

TRUST
INSIDE
assessments

EMPLOYEE PASSION

survey

for Sample Company
November, 2010

The Employee Passion Survey™

Passionate employees are focused, engaged and committed to doing their best in everything they do. As a result, they deliver exceptional value to their customers, whether they are external or internal customers.

Passion contributes more towards value creation than any other human capability. Since the primary purpose of your organization is to deliver value to your customers through your products and services, the more passionate your employees are the more value you will deliver value your competitors cannot match.

The Merriam-Webster Dictionary defines passion as:

intense, driving, or overmastering feeling or conviction

a strong liking or desire for or devotion to some activity, object, or concept

This survey measures employee passion on two levels:

- 1. Passion for the job:** the degree to which employees are emotionally connected to their work and are committed to doing their best.
- 2. Passion for the organization:** the degree to which employees are emotionally connected to the purpose, values and vision of the organization and its leaders.

There are three sections to this report:

SECTION 1 The Passion Index: this section measures the five employee needs that ignite passion. Employees indicate how important these needs are to them personally, and how well the organization satisfies these needs.

SECTION 2 Employee Passion Report: this section shows the percentage of employees who identified themselves at each of the five levels of passion. Employees at level 5 are passionate about both their work and the organization they work for. Level 1 employees are not passionate about either their work or their organization – it's just a job to them and if they find another opportunity they will take it.

SECTION 3 Values that Build Trust: the level of trust in the workplace has a significant impact on how passionate employees will be. This section measures the eight **Values that Build Trust** – how important they are to employees personally, and how well employees perceive the organization to be operating by these values.

The Passion Pyramid™

Every leader knows their team members who are truly passionate about their work and the organization they work for. These employees are focused, committed, and will go to extreme lengths to fulfill their responsibilities every day. If only all team members were like that!

Well they can be. People don't become passionate for no reason. They become passionate about doing things that are both emotionally satisfying and that they see as significant, worthwhile or meaningful. In other words, there are some basic human needs that when satisfied can bring out the passion in any individual.

That is the foundation of **The Passion Pyramid**.

The Passion Pyramid identifies five human needs that ignite passion, the leadership skills needed to create the conditions to satisfy each need, and then describes the outcome or payoff to the organization for satisfying the need.

The Passion Pyramid underpins the Employee Passion Survey, so an understanding of the five levels will help with the interpretation of the report.



SECTION 1 The Passion Index™

This section measures how important the five needs that ignite passion are to employees, and the degree to which they perceive these needs to be satisfied. The greater the gap between the importance of the need and the degree to which it is satisfied, the lower employee passion will be. There are two questions for each need, and for each question employees are asked:

- How important is this need to you personally?
- How well does your manager, team or organization satisfy this need?

In each case the response is scored on a ten point scale where 1 is low and 10 is high.

Employee Needs

1 THE NEED FOR RESPECT: It is almost as basic a human need as oxygen—everyone needs *respect*. And yet so many leaders unintentionally treat their team members with disrespect. *People don't feel respected if they are not listened to*; when decisions that affect them are made without their input; when they are not compensated fairly; or when their need for a balance between career and family is dismissed.

The *leadership skill* required to build *mutual respect* is to build trust through effective People Skills.

There are two questions in the survey that determine whether employees feel respected. The first looks at the *relationship* they have with their immediate manager or supervisor—do they feel trusted and respected as a result of the way their manager deals with them and communicates with them?

The second question focuses on the organization's policies and practices. An organization that values and respects its employees demonstrates this by *paying them fairly, promoting a balance between work and personal life, valuing diversity* and *providing enough autonomy* for employees to use their talents and creativity in their work.

2 TO LEARN & GROW: This need is as natural as it is for a baby to need to get up and walk. We are born with an innate curiosity that drives us to want to learn. That need stays with us throughout life unless it has been extinguished by life experiences. Even then, the thirst for knowledge and desire for *new experiences* can be reignited by a leader who is skillful at Coaching, Counseling and Mentoring. These skills bring a significant return to the organization *as employees become more talented and productive*.

Again there are two questions that measure the degree to which this need is being met at both an individual and an organizational level. The first question is focused on whether the employee experiences the *opportunity to learn and develop new skills* in their current role.

The second question focuses again on the organization's policies and practices, is the organization committed to *developing the talents* of all employees?

