Best Companies Group

Sample Company
Executive Summary Report
November 13, 2023

Today's Objectives

Objectives

- Discover the level of engagement at Sample Company
- Identify Sample Company strengths and weaknesses from the employees' perspective
- Compare Sample Company performance against Best Places To Work benchmarks
- Provide action-oriented recommendations drawing on BCG's experience in this field

Executive Summary

- Sample Company has a positive workplace culture where people feel like they want to extra effort to make the organization succeed. There are many pockets of strength that can help Sample Company get to the next level and achieve a top-tier culture.

- The Manager corps is particularly strong. People feel like they can trust them, they feel respected by them, and appreciate their guidance. Another key highlight: a strong sense of camaraderie with their peers. These things combined will be very important to long-term retention.

- The major areas of opportunity are around “Investing in the Employee.” A substantial number of Sample Company employees feel either unsure or negatively towards the amount Sample Company is investing in them through benefits, perks, recognition, and ongoing professional development.
  - While the sense of pay fairness remains healthy, most questions around benefits scored at the lowest for all Sample Company scores
  - The question with the largest percentage of disagreement was “I'm satisfied with the amount of healthcare paid for”
  - The 2nd question with the largest percentage of disagreement was “I'm satisfied with the sick leave policy”
  - “If I do good work, I will be rewarded” had one of the lowest agreement percentages at 77%

Cultural Agenda

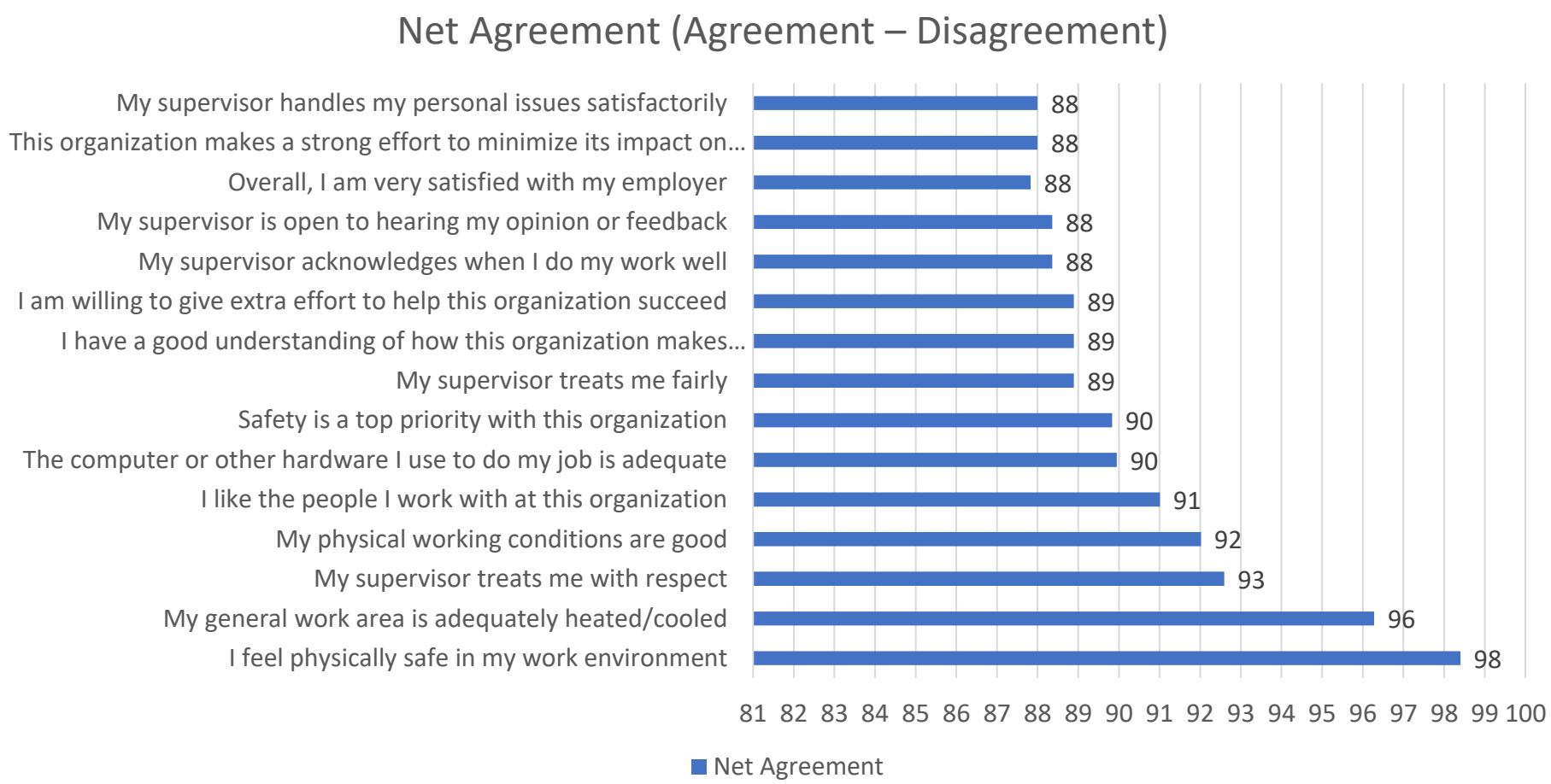
Areas of Strength	Sticky Challenges	Movable Middle	Comparison to the Best

Comment & Demographic Analysis	Recommendations	Best Practices

Areas of Strength:
Parts of the employee experience where you have clear positive momentum. These are **positive experiences** your employees can reliably expect to be true at your organization. These are areas that you can use to build off of.

Results: Areas of Strength

These are areas with the biggest positive gap. Promoters outnumber detractors the most.

