

Organizational Engagement Review



Prepared for:
Sample Company

By:
**Leading Dimensions Consulting,
LLC**

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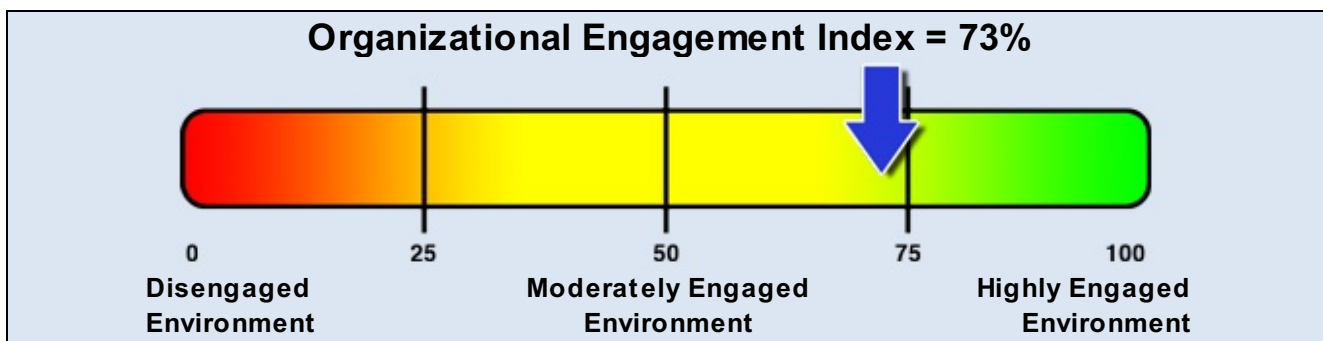
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Introduction

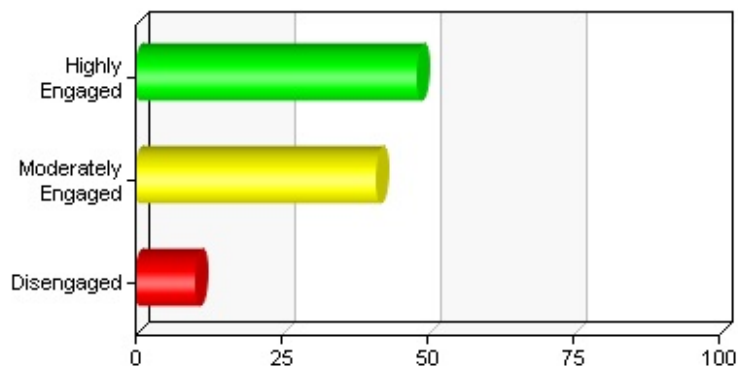
The concept of organizational engagement is complex and diverse in its definition. For some, engagement may mean the extent to which individuals are satisfied in their position, while for others, engagement may reflect an individual's retention outlook. The Engagement Index presented here is a composite measure of factors that research shows may impact the alignment of individual effort with the organization's strategic objectives.

Organizational Engagement Index

The engagement review examines several characteristics of the working environment to determine an overall level of engagement. The resulting Engagement Index reflects a composite score of all responses provided in the survey (where strongly agree = 100% and strongly disagree = 0%). While the Engagement Index is a valuable indicator of the overall organizational climate, it is best evaluated over time, allowing leaders to monitor trends and movements in specific dimensions.