3 TO BE AN “INSIDER”: Insiders have a **strong emotional connection** to the organization. They know they’re part of the team; they feel **valued and involved**. Leaders who value the unique differences each team member brings to the team will encourage their participation in problem solving and decision-making, and involve them in looking for ways to improve performance.

The first question again focuses on the relationship with the immediate manager or supervisor because it is the most significant factor in whether the employee feels like an “insider”. The second question focuses on the organization: Are employees kept informed about information and organizational performance measures so that they understand the decisions senior management is making?

4 TO DO MEANINGFUL WORK: Meaningfulness comes from knowing we are doing something worthwhile—that we are “making the world a better place” for others. When employees understand the **purpose** of their work and **how it makes a difference** to others, they reach a higher level of engagement and commitment.

The leader can play an important role in satisfying this need by ensuring every team member sees the connection between the **purpose** of their role and the purpose of the organization. The first question for this need is focused on the sense of pride employees have in their organization’s purpose or mission. The second question measures whether employees understand the meaningfulness of what they do, how their work contributes to the organization’s purpose. Employees who know they are making a difference are more passionate about what they do.

5 TO BE ON A WINNING TEAM: When a team works together so well they outperform even their own expectations of themselves, passion is a natural outcome. The ability to bring a group of people together and turn them into a high performance team is a skill all leaders should have. In reality, that skill is the combination of all of the leadership skills described on the Passion Pyramid. It takes time to develop these skills and conscious effort to continue to use them to build that high performance team.

Team spirit builds passion. There are two questions that measure the degree to which the need to be on a winning team is being satisfied. The first question focuses on the knowledge that the team is making a significant contribution to the organization’s success. The second question measures the degree to which everyone on the team is committed to improving their performance.

The Needs Build on Each Other

Achieving the ultimate in employee passion requires the ongoing satisfaction of all of these needs. Although the end result is to build a winning team that is delivering exceptional value and continually improving their performance, that result cannot be achieved without the ongoing satisfaction of the four lower level needs.

Leaders who build high performance teams are continually working on their own performance to create a work environment where all these needs are satisfied.

Key Questions:

- Which of the needs that drive passion are we doing well at, and which needs do we need to focus on to close the gap?
- What are the factors that contribute to our strengths and areas we need to improve?
- What barriers need to be removed to increase satisfaction at all levels?

Employee Needs That Ignite Passion

The graphs below show employees' perceptions of the importance of these needs and the level of "satisfaction" being experienced.



Respect

1. My immediate manager or supervisor trusts me and treats me with respect.



2. My organization's policies and practices regarding compensation, work/life balance, and valuing diversity demonstrate respect for all employees.



To Learn & Grow

3. I have the opportunity to increase my knowledge and develop new skills in my job.



4. My organization invests in developing the potential of all employees.



To Be an "Insider"

5. When working with my immediate manager or supervisor I feel like an insider.



6. My organization is open with employees about information and organizational performance to help us understand that decisions are being made.



Meaning

7. The mission or purpose of my organization makes me feel proud to work here.



8. The work I do is meaningful because it helps my organization fulfill our mission.



To Be Part of a Winning Team

9. My team is making a significant contribution to our organization.



10. My team is focused on continually improving our performance.



TOTAL EMPLOYEE PASSION GAP: 16.6

SECTION 2 Employee Passion Report

This section shows the percentage of employees who identified themselves at each of five levels of passion.

The survey asks employees to respond to the following question:

Which of the following five descriptions best describes you? Choose only one.