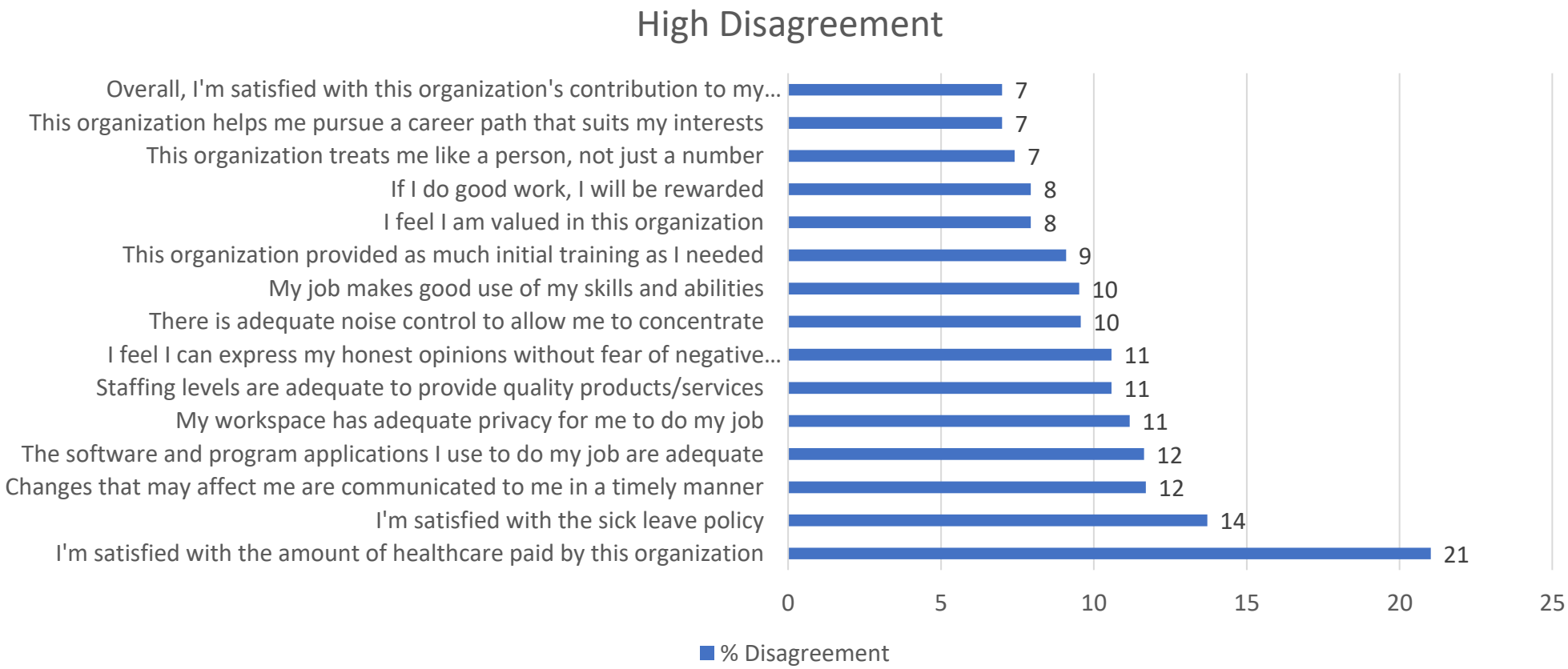


Sample Company employees believe they can count on a safe and accommodating space to do their work. They also have a very strong relationship with their immediate manager. There is a strong commitment to the organization and a very positive sense of camaraderie.

Sticky Challenges:
Parts of the employee experience where you have staunch negative momentum. These are **negative experiences** your employees can reliably expect to be true at your organization. These are areas that will require a long-term strategy.

Results: Sticky Challenges

These are areas where people are entrenched in their negative experience the most. These are thorny challenges that are top of mind for employees.



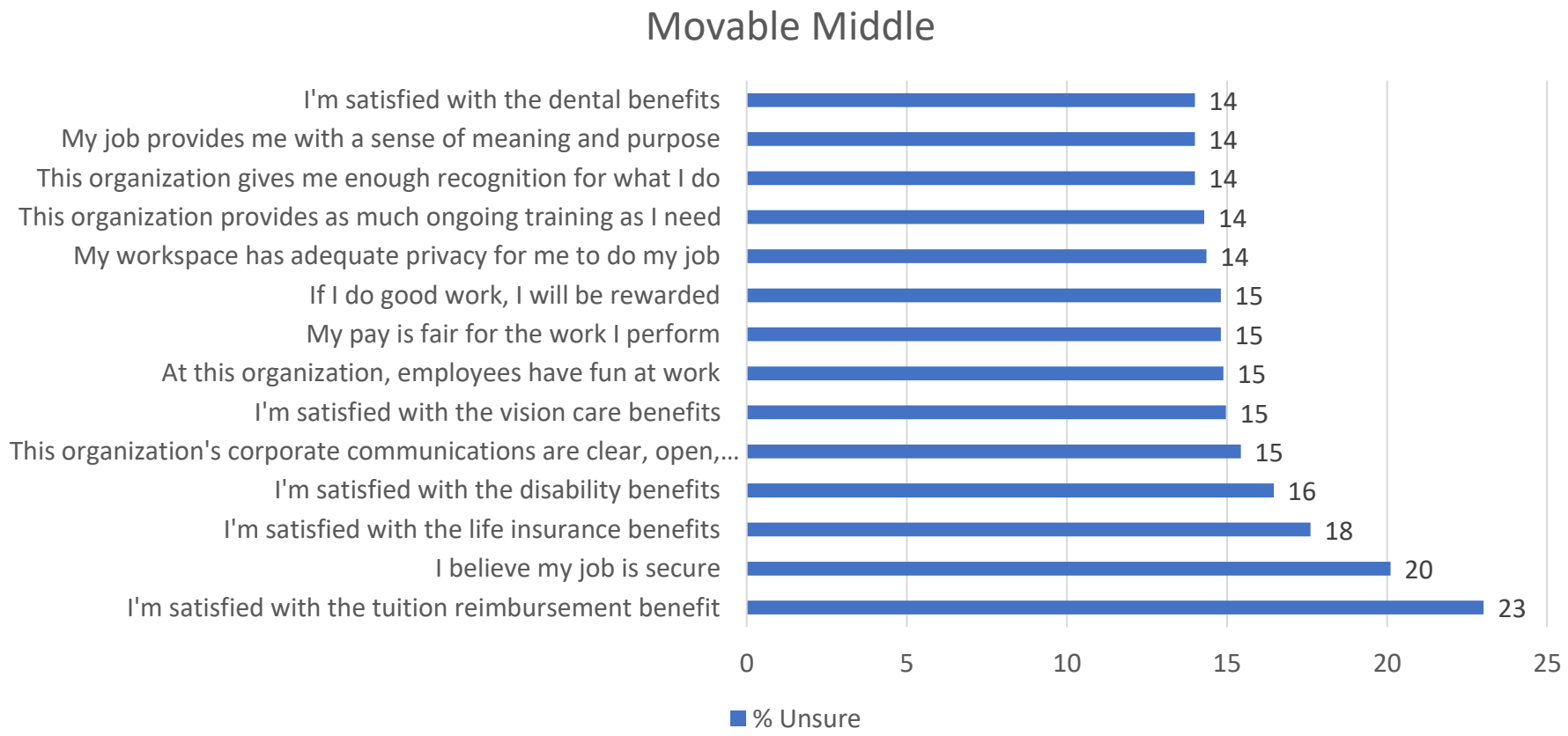
Some of the bigger challenges are around healthcare benefits, sick leave benefits, resourcing and change management, and continuous professional development opportunities.

There's a growing sense from employees that Sample Company is not investing as much in them as they are into Sample Company.

Movable Middle:
Parts of the employee experience where there is a neutral or uncertain expectation. These are areas where consistent focus can help **tip people over to having a positive experience.** These are high leverage areas.

Results: Movable Middle

These are areas that are not performing well, and a significant percentage of people are uncertain about their opinions on them. These can be easy wins to focus on first.



A high leverage area is around benefits and recognition opportunities. Employees are unsure about the value of these. It is either due to lack of communication about them or they being insufficient. A small investment in improving Sample Company's benefits and recognition opportunities could easily tip some employees over to a more positive experience.

