



DELIVERING HAPPINESS INDEX
Organizational Report

INTRODUCTION

Congratulations on taking this crucial step to analyze your organization's current state of workplace happiness. As you explore your organizational results, **remember to keep a positive mindset**. Reflect on wins with the same attention as gaps, knowing there is much to learn from both.

In this report, you will discover how aligned your organization is with the DH Framework for a **happier, more profitable, and purposeful culture**.

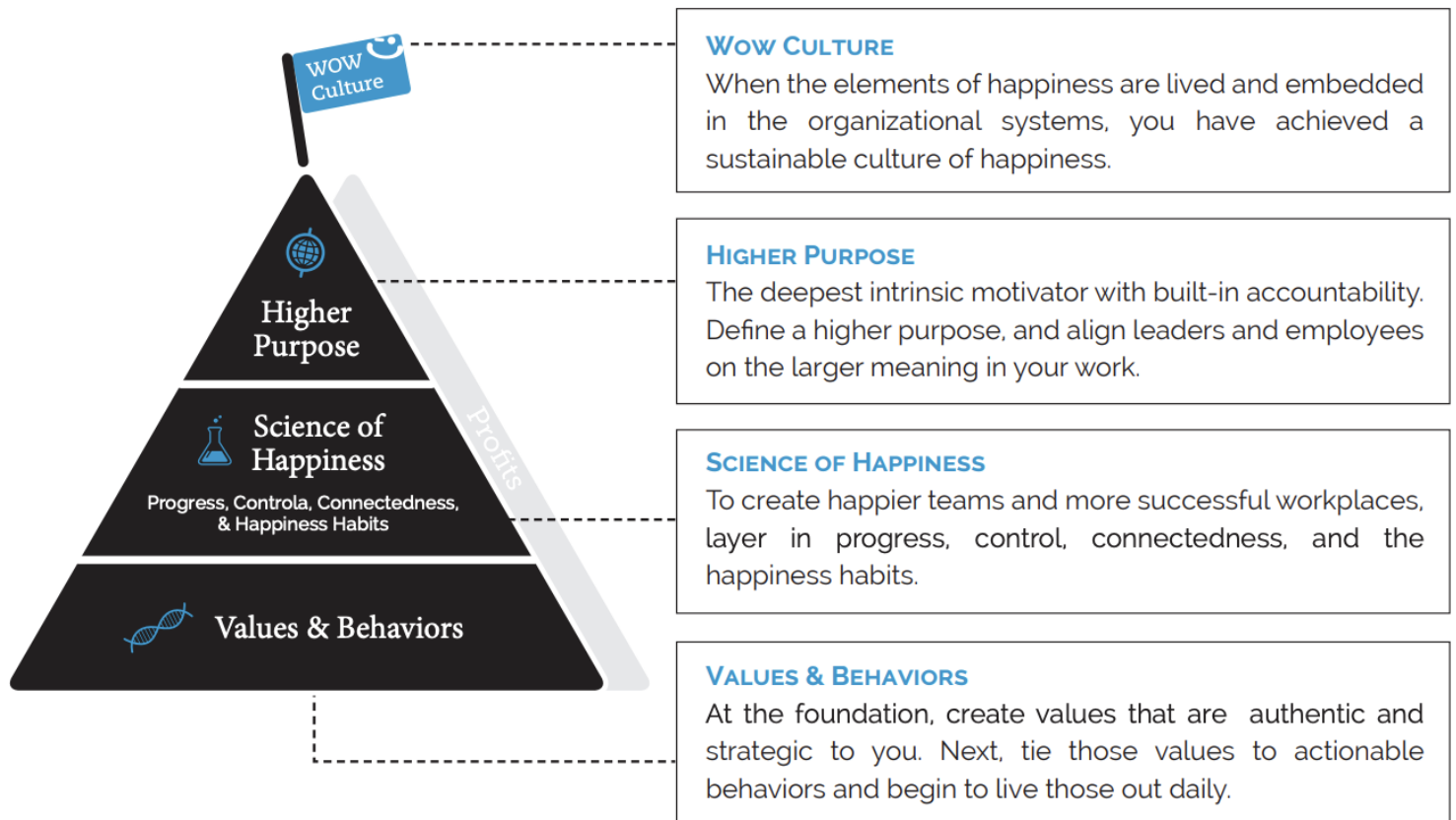
Let's dive in...



DH MODEL OVERVIEW

With over 15 years of experience in culture and scientific happiness, we know that **happier employees = happier customers = more profitable businesses, plus meaningful lives**. Years of research and best practices from organizations around the world have shown that happiness leads to success.

That's why it's not enough to measure engagement alone. The DH frameworks measure key elements from the Science of Happiness, Positive Psychology, and our experience building **successful, happy cultures in a sustainable way**.



