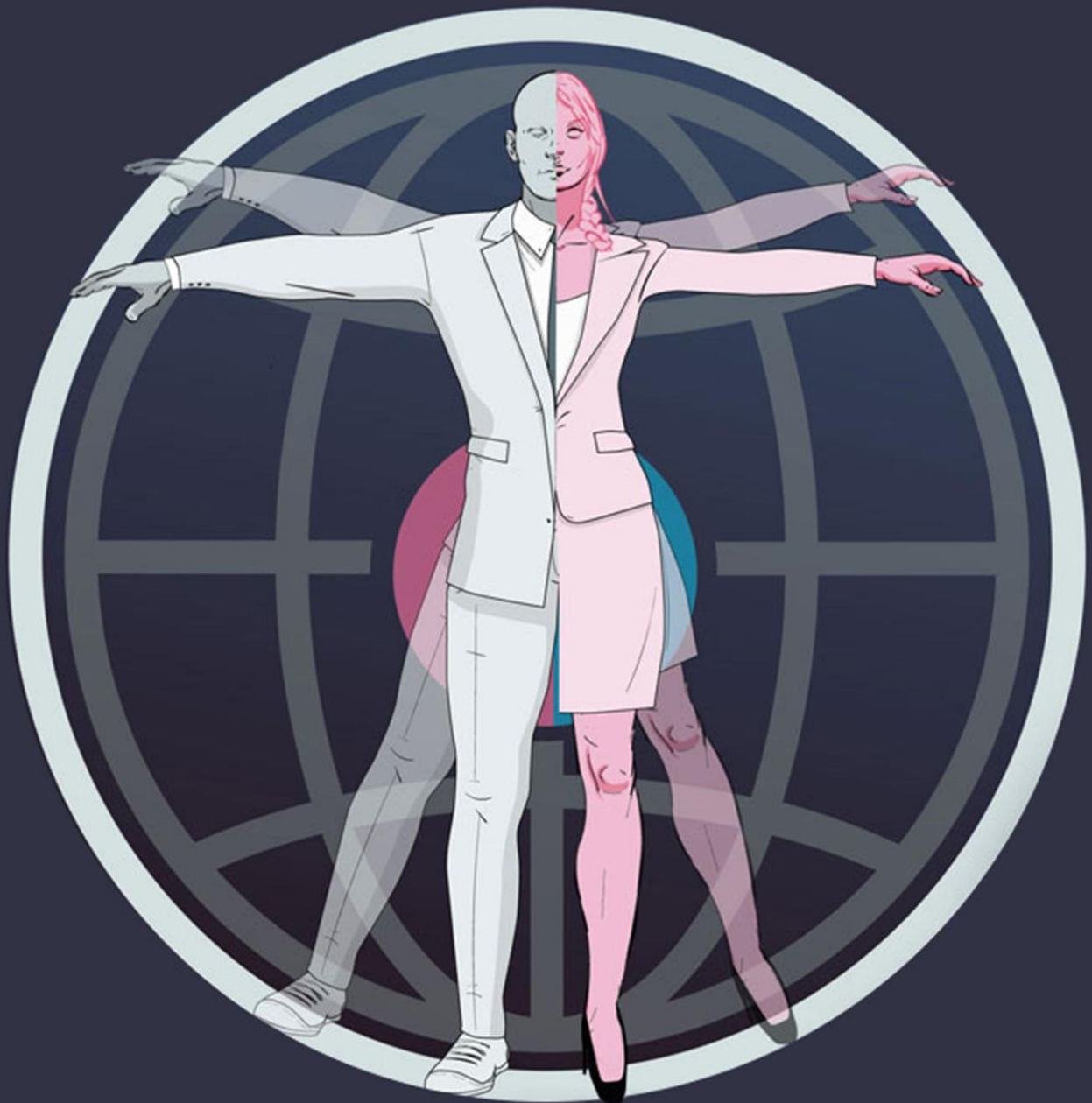




BURWICK
CONSULTING

Organizational Performance Survey

Improving Through
Understanding



Introduction

In an increasingly competitive world, organizations in both the profit and non-profit sector are constantly looking for ways to improve. As technologies become more sophisticated and automation continues to take a more important role in the workplace, organizational leaders seek ways to manage and retain their most important resources: their people! The Burwick Consulting Organizational Performance Survey is a free tool for managers and leaders designed to give organizations critical insights into soft skills and best in class management practices.