Comparison to the Best:
Your survey scores compared to the Best Places to Work. Areas where you overperform or are near the benchmark, or underperform the benchmark.

Highlights: Comparison to the Best

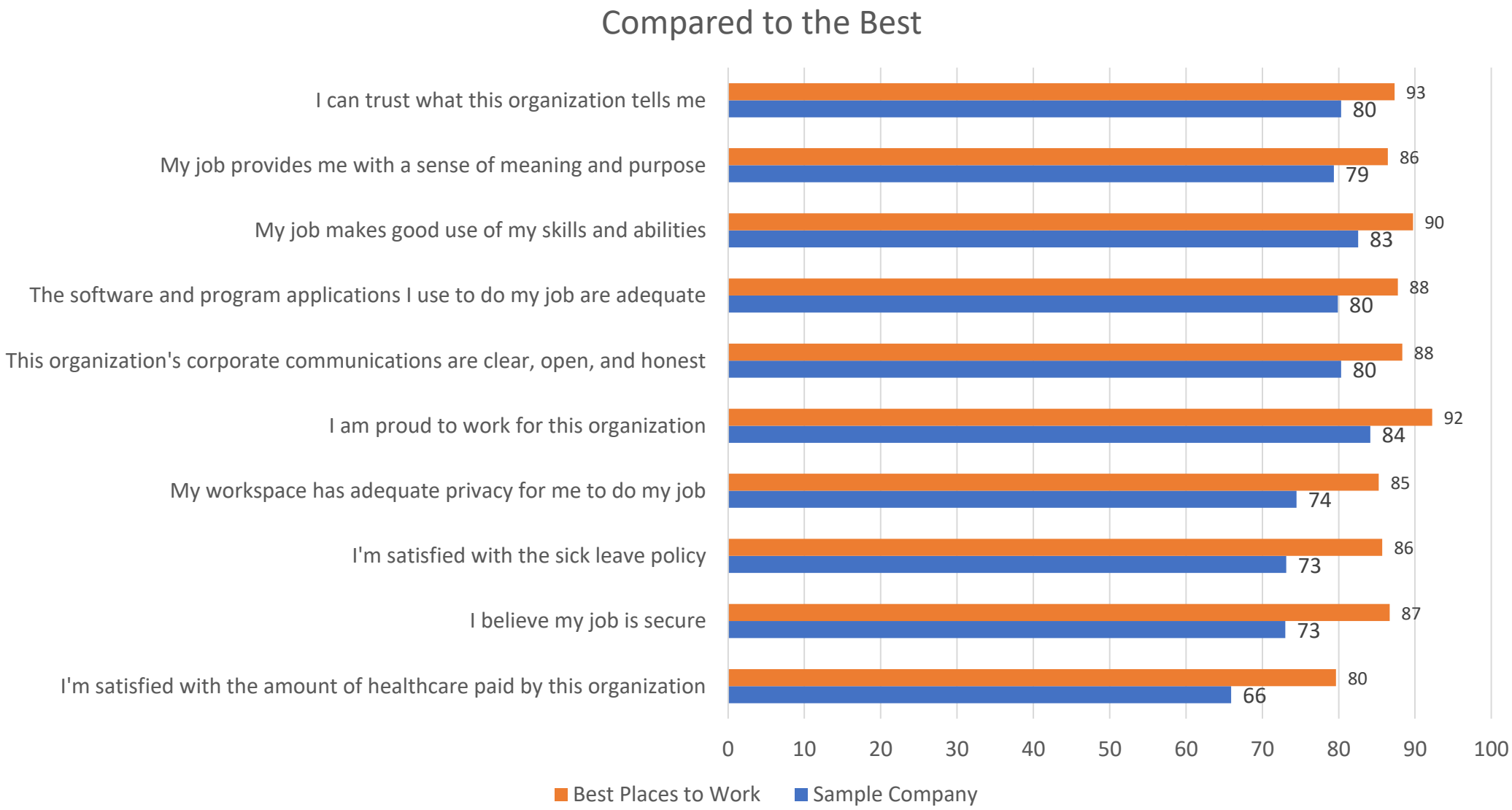
These are areas where your results are closest to the benchmark.

Sample Company stacks up very well to the best in the industry overall.

Sample Company does a very good job of providing a safe and secure work space, providing a fair pay structure within the market, and being transparent with their employees about the business.

Opportunities: Comparison to the Best

These are areas where your results are <u>farthest</u> to the benchmark.



Sample Company falls behind the best in the industry around the following areas:

- Healthcare benefits, sick leave, and tech tools
- Being secure in their role
- Consistent and complete communications from senior leadership

Comment Analysis:
An analysis of your open ended comments to find themes that matter.

Comments: What makes this organization a place where people want to work?

These are themes that arose when employees were sharing what they appreciated about their workplace

TOPIC	FREQUENCY OF MENTION
Team and Collaboration	45.00%
Culture and Environment	35.00%
Employee Recognition	21.25%
Work-Life Balance	20.00%
Inclusivity and Diversity	8.75%

"People are friendly and easy to engage with but serious about their work and are motivated to perform well. The hierarchical structure of the company is relatively flat and promotes collaboration across job levels and departments. Great culture of seeking the truth (or as close as possible to it) supported by facts rather than a culture of conformity and maintaining the status quo. Professional development workshops are also great."

"Good work/life balance. Hybrid work environment is best of both worlds. Remote first summer gives a lot of additional flexibility."

Comments: How can this organization improve productivity and satisfaction?

These are themes that arose when employees were sharing what they wanted to see more of at their workplace

TOPIC	FREQUENCY OF MENTION
Resources and Support	23.19%
Employee Feedback and Involvement	17.39%
Career Development	11.59%
Flexibility and Adaptability	8.70%
Clarity and Communication	8.70%

"Practically, the organization should improve healthcare offerings outside of HDHPs. With respect to company culture, there is lots of talk about high-performance work culture with no context of what that means to leadership. I get the impression that 'face' time and office politics go farther than work quality and quantity. As someone who works hard and likes to be rewarded for it, I question whether I would be better off at Sample Company if I learned to play golf or worked at Goldman Sachs for a year vs. being very good at my job. This dynamic leads me to question the length of my career at Sample Company."

"Increase clarity on strategy across the organization to help remove siloed workflows."

Recommendations:
Focus areas for your organization to improve your engagement. They are based on your survey results and their impact on overall engagement.

Action Plan Focus Areas

These are high leverage areas to prioritize based on a key driver analysis on your results, including strengths and opportunities.

Front-line Management: People trust their front-line manager at a very high level. Those relationships can help activate any action plan you set forth. To make these strong relationships work in your favor, look for ways where front-line managers can be heavily involved in improving levels of engagement across the company.

Clarity and Investment in Benefits: Sample Company employees are either unsure or unmotivated by the benefits provided by Sample Company, in particular around healthcare, sick leave, and tuition reimbursements. This may due to a lack of communication around how robust these benefits already are, or them being insufficient.

