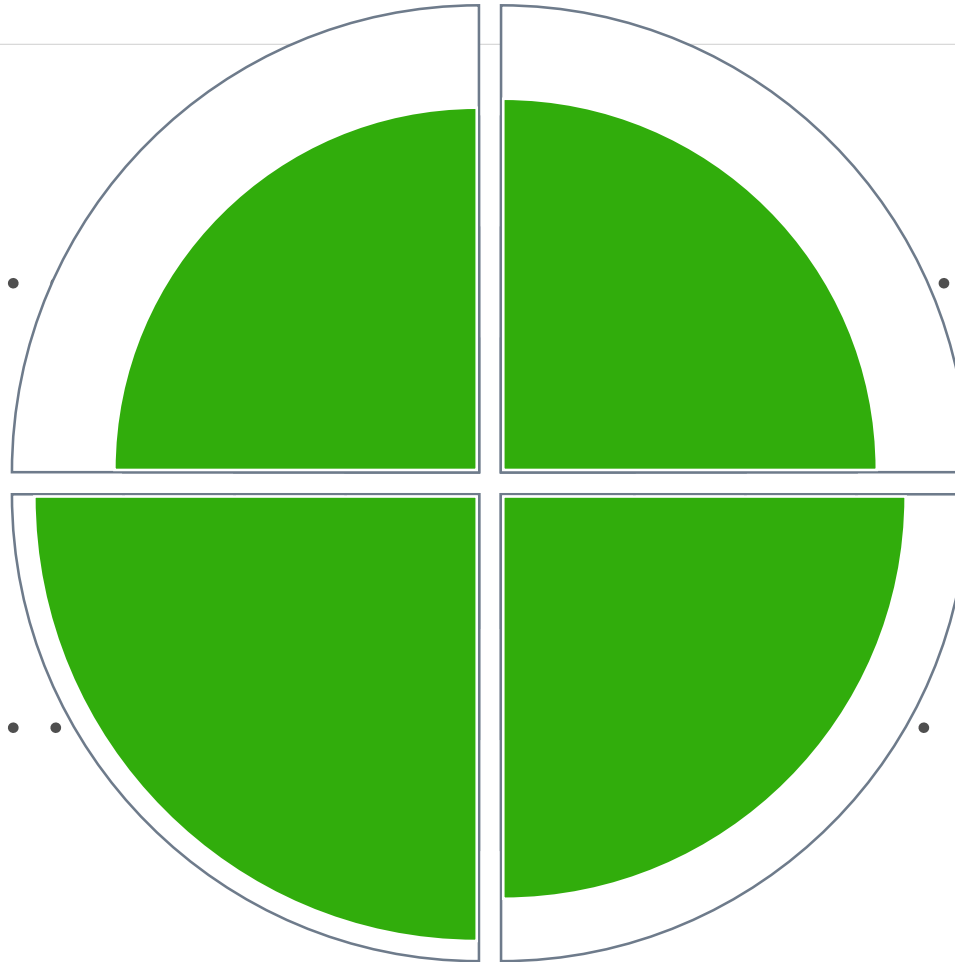
Motivating and
Relating

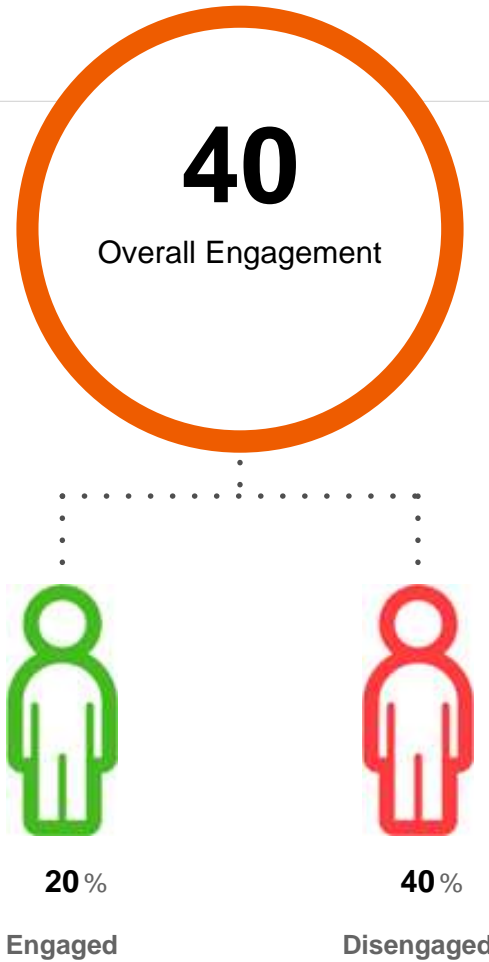
95th

Strategic
Alignment

86th

Managing
Execution







Organization

51st

Culture of Engagement

46th

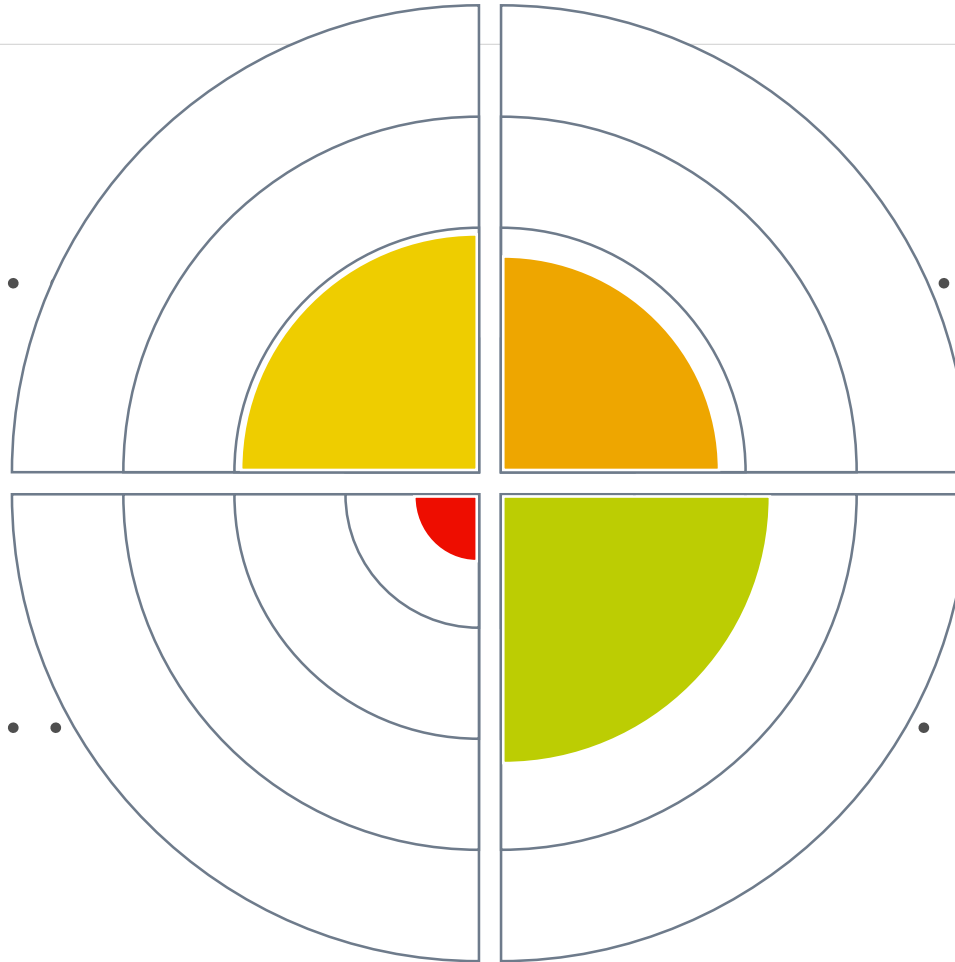
Motivating and Relating

14th

Strategic Alignment

57th

Managing Execution



Results - Tenure





Organization

78th

Culture of
Engagement

70th

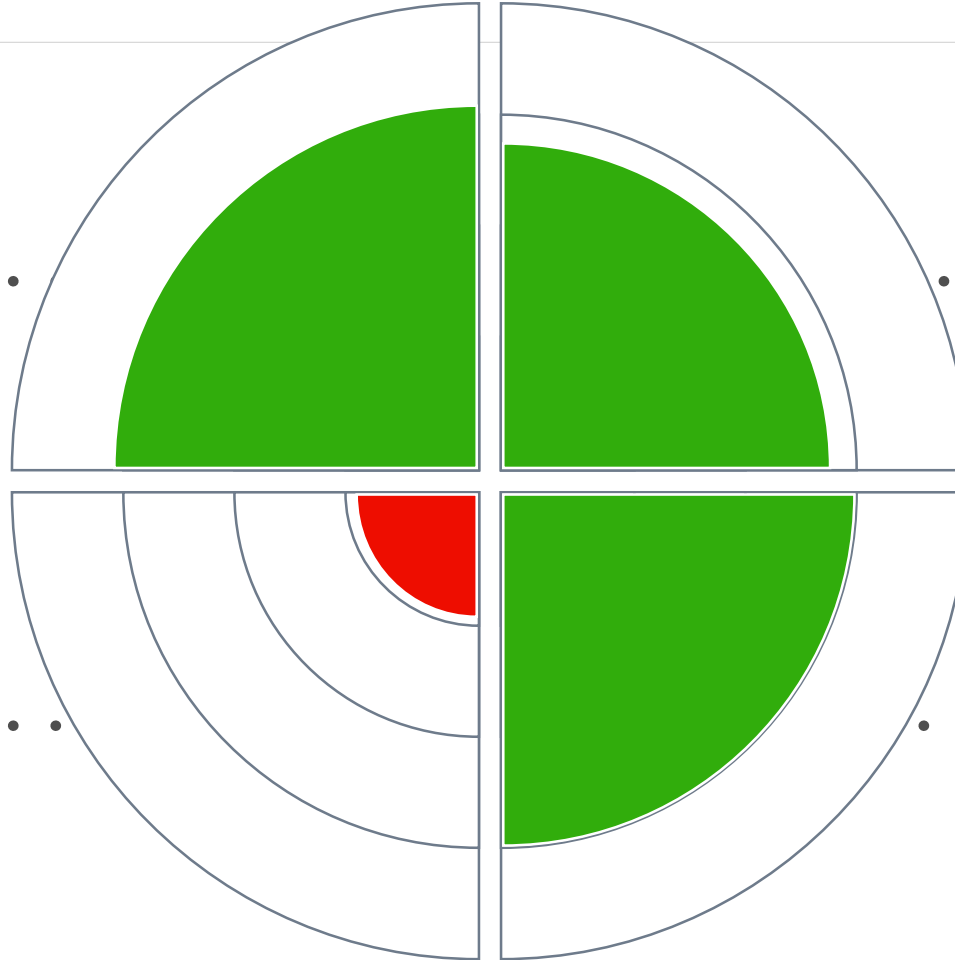
Motivating and
Relating

26th

Strategic
Alignment

75th

Managing
Execution





<p>Percentile Score</p>	<p>78th</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 49

Communication: Information and knowledge are shared openly within ITWORX.



Trust: There is an atmosphere of trust at ITWORX.



Communication: Our Leadership Team Members communicate well with the rest of the organization.



Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.



Values: High ethical standards are always maintained throughout ITWORX.



Trust: People at ITWORX can be counted on to follow through on their commitments.



Accountability: Our Leadership Team Members are held accountable for achieving results.



Empowerment/ Autonomy: Employees are given the freedom and authority they need to make necessary decisions.



Values: The actions of our Leadership Team Members support ITWORX mission and values.





Percentile Score	26th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 49

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Values: I have a clear understanding of ITWORX values and behavioral standards.



Communication: I have a clear understanding of ITWORX strategic goals.





<p>Percentile Score</p>	<p>70th</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 49

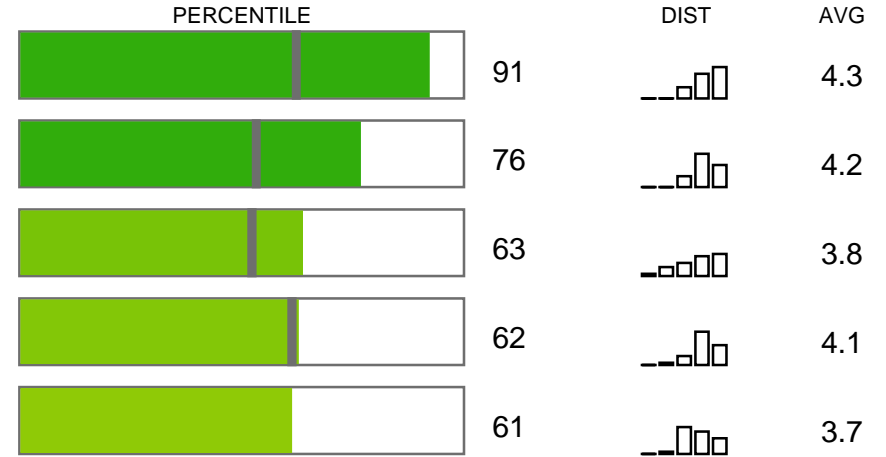
Values: My manager always acts in a way that is consistent with ITWORX values.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Respect for Employees: My manager values my talents and the contribution I make.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.





<p>Percentile Score</p>	<p>75th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 49

Execution: My manager remains focused, even under pressure.



Accountability: My manager consistently holds people accountable.

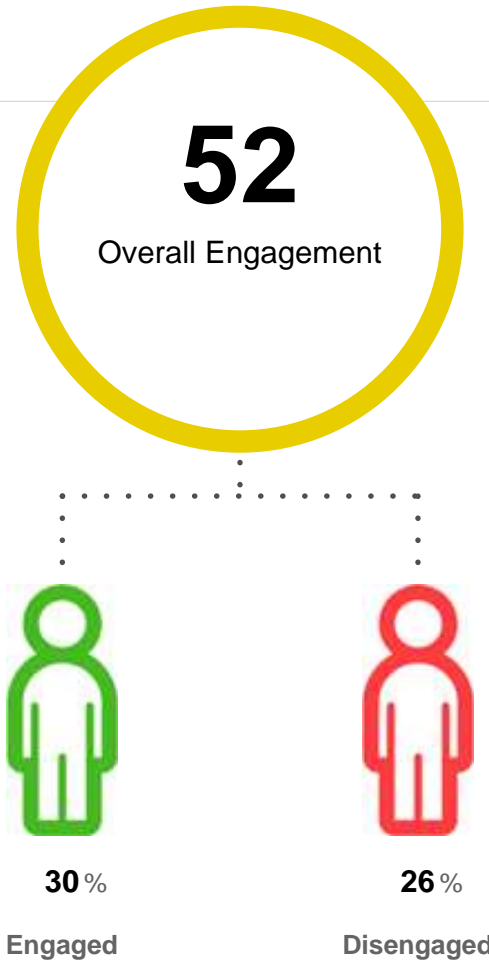


Accountability: My manager always addresses poor performance appropriately.



Purpose and Direction: My manager clearly defines goals and expectations.







Organization

63rd

Culture of Engagement

61st

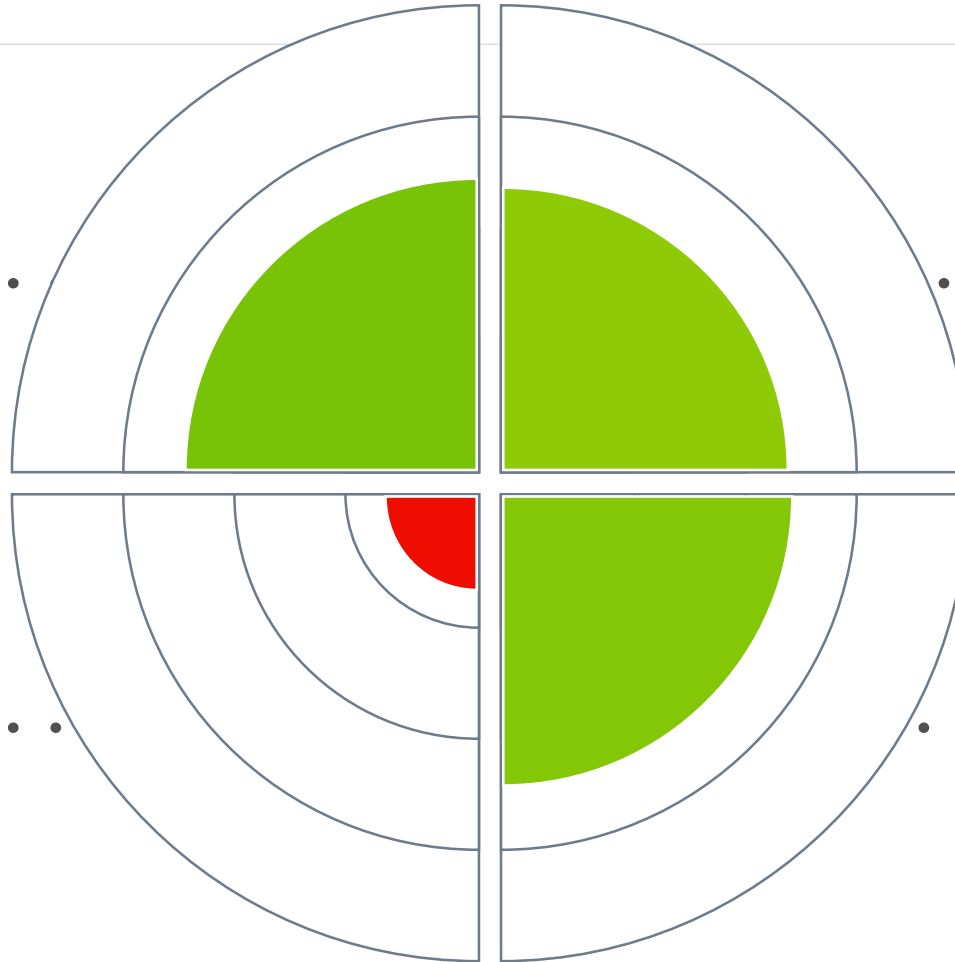
Motivating and Relating

20th

Strategic Alignment

62nd

Managing Execution





Percentile Score	63 rd	Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.
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RESPONDENTS = 74

Trust: There is an atmosphere of trust at ITWORX.



Communication: Information and knowledge are shared openly within ITWORX.



Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.



Values: High ethical standards are always maintained throughout ITWORX.



Trust: People at ITWORX can be counted on to follow through on their commitments.



Communication: Our Leadership Team Members communicate well with the rest of the organization.



Accountability: Our Leadership Team Members are held accountable for achieving results.



Personal Expression: People with different ideas are valued at ITWORX.



Accountability: Poor performance is effectively addressed throughout ITWORX.





Percentile Score	20th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 74

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>61st</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 74

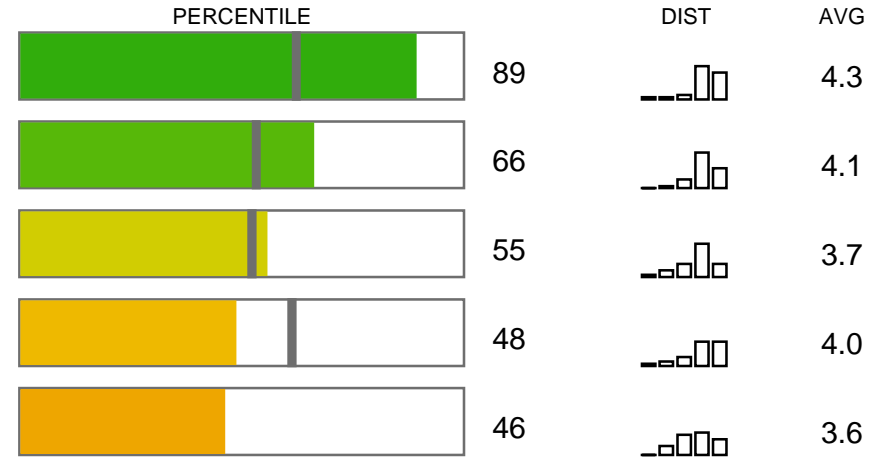
Values: My manager always acts in a way that is consistent with ITWORX values.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Respect for Employees: My manager values my talents and the contribution I make.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.





<p>Percentile Score</p>	<p>62nd</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 74

Accountability: My manager always addresses poor performance appropriately.



Accountability: My manager consistently holds people accountable.

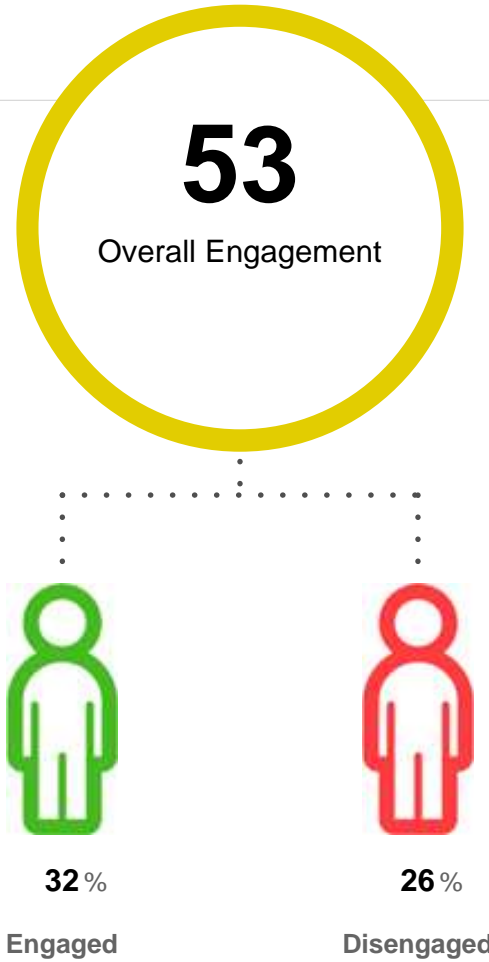


Execution: My manager remains focused, even under pressure.