Improving Through Understanding

Burwick Consulting

Burwick Consulting is a Management Consulting and Coaching Firm with a unique research and data-driven methodology. We focus on understanding people first, and use insights into behaviors, thoughts, and emotions to optimize organizational strategies to improve operations on all levels. Our passion for organizations stems from the desire to modernize the workplace, disrupt ineffective beliefs, and improve quality of life.

Our services include management and leadership coaching, organizational training and education, strategy development, organizational alignment, as well as customized testing and analytics.

What we measure

The Organizational Performance Survey measures a variety of different soft skills and management practices that have been empirically proven

to impact organizational performance. The survey specifically measures management's emotional IQ and their ability to coach, develop personnel, formulate strategy, communicate ideas.

Why These Measurements

Research produced by industry leaders and top universities have indicated that the skills and strategies measured by the Organizational Performance Survey directly impact measures of profitability, employee engagement, retention, and efficiency measure by safety incidents, absenteeism, customer engagement, quality, and production.

Research Formulation:

The Research used to formulate this survey was derived from leading research institutions, universities, subject matter experts, and social science papers, as well as anecdotal findings from over a decade coaching individuals and organizations.

How to read this report

In the following pages this report will go through each question from the Organizational Performance Survey. The questions are broken down through a series of graphs and charts to display our findings. For each question we describe the skills that are tested, and how each skill impacts different elements of performance. Lastly, there are some suggestions for improvements. For additional information please feel free to visit www.burwickconsulting.com or contact us directly via email max@burwickconsulting.com or at 914-265-4556.

When did you last discuss your performance with your manager?

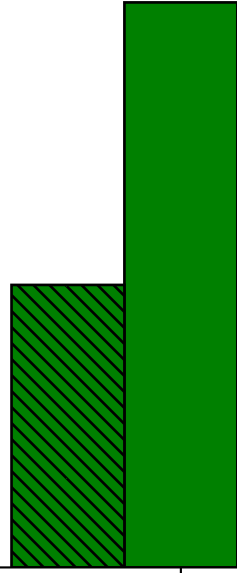
Factors Tested

This question considers management's ability to utilize and create coaching opportunities, develop personnel, deepen relationships, and set goals. Reviewing performance is a meaningful coaching opportunity and the frequency of review matters.

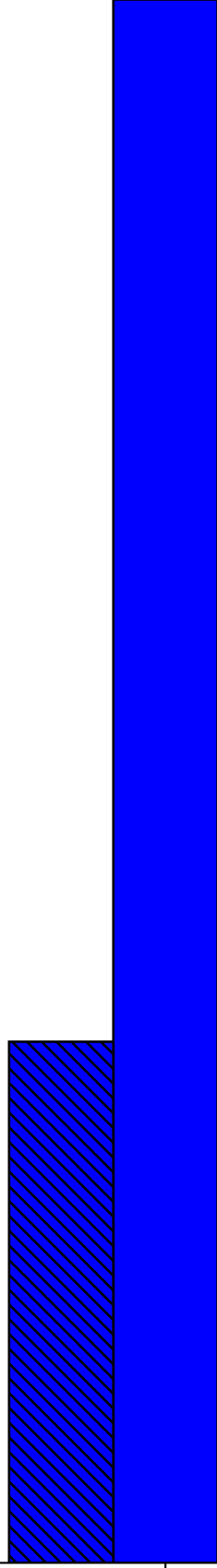
Performance Metrics

This question has been proven to decrease absenteeism, reduce safety incidents, improve quality, and improve customer relationships.