ME

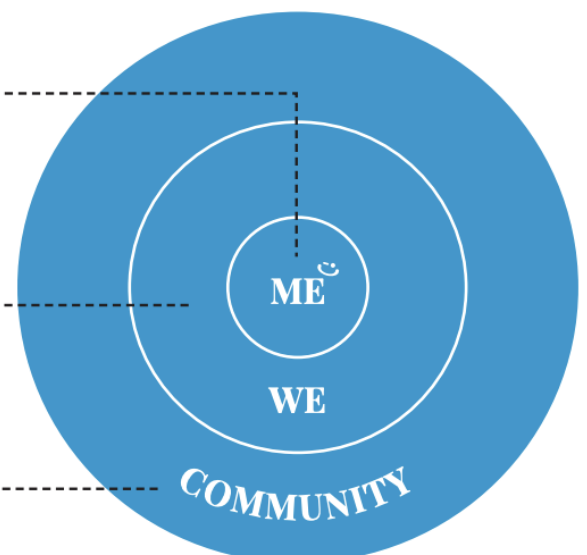
Personal happiness elements. Happiness at work starts **here**.

WE

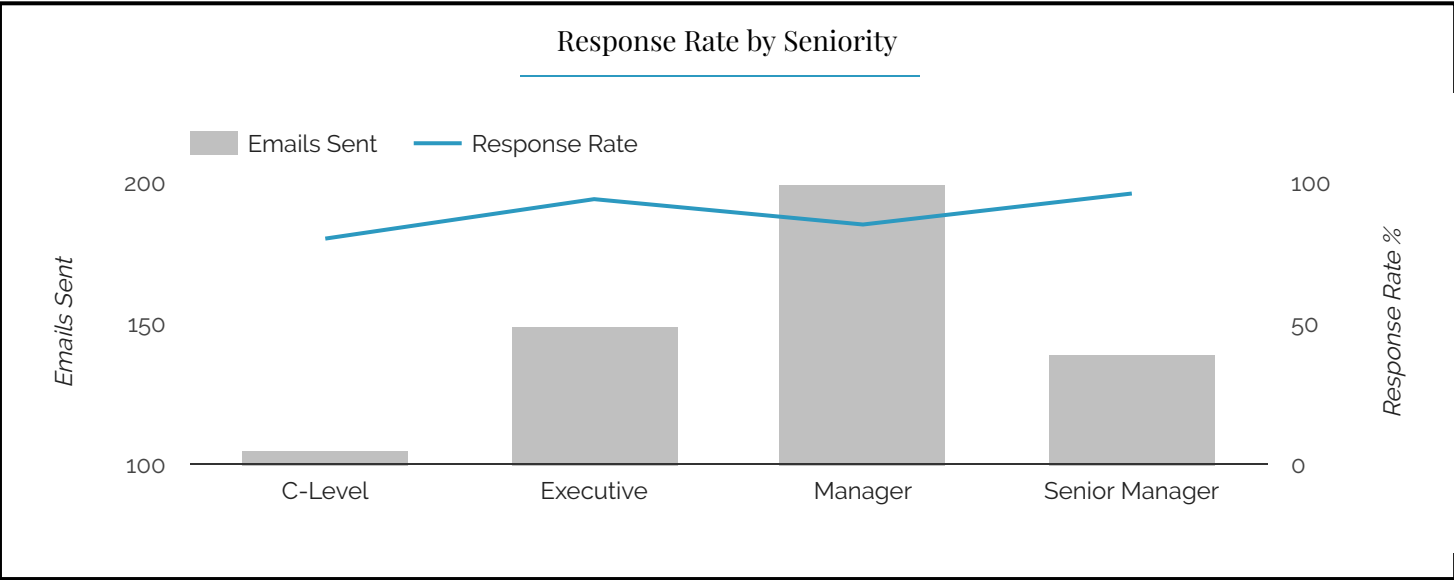
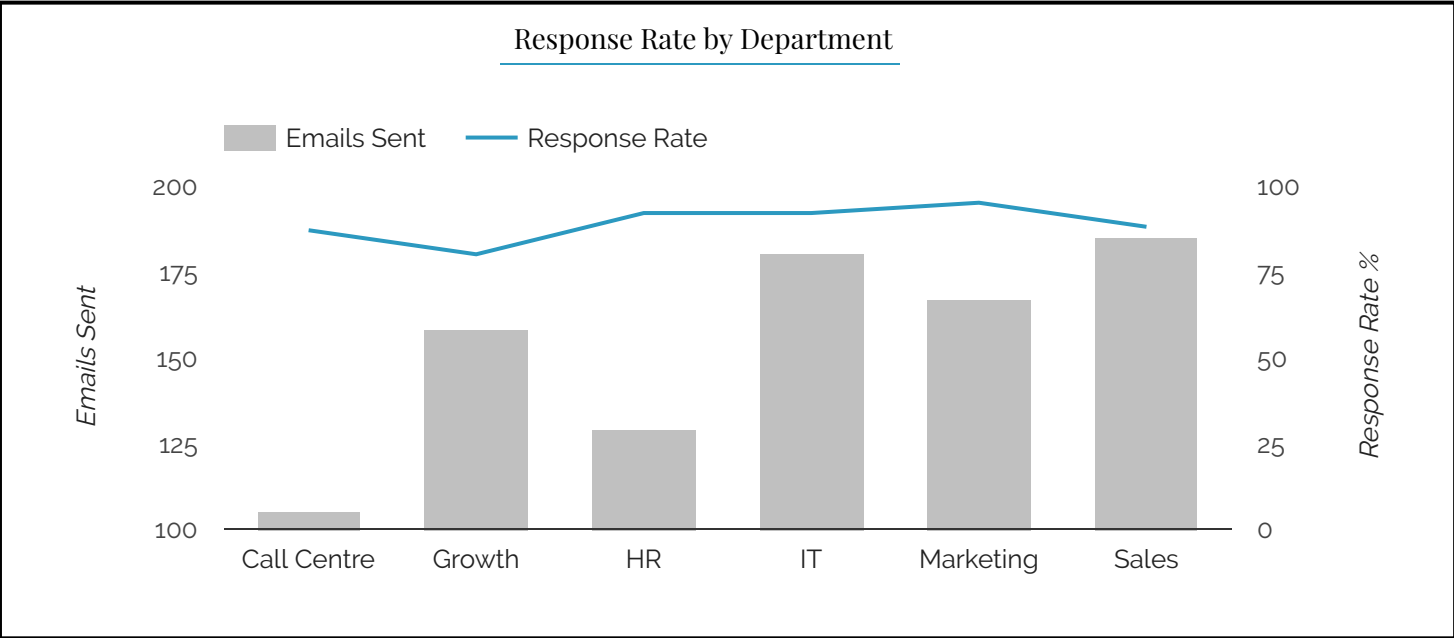