Purpose and Direction: My manager clearly defines goals and expectations.







Organization

65th

Culture of Engagement

60th

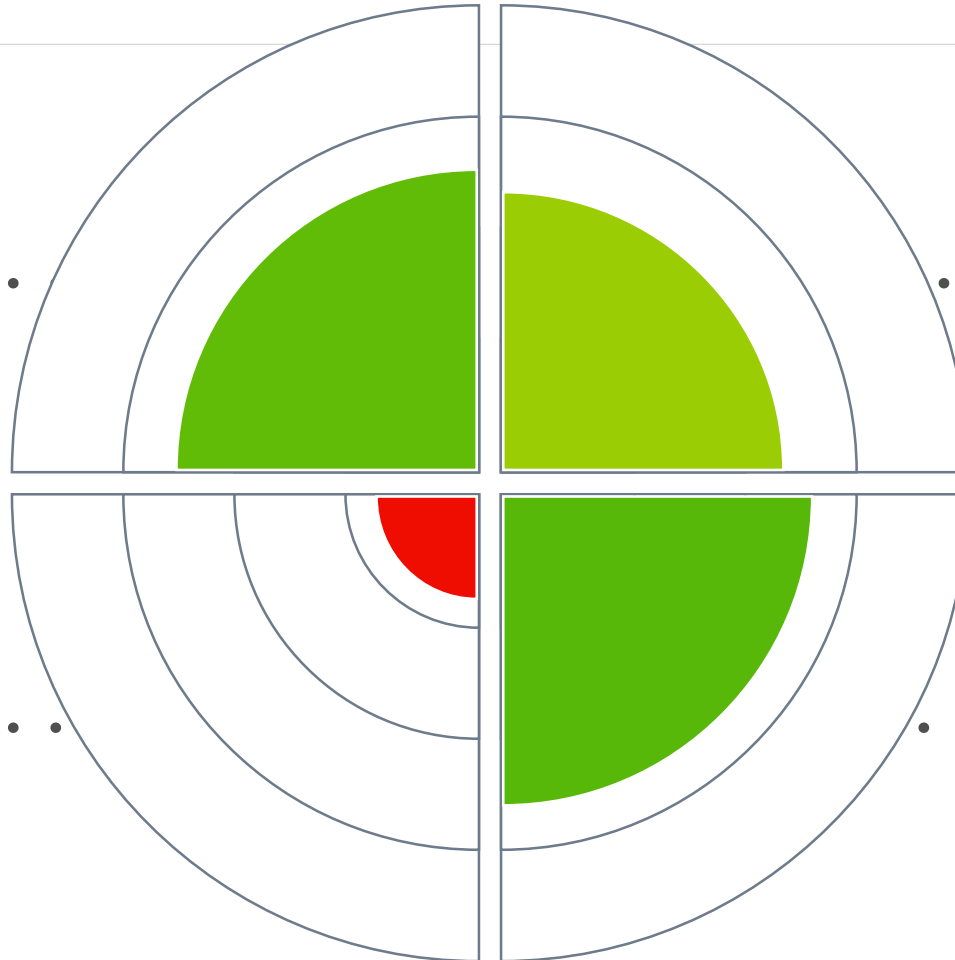
Motivating and Relating

22nd

Strategic Alignment

66th



















Managing Execution





<p>Percentile Score</p>	<p>65th</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 69

	PERCENTILE	DIST	AVG
Trust: There is an atmosphere of trust at ITWORX.			91 4.0
Communication: Information and knowledge are shared openly within ITWORX.			83 3.8
Accountability: Poor performance is effectively addressed throughout ITWORX.			79 3.5
Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.			75 3.5
Trust: People at ITWORX can be counted on to follow through on their commitments.			71 3.9
Values: High ethical standards are always maintained throughout ITWORX.			67 4.0
Communication: Our Leadership Team Members communicate well with the rest of the organization.			56 3.4
Personal Expression: People with different ideas are valued at ITWORX.			54 3.6
Accountability: Our Leadership Team Members are held accountable for achieving results.			54 3.7



Percentile Score	22 nd	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 69

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>60th</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 69

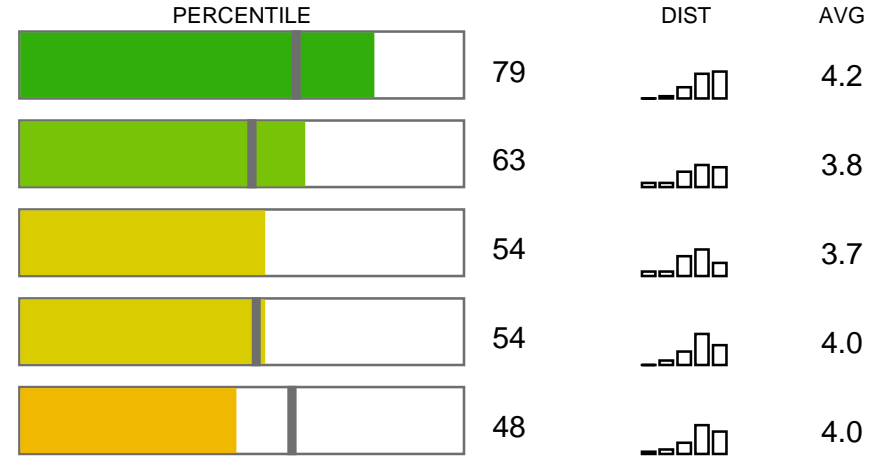
Values: My manager always acts in a way that is consistent with ITWORX values.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Respect for Employees: My manager values my talents and the contribution I make.





<p>Percentile Score</p>	<p>66th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 69

Accountability: My manager always addresses poor performance appropriately.



Accountability: My manager consistently holds people accountable.

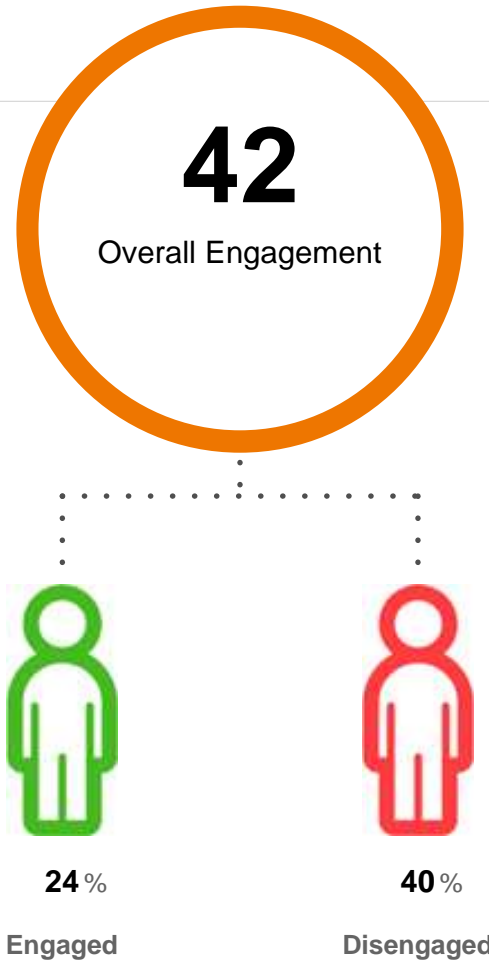


Purpose and Direction: My manager clearly defines goals and expectations.



Execution: My manager remains focused, even under pressure.





 **Organization**

53rd

Culture of Engagement

39th

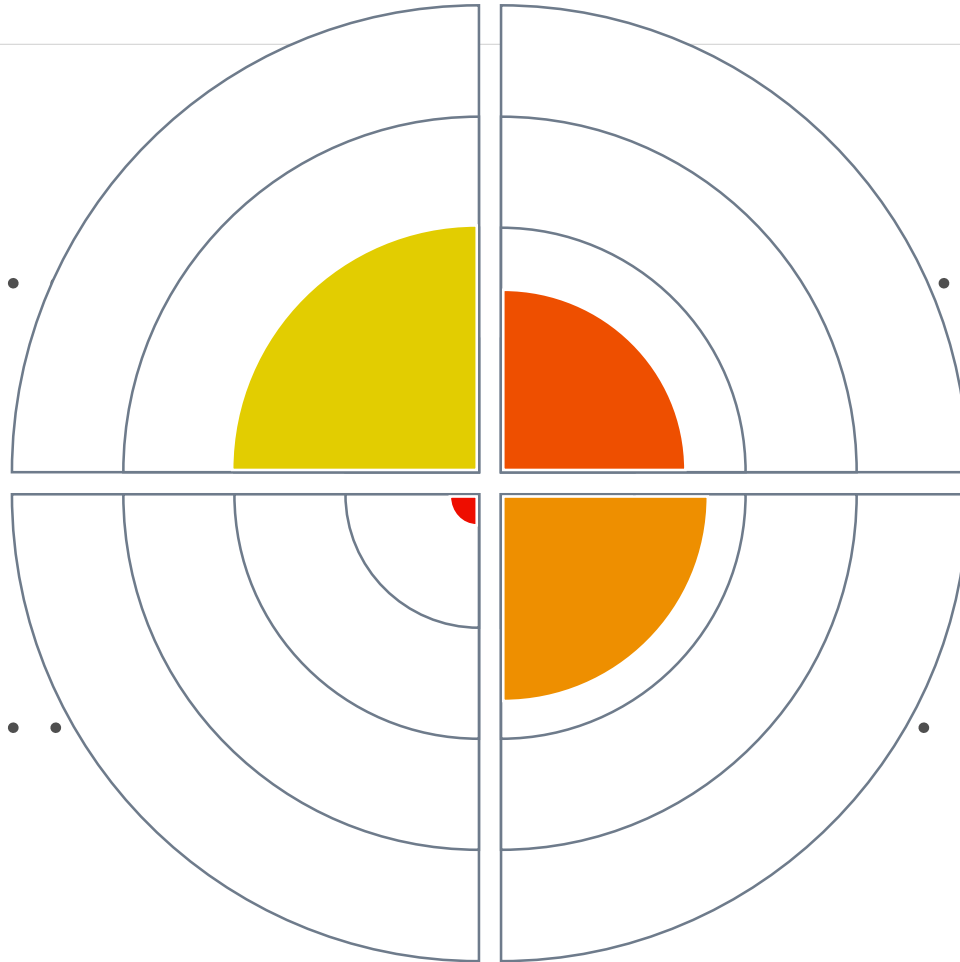
Motivating and Relating

6th

Strategic Alignment

44th

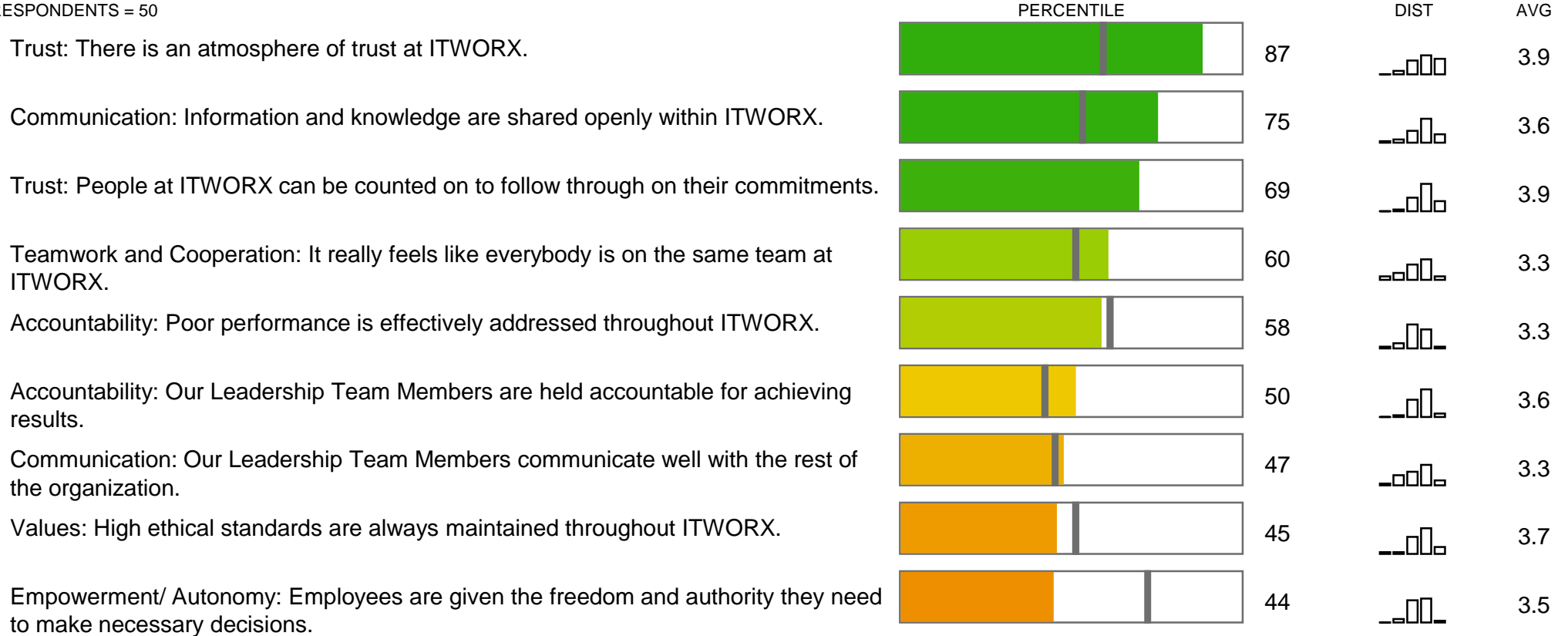
Managing Execution





<p>Percentile Score</p>	<p>53rd</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 50





Percentile Score	6 th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 50

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>39th</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 50

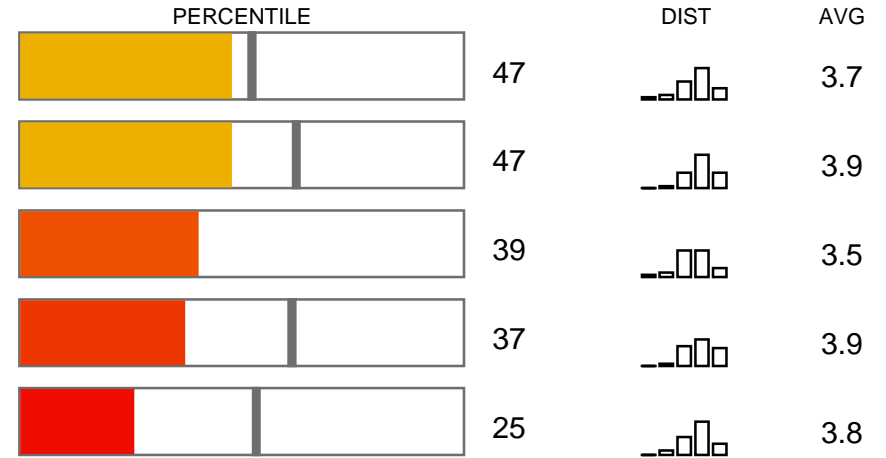
Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Values: My manager always acts in a way that is consistent with ITWORX values.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Respect for Employees: My manager values my talents and the contribution I make.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.





<p>Percentile Score</p>	<p>44th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 50

Accountability: My manager always addresses poor performance appropriately.



63

DIST



AVG

3.6

Accountability: My manager consistently holds people accountable.



48



3.7

Execution: My manager remains focused, even under pressure.



46



3.9

Purpose and Direction: My manager clearly defines goals and expectations.



21



3.6



34 %

Engaged



33 %

Disengaged



Organization

67th

Culture of Engagement

53rd

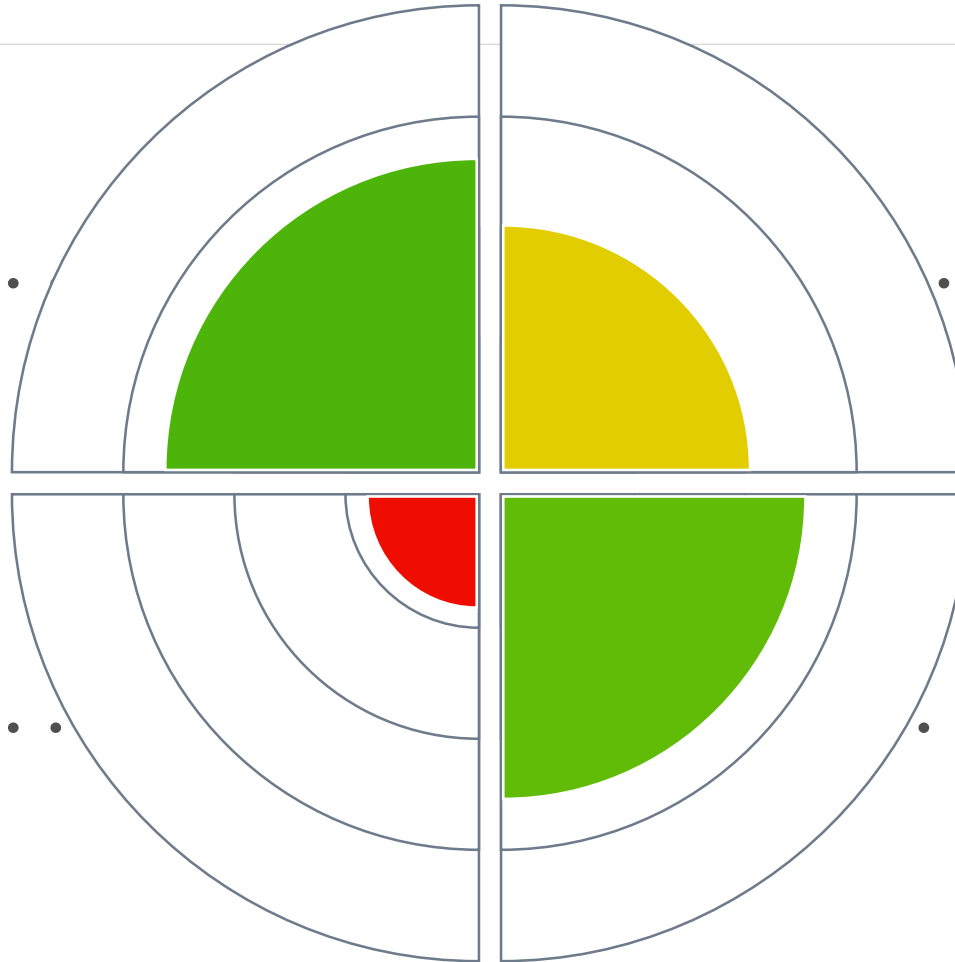
Motivating and Relating

24th

Strategic Alignment

65th



















Managing Execution





<p>Percentile Score</p>	<p>67th</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 82

	PERCENTILE	DIST	AVG
Trust: There is an atmosphere of trust at ITWORX.			4.0
Communication: Information and knowledge are shared openly within ITWORX.			3.7
Accountability: Our Leadership Team Members are held accountable for achieving results.			3.8
Trust: People at ITWORX can be counted on to follow through on their commitments.			3.9
Values: High ethical standards are always maintained throughout ITWORX.			4.0
Communication: Our Leadership Team Members communicate well with the rest of the organization.			3.6
Personal Expression: People with different ideas are valued at ITWORX.			3.8
Empowerment/ Autonomy: Employees are given the freedom and authority they need to make necessary decisions.			3.7
Accountability: Poor performance is effectively addressed throughout ITWORX.			3.3



Percentile Score	24th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 82

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>53rd</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 82

Values: My manager always acts in a way that is consistent with ITWORX values.



Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.



Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.



Communication: My manager always makes sure I am informed about decisions or changes that will affect me.



Respect for Employees: My manager values my talents and the contribution I make.





<p>Percentile Score</p>	<p>65th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 82

Accountability: My manager always addresses poor performance appropriately.



Accountability: My manager consistently holds people accountable.

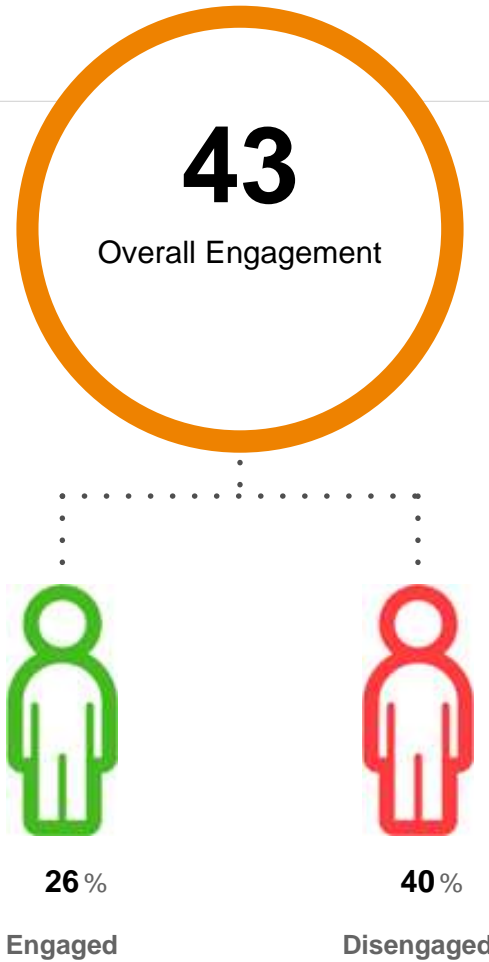


Execution: My manager remains focused, even under pressure.