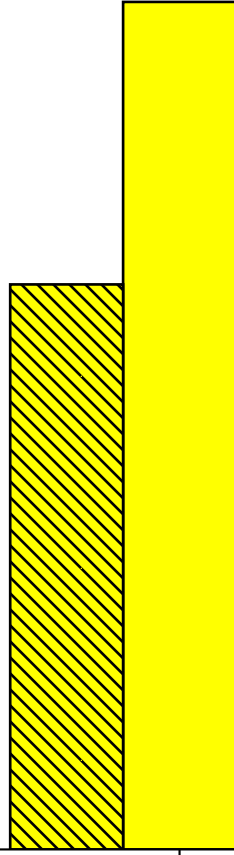
When did you last discuss your performance with your manager?



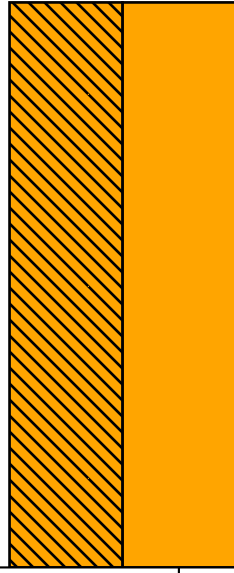
In the last month



A Few months ago



Six months ago



A year ago

Significance

84% of personnel at Company A discuss their performance with a manager more than once a year.

Recent research into management practices, employee engagement, behavior and motivation indicate that the annual performance review may fall short of its objective and should be replaced by coaching and regular performance reviews.

Company A is in the top percentage in this category.

Opportunities for Improvement

To enrich the quality of performance reviews and maximize the time invested into each employee we suggest that managers use review sessions to set goals for both work performance and discovery of personal goals outside of the office. The same issues people have when completing goals at work likely impact all areas of life. Review sessions are a moment for managers to learn what is meaningful to their people in all aspects of life. This creates stronger teams, motivated employees, and a higher quality of life across the company.

Burwick Consulting

With over 10 years of coaching and leadership experience, Burwick Consulting trains managers and executives to improve their coaching skills individually or in a group setting.

Burwick Consulting offers a variety of classes including the science of goals, a tool to help people at any level of an organization learn how to set goals and discover of deep-rooted motivation.

How often do you get to do your best at work?

