



**Infinity Consulting  
and Training Solutions**

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# The Manager-Employee Engagement Survey Summary Report



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**6/8/2009**

## OVERVIEW

Infinity Consulting and Training Solutions ([www.ictscorp.com](http://www.ictscorp.com)) surveyed individuals to assess the level of manager – employee engagement that currently exists in the workplace. The results will be used to provide managers and employees alike with strategies to increase the level of engagement of employees, which research by the Gallup organization and others has consistently shown to be a major factor in organizational success. The survey consists of a variety of demographic questions and a maximum of two survey questions.

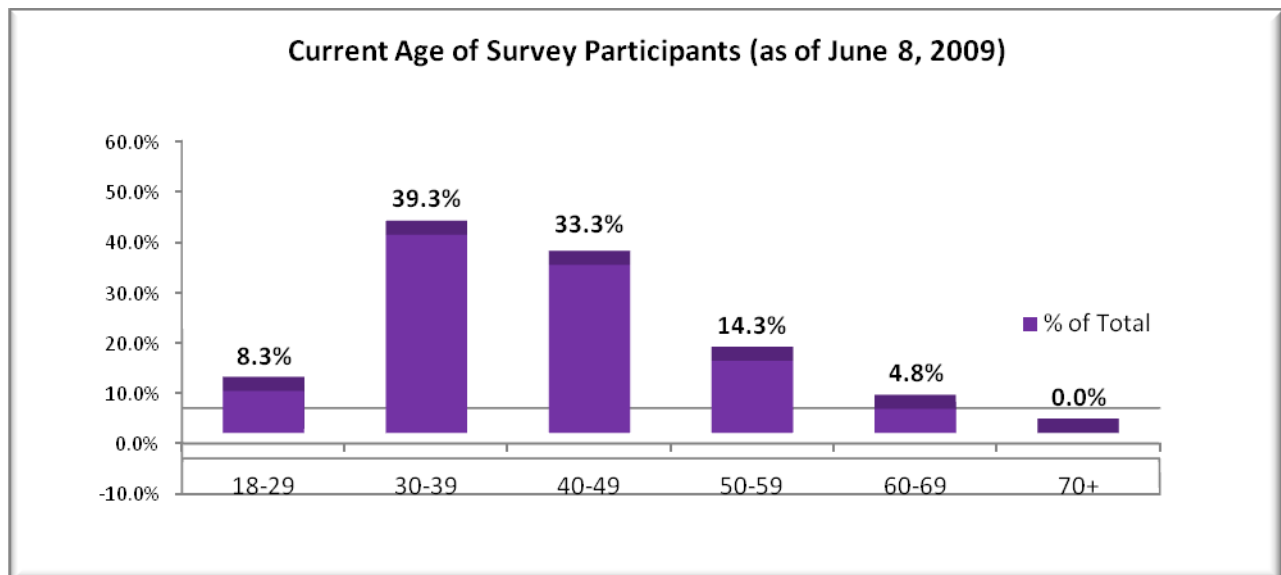
The primary survey question asked participants how likely are they to recommend their manager to others (friends, family members, or colleagues). A 10 point rating scale was used to gauge the level of recommendation (1 = highly unlikely, 10 = highly likely). Depending upon which numerical rating was selected determined whether or not participants saw a second question.

For those who rated their likelihood of recommendation 1 – 6, they were presented a second survey question. They were then asked to select as many of the 10 manager behaviors that would apply that supported the rating given. Participants were also allowed to provide an open-ended, free form text response.