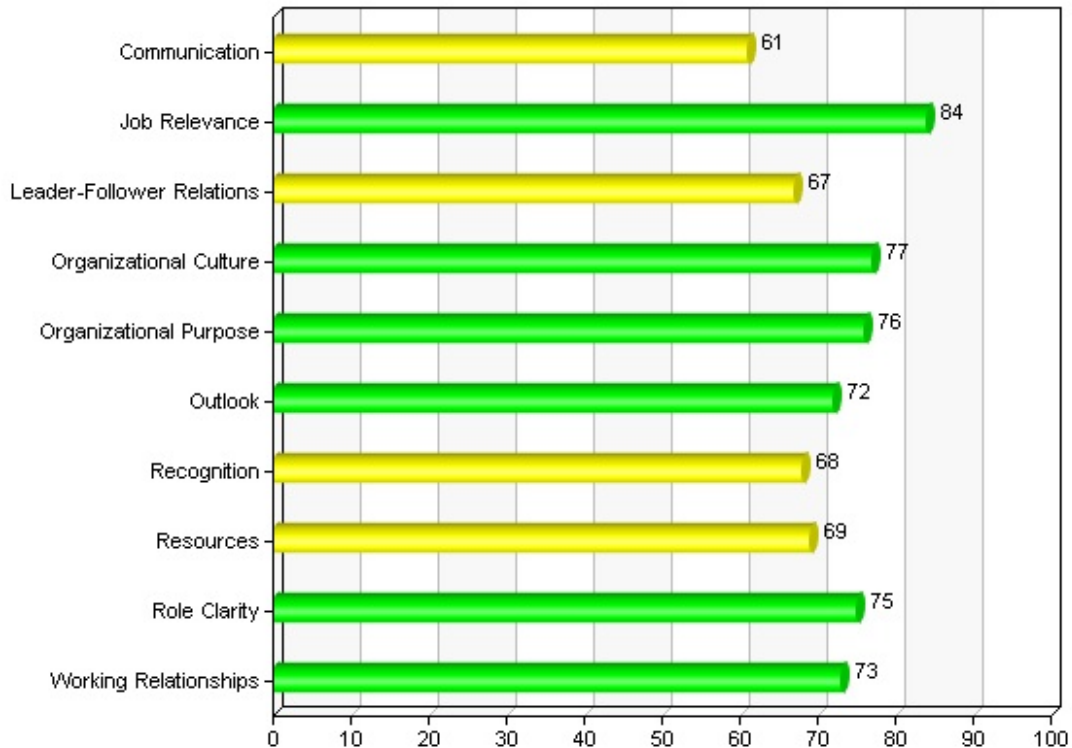
Also of interest is the distribution of participants' individual engagement index scores. The graphic below indicates that 48% of participants expressed a high level of engagement, 41% expressed a moderate level of engagement (or at least some potential for disengagement), while 10% of participants expressed disengagement.



Detailed findings for these dimensions are presented on the following page.

Engagement Dimensions

In order to evaluate factors that influence organizational engagement, LDC utilizes ten specific measures (referred to as “dimensions”). Each of these dimensions utilizes several individual items that represent aspects or facets of the overall Engagement Index. These dimensions are presented below, in the order of their relative strength of association with organizational engagement.



The dimension score is derived based on the average of all items within that particular dimension. For example, the score for Leader-Follower Relations is derived from the average scores (where strongly agree = 100% and strongly disagree = 0%) of the items in that dimension. The color coding used in the table above indicates whether the respective dimension is contributing to organizational engagement (green), detracting from engagement (red), or may be in transition (yellow). Dimensions coded in yellow may indicate that participant sentiment may be moving or is neutral in its impact. Like in a common application of such color schemes, dimensions coded in red are of significant concern and may threaten organizational engagement, while dimensions coded in yellow should indicate a note of caution. Dimensions coded in green appear to indicate the desired, positive contribution to engagement.

On the following pages, detailed statistics are presented for each of the ten dimensions comprising the Engagement Index.

Contributing Dimensions: Highest Ratings

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
92	Our organization is family-friendly. <i>(Organizational Culture)</i>	0%	3%	0%	21%	76%
91	I am proud to be affiliated with my organization. <i>(Organizational Culture)</i>	0%	0%	7%	24%	69%
86	I would recommend my team and/or department as a great group of people with whom to work. <i>(Organizational Culture)</i>	0%	0%	7%	41%	52%
86	I see a connection between my performance and the accomplishment of the organization's mission. <i>(Job Relevance)</i>	0%	0%	7%	41%	52%
85	My efforts make a clear impact on the success of the organization. <i>(Role Clarity)</i>	0%	0%	7%	45%	48%
85	I am in agreement with the values of the organization. <i>(Organizational Purpose)</i>	0%	0%	3%	52%	45%
85	The organization offers a valuable service or product to those whom we serve. <i>(Job Relevance)</i>	0%	0%	3%	52%	45%
85	Our organization's mission statement is reflected in how I perform my work. <i>(Job Relevance)</i>	0%	0%	10%	38%	52%
85	I understand the mission of the organization. <i>(Job Relevance)</i>	0%	0%	7%	45%	48%
84	I would recommend my organization as a great place to work. <i>(Organizational Culture)</i>	0%	0%	10%	41%	48%