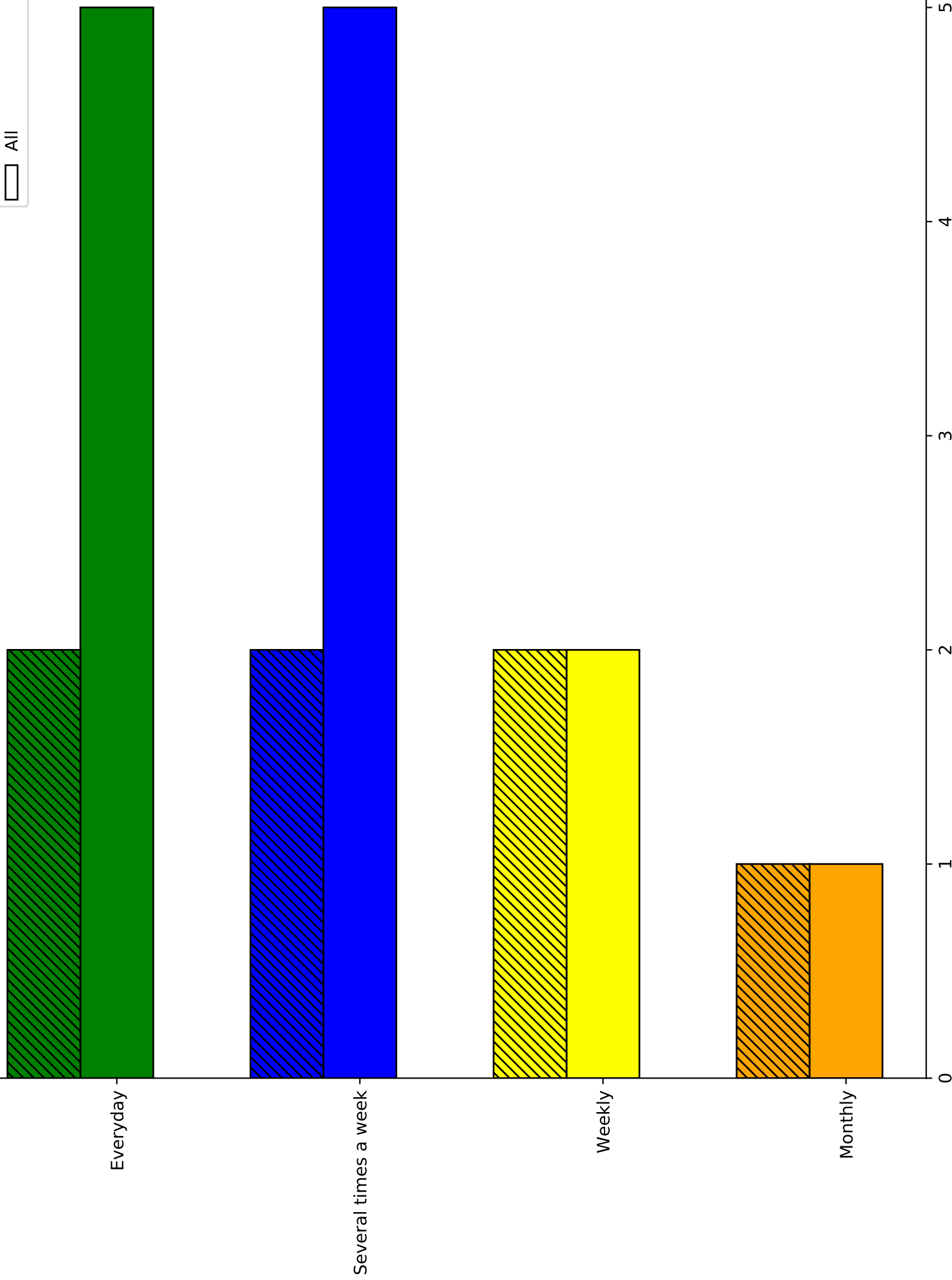
Factors Tested

Creating opportunities for people to do what they do best at work requires management to excel in role design, skills assessments, and personality assessment for job placement.

Performance Metrics

The metrics tested by this question have been proven to improve profitability and employee engagement, as well as reducing the number of safety incidents.

How often do you get to do your best at work?



Significance

38% of your organization's personnel report that they have the opportunity to do what they do best at work everyday.

Having the opportunity to do what a person does best is a significant indication of whether a person will find meaning and satisfaction in their work. This question signifies whether a person's job is psychologically gratifying. According to Gallup, having the opportunity to do what a person does best is the most critical factor when considering whether to take a job at a different organization.

Opportunities for Improvement

Creating opportunities for personnel to do what they do best at work is complicated. It requires managers to understand the skills and responsibilities of each position. Additionally, it requires that employees possess a degree of self-awareness and can articulate what they are seeking.

Managers can create an opportunity for employees to do what they do best at work by focusing on the relationship they have with their personnel and developing a thorough understanding of each role.

A great place to learn more about employees is during coaching sessions while reviewing performance. Managers can work with employees to identify the employee's skills and strengths and then present the

employee with tasks that fit the person.

Burwick Consulting

Burwick Consulting works with managers and leaders to clarify the tasks and expectations for each position, redevelop roles, and help test an employee's skills and personalities.

On a scale of 1-10, 10 being the best score, how comfortable are you sharing new ideas and insights with co-workers?