Purpose and Direction: My manager clearly defines goals and expectations.







Organization

53rd

Culture of Engagement

29th

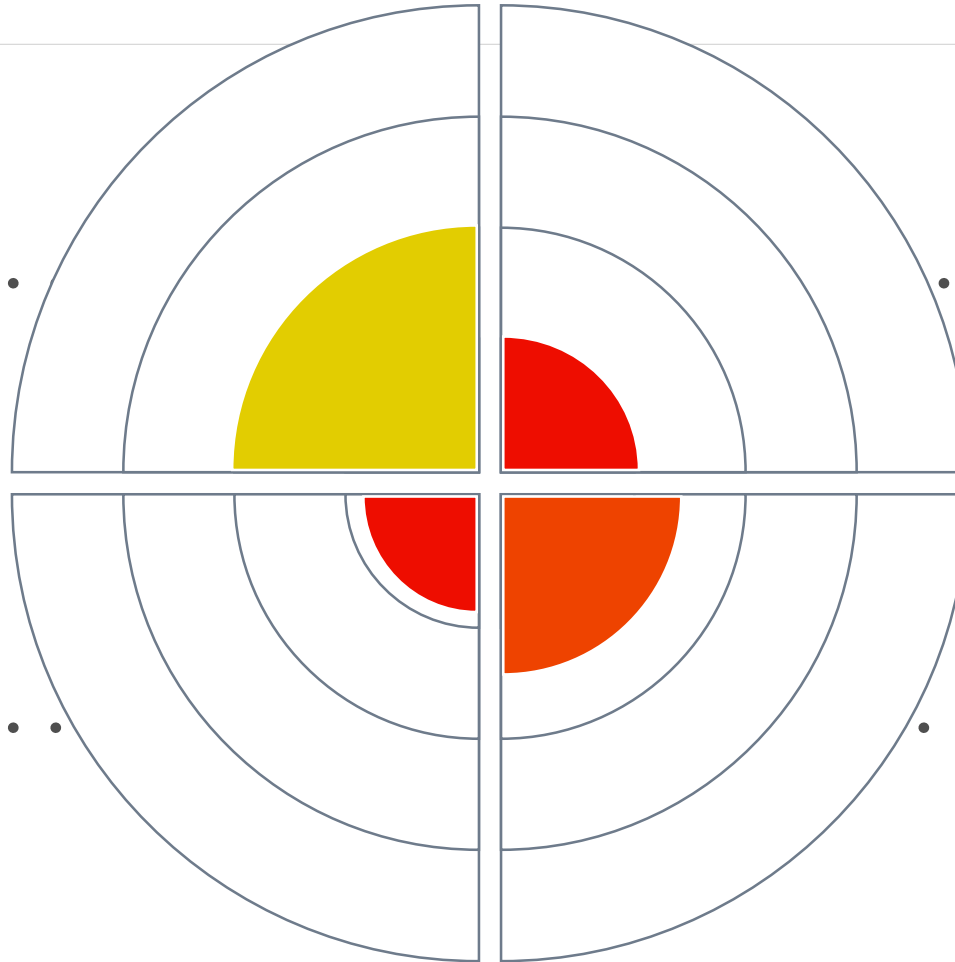
Motivating and Relating

25th

Strategic Alignment

38th

Managing Execution





<p>Percentile Score</p>	<p>53rd</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 68

Trust: There is an atmosphere of trust at ITWORX.



Accountability: Our Leadership Team Members are held accountable for achieving results.



Values: High ethical standards are always maintained throughout ITWORX.



Trust: People at ITWORX can be counted on to follow through on their commitments.



Personal Expression: People with different ideas are valued at ITWORX.



Communication: Information and knowledge are shared openly within ITWORX.



Communication: Our Leadership Team Members communicate well with the rest of the organization.



Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.



Empowerment/ Autonomy: Employees are given the freedom and authority they need to make necessary decisions.





Percentile Score	25th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 68

Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



37



AVG

4.1

Communication: I have a clear understanding of ITWORX strategic goals.



27



3.5

Purpose and Direction: I know what I need to do to succeed at ITWORX.



26



3.7

Values: I have a clear understanding of ITWORX values and behavioral standards.



8



3.6



Percentile Score	29 th	Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.
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RESPONDENTS = 68

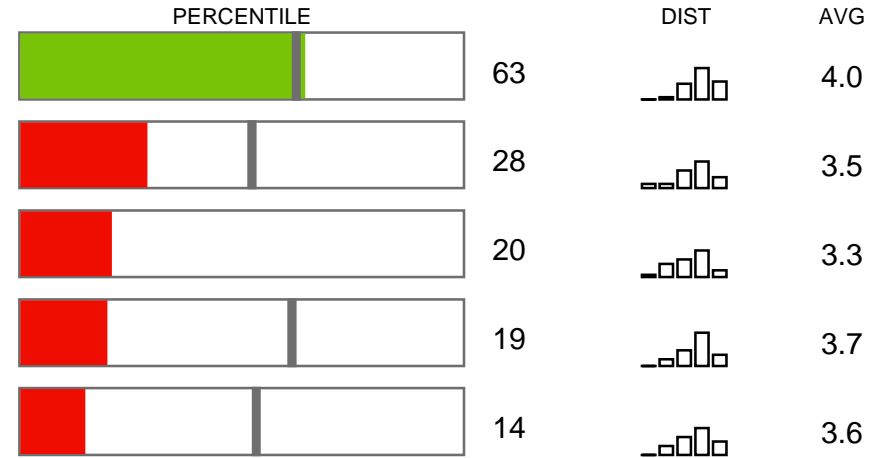
Values: My manager always acts in a way that is consistent with ITWORX values.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Respect for Employees: My manager values my talents and the contribution I make.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.





<p>Percentile Score</p>	<p>38th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 68

Accountability: My manager consistently holds people accountable.



Accountability: My manager always addresses poor performance appropriately.



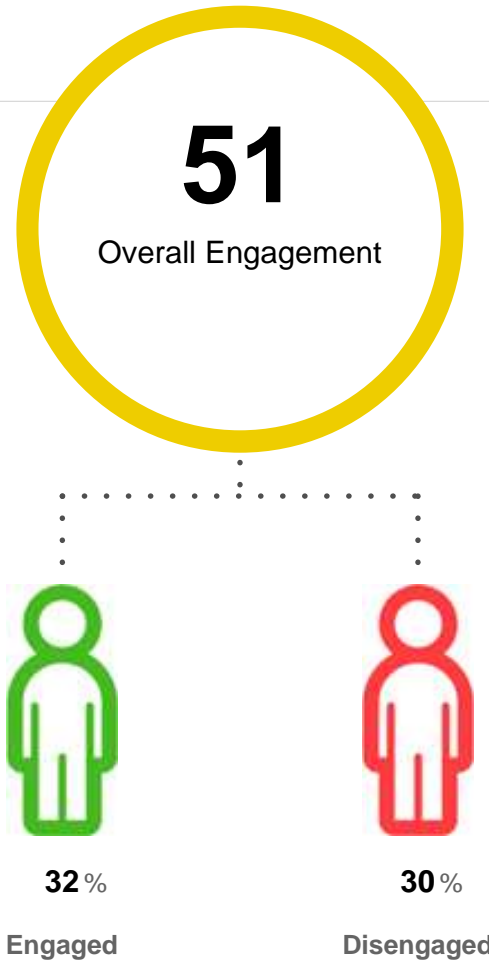
Execution: My manager remains focused, even under pressure.



Purpose and Direction: My manager clearly defines goals and expectations.



Results - Gender





Organization

67th

Culture of Engagement

47th

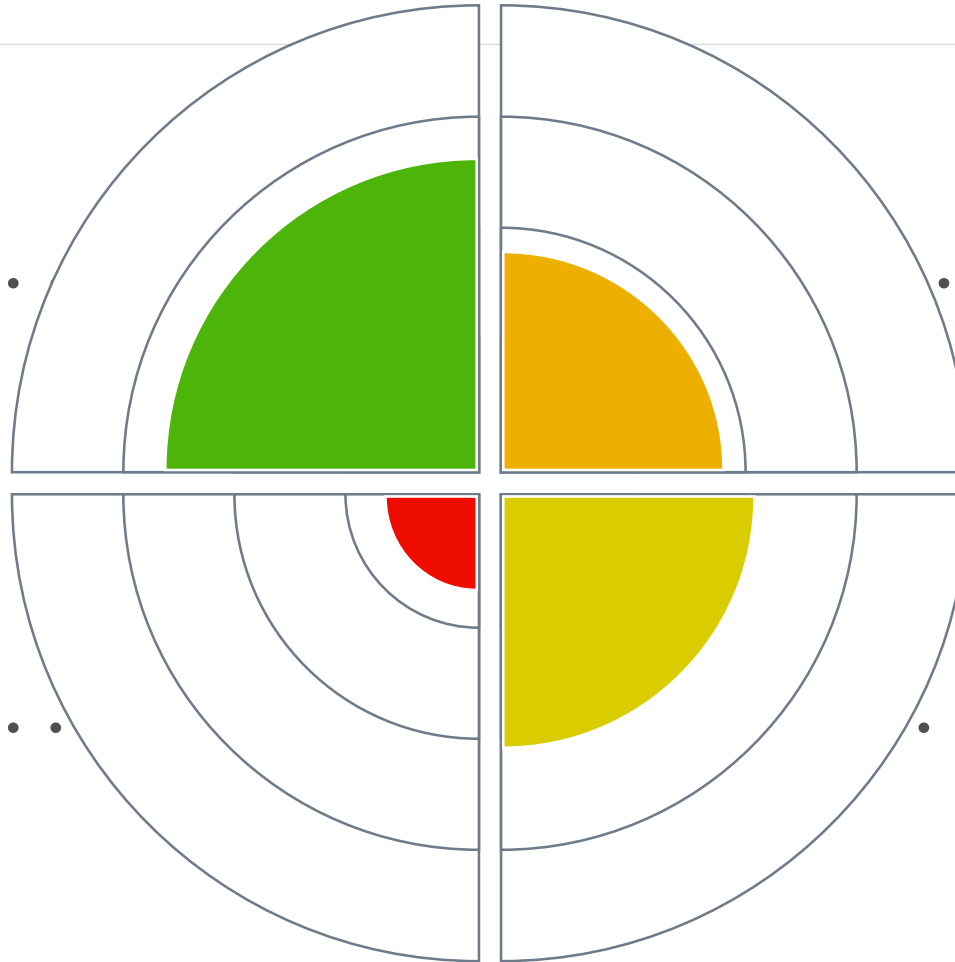
Motivating and Relating

20th

Strategic Alignment

54th

Managing Execution





<p>Percentile Score</p>	<p>67th</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 218

Trust: There is an atmosphere of trust at ITWORX.



Communication: Information and knowledge are shared openly within ITWORX.



Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.



Values: High ethical standards are always maintained throughout ITWORX.



Trust: People at ITWORX can be counted on to follow through on their commitments.



Accountability: Our Leadership Team Members are held accountable for achieving results.



Accountability: Poor performance is effectively addressed throughout ITWORX.



Communication: Our Leadership Team Members communicate well with the rest of the organization.



Personal Expression: People with different ideas are valued at ITWORX.





Percentile Score	20th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 218

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>47th</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 218

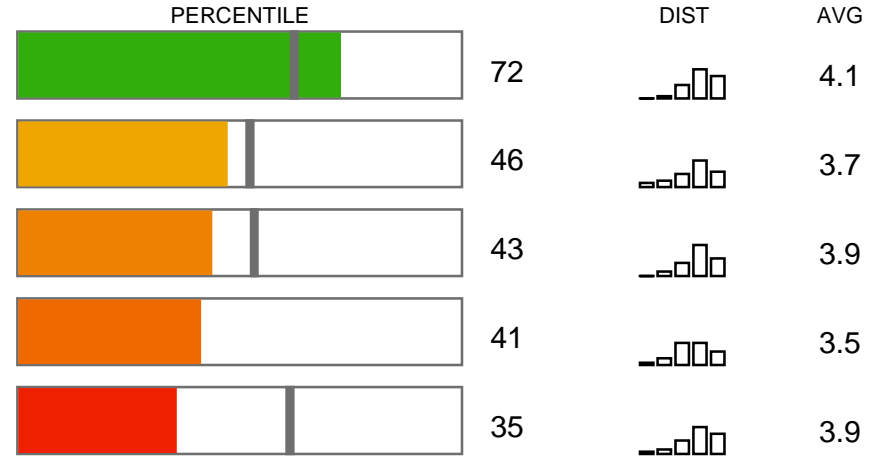
Values: My manager always acts in a way that is consistent with ITWORX values.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Respect for Employees: My manager values my talents and the contribution I make.





<p>Percentile Score</p>	<p>54th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 218

Accountability: My manager always addresses poor performance appropriately.



Accountability: My manager consistently holds people accountable.

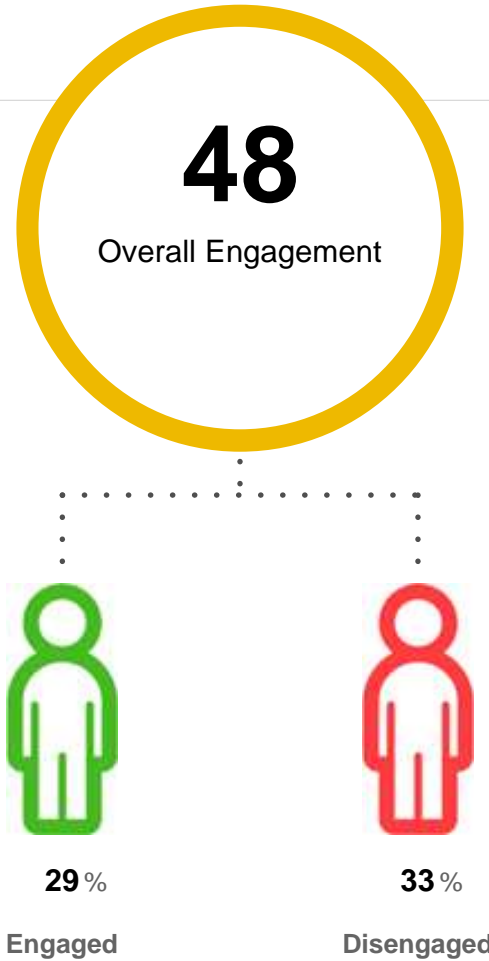


Execution: My manager remains focused, even under pressure.



Purpose and Direction: My manager clearly defines goals and expectations.







Organization

59th

Culture of Engagement

56th

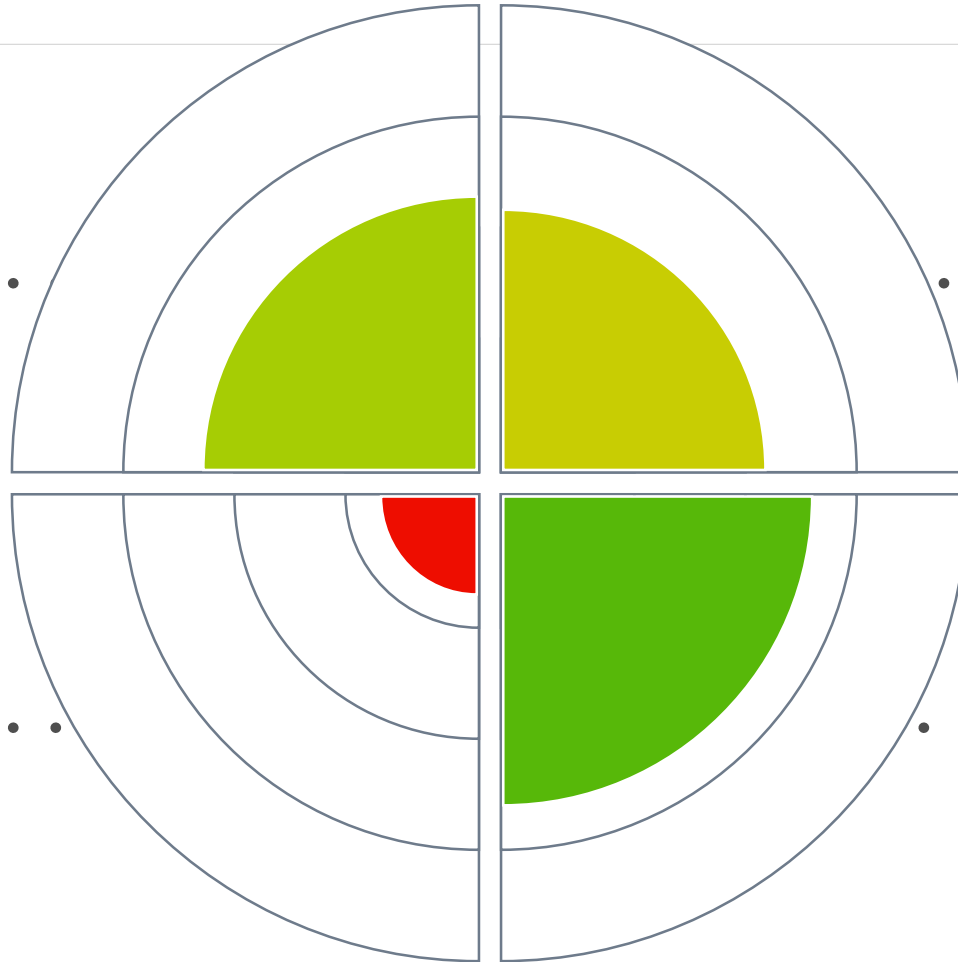
Motivating and Relating

21st

Strategic Alignment

66th

Managing Execution





<p>Percentile Score</p>	<p>59th</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 174

Trust: There is an atmosphere of trust at ITWORX.



Communication: Information and knowledge are shared openly within ITWORX.



Trust: People at ITWORX can be counted on to follow through on their commitments.



Values: High ethical standards are always maintained throughout ITWORX.



Communication: Our Leadership Team Members communicate well with the rest of the organization.



Accountability: Our Leadership Team Members are held accountable for achieving results.



Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.



Personal Expression: People with different ideas are valued at ITWORX.



Accountability: Poor performance is effectively addressed throughout ITWORX.





Percentile Score	21 st	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 174

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>56th</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 174

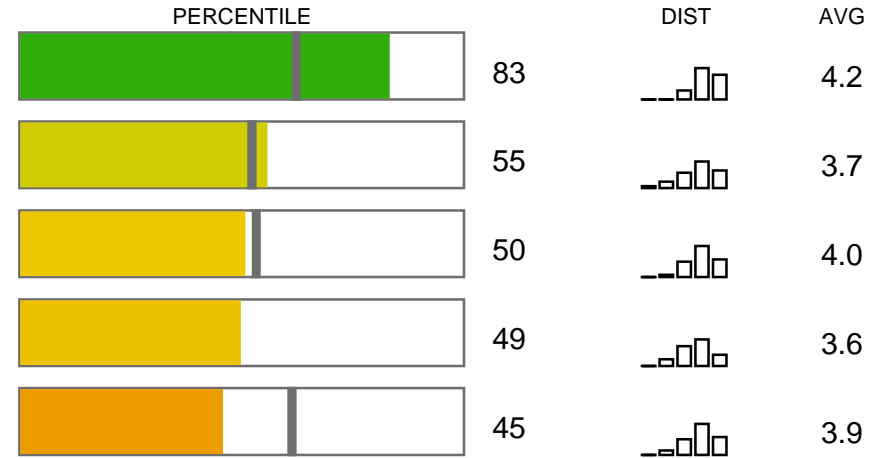
Values: My manager always acts in a way that is consistent with ITWORX values.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Respect for Employees: My manager values my talents and the contribution I make.





<p>Percentile Score</p>	<p>66th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 174

Accountability: My manager always addresses poor performance appropriately.



Accountability: My manager consistently holds people accountable.



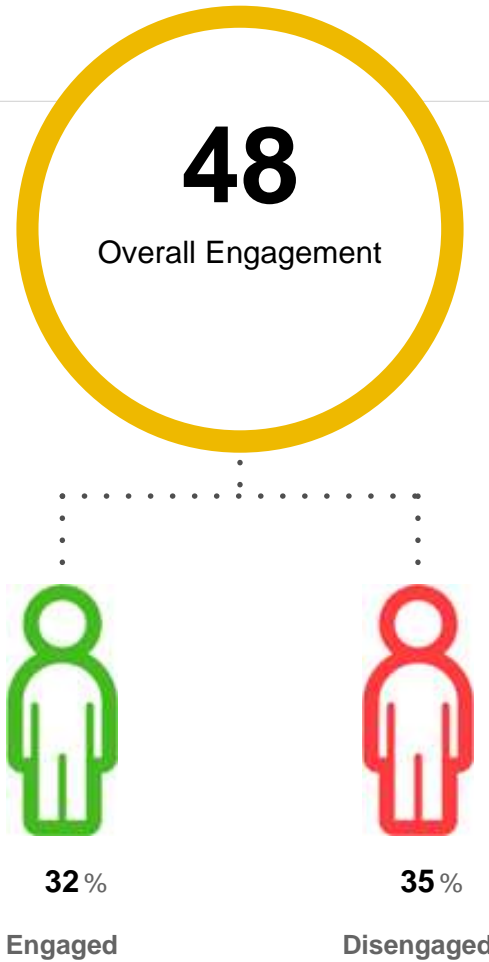
Execution: My manager remains focused, even under pressure.



Purpose and Direction: My manager clearly defines goals and expectations.