Professional Development Opportunities: Most employees are ready and excited to go above and beyond to make Sample Company succeed. This, however, will quickly become unsustainable if they continue to see a lack of professional development opportunities for themselves. The trust they have in Sample Company could quickly become eroded if they don't see the org invest in skill development, career pathing, or professional support soon.

Best Practices From the Best

Front-Line Management

Find and Elevate Your Champions

Recognize and develop specific frontline managers who show promise as leverage points in the organization. Empower these managers to act as change agents, helping cascade strategic decisions to their teams efficiently.

Create Exclusive Communication Channels between Sr. Leaders & Front-line Managers

Establish regular communication channels between senior leadership and frontline managers. This ensures managers are well-informed and can align their teams with the overall business vision. Not all managers need to be included in these sessions. Leverage your champions to represent the larger contingent of front-line management.

Best Practices From the Best

Clarity and Investments in Benefits

Open Forum

Implement regular, transparent communication sessions and educational workshops to highlight and explain the value of existing benefits. This approach helps employees understand and appreciate the full range of benefits available to them.

Constant Tailoring and Improving

Conduct periodic surveys or focus groups to gather feedback from employees about their needs and preferences regarding benefits. Use this data to tailor benefits more closely to their desires, thereby increasing their appreciation.

Best Practices From the Best

Professional Development Opportunities

Diverse and Accessible Professional Development

Establish a structured, consistent recognition program that celebrates both small achievements and major milestones. Incorporate peer-to-peer recognition to foster a culture of appreciation and engagement.

Personalized Development Plans

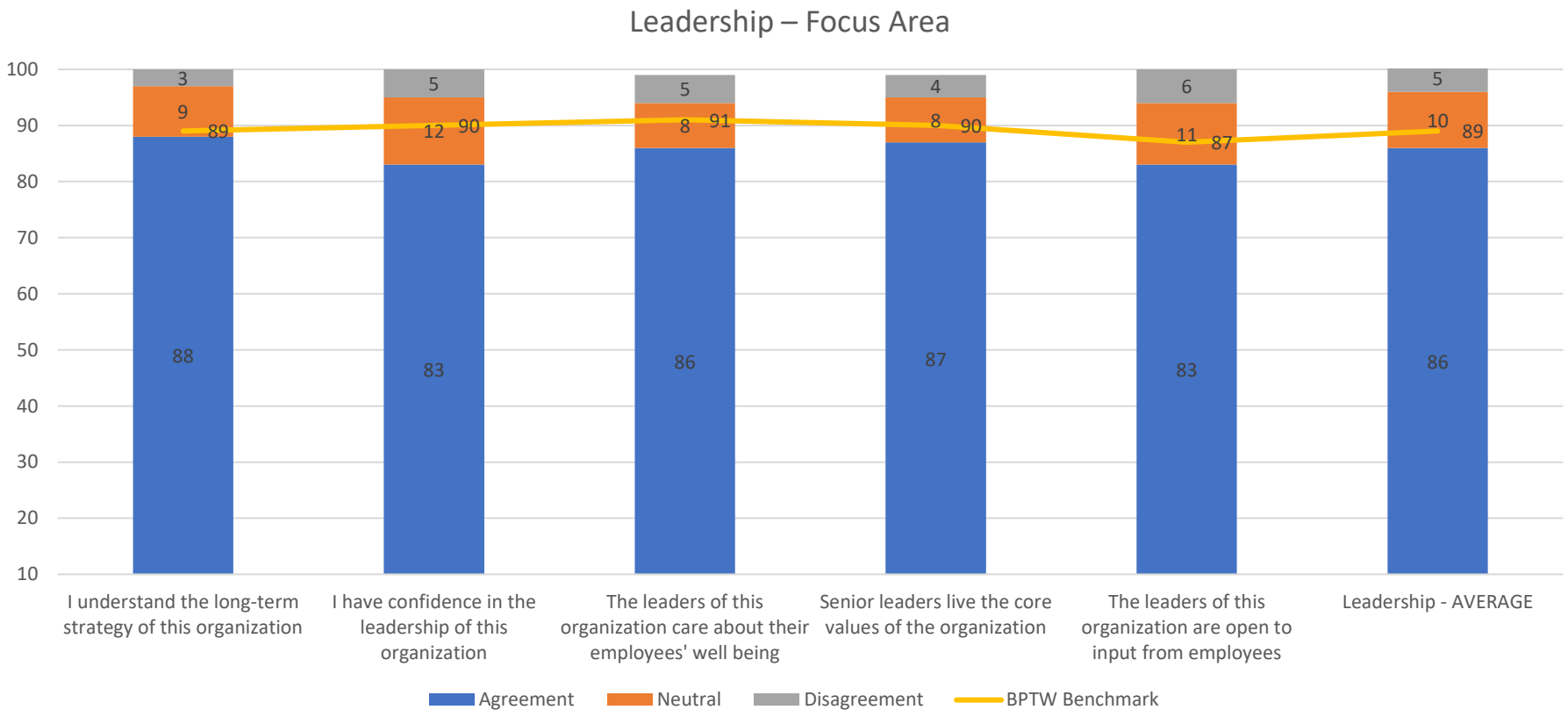
Encourage employees to create personalized development plans with their managers. This collaborative process should identify specific skills and career goals, with clear steps and resources provided to achieve them.

Recognition Linked to Core Values

Design recognition programs that align with the company's core values. Recognize employees not just for performance outcomes but also for embodying these values in their daily work, thereby reinforcing the company culture.