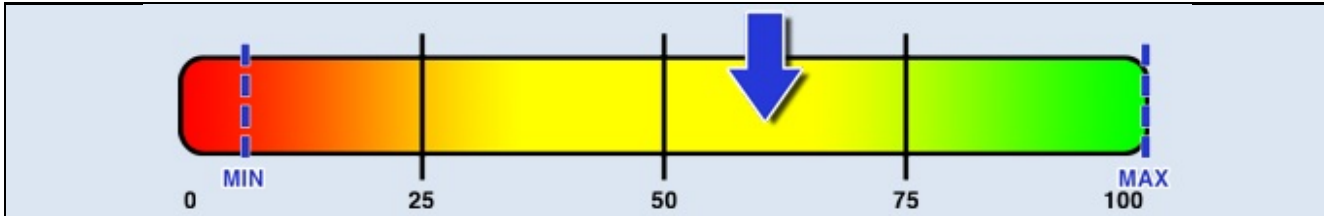
Detracting Dimensions: Lowest Ratings

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
52	My manager regularly discusses my progress in meeting the goals established for me. <i>(Communication)</i>	14%	14%	34%	28%	10%
53	I enjoy the working relationships I have with my coworkers. <i>(Working Relationships)</i>	3%	14%	52%	28%	3%
57	My coworkers are adequately trained for their jobs. <i>(Resources)</i>	10%	7%	31%	48%	3%
58	There are opportunities for me to advance in my career within the organization. <i>(Outlook)</i>	7%	14%	31%	38%	10%
59	The compensation and rewards offered in my job are in line with the nature and requirements of the work. <i>(Recognition)</i>	3%	14%	31%	45%	7%
60	Our leaders communicate with us regularly regarding information we need to know. <i>(Communication)</i>	7%	17%	17%	45%	14%
60	My input is sought by the organization regarding changes or opportunities for improvement. <i>(Communication)</i>	17%	7%	14%	41%	21%
61	The organization prepares us for upcoming assignments. <i>(Organizational Culture)</i>	7%	3%	38%	41%	10%
61	If I were to leave my job, it would really impact my coworkers' performance. <i>(Role Clarity)</i>	3%	14%	38%	24%	21%
62	My manager communicates effectively with me. <i>(Communication)</i>	7%	21%	14%	34%	24%

Engagement Dimension: *Communication*

The performance of individuals, teams, and work groups is strongly linked to the effectiveness of communication in the organization. The most engaged individuals are those who: feel their input is sought regarding important issues potentially impacting the individual or the organization, share a productive dialogue with peers, and receive clear guidance from superiors. *Engagement is typically stronger when communication is continuous and constructive.*

Dimension Score: 61%



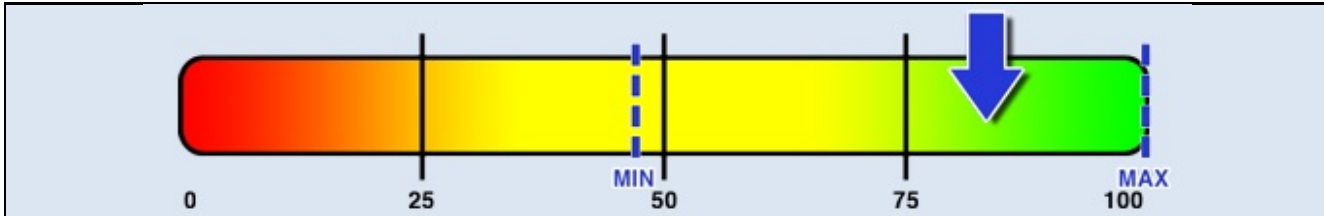
Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
62	My manager communicates effectively with me.	7%	21%	14%	34%	24%
64	My manager communicates effectively with my coworkers.	7%	10%	28%	31%	24%
66	My manager communicates effectively with other teams and/or departments.	3%	3%	38%	38%	17%
52	My manager regularly discusses my progress in meeting the goals established for me.	14%	14%	34%	28%	10%
63	My manager regularly discusses the decisions or changes that may impact my team.	10%	10%	17%	41%	21%
60	Our leaders communicate with us regularly regarding information we need to know.	7%	17%	17%	45%	14%
60	My input is sought by the organization regarding changes or opportunities for improvement.	17%	7%	14%	41%	21%
63	Our leaders offer an effective way for employees to voice concerns or opinions.	7%	17%	14%	41%	21%