## DEMOGRAPHIC DATA

Participants were asked to provide the following information:

Optional	Required
Name	Gender
Company Name	Age Bracket
Country	
Email Address	
Ethnicity (ethnic classes were the terms used in the 2000 U.S Census)	



## SURVEY QUESTIONS

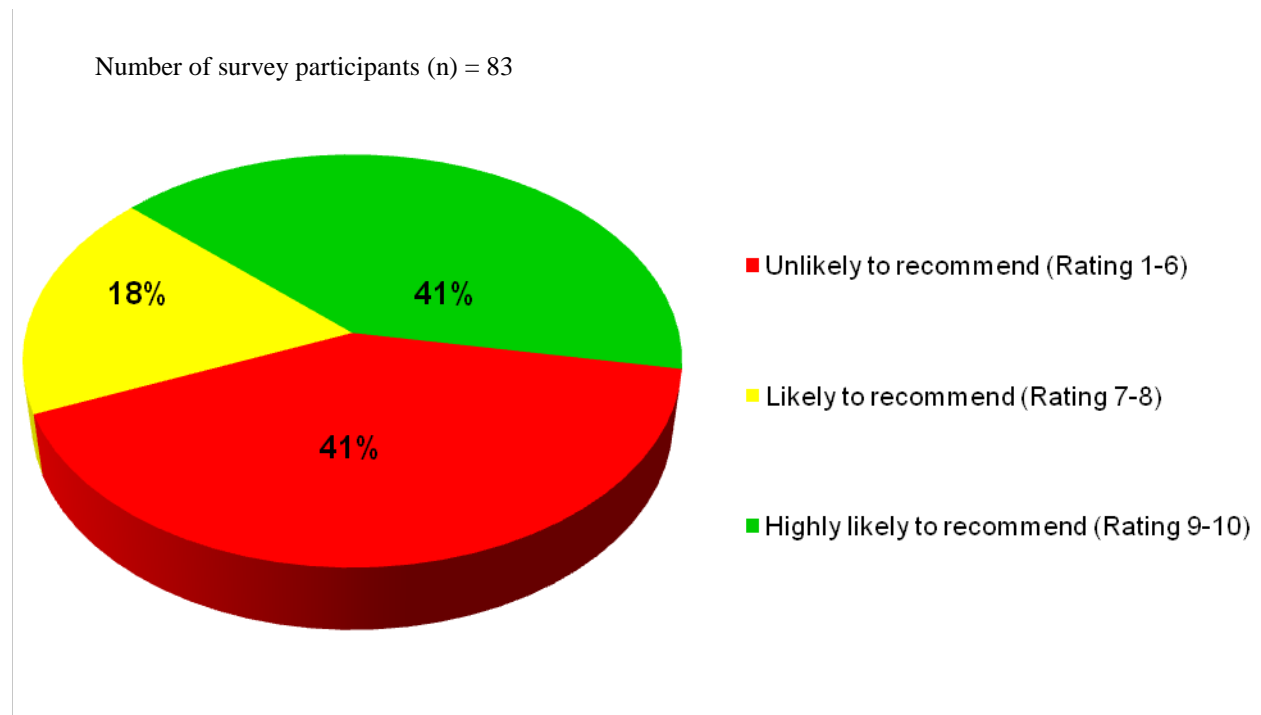
### 1) “How likely are you to recommend your manager to others (friends, family members, and colleagues)?”

As previously mentioned, participants used a 10 point rating scale (1 = highly unlikely, 10 = highly likely) to respond to this question.

How does the question relate to manager - employee engagement?

The Gallup organization’s research has consistently identified the immediate manager has the largest impact on employee engagement. (Fleming Ph.D., Asplund, Jim. *Human Sigma-Managing the Employee Customer Encounter*, Gallup Press, 2007 / Buckingham, Marcus, Coffman, Curt. *First Break All the Rules*, Simon and Shuster, 1999.)

If the immediate manager plays such a pivot role in how an employee feels about his/her job, it stands to reason that by examining how likely an employee would recommend his immediate supervisor would be a simple method for assessing engagement. It is a long standing and well understood premise that people will not personally endorse another person, product, or service they do not trust. In fact, the specific question regarding the “likelihood to recommend...” is an adaptation of Fred Reichheld’s concept. In his book, he argued the likelihood to recommend a product or service is a strong indicator of customer loyalty. (Reichheld, Fred, *The Ultimate Question*, Harvard Business School Press, 2006).



