



**Grevillea
Consultants**

Pulse Survey Summary

**For Res Exempla Pty Ltd
Leadership Team
November 2009**

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Example for illustration purposes only

Current Snapshot

Averages

Mode*	Median†		Not at all	Once in a while	Sometimes	Fairly often	Frequently if not always
Frequently if not always	Fairly often	1	I enjoy coming to work				
Sometimes	Fairly often	2	I have a good work home life balance				
Fairly often	Fairly often	3	I am given tasks which match my skills and abilities				
Frequently if not always	Fairly often	4	My supervisor cares about me as a person				
Fairly often	Fairly often	5	My supervisor addresses issues that I raise				
Frequently if not always	Fairly often	6	My supervisor takes me seriously if I disagree about what jobs can get done				
Frequently if not always	Fairly often	7	My supervisor supports me when I take risks				
Sometimes	Sometimes	8	I am satisfied with the frequency of feedback from my supervisor				
Sometimes	Fairly often	9	My team members derive satisfaction from their work				
Fairly often	Fairly often	10	My work group prioritises work well				
Fairly often	Fairly often	11	My work group completes all the projects it starts				
Frequently if not always	Fairly often	12	My work group works on a high level of trust and honesty				
Frequently if not always	Fairly often	13	People in our organisation are treated with respect				
Sometimes	Sometimes	14	Our organisation has a clear vision and direction				
Frequently if not always	Frequently if not always	15	My work group is important to the success of our organisation				
Sometimes	Once in a while	16	The available resources match the output expectations				
Frequently if not always	Frequently if not always	17	Our work environment values individual safety highly.				
Fairly often	Fairly often	18	Our work is done once and done well				
Fairly often	Fairly often	19	All staff in my work group contribute their fair share towards completing tasks				
Fairly often	Fairly often	20	Our technical abilities meet our business needs				
Sometimes	Sometimes	21	Our systems and procedures support us in efficiently delivering desired outcomes				
Fairly often	Sometimes	22	Our training programme meets our technical and professional development needs				

Notes

* The **Mode** shows the reply that occurred more than any other for each question.

† The **Median** indicates that half of the respondents gave this reply or higher and half the respondents gave this reply or less.

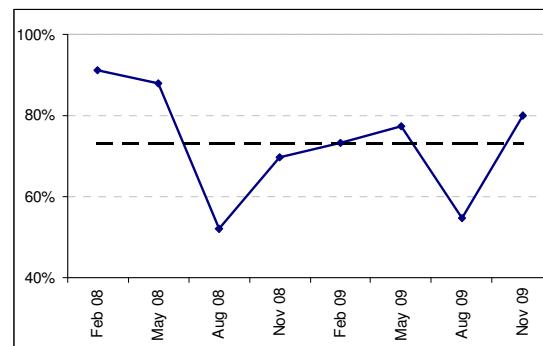
Percentages

Frequently if not always	Fairly often	Sometimes	Once in a while	Not at all	
37%	37%	23%	3%	0%	1 I enjoy coming to work
23%	30%	40%	7%	0%	2 I have a good work home life balance
41%	45%	14%	0%	0%	3 I am given tasks which match my skills and abilities
48%	38%	3%	7%	3%	4 My supervisor cares about me as a person
33%	43%	20%	3%	0%	5 My supervisor addresses issues that I raise
40%	40%	17%	3%	0%	6 My supervisor takes me seriously if I disagree about what jobs can get done
47%	40%	10%	3%	0%	7 My supervisor supports me when I take risks
23%	23%	37%	10%	7%	8 I am satisfied with the frequency of feedback from my supervisor
13%	37%	43%	7%	0%	9 My team members derive satisfaction from their work
7%	57%	33%	3%	0%	10 My work group prioritises work well
27%	43%	20%	10%	0%	11 My work group completes all the projects it starts
48%	34%	17%	0%	0%	12 My work group works on a high level of trust and honesty
38%	38%	21%	0%	3%	13 People in our organisation are treated with respect
10%	30%	43%	13%	3%	14 Our organisation has a clear vision and direction
57%	33%	10%	0%	0%	15 My work group is important to the success of our organisation
0%	10%	37%	33%	20%	16 The available resources match the output expectations
90%	7%	3%	0%	0%	17 Our work environment values individual safety highly.
3%	63%	27%	7%	0%	18 Our work is done once and done well
23%	33%	23%	20%	0%	19 All staff in my work group contribute their fair share towards completing tasks
13%	50%	23%	13%	0%	20 Our technical abilities meet our business needs
0%	23%	43%	23%	10%	21 Our systems and procedures support us in efficiently delivering desired outcomes
7%	40%	40%	10%	3%	22 Our training programme meets our technical and professional development needs

Participation Rate

This data is a result of 24 replies from 30 possible respondents, a participation rate of 80%.