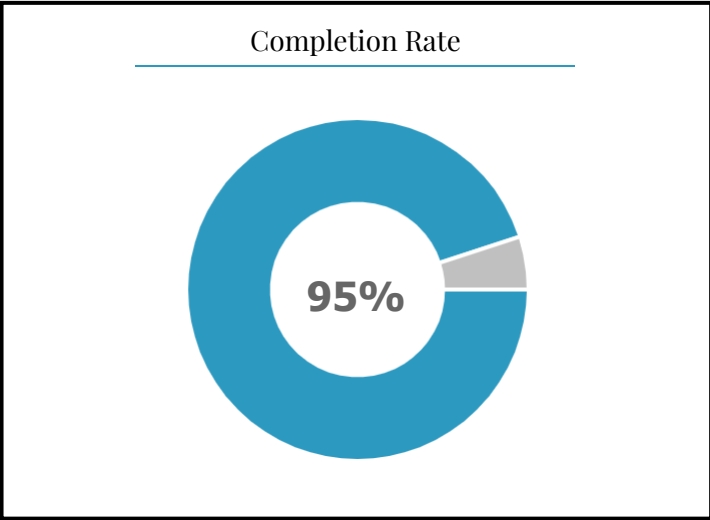
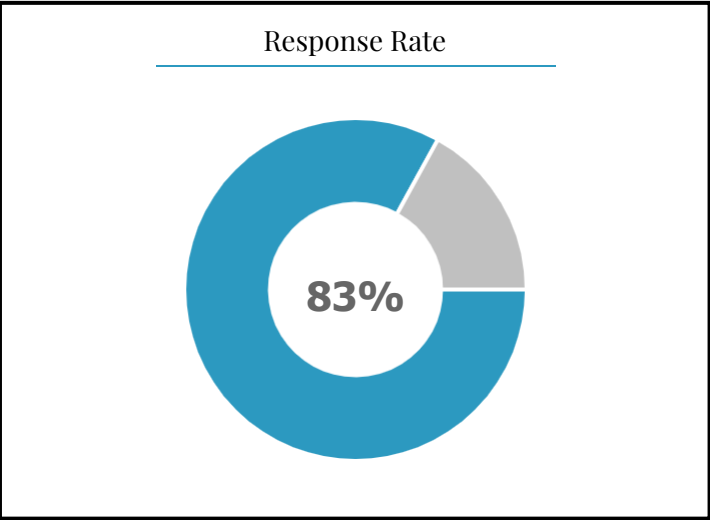
Team and Organizational happiness elements. How happiness elements are modeled, lived and embedded in systems.