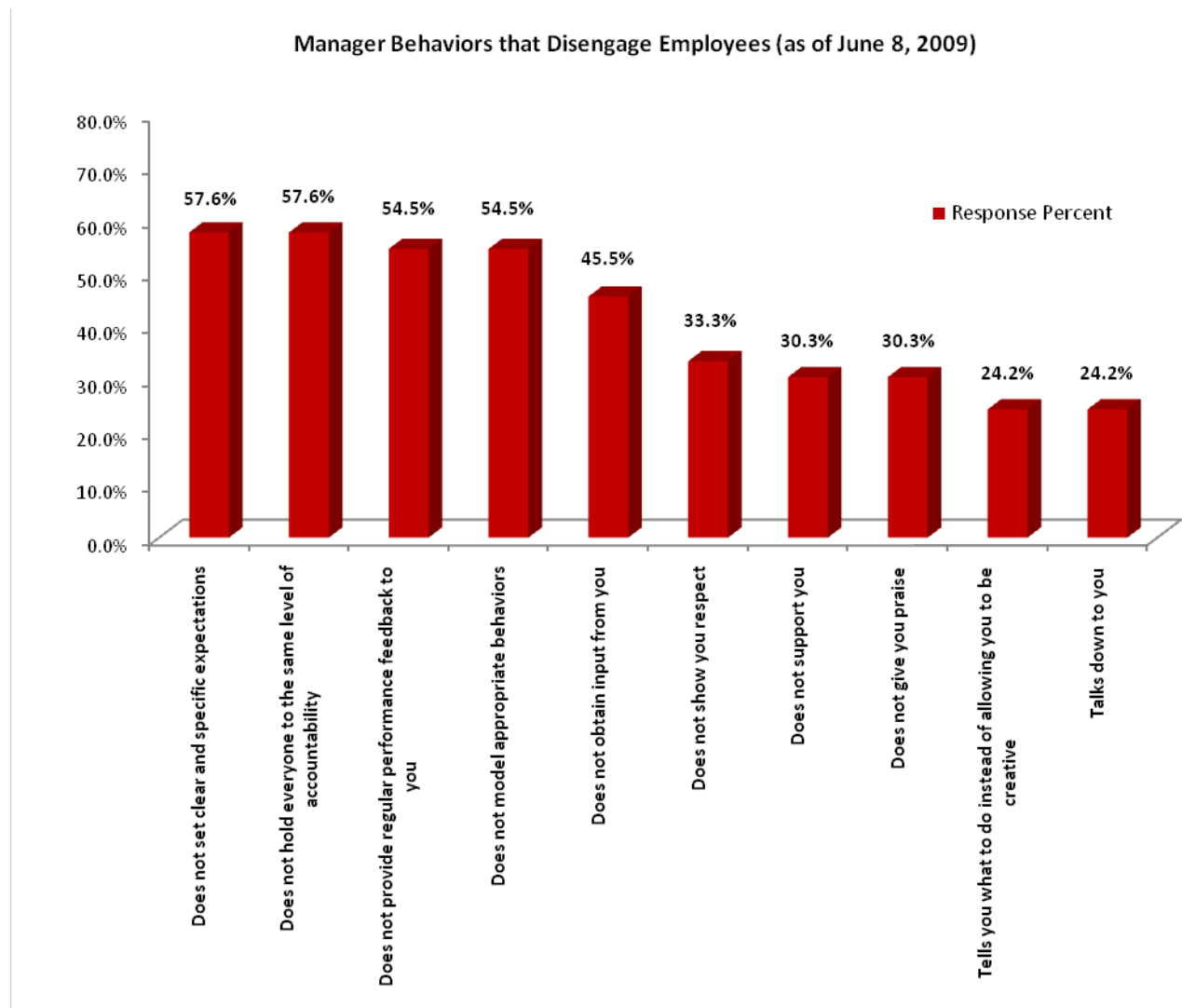
While the number of participants is small, given the current state of the U.S. economy, it was a bit of a surprise that 41% were highly likely to recommend (rating 9-10) and a combined 59% of the participants indicated they would recommend their immediate manager (rating 7-10). For those who selected a rating of 7-10, the survey was complete and they were thanked for their participation. On the other end of the