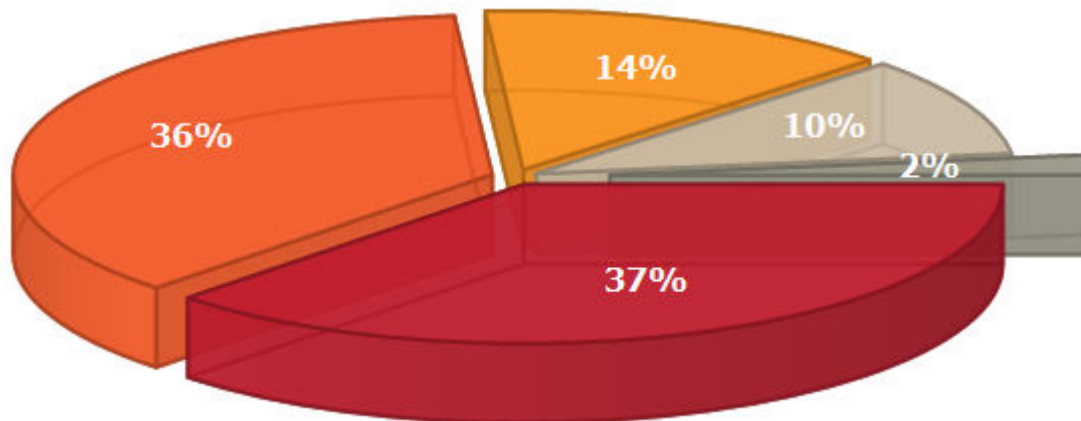
- You are passionate about the work you do and the organization you work for. You feel valued and respected and know what you do makes a real difference.
- You are passionate about your work and get great satisfaction from knowing you make a difference. However you feel somewhat disengaged from your organization - you don't feel your contribution is valued.
- You are passionate about your organization and believe it delivers real value. But you find your work unrewarding—it's just a job.
- You are not passionate about the work you do, but still conscientious about doing a good job. However you feel disconnected from the organization and what it stands for.
- You feel really disconnected from both the work you do and the organization. If you could find another job, you would take it!

How employees identify themselves in this survey is not a portrait of the employees in your group, merely a snapshot of how they were feeling at the time this survey was taken. Employee Passion can be significantly increased by focusing on the needs and values measured in sections 1 and 3 of this report.

Key Questions:

- What level of passion do you need your employees at to achieve your strategic objectives?
- Is your present leadership approach encouraging employees to be passionate about both their work and the organization?

Level of Employee Passion



LEVEL 5 Passionate about the job and the organization: Employees at level 5 are passionate about their work and the organization they work for. They feel valued and respected and know that what they do makes a real difference.

LEVEL 4 Passionate only about the job: Level 4 employees are passionate about their work and get great satisfaction from knowing they make a difference. However they feel somewhat disengaged from the organization - they don't feel their contribution is valued.

LEVEL 3 Passionate only about the organization: Employees at this level are passionate about the organization and believe it delivers real value. But they find their work unrewarding—it's just a job.

LEVEL 2 Not Passionate, but still conscientious: Employees at level 2 are not passionate about the work they do, but are still conscientious about doing a good job. However they feel disconnected from the organization and what it stands for.

LEVEL 1 Disconnected from the job and the organization: Level 1 employees feel really disconnected from both the work they do and their organization. If they could find another job, they would take it.

SECTION 3 Values That Build Trust

Trust is the Foundation of All Relationships

Relationships are formed as trust develops. When trust diminishes, relationships become more distant, often leading to conflict. Getting employees engaged and committed to the organization’s purpose, values and vision requires a high level of trust. Employees need to know they can trust the organization’s leadership team, and their immediate manager or supervisor.

Being Trustworthy is Not Enough

Everyone knows that trust is important, but what many leaders don’t understand is that being trustworthy does not necessarily build trust. People make judgments about how trustworthy their leaders are based on their perception of what their leaders do, not on what they say, or what they intended to do. Because it is behavior that builds trust, leaders can be trustworthy, honest and ethical, and yet have employees not trust them. To increase effectiveness in building trust, leaders at all levels of the organization need to take personal responsibility for their behavior and understand how it can affect the levels of trust employees have for them.

The Elements of Trust™

There are four “elements” of trust that must be present for trust to develop and be sustained. Each “element” is supported by two values. That is, when people believe in the “values that build trust” they will behave in trust building ways. The elements and their supporting values are:

Element of Trust	Supporting Values
Acceptance	Respect and Recognition
Openness	Receptivity and Disclosure
Congruence	Straightforwardness and Honesty
Reliability	Keeping Commitments and Seeking Excellence

The statements employees respond to for each of the eight values are:

Acceptance

- **Respect:** People are valued for who they are
- **Recognition:** People get the recognition they deserve

Openness

- **Receptivity:** Giving new ideas and methods a fair hearing
- **Disclosure:** Communicating openly one's own ideas and opinions

Congruence

- **Straightforwardness:** People are clear about what is expected of them
- **Honesty:** Having high standards of honesty in everything we do