COMMUNITY

Partner, vendor, customer and community happiness elements.

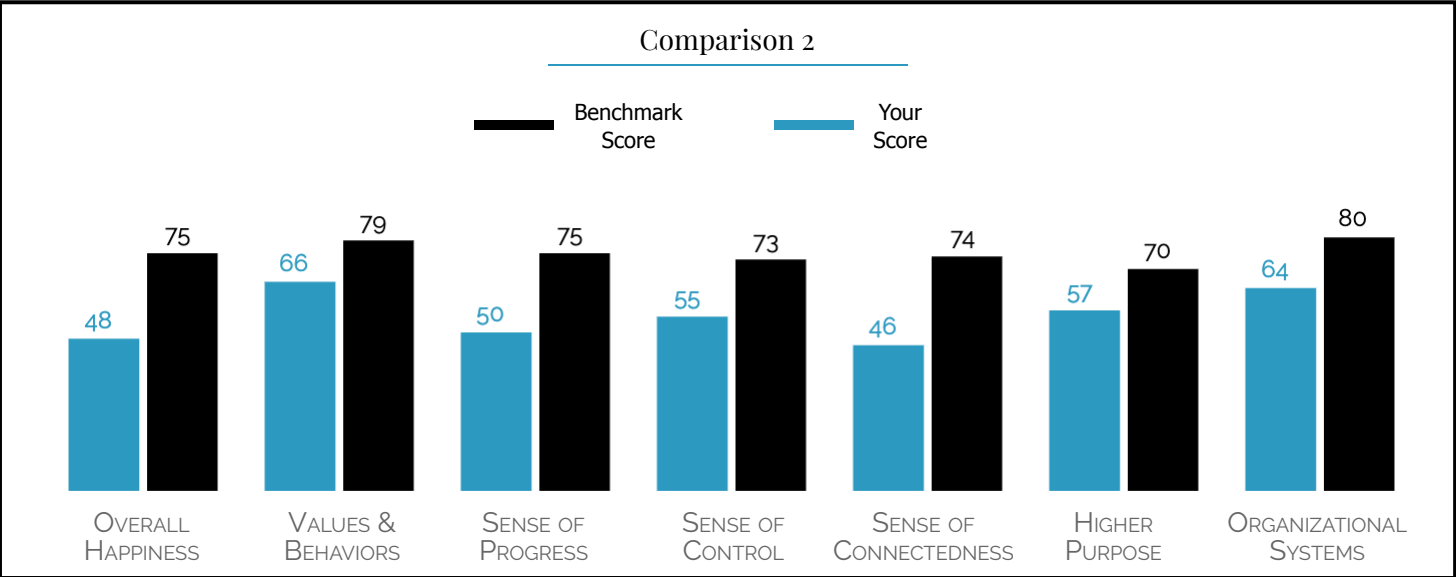
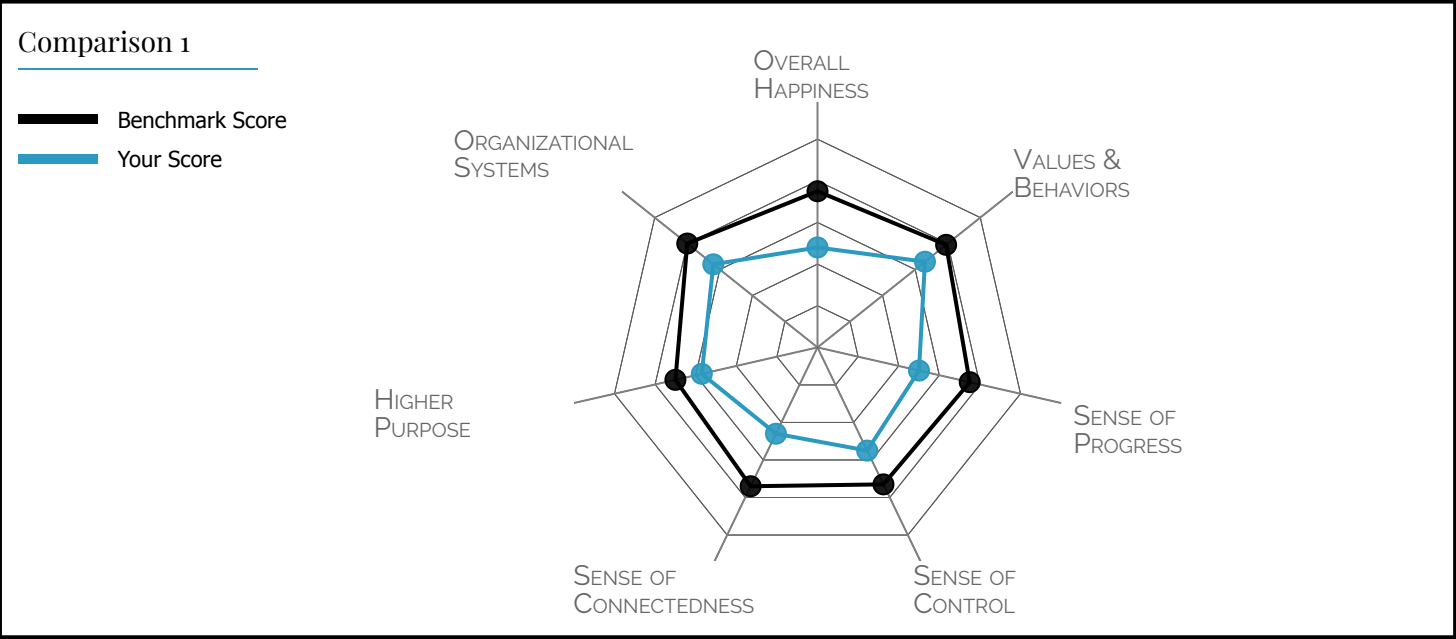
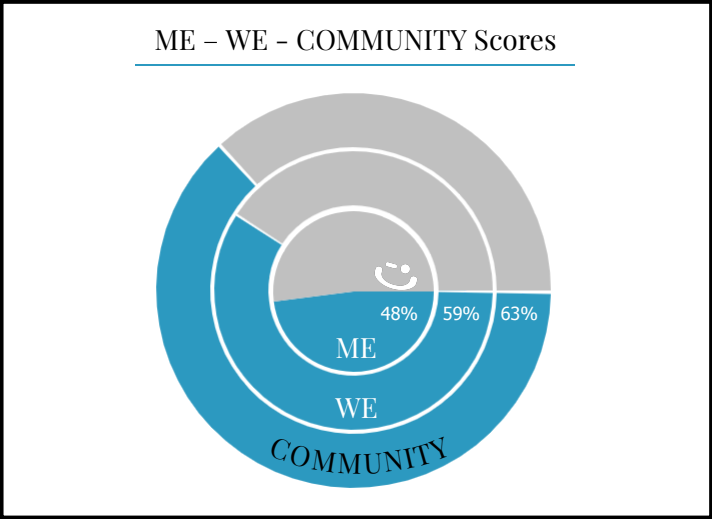
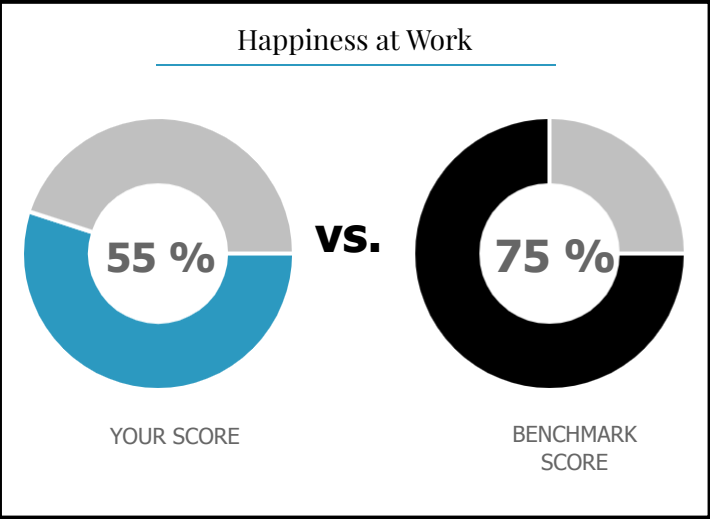