Engagement Dimension: *Job Relevance*

Engaged individuals view their work as an important contribution to the organization’s mission. When an individual begins to feel that their work, however well performed, does not contribute to anything of value, engagement will almost certainly suffer. *Engagement is strongest when individuals believe the performance of their job is important to the overall success of the organization.*

Dimension Score: 84%



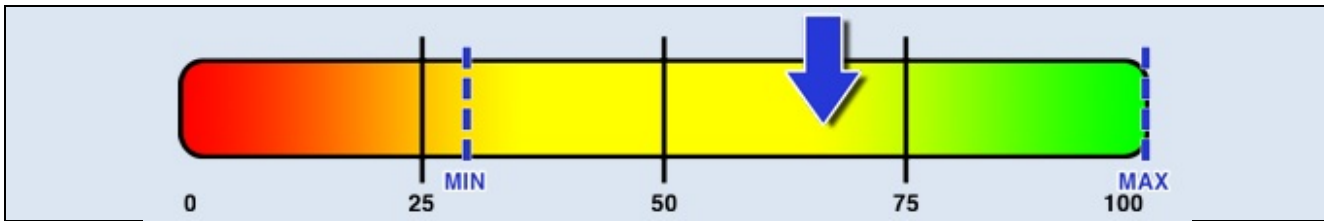
Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
82	My efforts matter to the success of my team and/or department.	0%	3%	7%	48%	41%
83	Whether I perform my job well or not impacts the organization's success.	3%	0%	7%	41%	48%
86	I see a connection between my performance and the accomplishment of the organization's mission.	0%	0%	7%	41%	52%
85	I understand the mission of the organization.	0%	0%	7%	45%	48%
85	Our organization's mission statement is reflected in how I perform my work.	0%	0%	10%	38%	52%
85	The organization offers a valuable service or product to those whom we serve.	0%	0%	3%	52%	45%
84	I am proud of the work I do in my position.	3%	0%	7%	34%	55%
78	One of the main reasons I choose to work at this organization is to be a part of the mission and vision expressed by our leaders.	0%	3%	17%	41%	38%

Engagement Dimension: *Leader-Follower Relations*

The topic of leader-follower relations is as complex as organizational engagement itself. The dynamics involved in the interactions between individuals (superiors and direct reports specifically) have significant implications for personality, managerial skill, and loyalty (all of which should be considered in interpreting leader-follower relations). *Engagement is strongest when individuals believe their managers appreciate them and will support them personally and professionally.*

Dimension Score: 67%



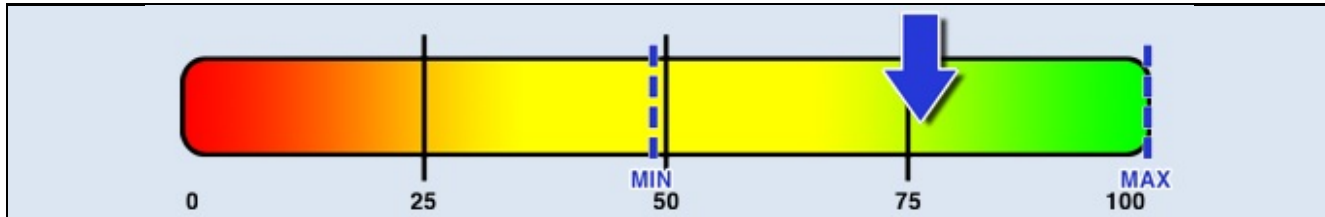
Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
69	My manager is concerned for my personal needs.	0%	10%	28%	38%	24%
77	I have a healthy relationship with my manager.	0%	3%	21%	41%	34%
63	My manager understands my personal goals.	0%	14%	34%	38%	14%
65	My manager has an accurate view of my capabilities.	3%	7%	31%	45%	14%
66	My manager values my expertise and experience.	7%	7%	21%	48%	17%
66	My manager offers valuable guidance in helping me perform my job.	7%	10%	17%	45%	21%

Engagement Dimension: *Organizational Culture*

Organizational Culture is a broad dimension that reflects the characteristics of the organization itself, including the extent to which individuals identify with, appreciate, and recommend the organization to others. This dimension offers the strongest correlation with overall organizational engagement.