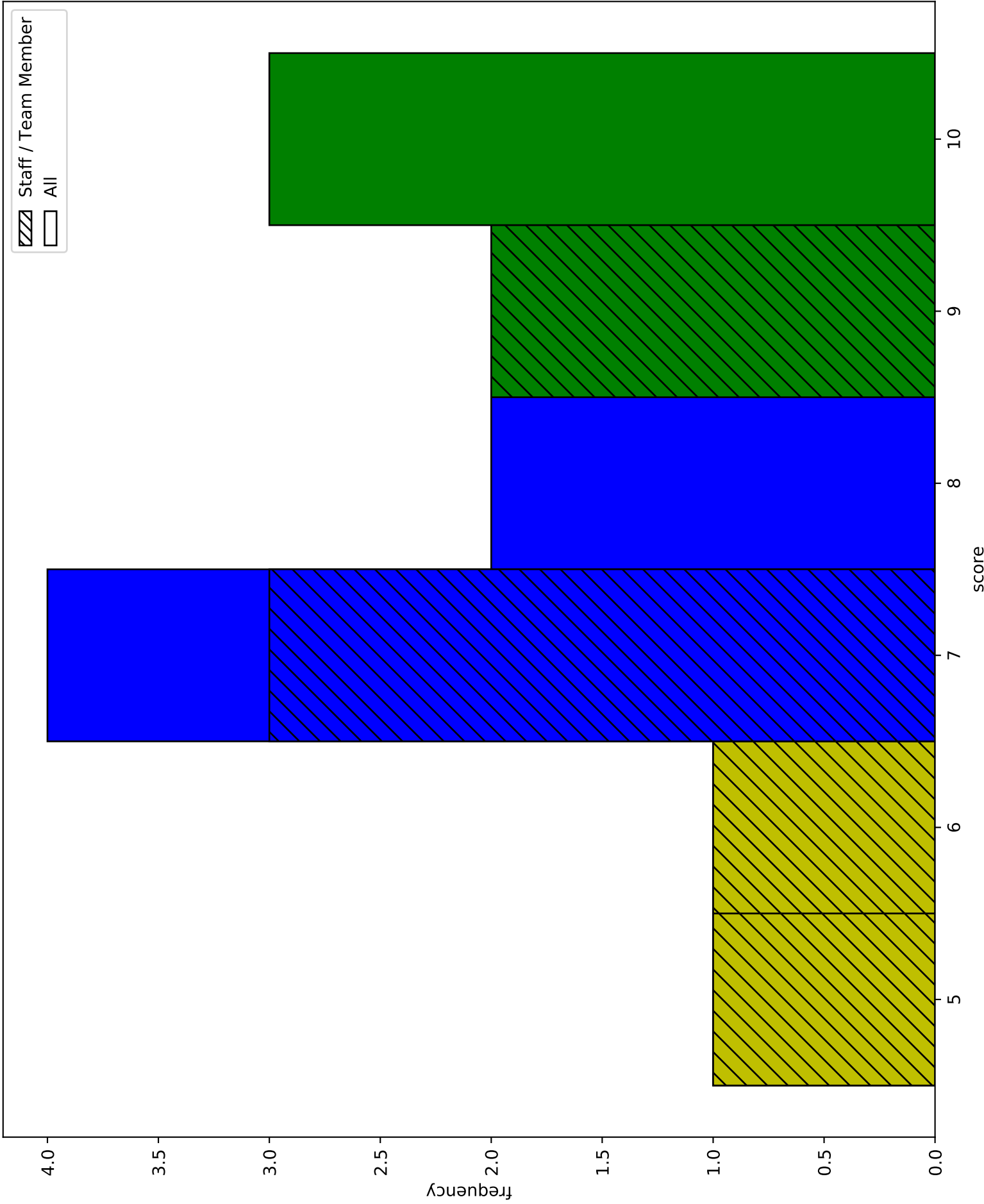
Factors Tested

This question tests the strength of teams as well as management's ability to create an environment of trust and creativity.

Performance Metrics

The metrics tested by this question have been proven to reduce turnover and the occurrence of safety incidents while improving rates of production.

On a scale of 0 - 10, 10 being the best score, how comfortable are you sharing new ideas and insights with co-workers?



Significance

53% of staff and project managers at Company A feel comfortable sharing their ideas most of the time. While 87% of Company A's senior leaders and executives feel comfortable sharing their ideas most of the time.

The ability to share ideas and insights with co-workers impacts problem solving and innovation. Although not all ideas are integrated into solutions, the capacity to see a problem from different perspectives allows teams to develop creative solutions. When employees don't feel comfortable sharing their ideas the whole organization suffers.