RESPONSE OVERVIEW

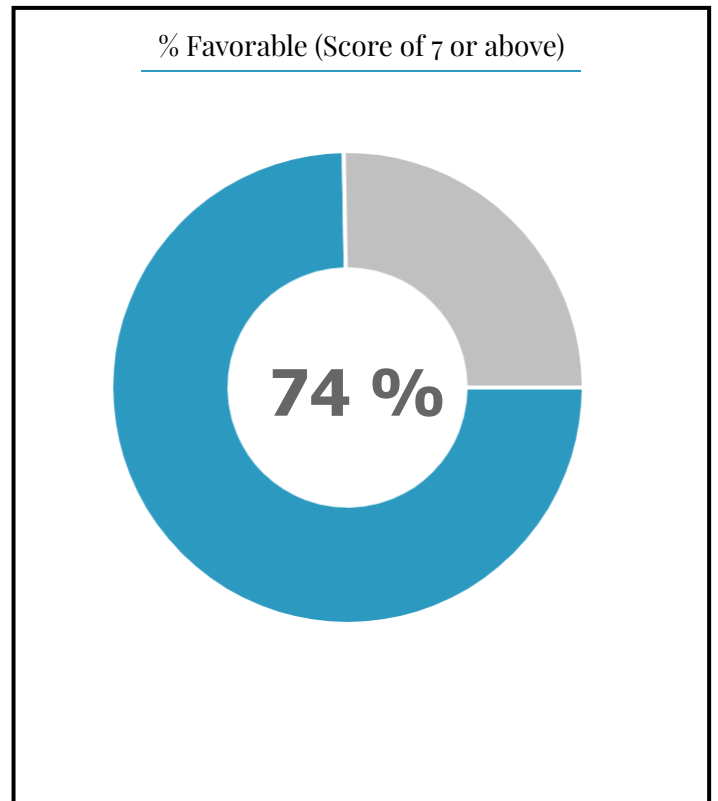
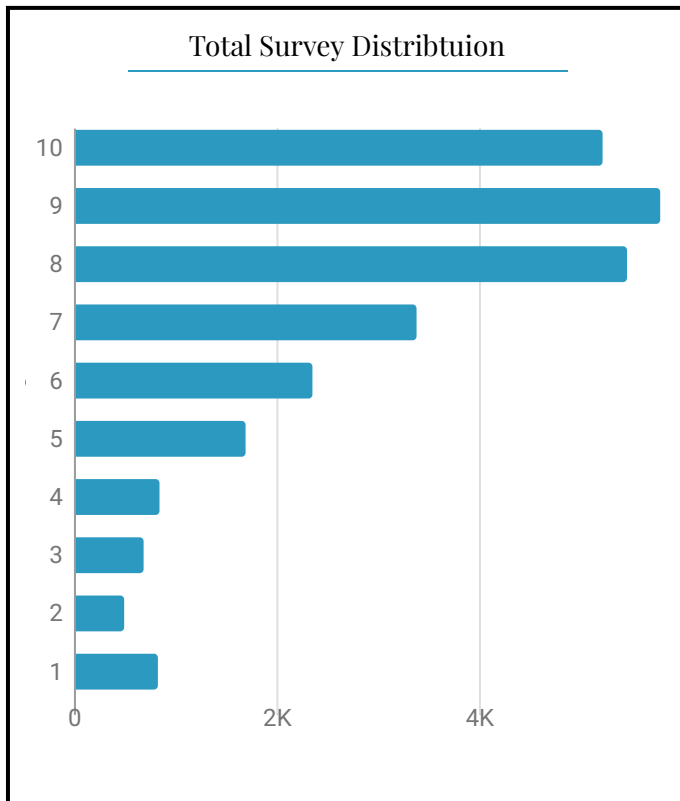