Dimension Score: 77%



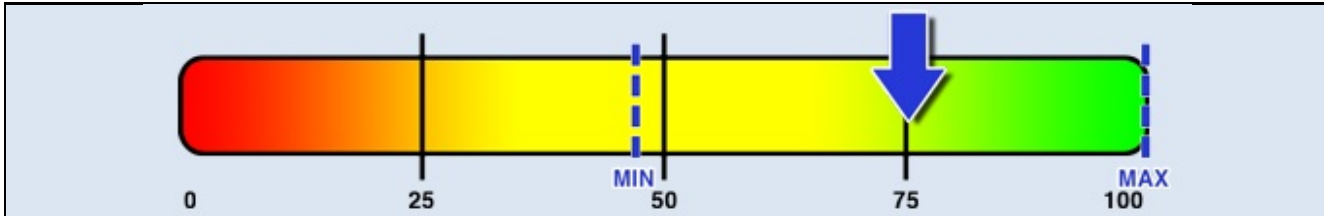
Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
92	Our organization is family-friendly.	0%	3%	0%	21%	76%
82	The organization's practices show an appreciation for the needs of its employees.	0%	3%	7%	48%	41%
70	My team and/or department adapts well to changing circumstances.	0%	3%	31%	48%	17%
75	The organization prioritizes the well-being of its employees.	0%	3%	21%	48%	28%
84	I would recommend my organization as a great place to work.	0%	0%	10%	41%	48%
86	I would recommend my team and/or department as a great group of people with whom to work.	0%	0%	7%	41%	52%
72	My work environment promotes high performance.	0%	0%	28%	55%	17%
76	My work environment promotes teamwork and collaboration.	0%	0%	21%	55%	24%
67	My work environment promotes personal growth.	7%	0%	28%	48%	17%
84	I enjoy my work.	3%	0%	7%	38%	52%
91	I am proud to be affiliated with my organization.	0%	0%	7%	24%	69%
75	My coworkers trust our manager to guide the future of the organization.	3%	0%	14%	59%	24%
74	The organization cares about the concerns of my team and/or department.	0%	7%	21%	41%	31%
74	There is a high level of trust and respect between employees and managers in the organization.	0%	10%	14%	45%	31%
72	My work environment promotes employee satisfaction.	0%	3%	24%	52%	21%
61	The organization prepares us for upcoming assignments.	7%	3%	38%	41%	10%

Engagement Dimension: *Organizational Purpose*

The most engaged individuals are those who benefit from an alignment between their effort and the purpose/mission of the organization. When an individual understands how their efforts contribute to the overall goals of the organization, a foundation is established for high performance. *Engagement is strongest when leadership's vision and values are understood and shared by individuals within the organization.*

Dimension Score: 76%



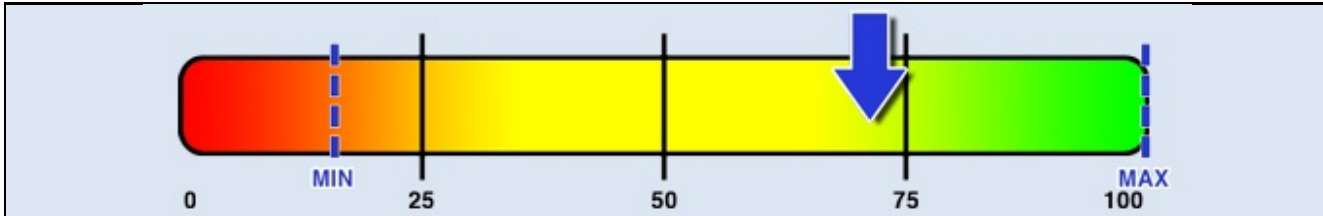
Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
72	The organization's mission statement is understood by my coworkers.	0%	3%	17%	69%	10%
79	Our leaders express a compelling vision of what we seek to achieve as an organization.	0%	0%	17%	48%	34%
79	Our leaders make decisions that reflect the values expressed by the organization.	0%	0%	14%	55%	31%
75	The organization's values are understood by most employees.	0%	0%	17%	66%	17%
76	The organization's values are evident in the decisions made by its leaders.	0%	3%	21%	45%	31%
69	The organization's values are supported by my coworkers.	0%	3%	28%	59%	10%
85	I am in agreement with the values of the organization.	0%	0%	3%	52%	45%
71	My coworkers are committed to serving the best interest of the organization.	0%	3%	28%	52%	17%

Engagement Dimension: *Outlook*

When individuals are highly engaged in their work, they tend to exhibit a positive outlook regarding their tenure with the organization. As engagement fades, an individual is more likely to explore other opportunities (within, and external to, the organization) in which to invest their efforts. *Engagement is strongest, and turnover minimized, when individuals believe the organization will provide opportunities to grow professionally.*