Thank you

Supporting Data: The Numbers



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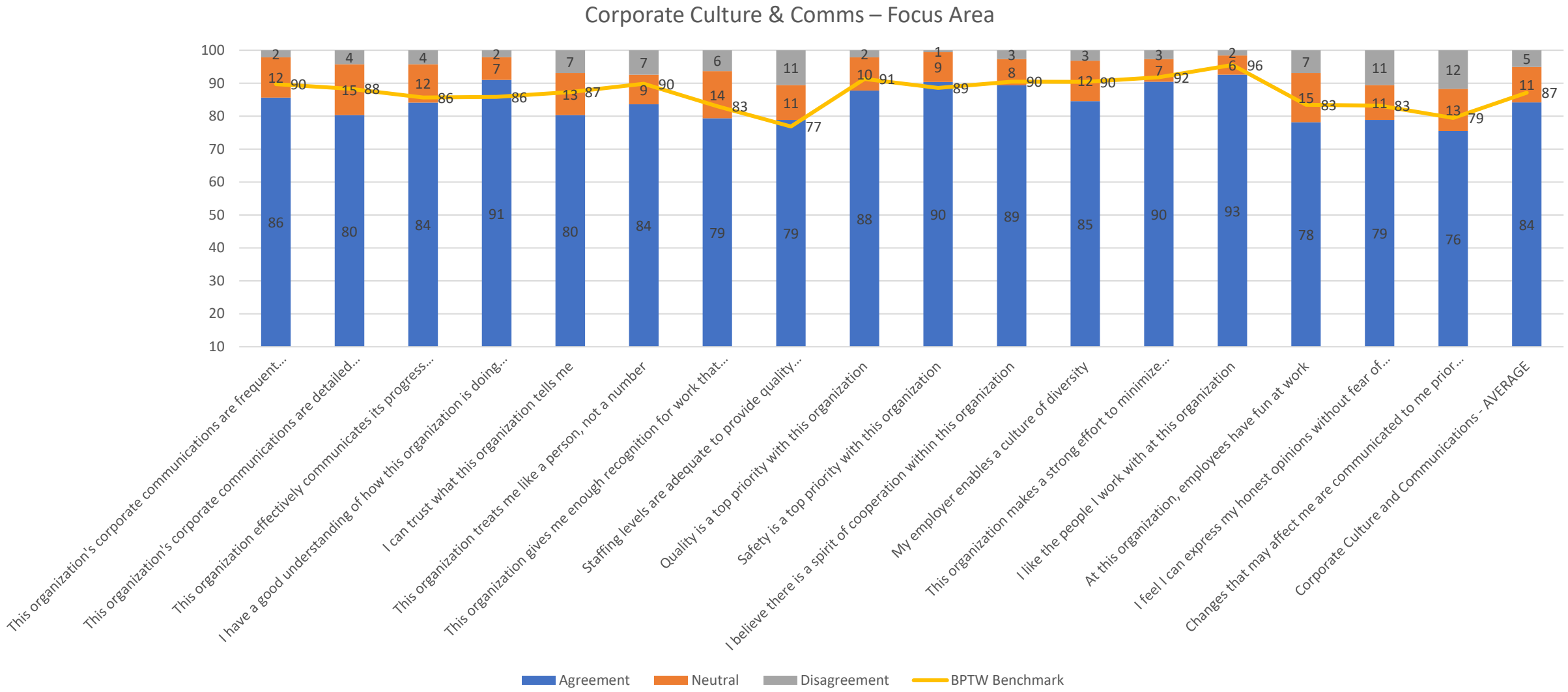

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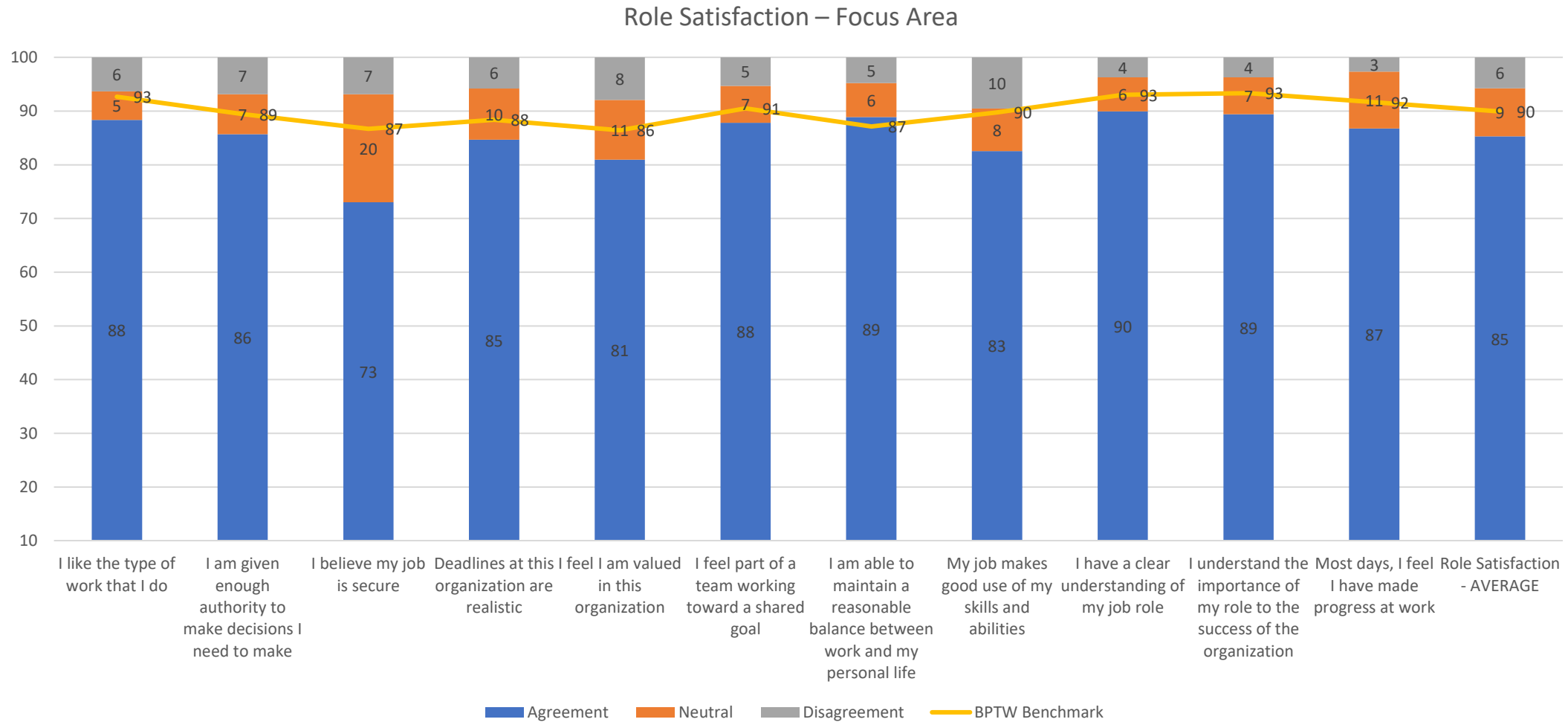