EXECUTIVE SUMMARY

Your overall score of 55% is below the Benchmark Score of 75% indicating that your Organizational Happiness level is below the average of all other organizations globally who have completed this survey.



Distribution & % Favorable



Total Survey Distribution:

The survey distribution shows the number of times each score between 1 and 10 has been given. This provides a high level view of your scores allowing you to quickly identify scoring patterns and whether there is a consistency in scoring.

% Favorable:

The % favorable insight looks at all of the scores and groups them into favorable (7-10) and unfavorable (1-6) and calculates the % of scores that are favorable. This provides a headline figure which is a good indication of how happy your people are.

Results by Company Size

Question Areas		Less Than 10	11 - 50	51 - 350	351 - 1,000	1,001 - 5,000
OVERALL HAPPINESS		7.1	7.6	6.5	7.9	7.2
VALUES & BEHAVIORS		7.9	7.4	6.8	7.8	7.0
SENSE OF PROGRESS		7.4	7.4	6.6	7.7	6.9
SENSE OF CONTROL		7.9	7.7	6.4	7.5	6.6
SENSE OF CONNECTEDNESS		7.1	7.7	6.4	7.7	7.1
HIGHER PURPOSE		7.5	7.8	7.1	8.3	7.6
Question Areas		25,001 - 100,000	100,001 - 500,000	500,001 or more		
OVERALL HAPPINESS		7.5	7.6	7.6	-	-
VALUES & BEHAVIORS		7.4	6.2	8.0	-	-
SENSE OF PROGRESS		7.7	7.5	7.3	-	-
SENSE OF CONTROL		7.7	7.5	7.8	-	-
SENSE OF CONNECTEDNESS		7.8	7.6	7.7	-	-
HIGHER PURPOSE		8.3	7.8	8.4	-	-

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HIGHEST AND LOWEST SCORING FACTORS

Highest Scoring	Dist.	Org Score	Benchmark Score	Lowest Scoring	Dist.	Org Score	Benchmark Score
Knowledge of values		9.0	8.0	Close friendships		1.0	7.0
Leaders reinforce values		9.0	7.3	Customer experience reflects culture		2.0	7.4
Marketing reflects culture		8.0	7.2	Boredom		2.0	8.0
Communication of Vision/Purpose		8.0	7.6	Frustration		3.0	7.1
Impact on society		8.0	7.5	Happiness at work		3.0	7.6
Work impacts Vision/Purpose		7.0	8.2	Collaboration between teams		3.0	7.5
Free to be true self		7.0	7.7	Freedom to try things		3.0	7.1
Vision/Purpose informs decisions		7.0	7.3	Response to concerns		3.0	7.1
Trust		7.0	7.4	Personally know those we work with		3.0	7.6
Transparency		7.0	7.0	Celebration		3.0	7.0
Systems enable work		7.0	7.2	Meaningful projects		4.0	8.2
Relationship with leader		7.0	7.9	Stress		4.0	6.7
Progress and accomplishment		7.0	7.7	Recognize on values		4.0	6.7
Positive interactions		7.0	8.1	Motivation for organizational success		4.0	8.2
Impact on customers		7.0	8.1	Pride		4.0	8.5
Hire on values		7.0	7.1	Learn new skills		4.0	7.6
Input		7.0	7.6	Apply values to work		4.0	8.1

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INDIVIDUAL QUESTION SCORES

Overall happiness at work	Org Score	Std Dev	Benchmark Score
How easy is it for you to find solutions when difficult challenges arise?	7	2.07	7.4
How positive are your daily interactions with co-workers?	7	2.02	8.1
How healthy and full of energy do you feel in life?	5	2.26	7.7
To what degree do you feel your organization is a great place to work?	5	2.26	7.8
How often do you feel burned out at work? *	5	2.45	7.3
How personally motivated are you to help make this organization succeed?	4	2.16	8.2
How often do you feel stressed out at work? *	4	2.43	6.7
How often do you feel happy at work?	3	2.12	7.6
How often do you feel frustrated at work? *	3	2.37	7.1
Average	4.8		7.5

* Reverse scale questions have been flipped so 1 is the lowest and 10 is the highest score.