Opportunities for Improvement

To encourage idea sharing among teams, managers can facilitate discussions. During these conversations, managers should pose a problem and ask for different solutions. Then managers should discuss the benefits of each idea, thereby training their employees to listen for the value of a concept. This type of training encourages team building and a sense of trust.

Some additional management practices may include: informing employees when their ideas have been integrated into the organization's strategy; giving feedback on ideas, which may consist of questions to help employees gain clarity on their idea; and creating open calls for solutions to problems that the organization currently faces.

Burwick Consulting

Burwick Consulting coaches managers and organizational leaders on how to listen and give encouraging feedback.

Additionally, Burwick Consulting facilitates group classes that train teams on how to effectively listen, give feedback, and work through sensitive conversations.

Do you have the equipment, data, and resources you need to independently do you work?

Factors Tested

This question tests management's understanding of the equipment needed for employees to complete their tasks, whether the equipment is provided, and the quality of communication.

Performance Metrics

The metrics tested by this question have been proven to improve profitability, quality of work and reduce safety incidents.

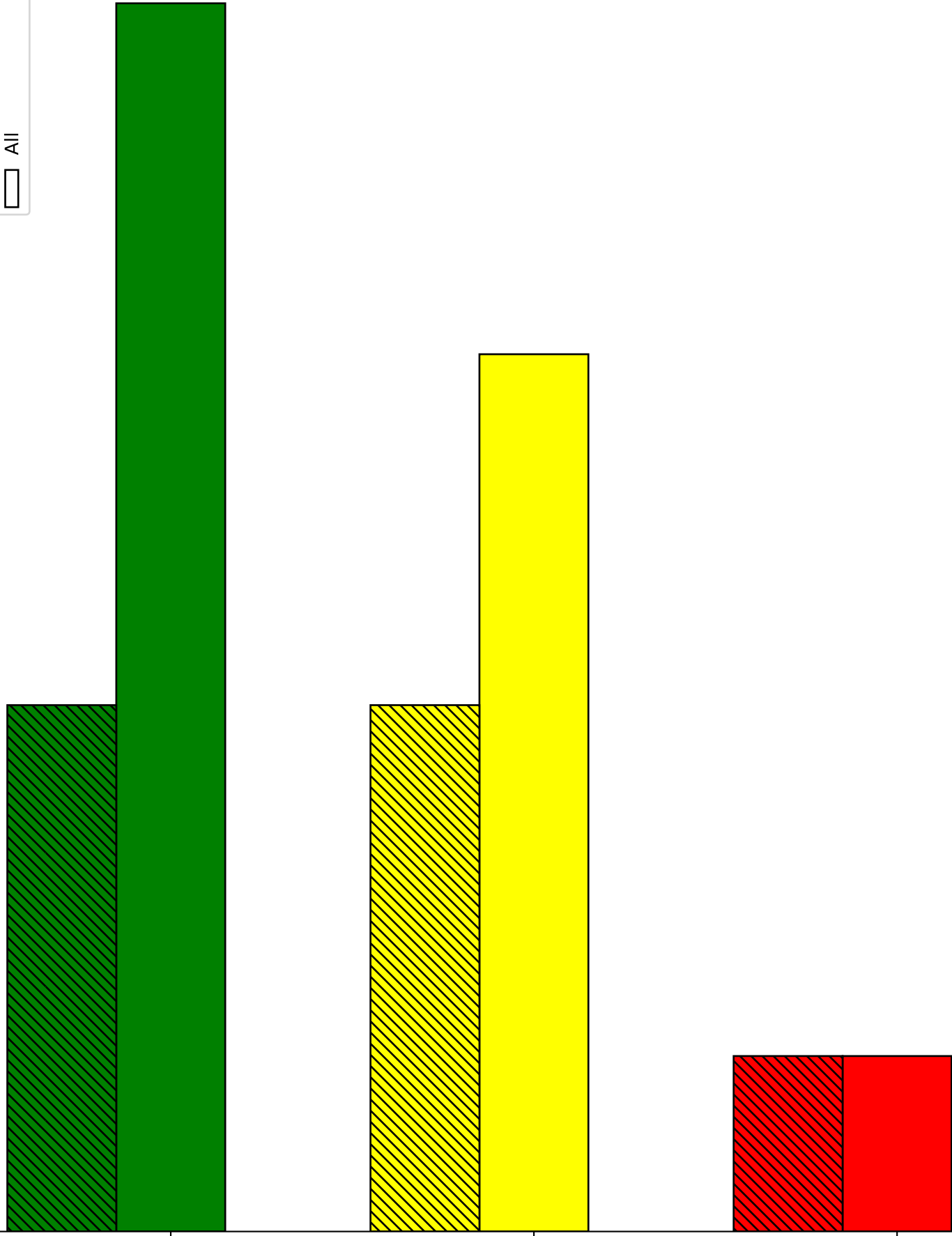
Do you have access to the equipment, data, and resources you need to independently do your work?