Dimension Score: 72%



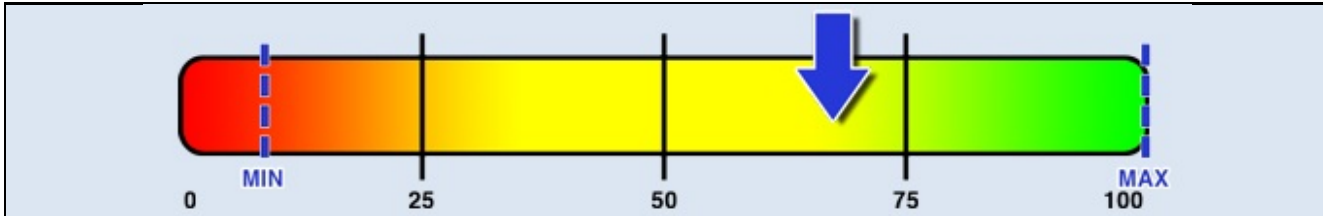
Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
63	There are opportunities for me to grow professionally in my job.	7%	14%	14%	52%	14%
58	There are opportunities for me to advance in my career within the organization.	7%	14%	31%	38%	10%
78	I could see myself remaining with the organization for the remainder of my career.	0%	0%	28%	34%	38%
81	I have no expectations to leave the organization within the next three months.	7%	7%	7%	14%	66%
82	I have no expectations to leave the organization within the next year.	7%	0%	14%	17%	62%
76	I wouldn't leave my job, even if a similar position came open in another organization.	10%	3%	10%	24%	52%
69	I would enjoy the opportunity to take on greater responsibilities in my current job.	7%	7%	21%	34%	31%
68	One of the reasons I choose to work at this organization is the opportunity to fulfill my professional goals.	3%	3%	34%	34%	24%

Engagement Dimension: *Recognition*

Research indicates that engaged employees see a clear connection between their efforts and the recognition they receive. Effective recognition involves an alignment between rewards offered and what is valued by the organization, reinforced by the manager, and exhibited by productive individuals. *Engagement is strongest when recognition is perceived as appropriate and equitable based on the individual's contribution to the organization.*

Dimension Score: 68%



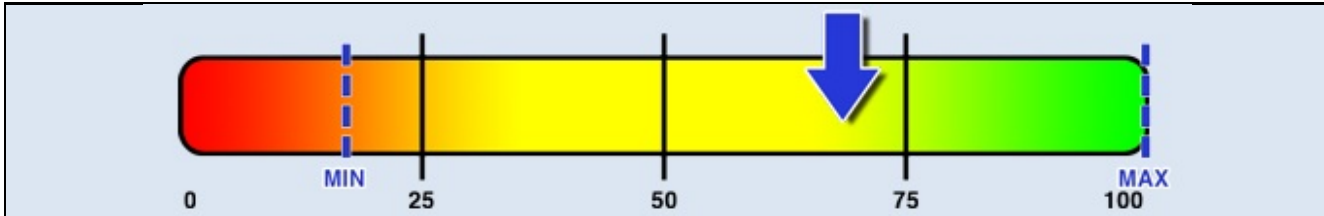
Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
69	My performance is recognized appropriately by my manager.	3%	10%	24%	31%	31%
66	My coworkers recognize my contribution to our team's success.	3%	14%	14%	52%	17%
67	Others recognize the contribution I make to the organization.	0%	3%	34%	52%	10%
66	My manager acknowledges my efforts regularly.	10%	3%	34%	17%	34%
72	The organization shows an appreciation for my team's and/or department's contribution.	3%	10%	14%	38%	34%
67	I am rewarded fairly for my contribution to the organization.	3%	14%	21%	34%	28%
71	The organization recognizes performance that contributes to our mission.	3%	7%	21%	41%	28%
59	The compensation and rewards offered in my job are in line with the nature and requirements of the work.	3%	14%	31%	45%	7%
75	The organization values my efforts.	3%	3%	10%	55%	28%

Engagement Dimension: Resources

For an individual to be fully engaged in the work of the organization, they must have access to appropriate resources. This dimension explores perceptions regarding how the organization invests in equipping and supporting individuals. *Engagement is strongest when individuals believe they are receiving the training, equipment, and necessary resources to be successful at their job.*