Results - Account





Organization

60th

Culture of Engagement

43rd

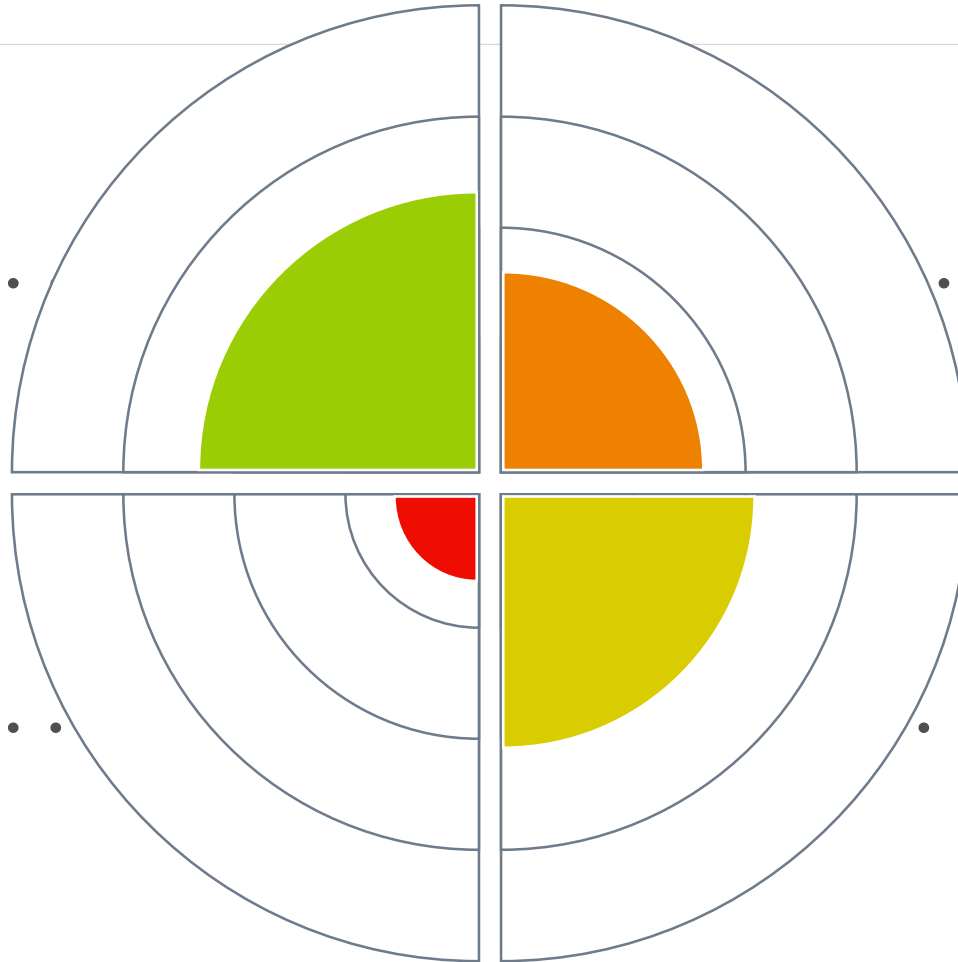
Motivating and Relating

18th

Strategic Alignment

54th



















Managing Execution





<p>Percentile Score</p>	<p>60th</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 37

	PERCENTILE	DIST	AVG
Trust: There is an atmosphere of trust at ITWORX.			90 4.0
Communication: Information and knowledge are shared openly within ITWORX.			84 3.8
Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.			84 3.7
Trust: People at ITWORX can be counted on to follow through on their commitments.			72 3.9
Values: High ethical standards are always maintained throughout ITWORX.			72 4.0
Communication: Our Leadership Team Members communicate well with the rest of the organization.			54 3.4
Accountability: Poor performance is effectively addressed throughout ITWORX.			51 3.2
Empowerment/ Autonomy: Employees are given the freedom and authority they need to make necessary decisions.			51 3.6
Personal Expression: People with different ideas are valued at ITWORX.			38 3.5



Percentile Score	18th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 37

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>43rd</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 37

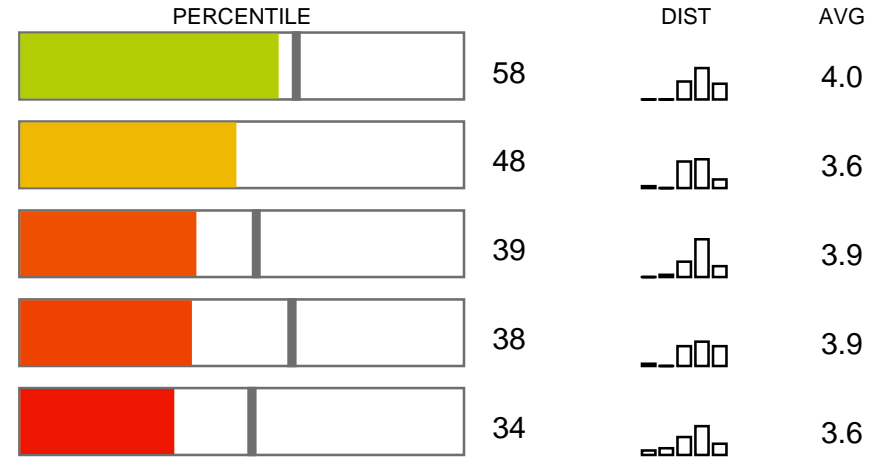
Values: My manager always acts in a way that is consistent with ITWORX values.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Respect for Employees: My manager values my talents and the contribution I make.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.





<p>Percentile Score</p>	<p>54th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 37

Accountability: My manager always addresses poor performance appropriately.



Accountability: My manager consistently holds people accountable.



Purpose and Direction: My manager clearly defines goals and expectations.



Execution: My manager remains focused, even under pressure.





Barriers to Growth are areas that are not as strongly linked to engagement, but that can impede an organization's ability to grow and/or execute its strategy.

RESPONDENTS = 37

Overall Engagement: I would recommend ITWORX to friends and family.



Overall Engagement: I am extremely proud to tell people that I work for ITWORX.



Organizational Effectiveness: At ITWORX, we are good at setting priorities and sticking to them.



Quality and Customer Focus: Customer needs are the top priority at ITWORX.



Workplace and Resources: I have the resources I need to do my job well.



Organizational Effectiveness: ITWORX is willing to make changes when necessary in order to remain competitive.

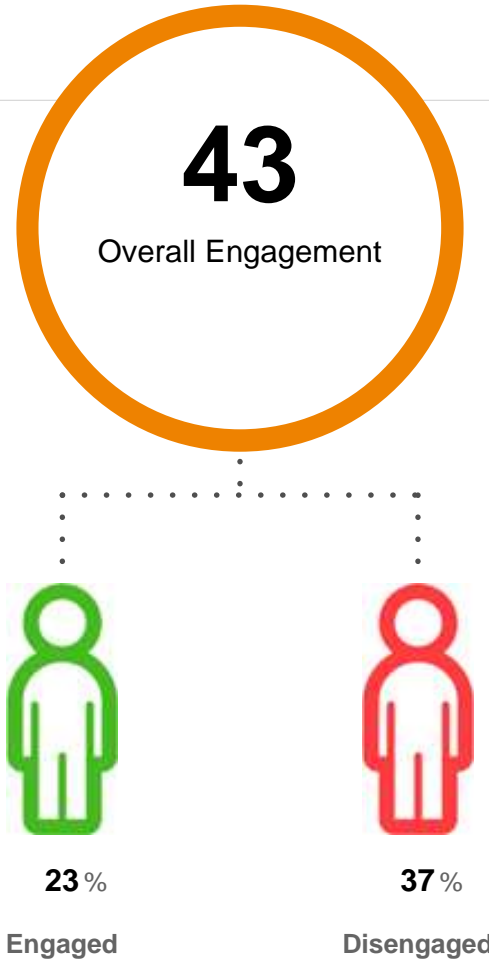


Quality and Customer Focus: At ITWORX, we maintain very high standards of quality in everything we do.



Organizational Effectiveness: ITWORX retains its most talented employees.







Drivers of Engagement



23% of employees are engaged.

The items listed below are the things that matter most to your most engaged employees. If you want to build an organization of top performers these are the cultural attributes to focus on.

Make sure that excelling in these areas is a priority throughout your organization. Look for ways to build on and reinforce these keys to engagement. Look for ways to make these things a part of your company culture.

DRIVER	ITEM	%ILE
•	Empowerment/ Autonomy: Employees are given the freedom and authority they need to make necessary decisions.	37
•	Trust: There is an atmosphere of trust at ITWORX.	89
•	Purpose and Direction: My manager clearly defines goals and expectations.	25
•	Teamwork and Cooperation: In my team, we always consider how our decisions will impact other departments and groups.	-
•	Values: I have a clear understanding of ITWORX values and behavioral standards.	5
•	Values: High ethical standards are always maintained throughout ITWORX.	60



Drivers of Disengagement



37% of employees are disengaged.

The items listed below are the things that matter most to your most disengaged employees. It is likely that they are causing or contributing to their disengagement.

Addressing these sources of pain and frustration will help disengaged employees become less disengaged and prevent other employees from becoming disengaged in the future.

DRIVER	ITEM	%ILE
•	Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.	38
•	Execution: My manager keeps his/her commitments.	-
•	Accountability: My manager always addresses poor performance appropriately.	70
•	Purpose and Direction: I receive useful, constructive & ongoing feedback from my manager.	-
•	Respect for Employees: My manager values my talents and the contribution I make.	33
•	Purpose and Direction: I know what I need to do to succeed at ITWORX.	8



Organization

59th

Culture of Engagement

43rd

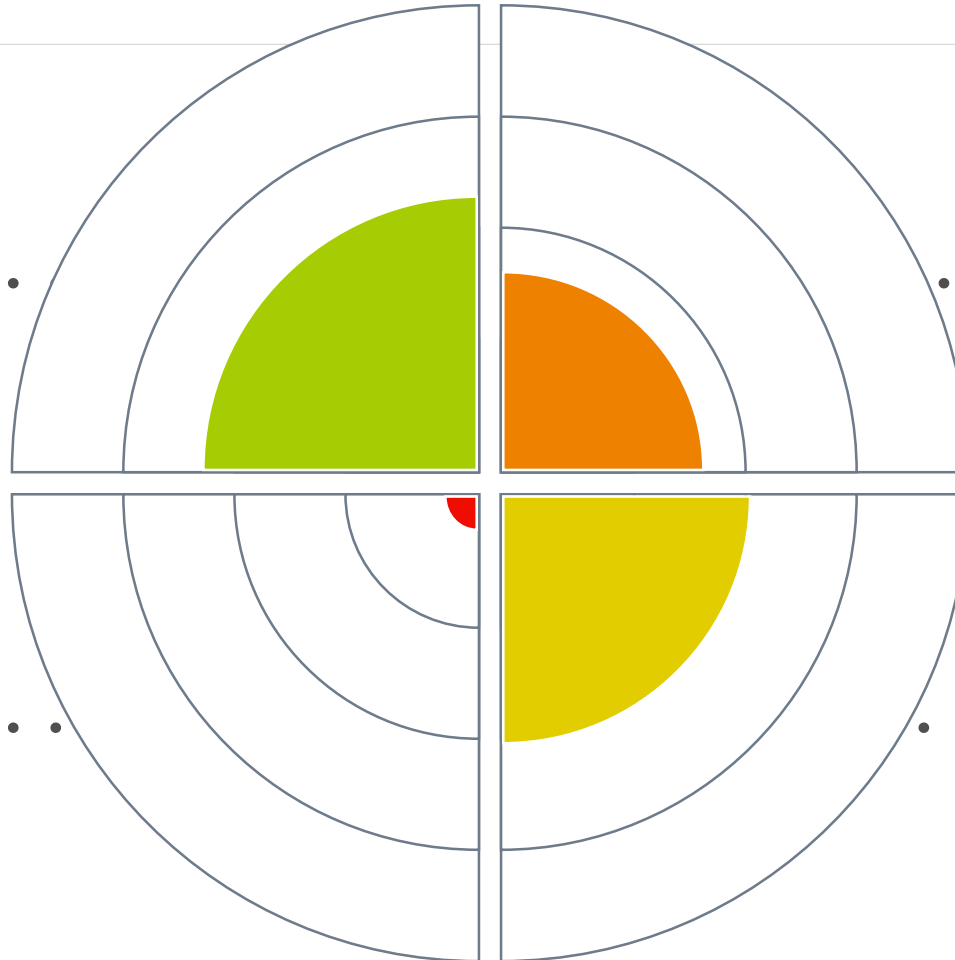
Motivating and Relating

7th

Strategic Alignment

53rd

Managing Execution





<p>Percentile Score</p>	<p>59th</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 142

Trust: There is an atmosphere of trust at ITWORX.



Communication: Information and knowledge are shared openly within ITWORX.



Trust: People at ITWORX can be counted on to follow through on their commitments.



Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.



Accountability: Our Leadership Team Members are held accountable for achieving results.



Values: High ethical standards are always maintained throughout ITWORX.



Communication: Our Leadership Team Members communicate well with the rest of the organization.



Accountability: Poor performance is effectively addressed throughout ITWORX.



Personal Expression: People with different ideas are valued at ITWORX.





Percentile Score	7 th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 142

Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Purpose and Direction: I know what I need to do to succeed at ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>43rd</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 142

Values: My manager always acts in a way that is consistent with ITWORX values.



Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.



Respect for Employees: My manager values my talents and the contribution I make.



Communication: My manager always makes sure I am informed about decisions or changes that will affect me.



Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

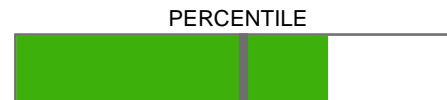




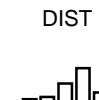
<p>Percentile Score</p>	<p>53rd</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 142

Accountability: My manager always addresses poor performance appropriately.



69



AVG

3.7

Accountability: My manager consistently holds people accountable.



65



3.8

Execution: My manager remains focused, even under pressure.



54



3.9

Purpose and Direction: My manager clearly defines goals and expectations.



25



3.6



Barriers to Growth are areas that are not as strongly linked to engagement, but that can impede an organization's ability to grow and/or execute its strategy.

RESPONDENTS = 142

Quality and Customer Focus: Customer needs are the top priority at ITWORX.



Overall Engagement: I would recommend ITWORX to friends and family.

Overall Engagement: I am extremely proud to tell people that I work for ITWORX.

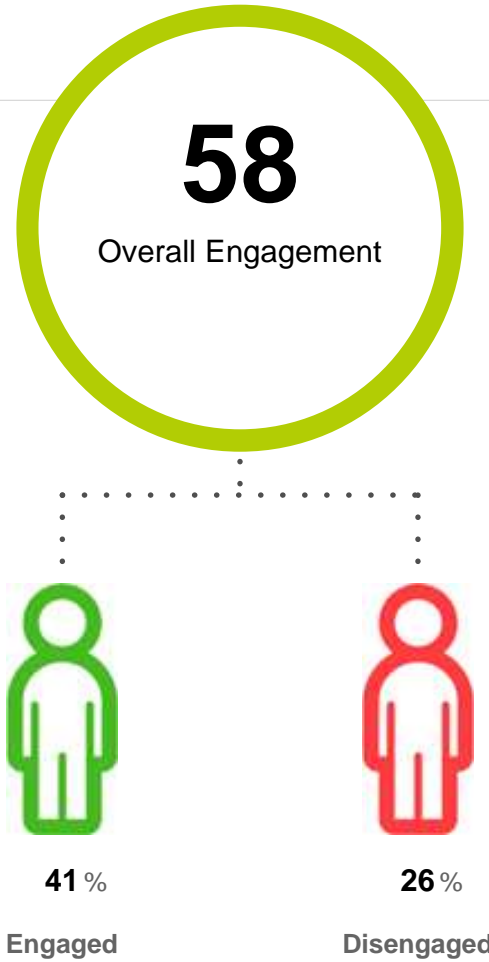
Organizational Effectiveness: At ITWORX, we are good at setting priorities and sticking to them.

Workplace and Resources: I have the resources I need to do my job well.

Quality and Customer Focus: At ITWORX, we maintain very high standards of quality in everything we do.

Organizational Effectiveness: ITWORX retains its most talented employees.

Organizational Effectiveness: ITWORX is willing to make changes when necessary in order to remain competitive.





Organization

65th

Culture of Engagement

73rd

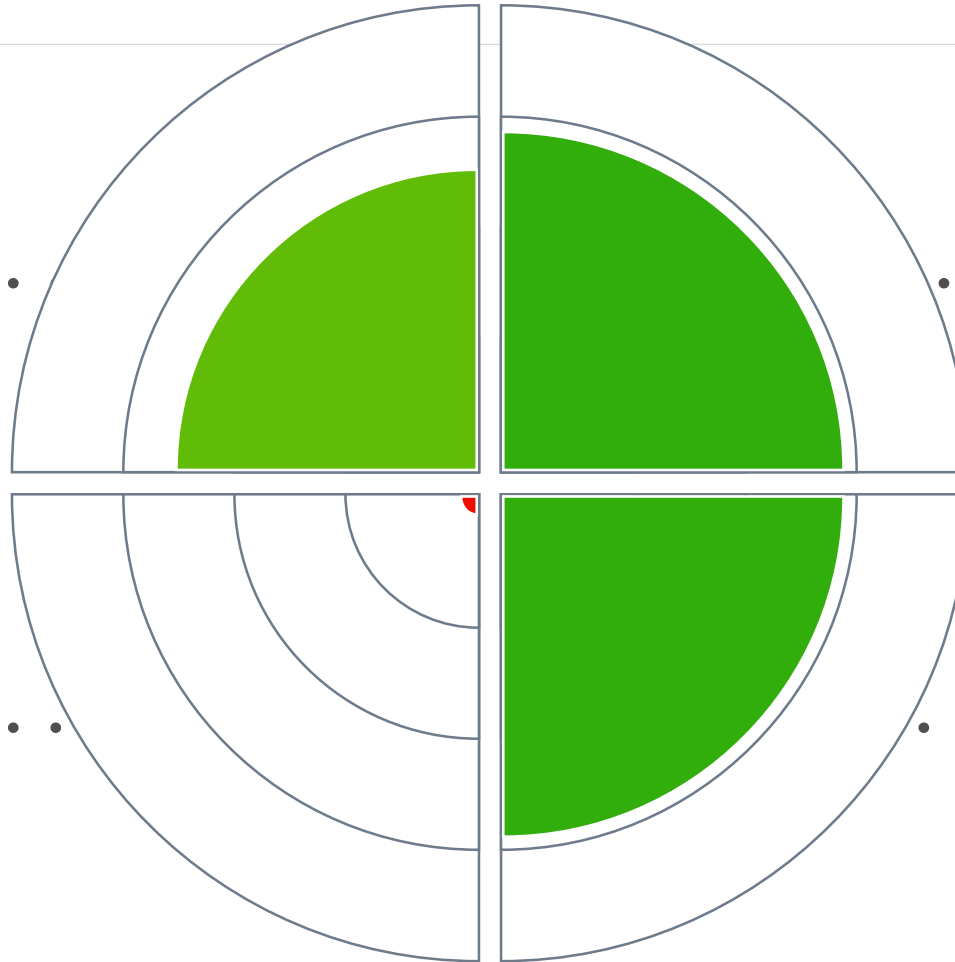
Motivating and Relating

4th

Strategic Alignment

73rd

Managing Execution





<p>Percentile Score</p>	<p>65th</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 27

Trust: There is an atmosphere of trust at ITWORX.



Accountability: Our Leadership Team Members are held accountable for achieving results.



Trust: People at ITWORX can be counted on to follow through on their commitments.



Values: High ethical standards are always maintained throughout ITWORX.



Communication: Our Leadership Team Members communicate well with the rest of the organization.



Communication: Information and knowledge are shared openly within ITWORX.



Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.



Accountability: Poor performance is effectively addressed throughout ITWORX.



Empowerment/ Autonomy: Employees are given the freedom and authority they need to make necessary decisions.





Percentile Score	4 th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 27

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>73rd</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 27

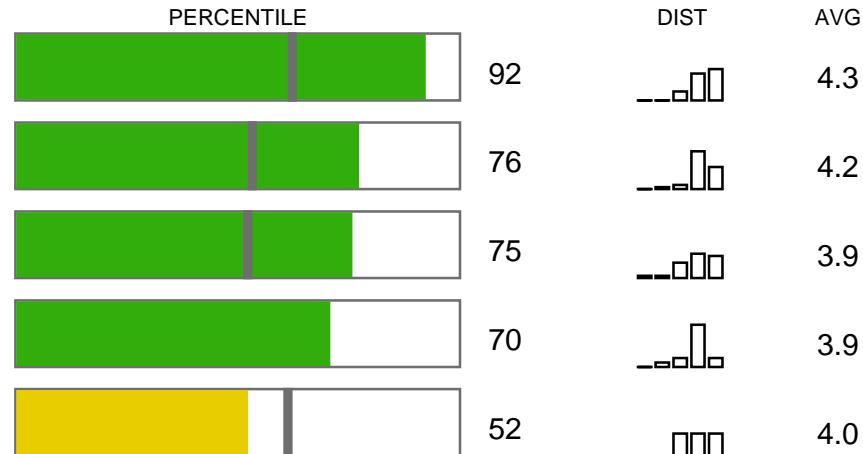
Values: My manager always acts in a way that is consistent with ITWORX values.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Respect for Employees: My manager values my talents and the contribution I make.





<p>Percentile Score</p>	<p>73rd</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 27

Accountability: My manager always addresses poor performance appropriately.



Execution: My manager remains focused, even under pressure.