Values and behaviors at work	Org Score	Std Dev	Benchmark Score
How well do you know the core values of the organization?	9	2.14	8
To what degree do your leaders behave in ways that reinforce the stated values?	9	2.3	7.3
How free do you feel to be your true self at work?	7	2.28	7.7
How much do you believe in the core values of the organization?	7	2.21	8
How well do you know specific behaviors to live the values?	5	2.15	7.8
How often do you make decisions in life based on your personal values?	5	1.97	8.2
How often do you apply the values to your everyday work?	4	1.97	8.1
Average	6.6		7.9

Sense of progress at work	Org Score	Std Dev	Benchmark Score
How much do you feel a sense of progress and accomplishment in your everyday work?	7	2	7.7
How often does your direct leader share appreciation for your actions?	7	2.51	7.3
How often do you get useful feedback on your work?	6	2.28	7.2
How often do your colleagues share appreciation for your contributions?	6	2.15	7.5
How often do you get to use your skills and abilities at work?	5	2	8
How much do you get a chance to learn new skills and grow?	4	2.22	7.6
How often is success celebrated in your organization?	3	2.36	7
How often do you feel bored at work? *	2	2.3	8
Average	5.0		7.5

* Reverse scale questions have been flipped so 1 is the lowest and 10 is the highest score.

Delivering Happiness Index

INDIVIDUAL QUESTION SCORES

Sense of control at work	Org Score	Std Dev	Benchmark Score
How often do you have a chance to share input and ideas?	7	2.09	7.6
How much control do you have over important aspects of your work?	7	2.26	7.5
How highly do you rate the level of trust within the organization?	7	2.44	7.4
How transparent do you feel your leaders are?	7	2.54	7
How safe is it to speak up and challenge the status quo?	5	2.52	6.8
To what degree are individuals on your team accountable for their work?	5	2.09	7.7
How much do your organization's leaders take action in response to your concerns?	3	2.38	7.1
How much freedom do you have to try new things?	3	2.43	7.1
Average	5.5		7.3

Sense of connectedness at work	Org Score	Std Dev	Benchmark Score
How well do you get along with your direct leader?	7	2.07	7.9
How do you rate the quality of communication within the organization?	7	2.13	7.2
How much can you count on others for help when you need it?	6	2	7.8
How much do leaders encourage you to personally connect with colleagues?	5	2.44	7.1
How well do different teams collaborate to get things done?	3	2.11	7.5
How well do you personally know the people you work with most?	3	2.04	7.6
To what extent do you have close friends at work?	1	2.38	7
Average	4.6		7.4

Higher purpose at work	Org Score	Std Dev	Benchmark Score
How well do leaders articulate the vision or purpose of the organization?	8	2.17	7.6
How much positive impact does your organization have on the broader society?	8	2.16	7.5
To what degree does your work contribute to the vision or purpose of the organization?	7	1.95	8.2
How much positive impact does your work have on the lives of your customers?	7	1.99	8.1
How often does your organization refer to the vision or purpose to inform decisions?	7	2.23	7.3
How strongly do you believe in the vision or purpose of the organization?	6	1.93	8.5
How proud are you to work at this organization?	4	2.05	8.5
How meaningful are your projects and tasks to you?	4	1.96	8.2
Average	6.4		8.0

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INDIVIDUAL QUESTION SCORES

Systems and processes	Org Score	Std Dev	Benchmark Score
How much does your organization's marketing reflect the values?	8	2.34	7.2
To what degree does your organization hire based on the values?	7	2.35	7.1
How well do organizational systems enable you to achieve your best work?	7	2.28	7.2
How much do performance reviews and promotions reflect the values?	6	2.41	6.8
Do you feel you are fairly compensated for your contributions?	6	2.46	6.9
How often are people recognized and rewarded based on how they live the values?	4	2.47	6.7
How much does the customer experience reflect the values?	2	2.24	7.4
Average	5.7		7.0

Delivering Happiness Index

HIGHEST AND LOWEST SCORING QUESTIONS

Highest Scoring Questions	Org Score	Benchmark Score
How well do you know the core values of the organization?	9	8
To what degree do your leaders behave in ways that reinforce the stated values?	9	7.3
How much positive impact does your organization have on the broader society?	8	7.5
How well do leaders articulate the vision or purpose of the organization?	8	7.6
How much does your organization's marketing reflect the values?	8	7.2
How easy is it for you to find solutions when difficult challenges arise?	7	7.4
Average	8.2	7.5

Lowest Scoring Questions	Org Score	Benchmark Score
To what extent do you have close friends at work?	1	7
How often do you feel bored at work? *	2	8
How much does the customer experience reflect the values?	2	7.4
How often do you feel happy at work?	3	7.6
How often is success celebrated in your organization?	3	7
How often do you feel frustrated at work? *	3	7.1
Average	2.3	7.4

The survey alone is a great beginning to improve your happiness. Next, make sure you **take time for reflection** and action.

Ask some simple questions to get started:

- What **key themes** are emerging for your organization?
- What's ONE BIG THING, that if you did it now, would **make the most difference** to your organization's happiness?

To help you **go deeper** work with us to analyze your results, uncover key culture initiatives and build a culture action plan based on your business needs.