Dimension Score: 69%



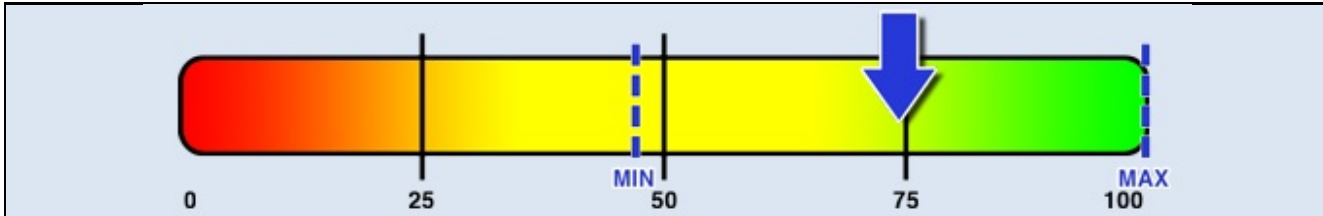
Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
64	My manager invests in my development as a professional.	10%	10%	17%	38%	24%
76	I know where to go for support when needed.	3%	3%	14%	45%	34%
73	I have access to the resources I need to do my job effectively.	0%	7%	21%	45%	28%
68	My manager makes sure that I am properly equipped to perform my work.	0%	14%	24%	38%	24%
66	I receive adequate training to maintain the expected level of performance.	10%	3%	21%	45%	21%
71	I am offered the time I need to accomplish my tasks effectively.	3%	10%	7%	59%	21%
73	I have access to the resources I need to do my job well.	0%	7%	21%	45%	28%
72	I have access to the technology I need to do my job well.	7%	0%	21%	41%	31%
72	I have access to the facilities I need to do my job well.	3%	0%	21%	55%	21%
62	The organization invests in my training and development.	14%	7%	17%	41%	21%
57	My coworkers are adequately trained for their jobs.	10%	7%	31%	48%	3%
76	I have been given the authority I need to make decisions in my work.	7%	3%	10%	38%	41%

Engagement Dimension: *Role Clarity*

Even when an individual feels their work is relevant and their efforts are appropriately recognized, engagement may suffer if there is ambiguity regarding their role. An engaged individual clearly understands what is expected of them and how meeting such expectations impacts the organization as a whole. *Engagement is strongest when individuals understand how their performance fits into the big picture and overall success of the organization.*

Dimension Score: 75%



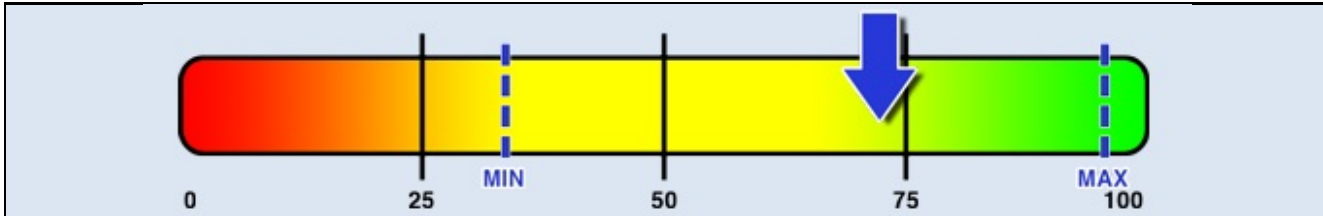
Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
61	If I were to leave my job, it would really impact my coworkers' performance.	3%	14%	38%	24%	21%
74	If I were to leave my job, it would really impact the organization's effectiveness.	0%	3%	21%	52%	24%
83	My performance has a measurable impact on the performance of the organization.	0%	0%	10%	48%	41%
72	My manager understands what it takes to do my job well.	7%	7%	14%	38%	34%
78	I clearly understand what is expected of me by my manager.	0%	7%	17%	34%	41%
74	My team and/or department has a clear understanding of what is expected of us.	0%	7%	24%	34%	34%
72	My coworkers recognize how our teamwork benefits the organization.	0%	3%	28%	48%	21%
85	My efforts make a clear impact on the success of the organization.	0%	0%	7%	45%	48%

Engagement Dimension: *Working Relationships*

An effective organization is typically characterized in part by healthy relationships between individual contributors and work groups. This dimension touches on both formal and informal working relationships in shaping organizational engagement. *Engagement is strongest when individuals enjoy friendly and collaborative relationships with their coworkers.*