spectrum, 25% indicated they would definitely NOT recommend their manager (rating 1-3) while 16% basically indicated they are neutral (rating 4-6). For anyone who selected a rating 1-6, s/he was presented with a second question.

**2) Please select as many of the following behaviors your immediate supervisor exhibits that cause you to be disengaged at work.**

The 10 behaviors listed as options were derived based on feedback obtained from a small group of individuals who were asked to identify behaviors managers exhibit that would cause disengagement. While these were free form responses, similar trends emerged, which allowed for the grouping of like items into the 10 categories.

The graph below depicts the results of the multi-voting approach, and 5 behaviors clearly rose to the top of the list.



For participants who were asked to complete the second question, once they provided their input, the survey was complete and they were thanked for their support.

## **IMPLICATIONS OF DISENGAGING MANAGEMENT BEHAVIORS**

A quick review of the top 5 disengaging behaviors paints a fairly challenging work environment for employees:

- 1) Does not set clear and specific expectations
- 2) Does not hold others to the same level of accountability
- 3) Does not provide regular performance feedback
- 4) Does not model appropriate behaviors
- 5) Does not obtain input from employees

In a world filled with increased globalization, increasing competition, and extreme emphasis on reducing cost, it is already difficult to maximize performance and productivity in the best of times. During this unprecedented global economic downturn, it is absolutely critical to do so. If managers are not setting clear expectations, obtaining input from employees, and/or providing regular performance feedback, they are effectively destroying stakeholder value of their organization. The employee who endures such a manager is performing at **20% - 45% lower productivity** because fear has increased, trust has decreased, and focus has shifted from investing in the greater good of the organization to a focus of survival and individualism.

The most intriguing aspect of the impact of the top 5 disengaging behaviors is that none of them cost the organization any money, which reaffirms countless studies that money is not the primary motivator in the workplace. For managers and organizations, the solution to improving employee engagement is simple and cost effective – communicate effectively with your employees and their efforts and creativity alone may be the injection needed to reduce operating costs, maintain or enhance market share, and survive the economic turmoil we're all experiencing. Failure to do so is a high price to pay, and you're paying it every day you demonstrate disengaging behaviors.

## **SOLUTIONS FOR EMPLOYEES AND MANAGERS: WAYS TO INCREASE ENGAGEMENT**

### Managers:

Infinity Consulting and Training Solutions (ICTS) offers a comprehensive suite of consulting and coaching services that are highly effective at teaching you the skills needed to effectively manage in a highly competitive global market place. They range from Leadership Development, Supervisory Skills training, Team Building, Behavioral Assessments, Customer Service training, and Performance Management training.

### Employees:

In addition to the many programs listed above that are applicable to non-management personnel, ICTS offers individual career coaching sessions that are extremely effective at helping employees navigate their career paths successfully.

## ABOUT INFINITY CONSULTING AND TRAINING SOLUTIONS

Infinity Consulting and Training Solutions (ICTS) is a provider of a wide array of consulting and training services that are tailored to meet your organization's complex business needs. The firm has extensive experience working with all levels of employees within an organization to develop innovative, measurable, and enduring business solutions.

The firm has a proven success record working with a global client base providing consulting and contract training services. ICTS has provided services to clients throughout the United States as well as the United Kingdom, Australia, Indonesia, Malaysia, Singapore, Kuwait, the United Arab Emirates, Jamaica, Angola, Saudi Arabia, and Nigeria.

For more information regarding our services, visit our website at [www.ictscorp.com](http://www.ictscorp.com) and contact us:

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