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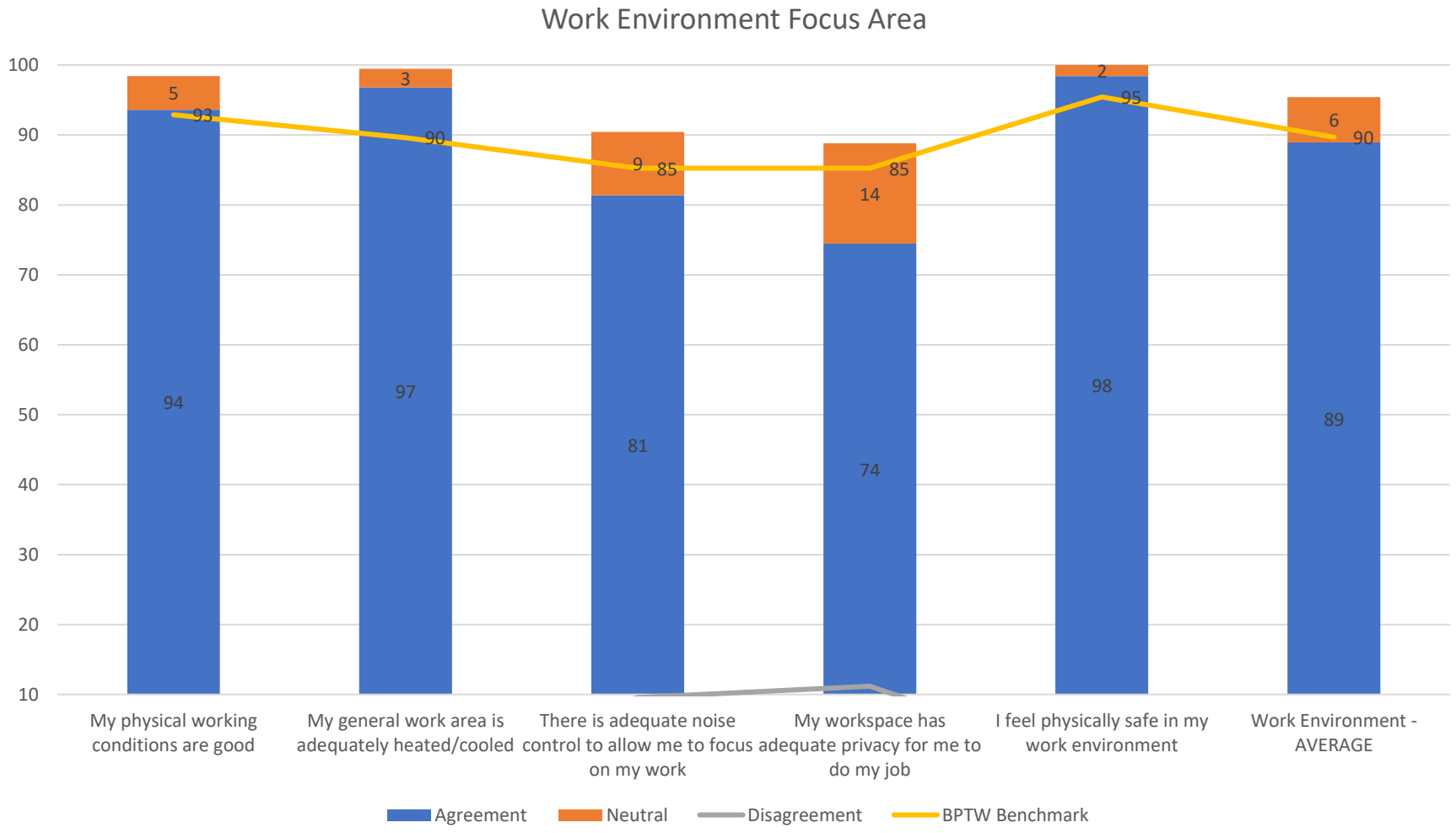

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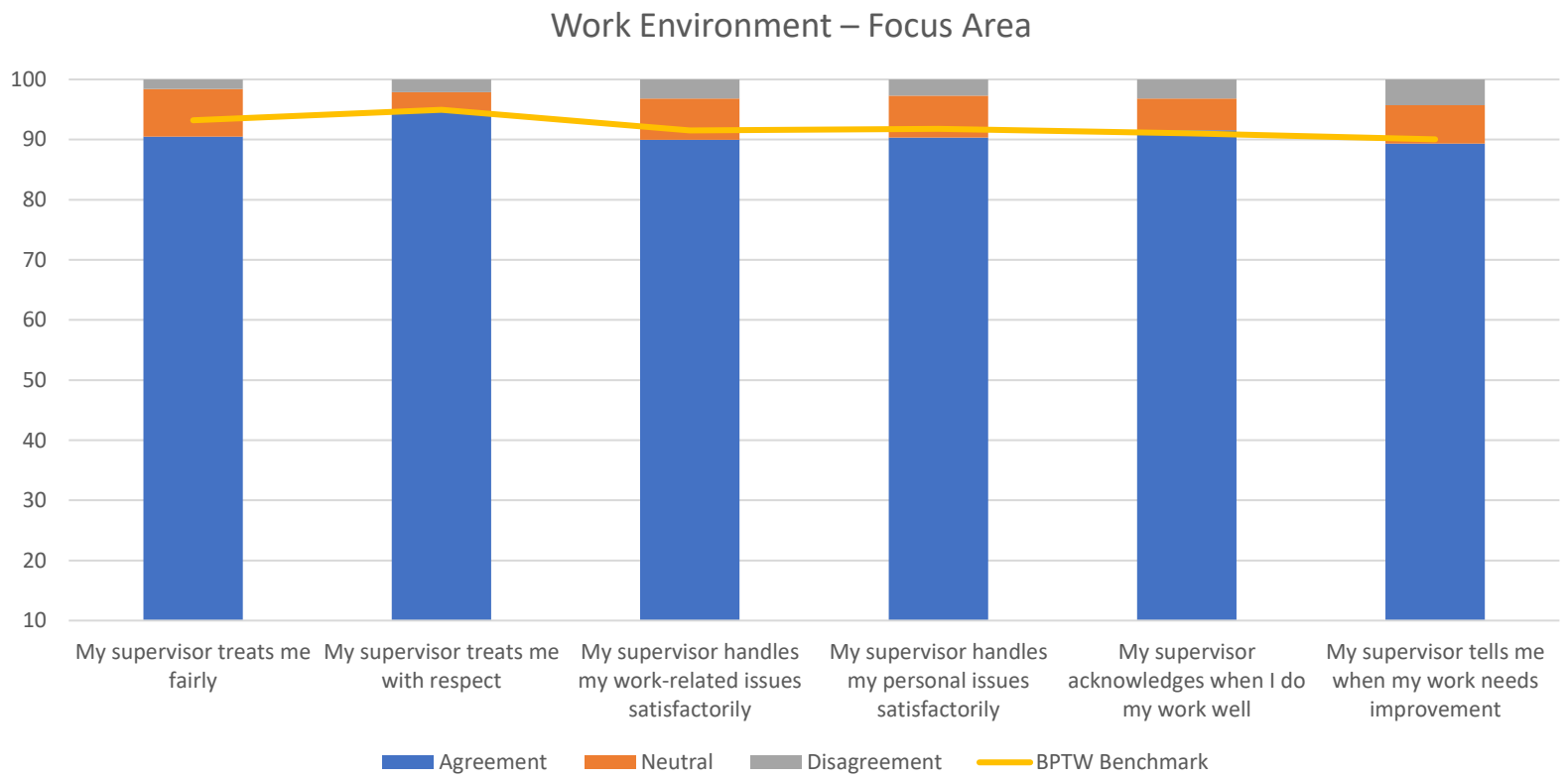