Reliability

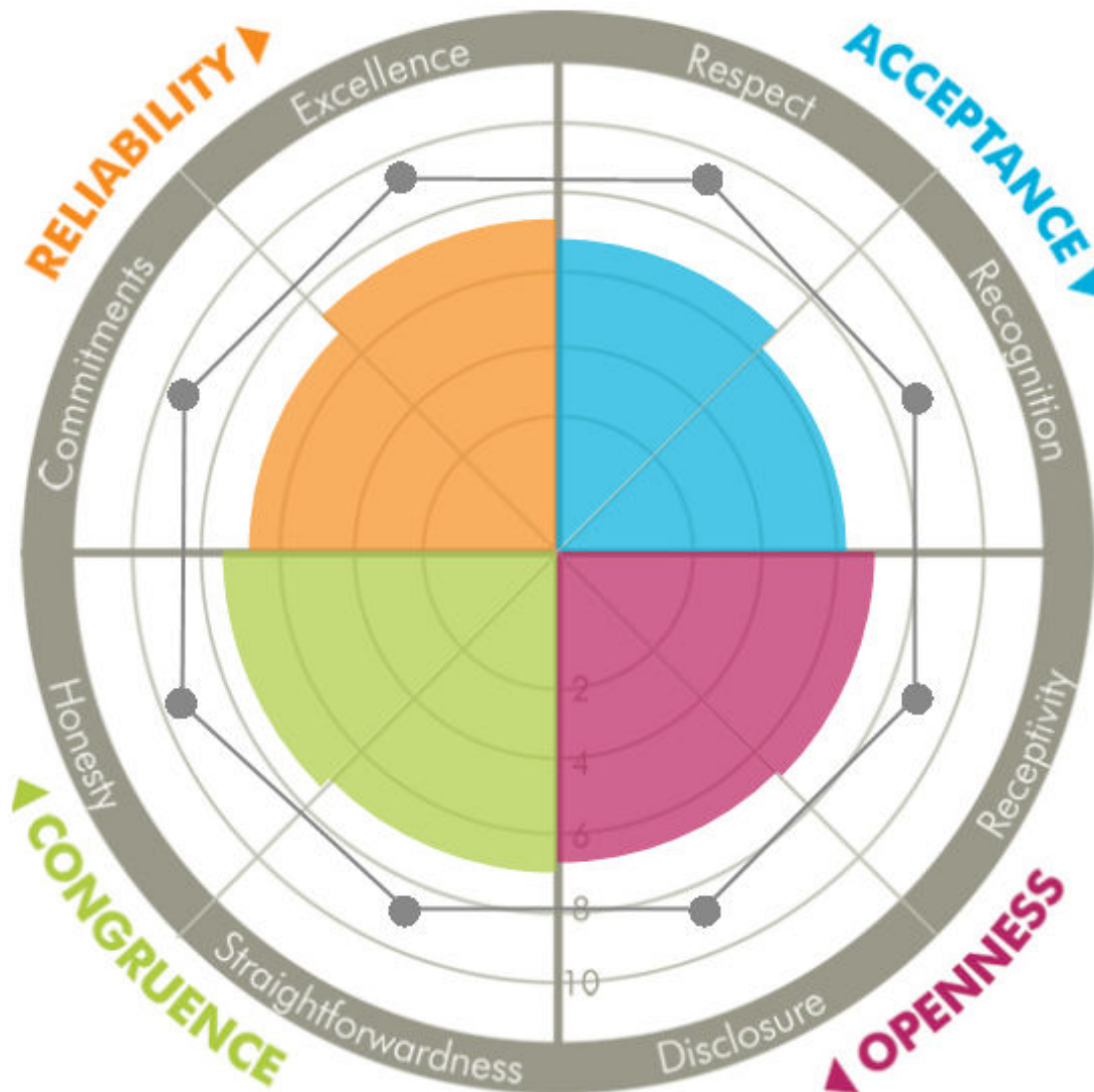
- **Seeks Excellence:** Striving to do our best in everything we do
- **Keeps Commitments:** People follow through on their responsibilities

Employees are asked two questions about each of these statements:

- How important is this to you personally?
- How well does your organization operate by this value?

Employees do not see the Elements of Trust or the name of the value, just the description.

The **Trust Values Gap Score** is the sum of all of the gaps.