The average participation rate for past surveys is 73%.



Review and Interpretation

Light green and dark green are high performing areas. The shades of orange to red are lower performing areas.

While the averages table shows a relatively strong result the percentages table highlights that item 16 (The available resources match the output expectations) continues to deteriorate. Previously at least 50% of respondents indicated there was a match between resources and expectations at least sometimes or fairly often. Now only 47% respond this way. Most respondents are stating resources and expectations only match once in a while or not at all.

Top performing items (Light green zone)

Eight items reached the top zone this round which is the highest result since the pulse survey began. The current top performing items are:

- 1 I enjoy coming to work
- 4 My supervisor cares about me as a person
- 6 My supervisor takes me seriously if I disagree about what jobs can get done
- 7 My supervisor supports me when I take risks
- 12 My workgroup works on a high level of trust and honesty
- 13 People in my division are treated with respect
- 15 My work group is important to the success of our organisation
- 17 Our work environment values individual safety highly

All but the last two items achieved this in the mode only. The last two items reached the light green zone in the median which means this time over 50% of respondents replied frequently if not always.

Lowest performing items(Orange to red zones)

The lowest performing items are:

- 2 I have a good work home life balance
- 8 I am satisfied with the frequency of feedback from my supervisor
- 9 My team members derive satisfaction from their work
- 14 Our organisation has a clear vision and direction
- 16 The available resources match the output expectations
- 21 Our systems and procedures support us in efficiently delivering desired outcomes
- 22 Our training programme meets our technical and professional development needs

Current trends

- **Work – life balance appears seasonal:** Item 2 about the work home life balance seems to have a loose seasonal pattern with high responses peaking in the second quarter before deteriorating as the year progresses.
- **Some limits to supervisor relationships:** Items 4 to 8 about supervisor relationships are still performing strongly but there is a small but growing number of respondents over the last year giving low ratings to these items.
- **Feedback frequency may be an emerging issue:** There was a significant jump in dissatisfaction with the frequency of feedback (item 8). This may be a once of spike (eg. a key supervisor on leave) or the beginning of a trend.

- **Confidence in technical abilities ceased growing:** Over the year there seemed to be growing confidence about technical abilities (item 20). The current drop may simply be regression to the mean but should be watched.
- **Systems and procedures showing deterioration:** Item 21 about systems and procedures is showing definite signs of deterioration.

Discussion:

The impact of growth: The results still support the hypothesis of a business under stress with the people hanging in and supporting each other. Given the continued growth of the business, both in quantity and scope of products and services, this may be indicative on the growing pains often found in expanding businesses. The supportive relationships between leaders and reports may be continually strained if systems and procedures cannot grow to match the business growth. It may be worth investigating whether the mismatch between resources and expected outcomes is a separate issue aggravated by demand or a symptom of lagging systems.

Supervisor relationships: All of the supervisor relationship items appear strong. The two items about how supervisors respond to issues and risk that have shown a clear strengthening this year. However, the small number of low ratings should be watched as they indicate the presence of some stress points that may be overlooked. Given the continued lower level responses to item 8 about the frequency of feedback an investment in communication might help address these stress points.

Systems and priorities: Given the deterioration on the already low results for item 21 (systems and procedures) it is worth considering whether to add this item to the planned focus inquiry into item 10 (my work group prioritises work well). A concurrent inquiring into the way systems affect work processes and the leadership decisions about prioritising work may highlight some opportunities for improvement.

Prioritise resource management: The expanding mismatch between expectations and resources flagged in item 16 reinforces the priority the CEO is giving to this matter.

Trend Charts