Mostly

Sometimes

Almost never



Significance

46% of staff members and project managers feel that they do not have all the equipment they need to do their job. While 66% of senior leaders and executives think that they have the proper equipment to do their job.

This is significant, according to Gallup, "having the materials and equipment to do work well is the strongest indicator of job stress."

Opportunities for Improvement

Providing the right tools for every task can be difficult for any organization. Often there are competing interests for finite resources forcing managers to make difficult decisions. When managers share the difficulties they face with their employees, it allows the employees to understand that the lack of supplies is not intentional, which can reduce stress.

Senior Leaders can also work with employees to identify the essential equipment for job success.

Lastly, senior leaders can talk to employees about frustrations with technologies and knowledge gaps to identify other material needs.

Do you feel that you are part of a team working together for a common goal?

Factors Tested

This question tests multiple levels of the organization, from leadership's ability to set goals with clarity, to communicating those goals to managers and teams, and whether teams are able to come together to pursue those goals.

Performance Metrics

The metrics tested by this question have been proven to improve profitability, cost savings, customer engagement, retention and reduce absenteeism.

Do you feel that you are part of a team working together for a common goal?



We are a team with clear goal,
and I am a member.

Sometimes I feel like we are a
team, and the goal is clear.

Sometimes I feel like we are a
team, but the goal is not
clear.

0 1 2 3 4 5 6

Significance

This question captures the most comprehensive snapshot of organizational cohesion. For organizations to score well on this question, the entire hierarchy must be operating as a team.

42% of all staff members and project managers feel that sometimes we are a team and the goal is clear.

Opportunities for Improvement

To create clarity and team cohesion organizational leaders should step back and first clarify, for themselves, the goals of the organization. Next leader and managers can determine whether the goals and strategic objectives are properly reaching the teams. If there is a disconnect between leaders' objectives and the team, managers will need to search for communication breakdowns which can occur for several reasons including lack of reinforcement, issues in clarity, and misalignment of interests.

Additionally, team cohesion can be enhanced by further inquiring into employee opinions of team dynamics and using the answers as feedback for managers.

Burwick Consulting

Burwick Consulting works with organizations to understand team dynamics and build strong teams around common goals.

How would you describe your relationships with the people you work with?