Contact us anytime! We are passionate about getting your organization on **the path to profits and purpose!**

Email us at culture@deliveringhappiness.com, or reach out to our Twitter, Facebook, or LinkedIn accounts.

Delivering Happiness Index

Assumptions and Scoring

Thank you for taking the DHI! You are creating the baseline to build a happier and more successful organization. Because **happier employees = happier customers = a more successful company + more meaningful lives**.

Questions

The DHI questions have been carefully developed to measure the top scientific areas of happiness at work and validated for the most reliable results. As with any survey, external emotional factors such as mood and timing can affect how individual questions are answered.

Scoring

The DHI scores questions on a 1-10 scale, where 1 represents the worst possible score, and 10 represents the best possible score. All questions are weighted equally. Main elements and sub-elements are scored by calculating the average response to the related question(s).

Benchmark

Benchmarks are collected uniquely for DHI from protected participant data. As time progresses and data grows, the benchmarks may shift to reflect changing views. This means your score today may be closer to the benchmark than six months from now as the data shows new trends. Since we, as individuals and cultures, are always growing and evolving, we created the DHI to grow and adapt with us.

Model and Research

The DHI is based on the Delivering Happiness model for sustainable, happy, and successful organizations. There is 20+ years of science and 15+ years of experience behind the model, from the science of happiness to our experience at Zappos to the Delivering Happiness team improving cultures at hundreds of organizations around the world. [Read more about our approach \(https://info.deliveringhappiness.com/lp-download-hello-doc\)](https://info.deliveringhappiness.com/lp-download-hello-doc).

Take the Next Step with Us

Now that you are empowered with happiness data, how do you turn it into action and create real change in your organization? Our [DH Masterclass \(https://www.deliveringhappiness.com/masterclass\)](https://www.deliveringhappiness.com/masterclass) addresses each element of the DH model to create a Culture Action Plan for your team to embrace and embed the elements in your culture. Here is a quick video from [our CEO](#)

(https://cdn2.hubspot.net/hubfs/2388156/Videos/jenn_960x540.mp4) Jenn Lim for more.

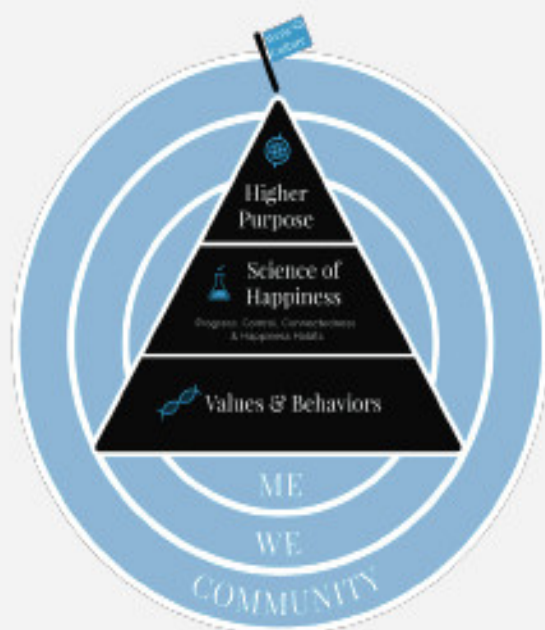
We're here to help your team create a happier culture for a more profitable business!

[Contact us \(https://www.deliveringhappiness.com/contact-dh\)](https://www.deliveringhappiness.com/contact-dh) and let's get your organization on the path to profits, passion, and purpose.

The Next Level of Your Culture Journey

BRING OUR HAPPINESS MODEL TO YOUR WORKPLACE

MASTERCLASS



TWO DAYS OF CULTURE BUILDING + APPLYING

- Discover how to build the foundation for a happier, profitable culture using the DH model and our 15+ years of culture experience
- Build your culture using proven frameworks that are both scalable and sustainable
- Co-create a Culture Action Plan to begin rolling out your culture strategy

OR

THREE DAYS OF CULTURE BUILDING, APPLYING, + CHANGE STRATEGY

- An expansion on the two-day Masterclass with more 1:1 coaching support to develop actionable culture initiatives that align with your business strategy
- Preview the DH Roadmap, which will help you identify gaps and the right wins to ensure successful culture change

WORKSHOPS



MAP: MEASURE, ANALYZE, PLAN

How can you evaluate success without measuring it? Learn to connect the qualitative and quantitative side of happiness to your culture initiatives to see where your culture stands, how to improve, and what your next steps are in your culture journey.



CULTURE AUDIT

Evaluate the gaps and strengths of your organizational systems to see where your culture is being weakened or fortified. Includes a deeper look into People/HR systems, processes, and methodologies.



EXECUTIVE ALIGNMENT

One of our most popular workshops! We'll build the case for culture and get your leadership to align on and design your culture strategy. Come away with an understanding on how to measure the ROI of your ideal culture.

GET THE FULL MENU OF SOLUTIONS | CONTACT US | CULTURE@DELIVERINGHAPPINESS.COM



Create a *happier* culture
for a more *profitable* business.

Masterclass • Workshops • Coach|sulting™ • Keynotes

Contact Us

culture@deliveringhappiness.com

Join the Movement!

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