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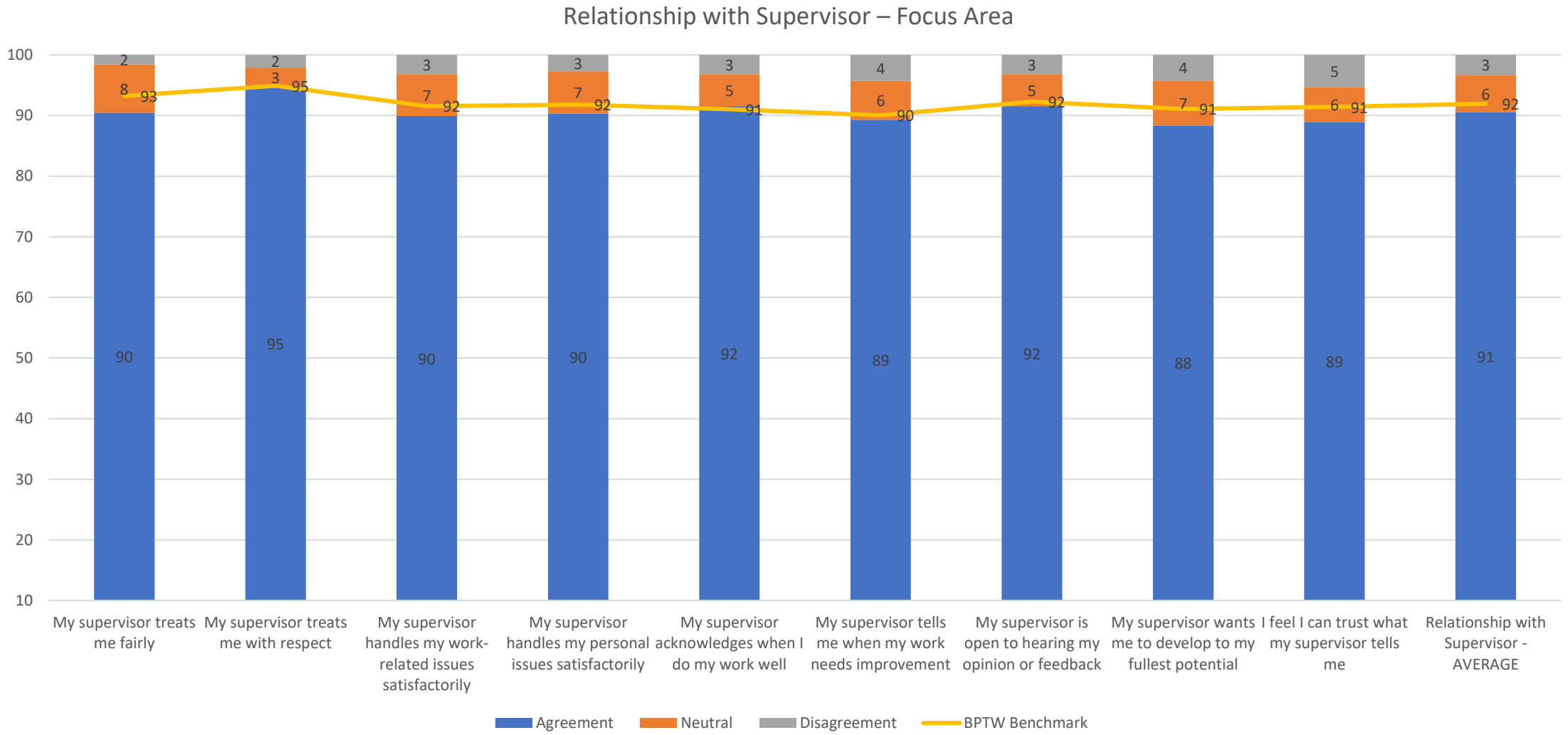

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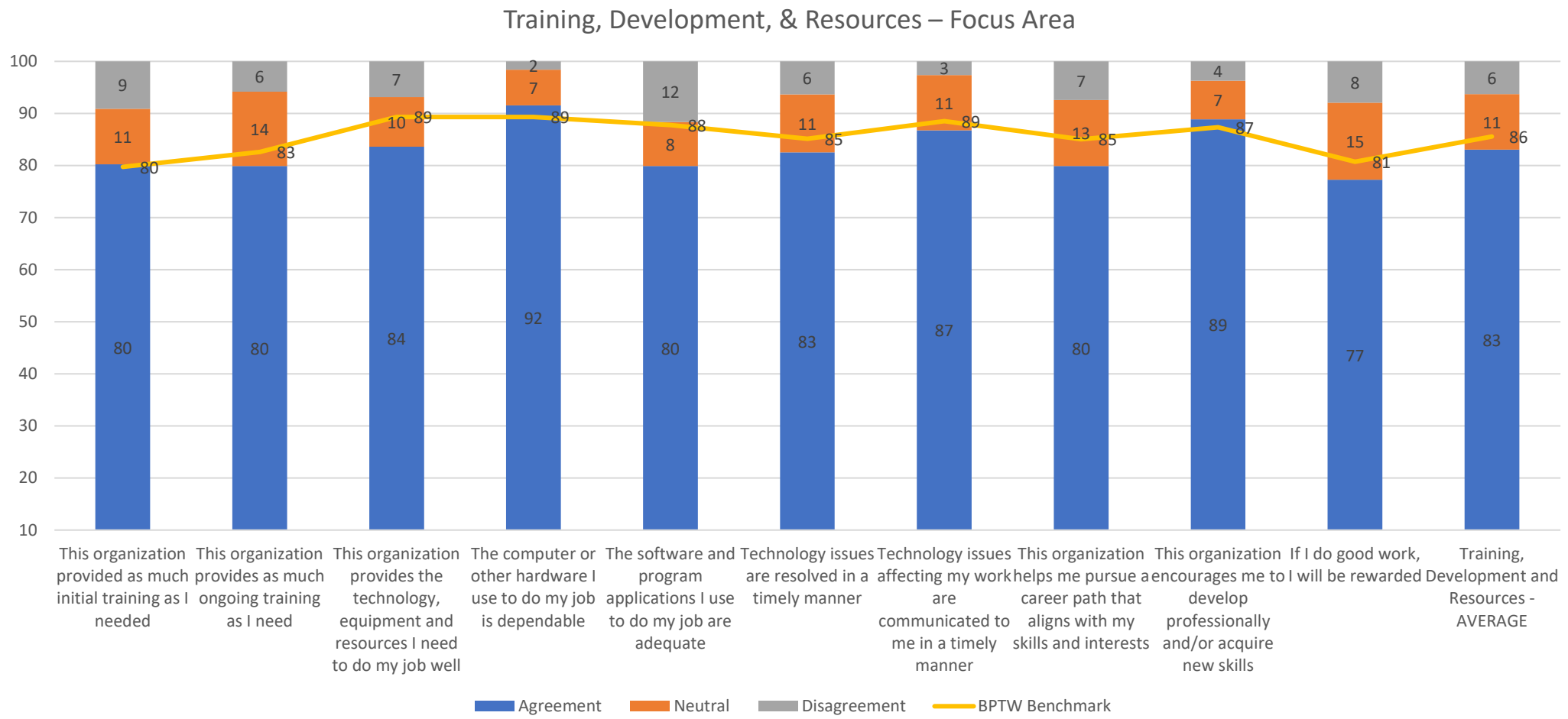