Accountability: My manager consistently holds people accountable.



Purpose and Direction: My manager clearly defines goals and expectations.





Barriers to Growth are areas that are not as strongly linked to engagement, but that can impede an organization's ability to grow and/or execute its strategy.

RESPONDENTS = 27

Organizational Effectiveness: At ITWORX, we are good at setting priorities and sticking to them.

Quality and Customer Focus: Customer needs are the top priority at ITWORX.

Overall Engagement: I am extremely proud to tell people that I work for ITWORX.

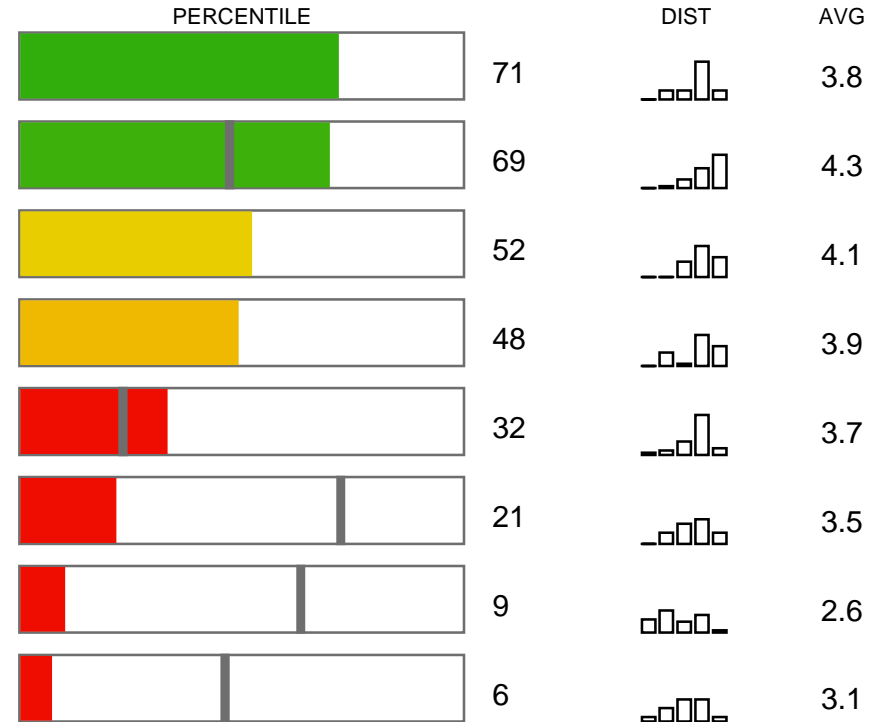
Overall Engagement: I would recommend ITWORX to friends and family.

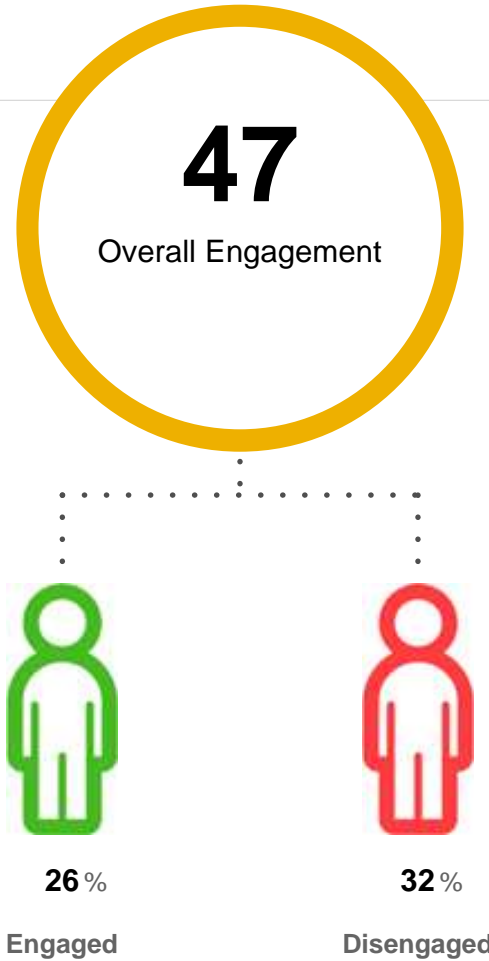
Quality and Customer Focus: At ITWORX, we maintain very high standards of quality in everything we do.

Organizational Effectiveness: ITWORX is willing to make changes when necessary in order to remain competitive.

Organizational Effectiveness: ITWORX retains its most talented employees.

Workplace and Resources: I have the resources I need to do my job well.







Drivers of Engagement



26% of employees are engaged.

The items listed below are the things that matter most to your most engaged employees. If you want to build an organization of top performers these are the cultural attributes to focus on.

Make sure that excelling in these areas is a priority throughout your organization. Look for ways to build on and reinforce these keys to engagement. Look for ways to make these things a part of your company culture.

DRIVER	ITEM	%ILE
•	Values: High ethical standards are always maintained throughout ITWORX.	55
•	Values: The actions of our Leadership Team Members support ITWORX mission and values.	33
•	Respect for Employees: My manager values my talents and the contribution I make.	33
•	Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.	43
•	Personal Expression: In my team, we bring conflict into the open so it can be discussed and resolved.	-



Drivers of Disengagement



32% of employees are disengaged.

The items listed below are the things that matter most to your most disengaged employees. It is likely that they are causing or contributing to their disengagement.

Addressing these sources of pain and frustration will help disengaged employees become less disengaged and prevent other employees from becoming disengaged in the future.

DRIVER	ITEM	%ILE
•	Teamwork and Cooperation: In my team, we always consider how our decisions will impact other departments and groups.	-
•	Execution: My manager keeps his/her commitments.	-
•	Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.	11
•	Communication: My manager always makes sure I am informed about decisions or changes that will affect me.	53
•	Personal Expression: I can disagree with my manager without fear of getting in trouble.	66
•	Trust: There is an atmosphere of trust at ITWORX.	82



Organization

62nd

Culture of Engagement

49th

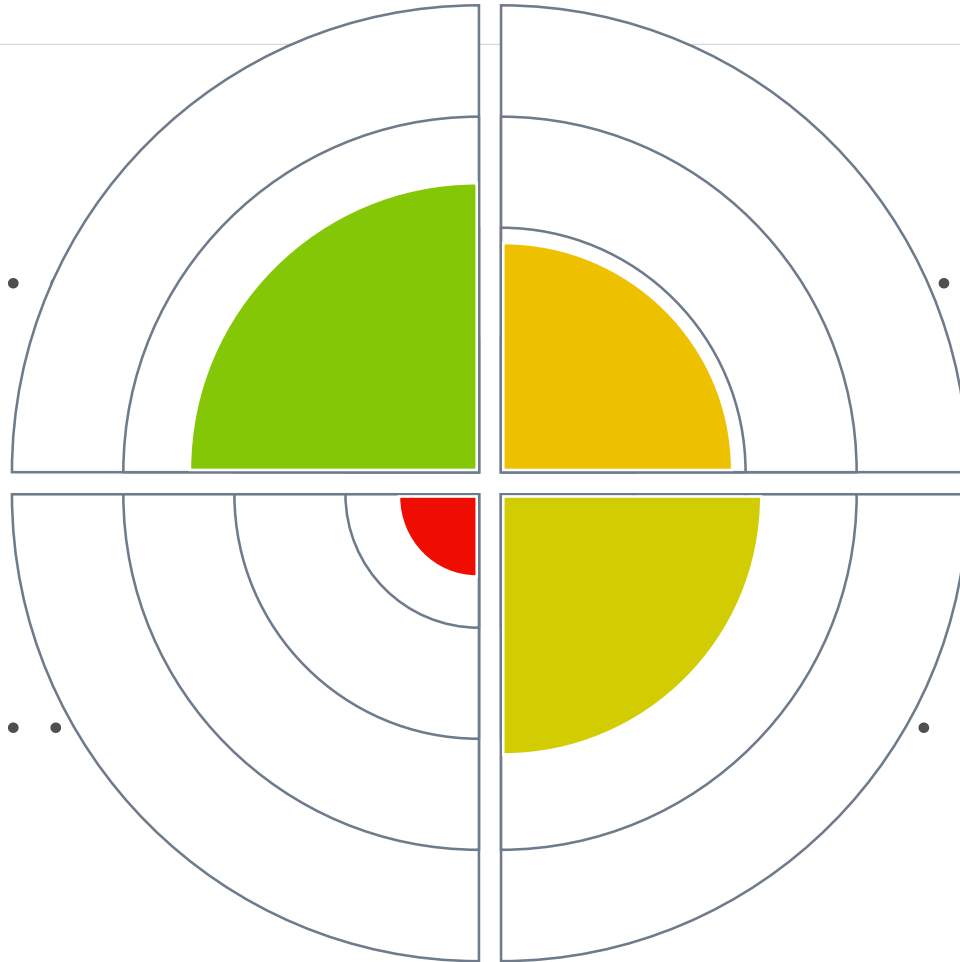
Motivating and Relating

17th

Strategic Alignment

55th

Managing Execution





<p>Percentile Score</p>	<p>62nd</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 65

	PERCENTILE	DIST	AVG
Trust: There is an atmosphere of trust at ITWORX.			3.8
Communication: Information and knowledge are shared openly within ITWORX.			3.7
Trust: People at ITWORX can be counted on to follow through on their commitments.			4.0
Accountability: Poor performance is effectively addressed throughout ITWORX.			3.4
Empowerment/ Autonomy: Employees are given the freedom and authority they need to make necessary decisions.			3.7
Accountability: Our Leadership Team Members are held accountable for achieving results.			3.7
Communication: Our Leadership Team Members communicate well with the rest of the organization.			3.5
Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.			3.2
Values: High ethical standards are always maintained throughout ITWORX.			3.8



Percentile Score	17th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 65

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>49th</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 65

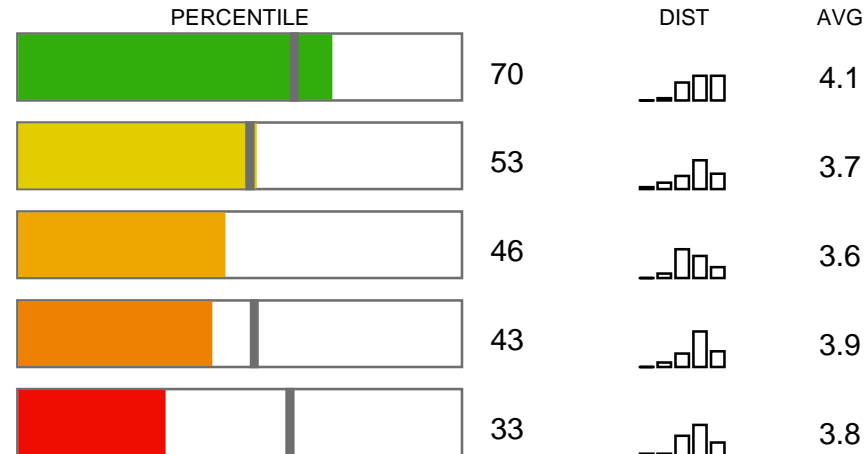
Values: My manager always acts in a way that is consistent with ITWORX values.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Respect for Employees: My manager values my talents and the contribution I make.





<p>Percentile Score</p>	<p>55th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 65

Accountability: My manager always addresses poor performance appropriately.



Accountability: My manager consistently holds people accountable.



Execution: My manager remains focused, even under pressure.



Purpose and Direction: My manager clearly defines goals and expectations.





Barriers to Growth are areas that are not as strongly linked to engagement, but that can impede an organization's ability to grow and/or execute its strategy.

RESPONDENTS = 65

Quality and Customer Focus: Customer needs are the top priority at ITWORX.



Organizational Effectiveness: At ITWORX, we are good at setting priorities and sticking to them.



Overall Engagement: I would recommend ITWORX to friends and family.



Overall Engagement: I am extremely proud to tell people that I work for ITWORX.



Quality and Customer Focus: At ITWORX, we maintain very high standards of quality in everything we do.



Workplace and Resources: I have the resources I need to do my job well.



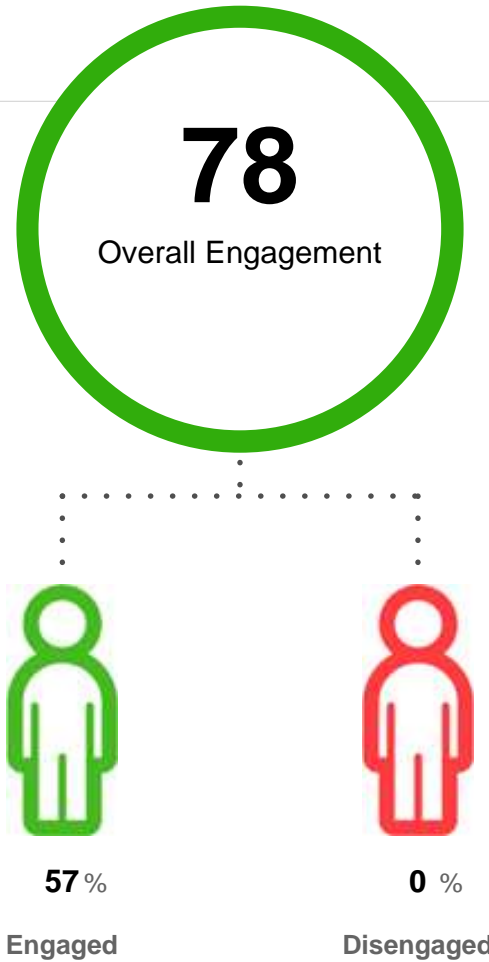
Organizational Effectiveness: ITWORX is willing to make changes when necessary in order to remain competitive.



Organizational Effectiveness: ITWORX retains its most talented employees.