Dimension Score: 73%



Item Response Distribution

Item Score	Item	Response Distribution				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
79	There are people in my workplace who I consider to be my friends.	0%	7%	3%	55%	34%
81	My relationships with my coworkers are very important to me.	0%	0%	14%	48%	38%
73	My coworkers and I have a constructive working relationship with other teams and/or departments.	0%	10%	14%	48%	28%
80	I get along well with members of my team and/or department.	3%	0%	10%	45%	41%
72	My coworkers and I work together as an effective team.	0%	10%	14%	55%	21%
53	I enjoy the working relationships I have with my coworkers.	3%	14%	52%	28%	3%

Participant Comments

Participants were asked the following open-ended questions, details of which are presented on subsequent pages:

Organizational Focus

- What should the organization stop doing?
- What should the organization continue doing?
- What should the organization begin doing?

Managerial Focus

- What should my manager stop doing?
- What should my manager continue doing?
- What should my manager begin doing?

Coworker/Team Focus

- What should my coworkers/team stop doing?
- What should my coworkers/team continue doing?
- What should my coworkers/team begin doing?

What should the organization STOP doing?

Responses

1. Participants comment during the survey, and those comments show up here.
 2. Participants comment during the survey, and those comments show up here.
 3. Participants comment during the survey, and those comments show up here.
 4. Participants comment during the survey, and those comments show up here.
 5. Participants comment during the survey, and those comments show up here.
-

What should the organization CONTINUE doing?

Responses

1. Participants comment during the survey, and those comments show up here.
 2. Participants comment during the survey, and those comments show up here.
 3. Participants comment during the survey, and those comments show up here.
 4. Participants comment during the survey, and those comments show up here.
 5. Participants comment during the survey, and those comments show up here.
-

What should the organization BEGIN doing?

Responses

1. Participants comment during the survey, and those comments show up here.
2. Participants comment during the survey, and those comments show up here.
3. Participants comment during the survey, and those comments show up here.
4. Participants comment during the survey, and those comments show up here.
5. Participants comment during the survey, and those comments show up here.

What should my manager STOP doing?

Responses

1. Participants comment during the survey, and those comments show up here.
2. Participants comment during the survey, and those comments show up here.
3. Participants comment during the survey, and those comments show up here.
4. Participants comment during the survey, and those comments show up here.
5. Participants comment during the survey, and those comments show up here.

What should my manager CONTINUE doing?

Responses

1. Participants comment during the survey, and those comments show up here.
2. Participants comment during the survey, and those comments show up here.
3. Participants comment during the survey, and those comments show up here.
4. Participants comment during the survey, and those comments show up here.
5. Participants comment during the survey, and those comments show up here.

What should my manager BEGIN doing?

Responses

1. Participants comment during the survey, and those comments show up here.
 2. Participants comment during the survey, and those comments show up here.
 3. Participants comment during the survey, and those comments show up here.
 4. Participants comment during the survey, and those comments show up here.
 5. Participants comment during the survey, and those comments show up here.
-

What should my coworkers and/or team STOP doing?

Responses

1. Participants comment during the survey, and those comments show up here.
 2. Participants comment during the survey, and those comments show up here.
 3. Participants comment during the survey, and those comments show up here.
 4. Participants comment during the survey, and those comments show up here.
 5. Participants comment during the survey, and those comments show up here.
-

What should my coworkers and/or team CONTINUE doing?

Responses

1. Participants comment during the survey, and those comments show up here.
2. Participants comment during the survey, and those comments show up here.
3. Participants comment during the survey, and those comments show up here.
4. Participants comment during the survey, and those comments show up here.
5. Participants comment during the survey, and those comments show up here.

What should my coworkers and/or team BEGIN doing?

Responses

1. Participants comment during the survey, and those comments show up here.
 2. Participants comment during the survey, and those comments show up here.
 3. Participants comment during the survey, and those comments show up here.
 4. Participants comment during the survey, and those comments show up here.
 5. Participants comment during the survey, and those comments show up here.
-

For More Information

For more information regarding the Organizational Engagement Report (OER) or other products and services available to help you develop and coach high performers, please contact your LDC Affiliate:



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Important Note

This report does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of behavior. No part of this report is intended to convey a psychological, medical, or psychiatric evaluation. This report is intended to provide personal insight that is useful in coaching, teambuilding, and other aspects of professional development. No employment decision should be made based, in whole or in part, on the results contained herein.