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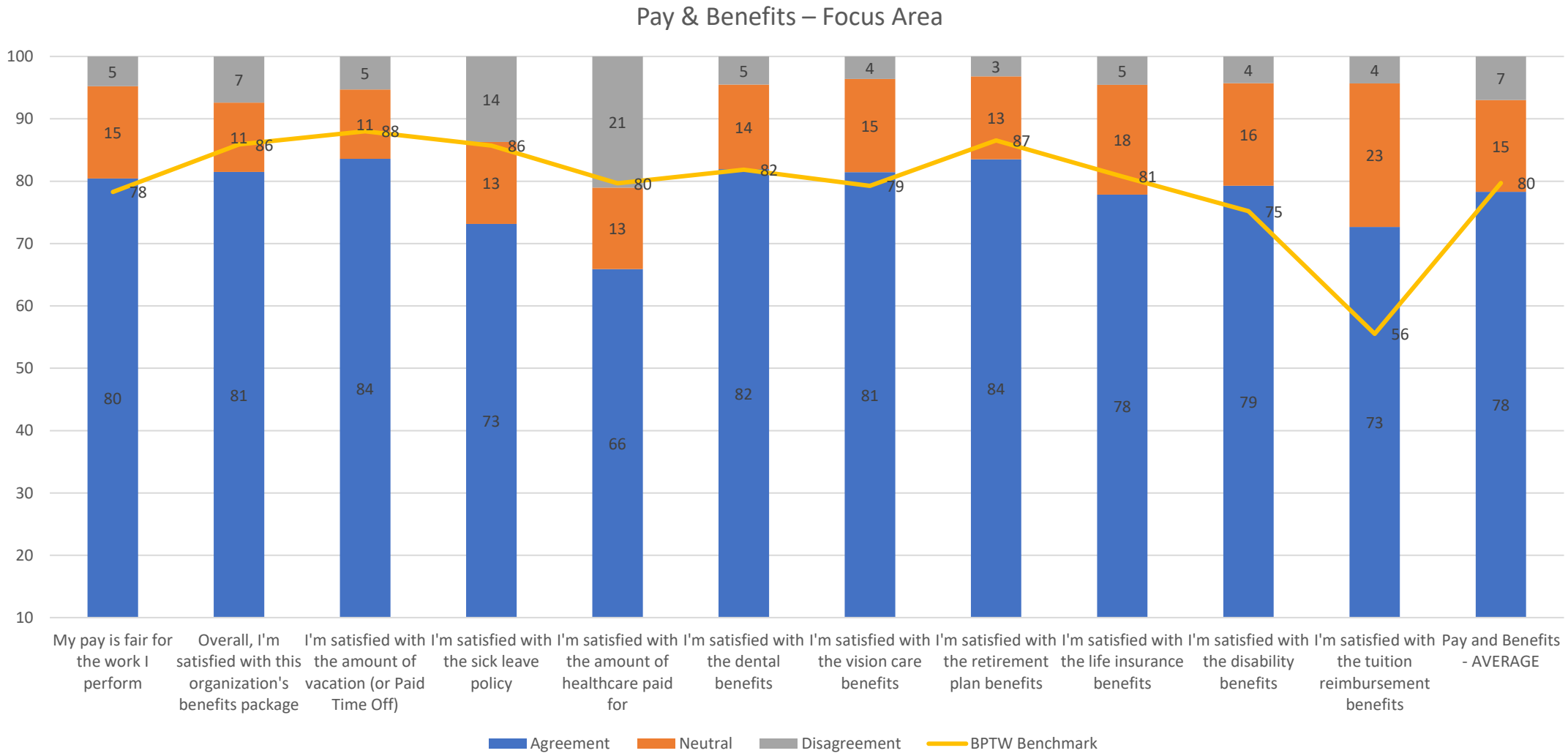
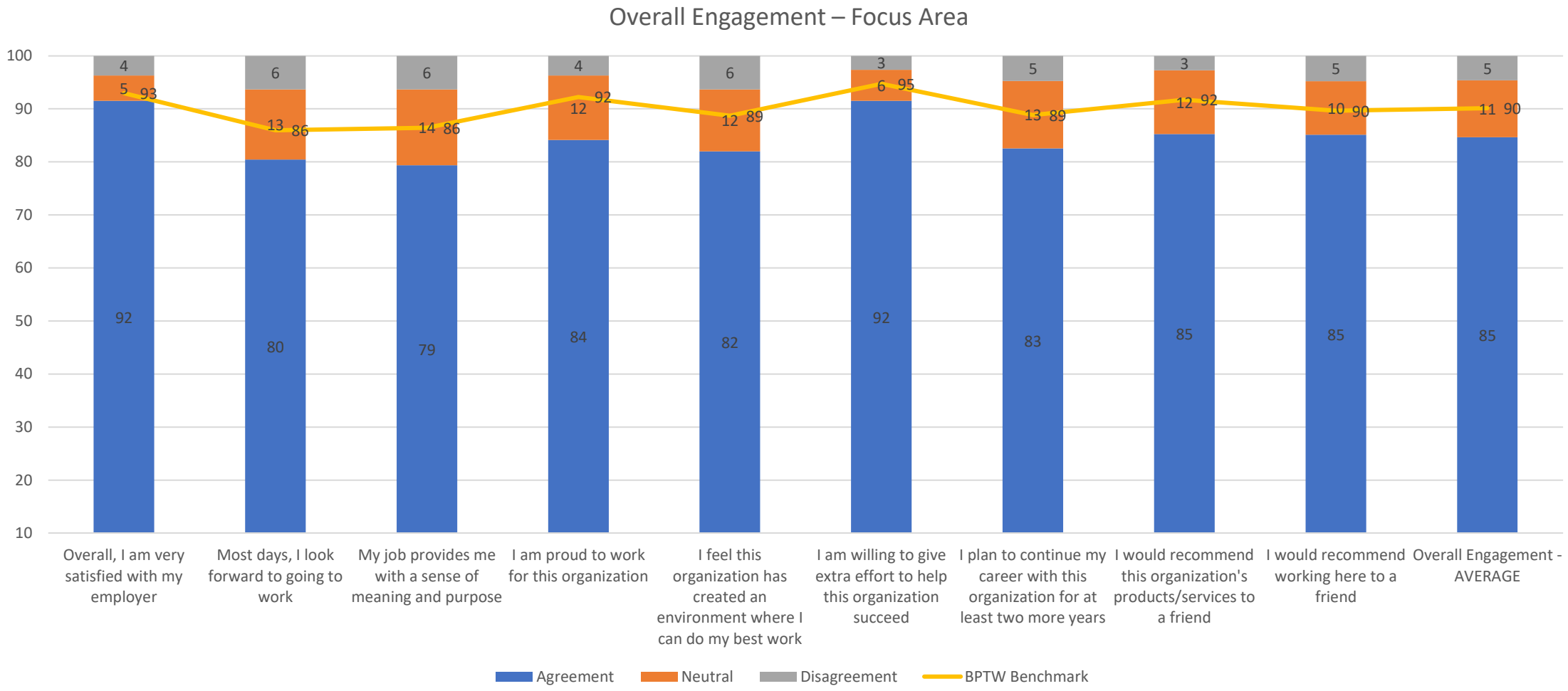
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