Results - Level





Organization

87th

Culture of
Engagement

89th

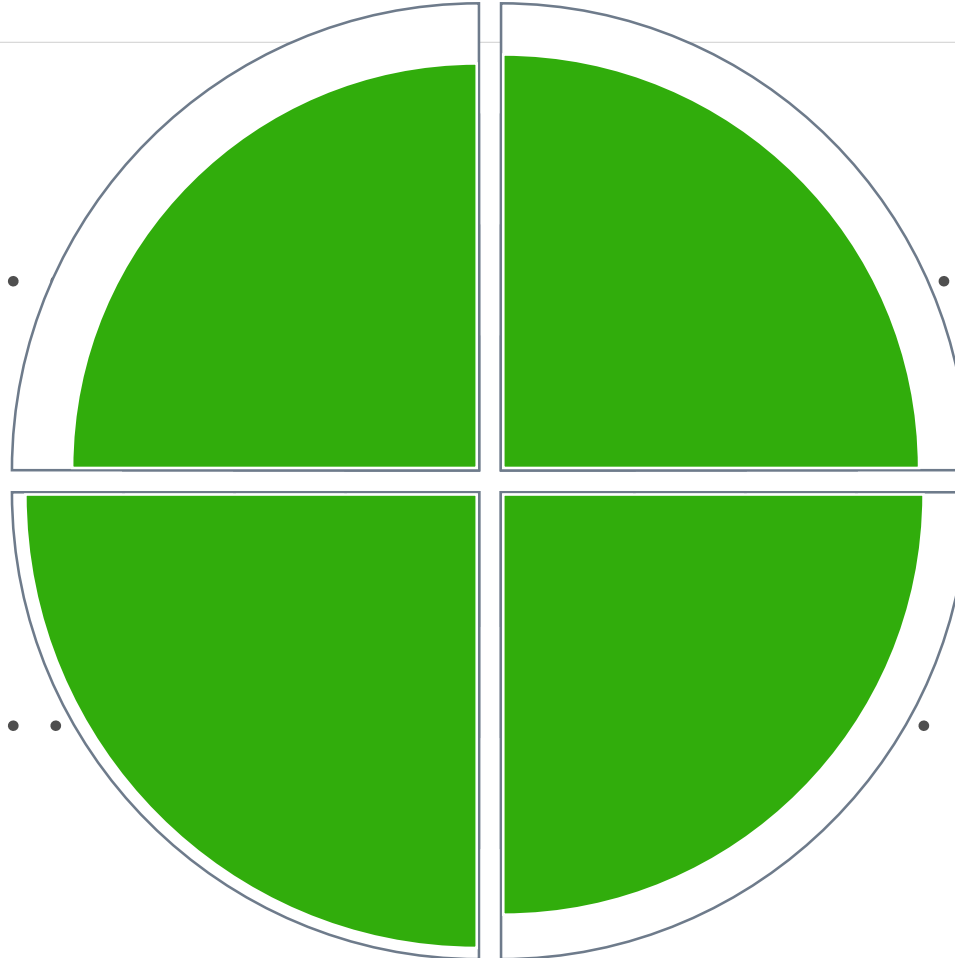
Motivating and
Relating

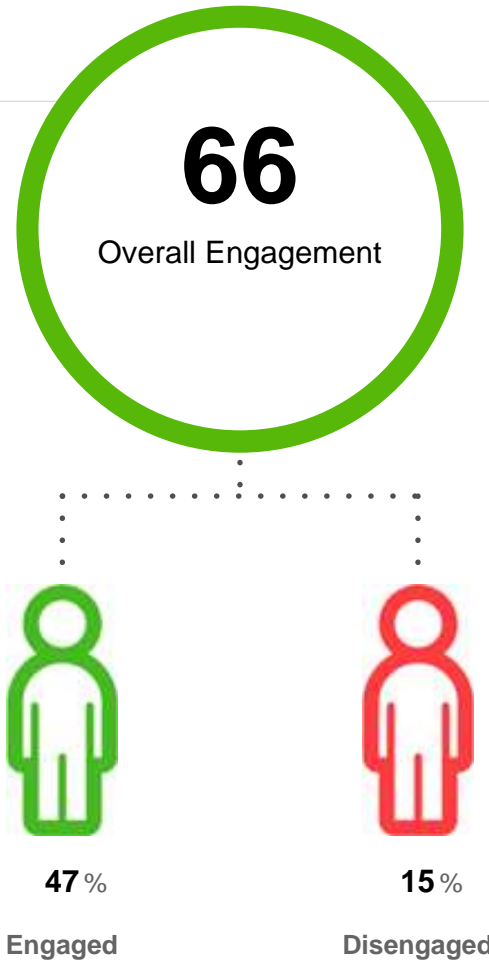
97th

Strategic
Alignment

90th

Managing
Execution







Organization

66th

Culture of Engagement

78th

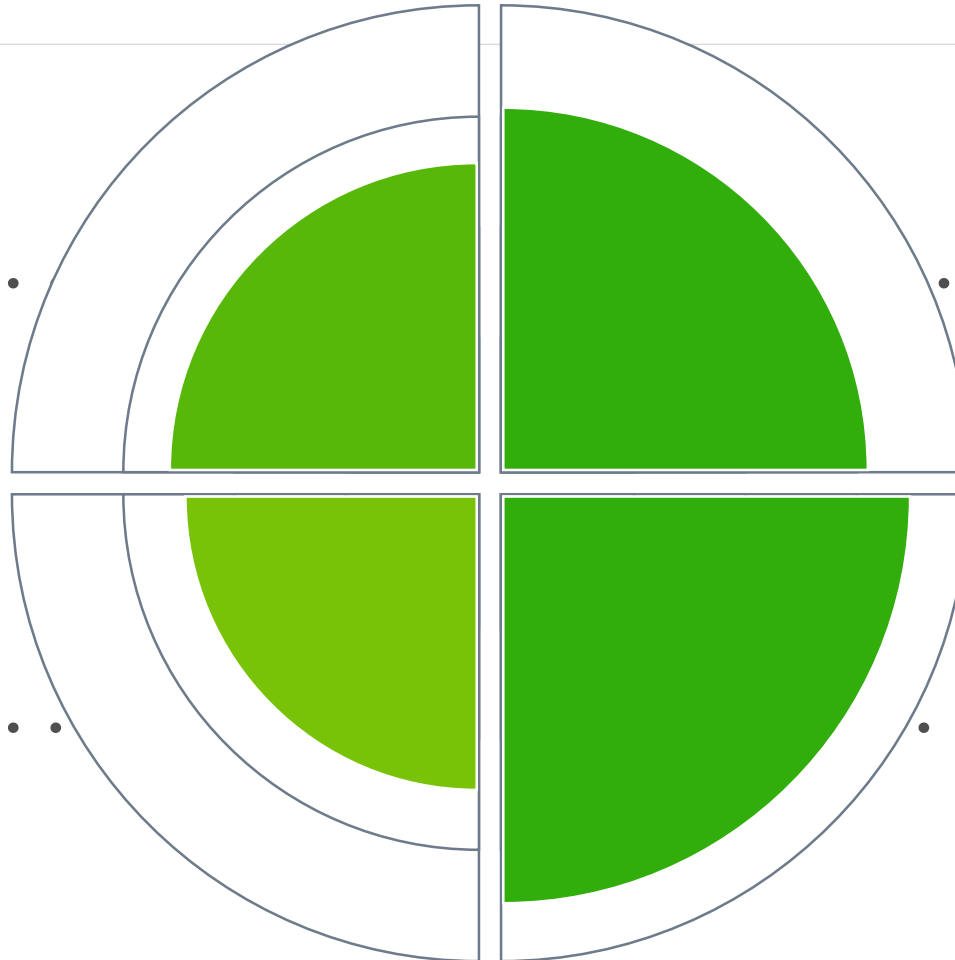
Motivating and Relating

63rd

Strategic Alignment

87th

Managing Execution



Results - Organization





Organization

80th

Culture of
Engagement

75th

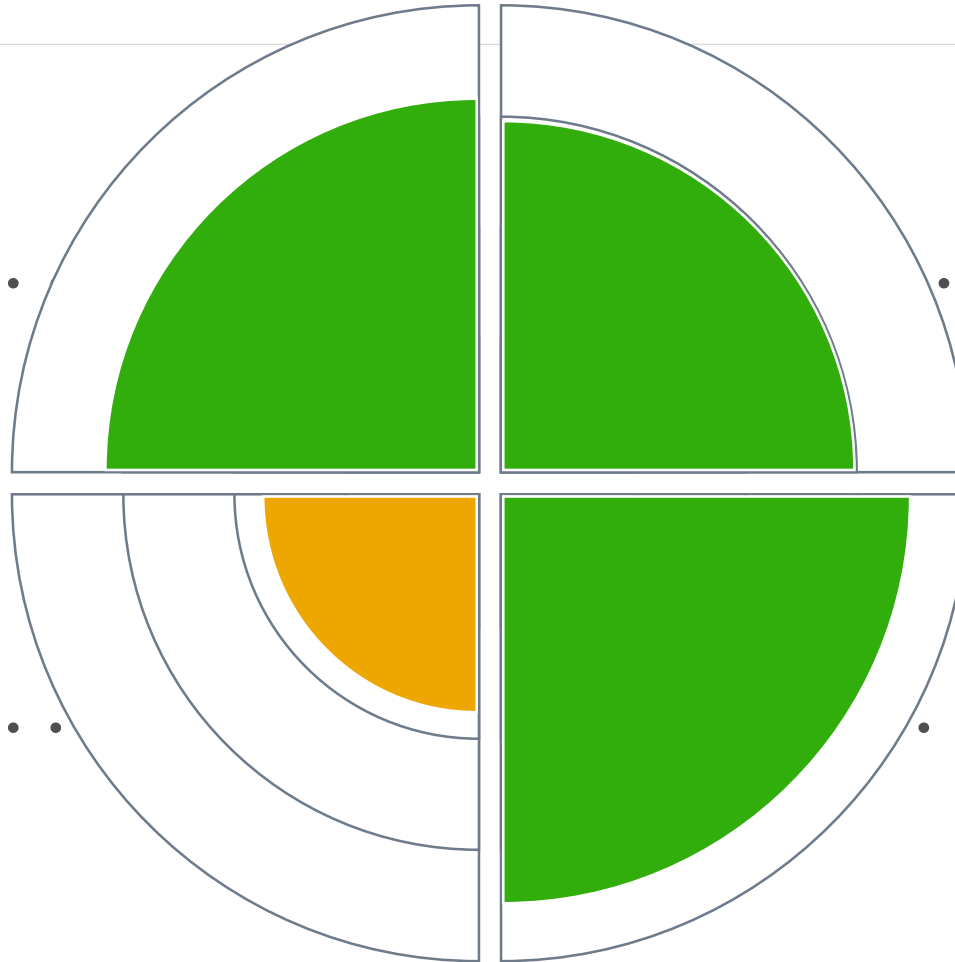
Motivating and
Relating

46th

Strategic
Alignment

87th

Managing
Execution





25%

Engaged



50%

Disengaged



Organization

43rd

Culture of
Engagement

26th

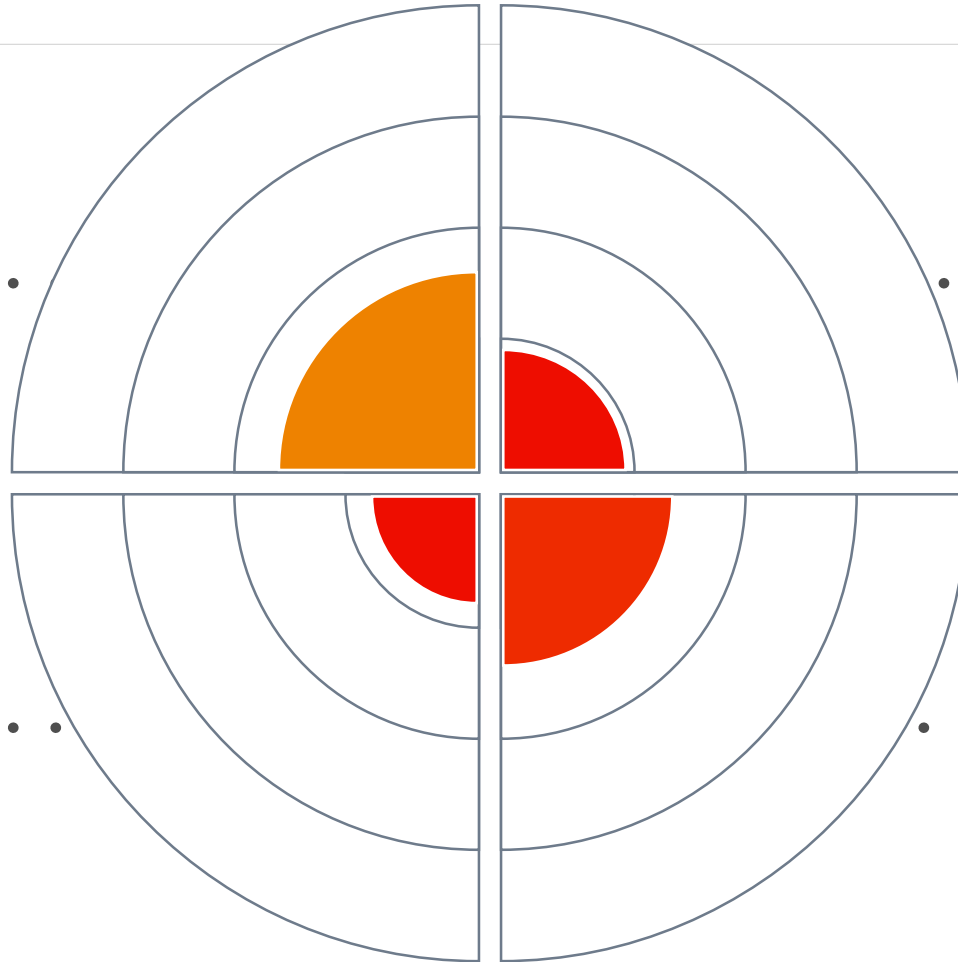
Motivating and
Relating

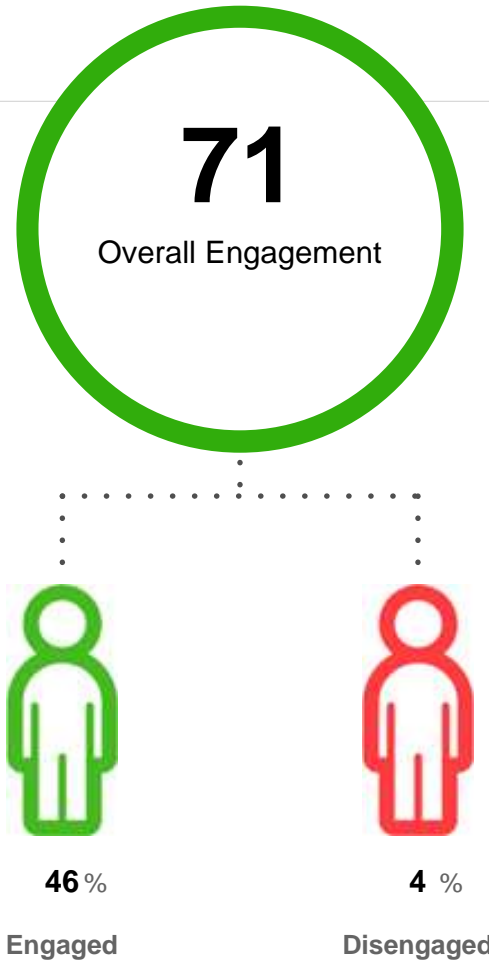
23rd

Strategic
Alignment

36th

Managing
Execution







Organization

63rd

Culture of
Engagement

90th

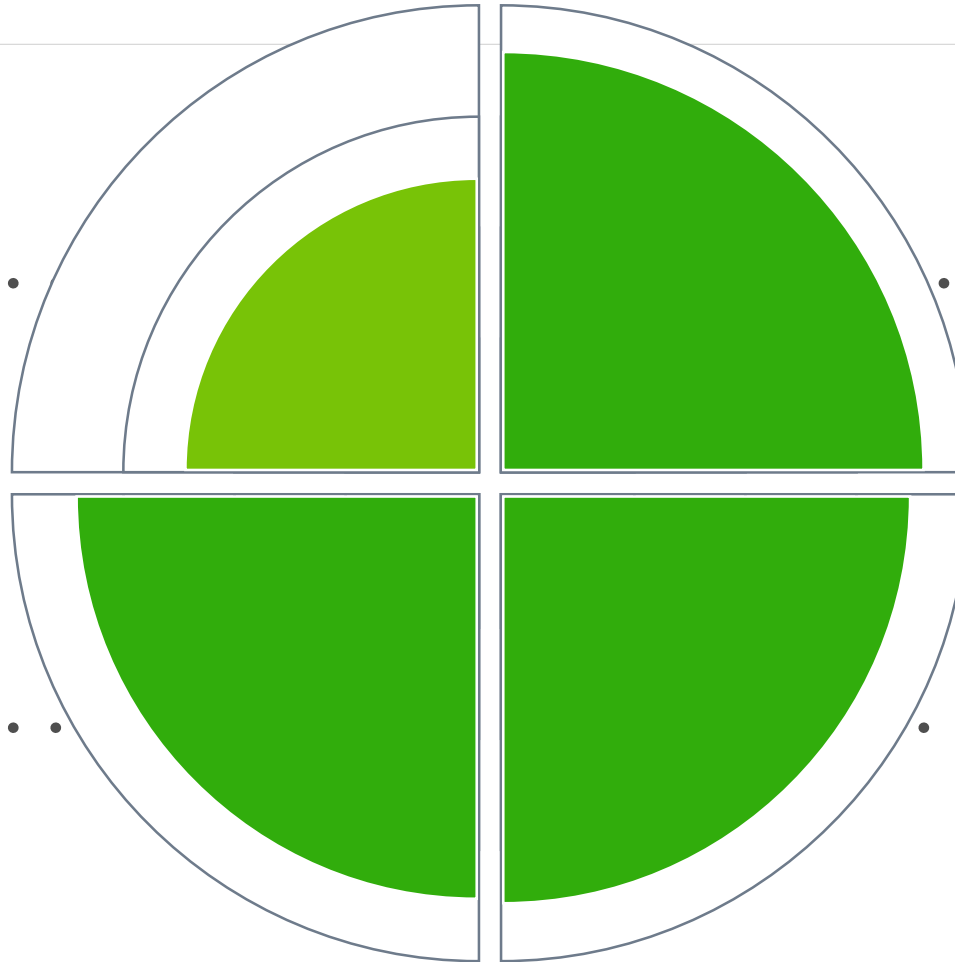
Motivating and
Relating

86th

Strategic
Alignment

87th

Managing
Execution





25%

Engaged



44%

Disengaged



Organization

48th

Culture of Engagement

14th

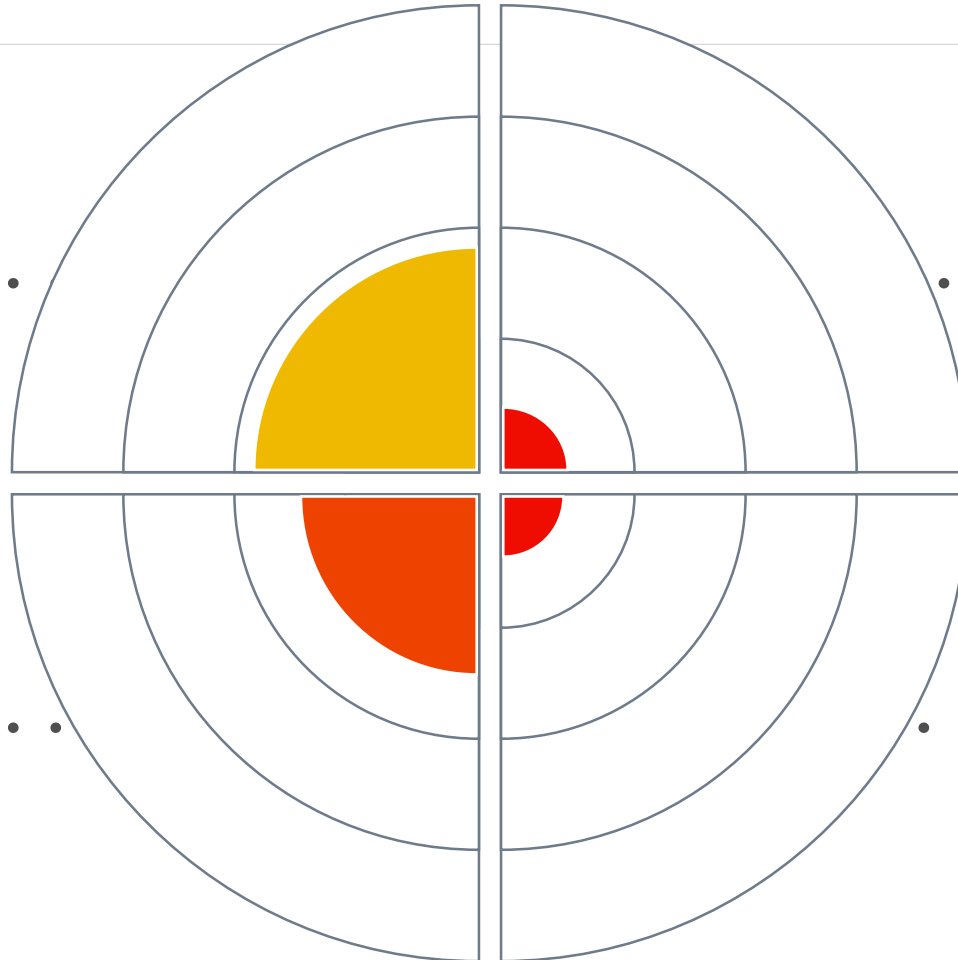
Motivating and Relating

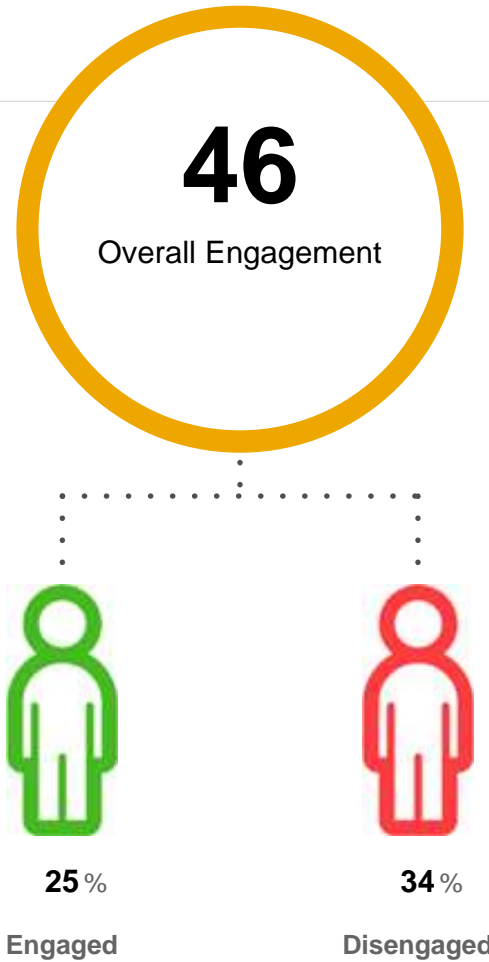
38th

Strategic Alignment

13th

Managing Execution







Organization

63rd

Culture of
Engagement

42nd

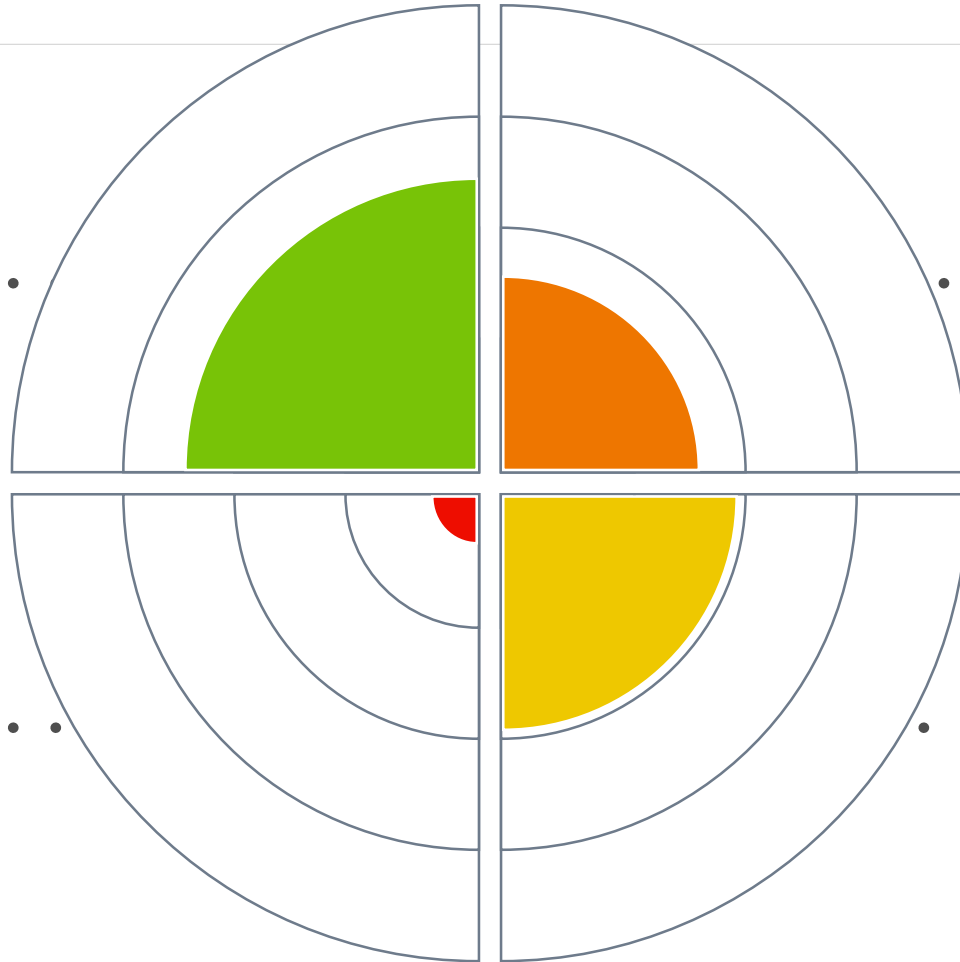
Motivating and
Relating

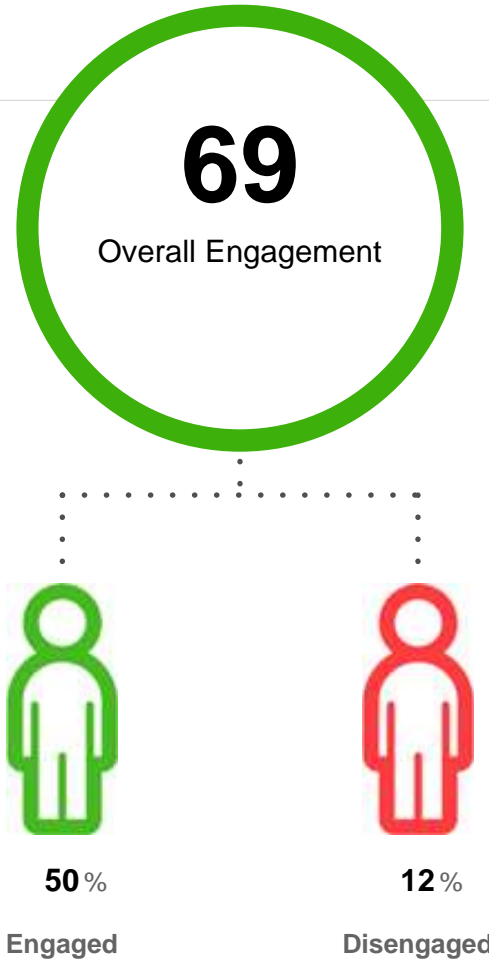
10th

Strategic
Alignment

50th

Managing
Execution







Organization

84th

Culture of
Engagement

76th

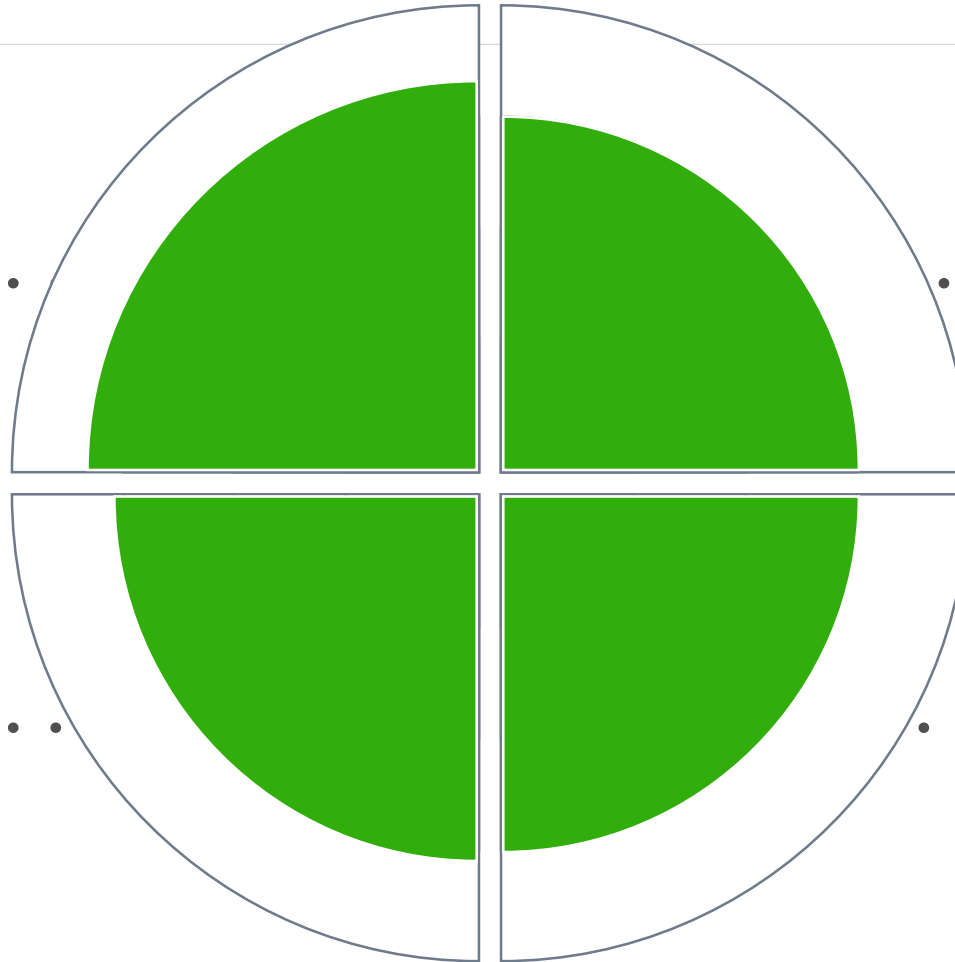
Motivating and
Relating

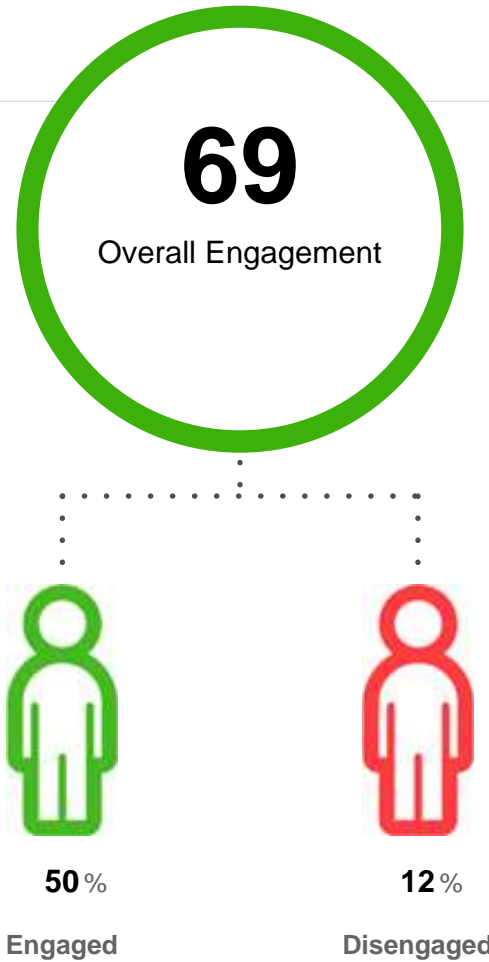
78th

Strategic
Alignment

76th

Managing
Execution







Organization

66th

Culture of Engagement

70th

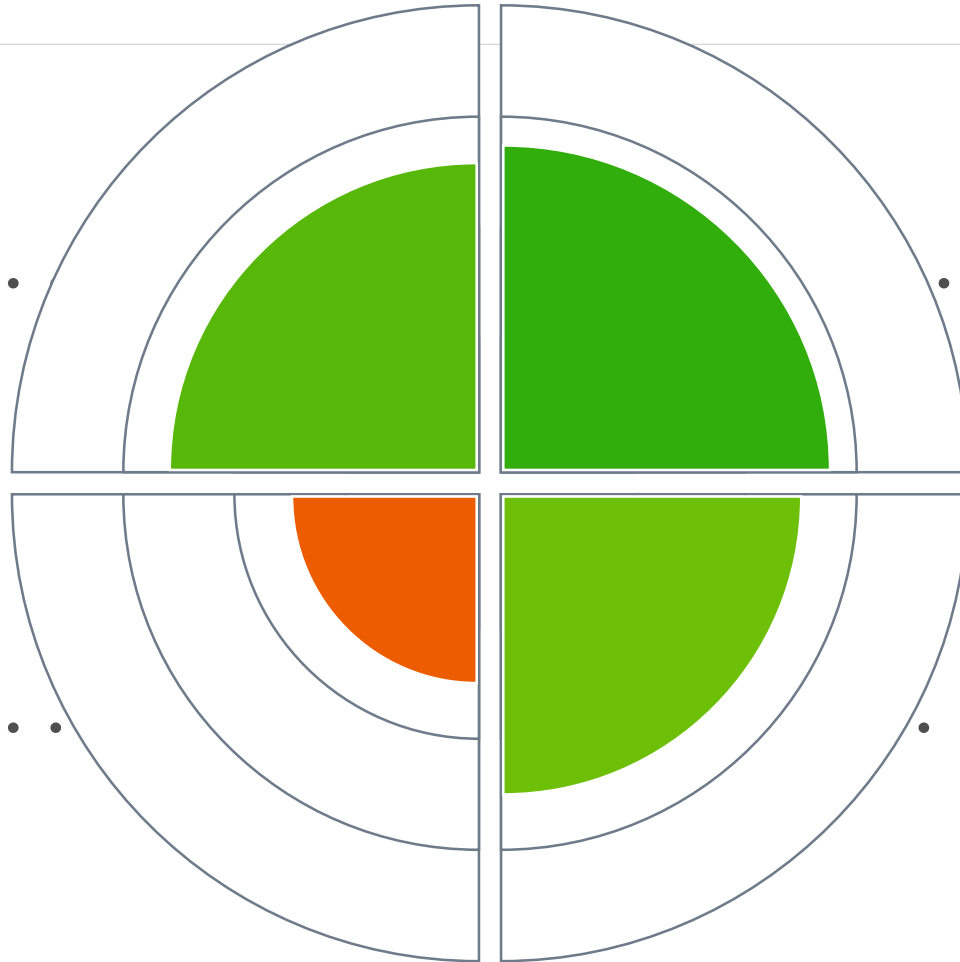
Motivating and Relating

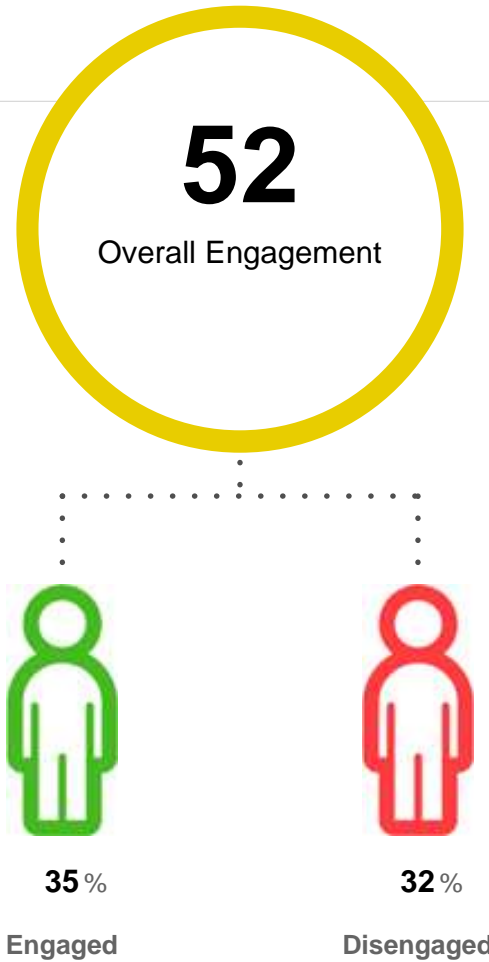
40th

Strategic Alignment

64th

Managing Execution







Organization

60th

Culture of Engagement

69th

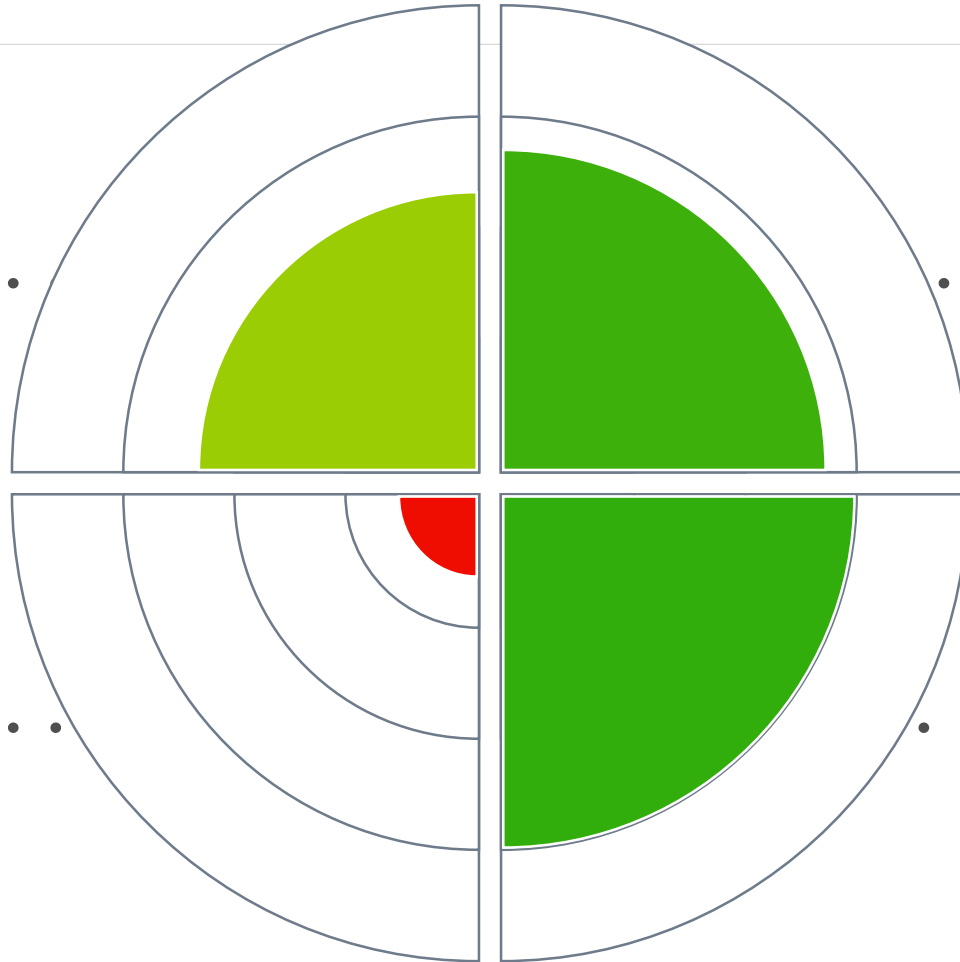
Motivating and Relating

17th

Strategic Alignment

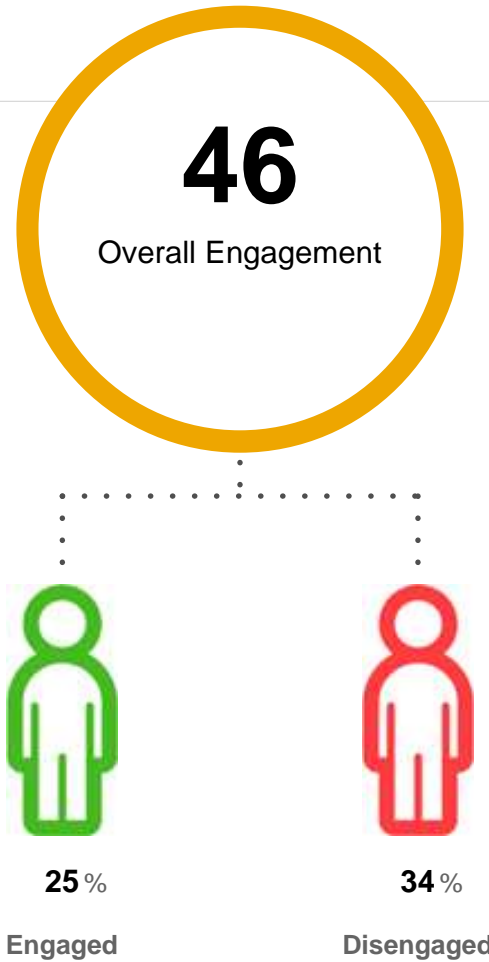