Personal Importance represented by a ● Shaded areas represent Work Performance

How to Read and Interpret the Graph

The graph shows a comparison between the importance of each of the **Values that Build Trust** to employees shown by the dots, and the average score for employees’ perceptions of the organization’s performance on each value. The graph gives you an overall picture of the comparison, and the following graphics show your actual scores on a ten point scale.

Interpretation: The difference between “personal importance” and “organizational performance” can have a significant impact on employee engagement and commitment. If employees indicate that these values are “important” to “very important” to them and then rate the “organization’s performance” significantly lower, what they are saying is: “This is important to me but my organization doesn’t operate this way.”

When looking at the scores for each of the items measuring the eight **Values that Build Trust** it may be helpful to ask the following questions:

1. *What does this tell me about our strengths and weaknesses in building trust with others?*
2. *Where are the biggest gaps between importance to employees and organizational performance?*



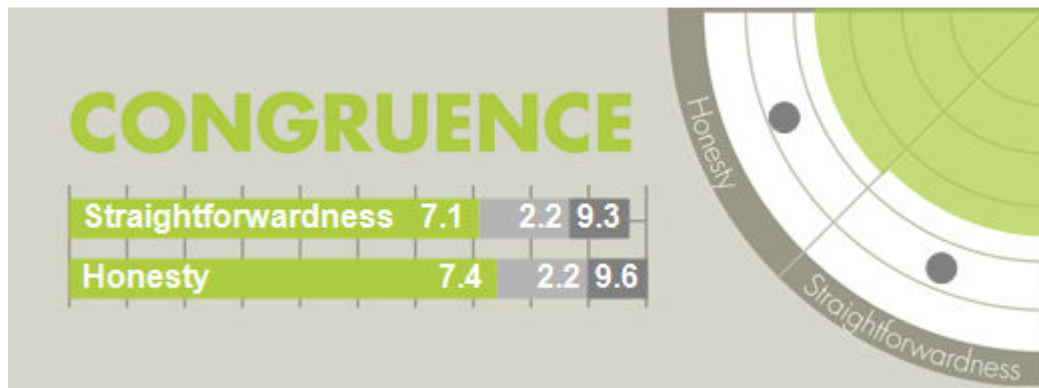
Acceptance Overview: All people want to be accepted and respected for who they are. Not judged, criticized or made to feel inferior. When others know they are accepted, that what they say or do is not going to be unfairly judged, they can focus on being the best they can be. Acceptance eliminates the fear people have about speaking up, about being open and telling the truth.

The starting point for increasing **acceptance** is to embrace the values of **Respect** and **Recognition**. If you want employees to trust you, you need to respect them, and let them know through appropriate, genuine recognition.



Openness Overview: People trust and respect leaders more for being open, even if the news is bad. No one likes to operate in the dark. Team members want and, in most cases, need to know how they are performing and appreciate feedback. How open is your organization with employees? Are they encouraged to share their ideas, feelings, and concerns? Openness engages people; they want to know more about what is going on. When openness is high people are more interested in their work and how well the organization is doing.

To increase **openness**, embrace the values of **Receptivity** and **Disclosure**. Be receptive to what employees have to say – invite feedback and encourage team members to disclose what is on their minds, and share their ideas on how results can be improved.



Congruence Overview: Congruence means “the same as” – what you say is the same as what you really mean – being straightforward. When leaders are not straightforward, other people tend to pick up on it. They see it in their body language, their facial expressions, or in the inconsistency in the tone of their voice. Congruence is also about walking the talk or practicing what you preach. It is about principles – being honest and ethical. It is through the leader’s congruent behavior that others learn about their honesty and integrity.

To increase **congruence**, embrace the values of **Honesty** and **Straightforwardness**. It isn’t easy to deliver bad news or say something that won’t be popular, but in the long run, people will trust your leaders more when they know they can count on them to tell it how it is.



Reliability Overview: No one wants to work with someone who is unreliable. It is difficult to have confidence in people who make promises they do not keep, or who regularly fail to meet their deadlines. It is vital to your organization’s success that you can rely on employees to deliver the results you need from them, and in turn, that they can expect the same of their leaders.

To increase **reliability**, embrace the values of **Keeping Commitments** and **Seeking Excellence**. Don’t make promises you’re not sure you can keep, and when you say you’ll do something, do it to the best of your ability.

Personal Importance Total:
75.3

Work Performance Total:
55.6

TRUST VALUES GAP SCORE:
19.7