75th

Managing Execution



Results – Organization

(Detailed)





Organization

63rd

Culture of Engagement

42nd

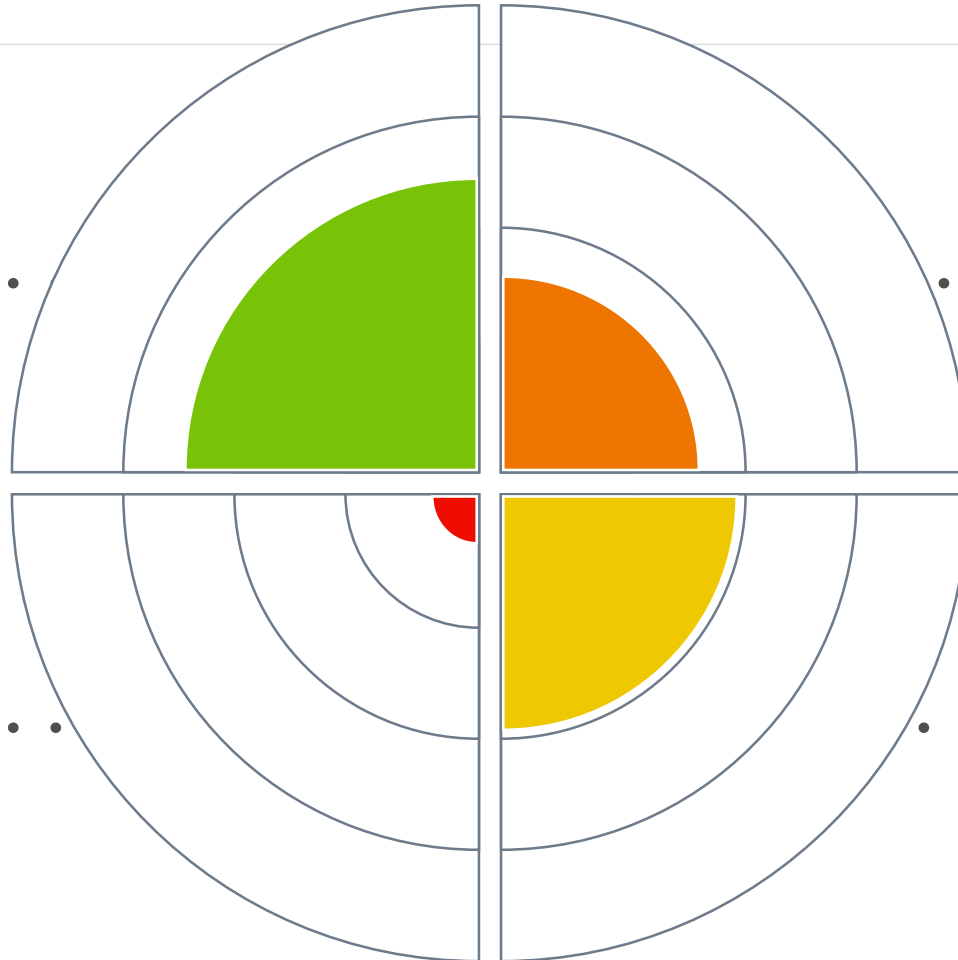
Motivating and Relating

10th

Strategic Alignment

50th

Managing Execution





<p>Percentile Score</p>	<p>63rd</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 229

Trust: There is an atmosphere of trust at ITWORX.



Communication: Information and knowledge are shared openly within ITWORX.



Trust: People at ITWORX can be counted on to follow through on their commitments.



Accountability: Our Leadership Team Members are held accountable for achieving results.



Teamwork and Cooperation: It really feels like everybody is on the same team at ITWORX.



Values: High ethical standards are always maintained throughout ITWORX.



Accountability: Poor performance is effectively addressed throughout ITWORX.



Communication: Our Leadership Team Members communicate well with the rest of the organization.



Personal Expression: People with different ideas are valued at ITWORX.





Percentile Score	10th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
---------------------	--	---

RESPONDENTS = 229

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





<p>Percentile Score</p>	<p>42nd</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 229

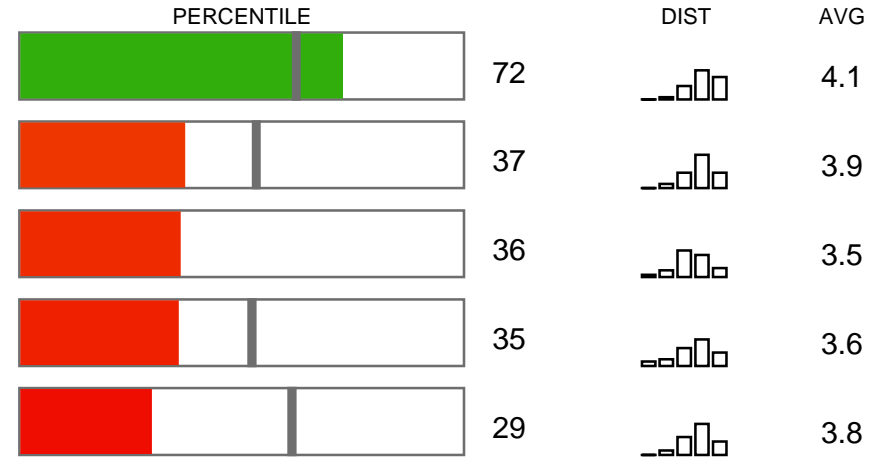
Values: My manager always acts in a way that is consistent with ITWORX values.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Respect for Employees: My manager values my talents and the contribution I make.





Percentile Score	50th	Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.
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RESPONDENTS = 229

Accountability: My manager always addresses poor performance appropriately.



Accountability: My manager consistently holds people accountable.



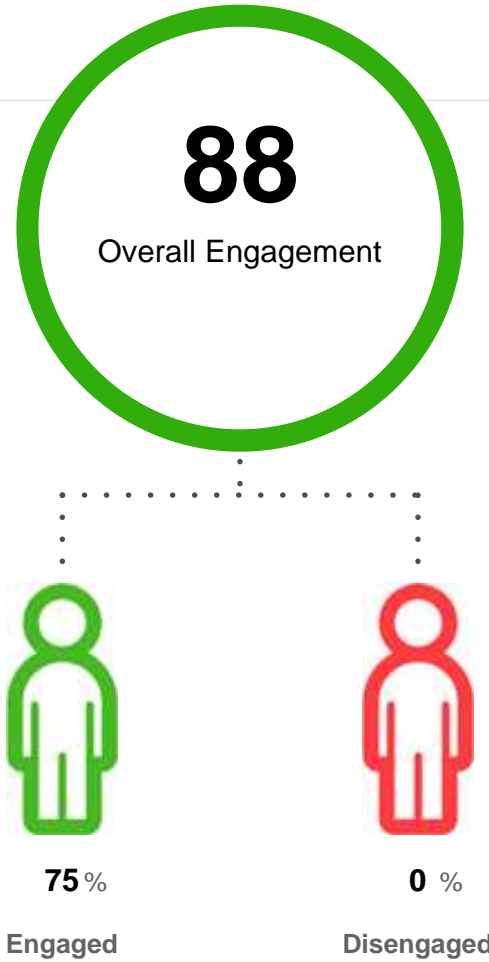
Execution: My manager remains focused, even under pressure.



Purpose and Direction: My manager clearly defines goals and expectations.



Results – Global Services





Organization

81st

Culture of
Engagement

87th

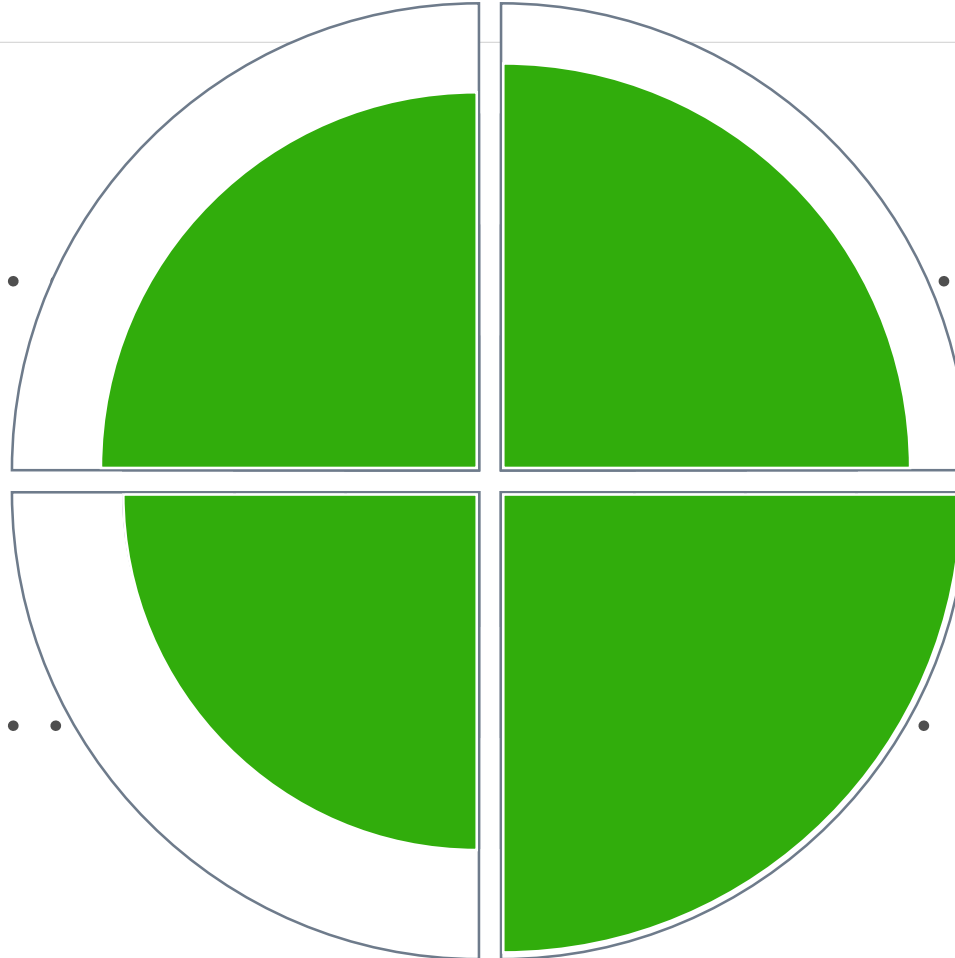
Motivating and
Relating

76th

Strategic
Alignment

98th

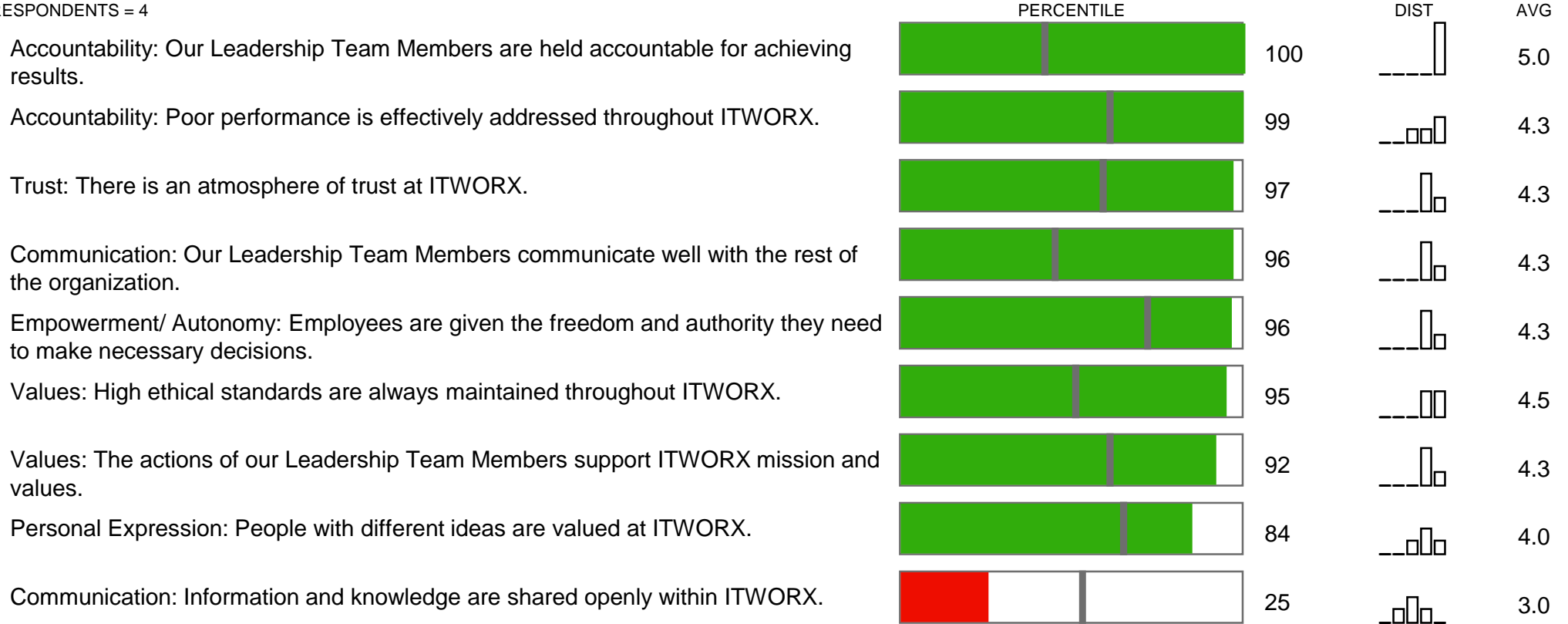
Managing
Execution





<p>Percentile Score</p>	<p>81st</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 4





Percentile Score	76th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
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RESPONDENTS = 4

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.

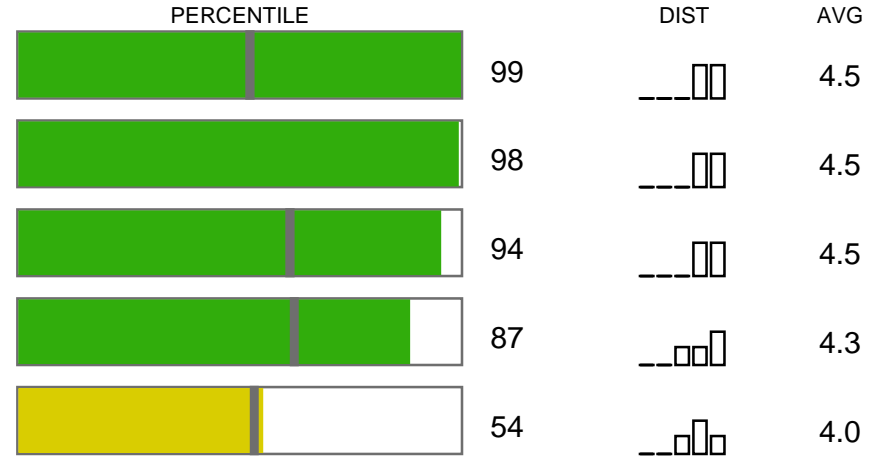




<p>Percentile Score</p>	<p>87th</p>	<p>Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.</p>
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RESPONDENTS = 4

- Communication: My manager always makes sure I am informed about decisions or changes that will affect me.
- Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.
- Respect for Employees: My manager values my talents and the contribution I make.
- Values: My manager always acts in a way that is consistent with ITWORX values.
- Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.





<p>Percentile Score</p>	<p>98th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
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RESPONDENTS = 4

Accountability: My manager consistently holds people accountable.



Execution: My manager remains focused, even under pressure.

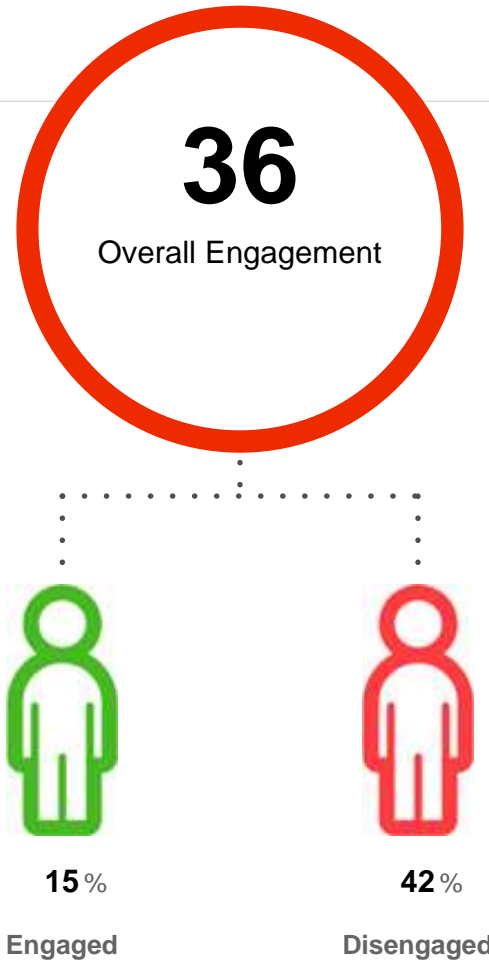


Accountability: My manager always addresses poor performance appropriately.



Purpose and Direction: My manager clearly defines goals and expectations.







Organization

43rd

Culture of Engagement

31st

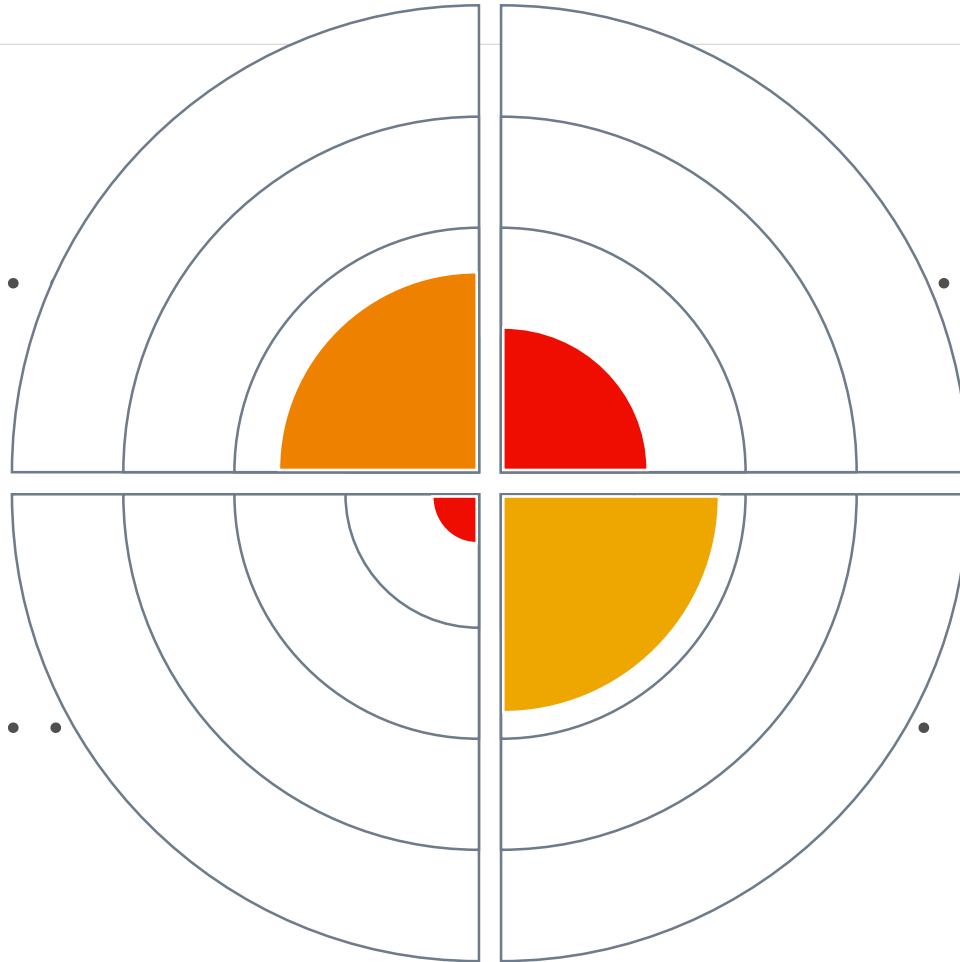
Motivating and Relating

10th

Strategic Alignment

46th

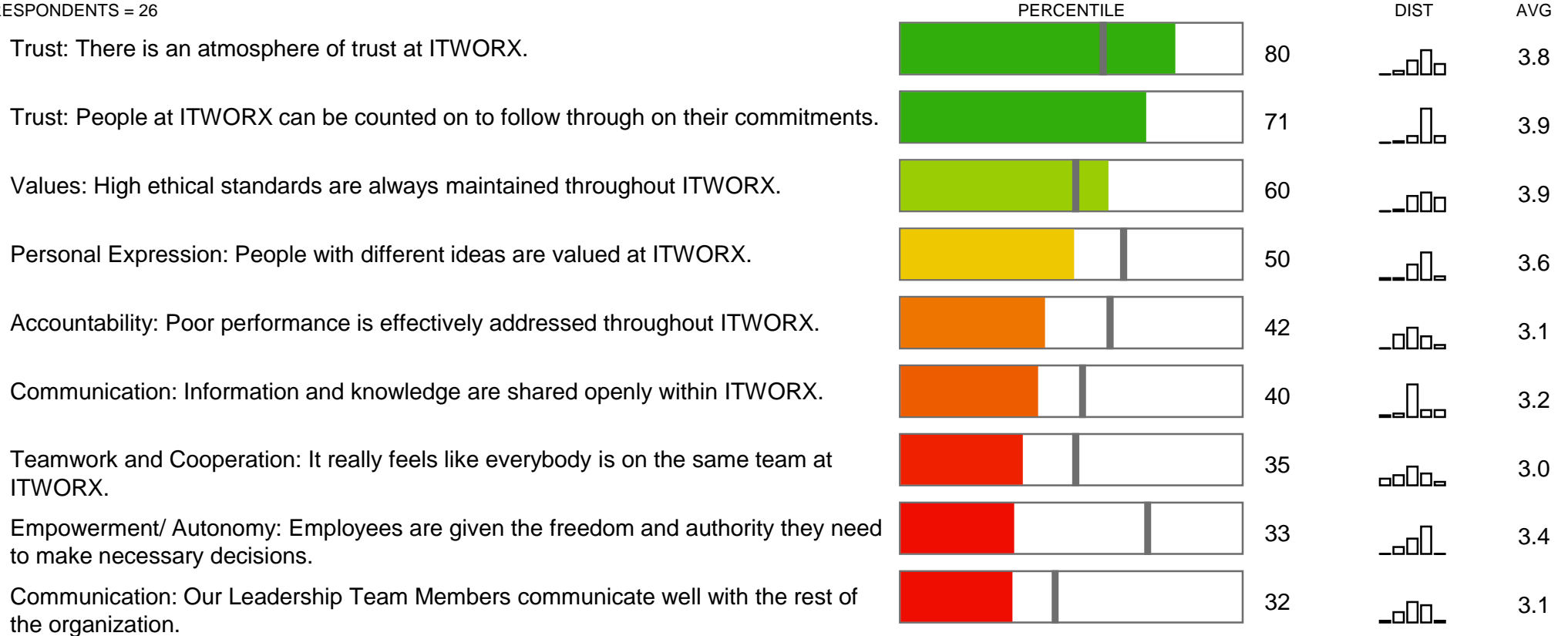
Managing Execution





<p>Percentile Score</p>	<p>43rd</p>	<p>Culture of Engagement measures whether your organization has a culture that motivates, empowers, challenges and respects employees.</p>
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RESPONDENTS = 26





Percentile Score	10th	Strategic Alignment measures whether employees understand where the organization is headed and how they contribute to the organization's success.
---------------------	--	---

RESPONDENTS = 26

Purpose and Direction: I know what I need to do to succeed at ITWORX.



Purpose and Direction: I understand how my work directly contributes to the overall success of ITWORX.



Communication: I have a clear understanding of ITWORX strategic goals.



Values: I have a clear understanding of ITWORX values and behavioral standards.





Percentile Score	31st	Motivating and Relating measures whether managers are motivating their employees to give their best, building strong interpersonal relationships, and developing a strong, cohesive team.
---------------------	------------------------	---

RESPONDENTS = 26

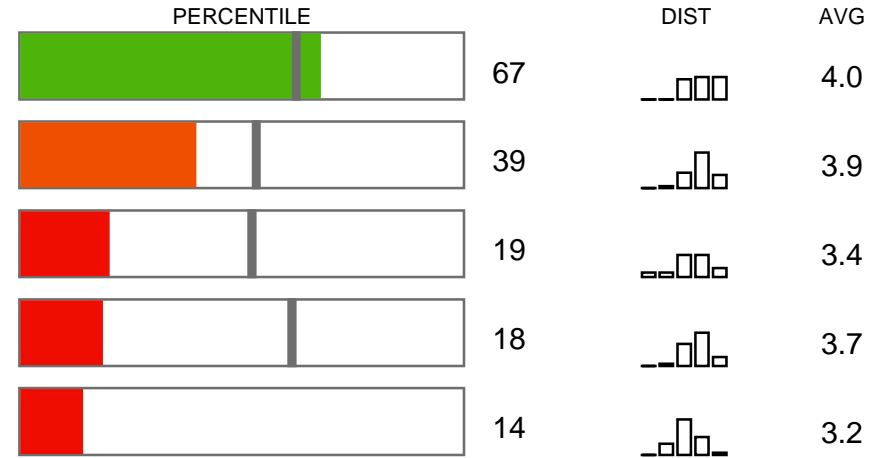
Values: My manager always acts in a way that is consistent with ITWORX values.

Teamwork and Cooperation: My manager emphasizes cooperation and teamwork among members of my workgroup.

Communication: My manager always makes sure I am informed about decisions or changes that will affect me.

Respect for Employees: My manager values my talents and the contribution I make.

Leadership and Motivation: My manager creates an atmosphere that inspires others to achieve at a higher level.





<p>Percentile Score</p>	<p>46th</p>	<p>Managing Execution measures whether managers are defining expectations, holding employees accountable, and focused on delivering results.</p>
-------------------------	-------------------------------	--

RESPONDENTS = 26

Accountability: My manager consistently holds people accountable.



Accountability: My manager always addresses poor performance appropriately.



Execution: My manager remains focused, even under pressure.



Purpose and Direction: My manager clearly defines goals and expectations.

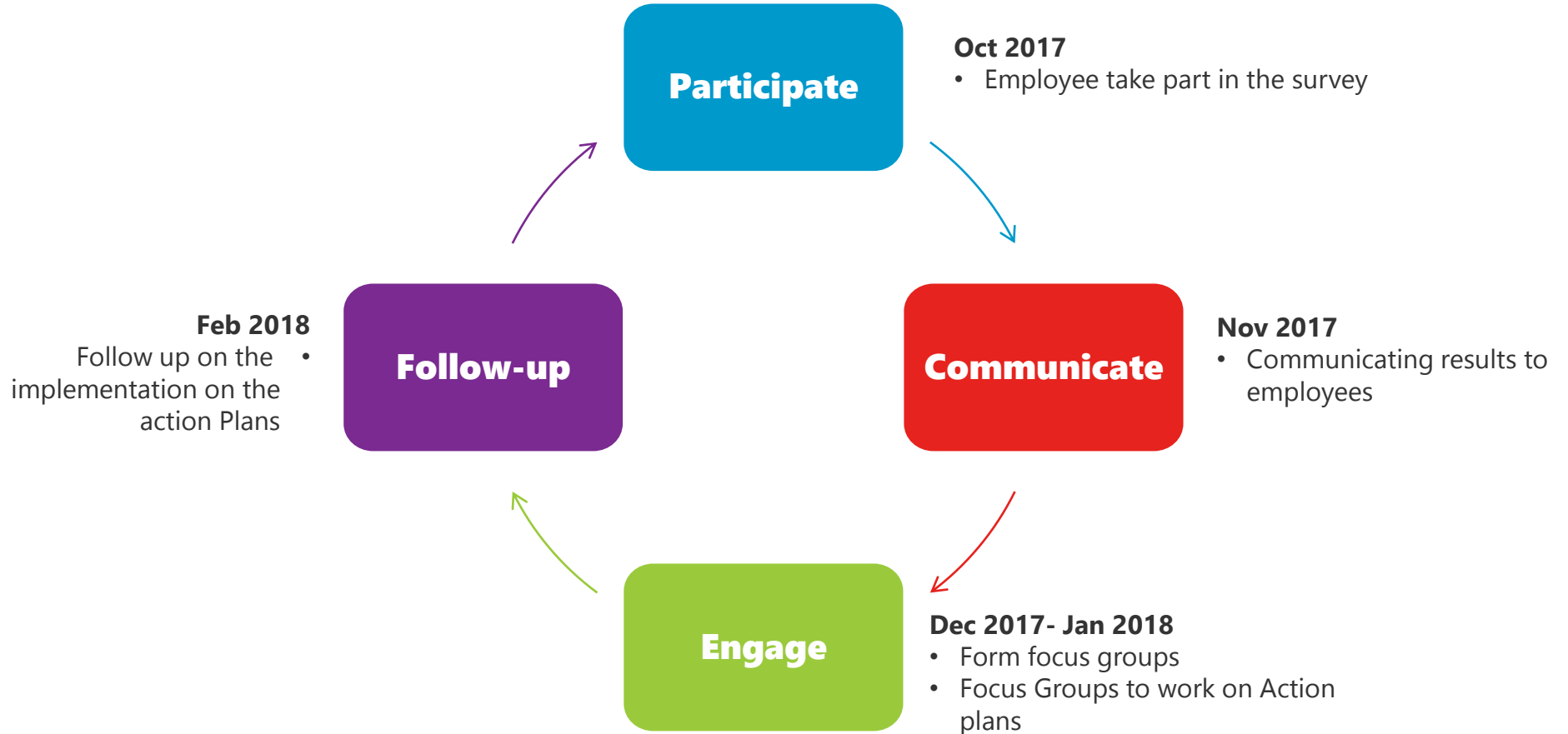


Timeline



- W/Nov 23:
 - Share results with ET
- W/Dec 3:
 - Share with Organization
- Dec 10- Jan 4:
 - Support managers with information, coaching, team presentations

Engage Process



The Tool



- ✓ Scientific **Framework**
- ✓ Anonymous **Reports**
- ✓ Powerful **Benchmark**
- ✓ Measure **Impact**





QUESTIONS TIME!

Have a question? Please ask!



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