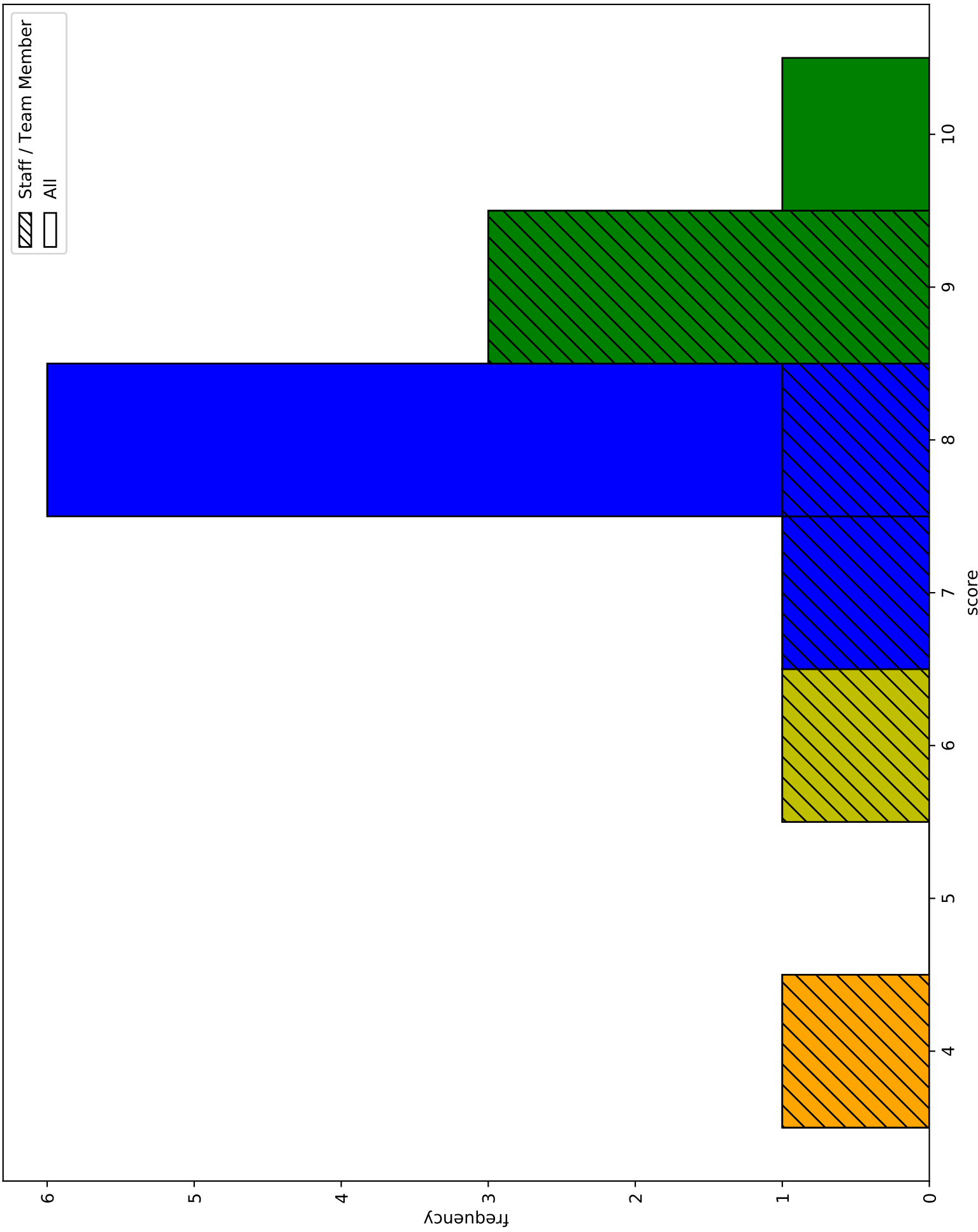
Factors Tested

This question tests the closeness of the relationships within the workplace.

Performance Metrics

Having closer relationships at work, where employees consider co-workers to be friends has been demonstrated to improve profitability, productivity, customer engagement, and reduce safety incidents.

On a scale of 0 - 10, how would you describe the people you work with. 0 being a stranger, 10 being a good friend.



Significance and Opportunities for Improvement

"When employees possess a deep affiliation with their team members, they are driven to take positive actions that benefit the business" -*Gallup State of the American Workforce*

It has been a standard convention in the American workforce to view fellow employees on a strictly professional basis, with a lack of familiarity. However, the emotional bonds of friendship have been proven to produce strong effective teams.

Promoting and cultivating authentic friendships is a difficult task. Improvements in this metric can be accomplished by shifting leaderships' opinions on whether employees should be friends and the value those friendships can bring to the organization.

On a scale of 0 – 10, rate how well your manager knows and supports you with your personal and career goals.

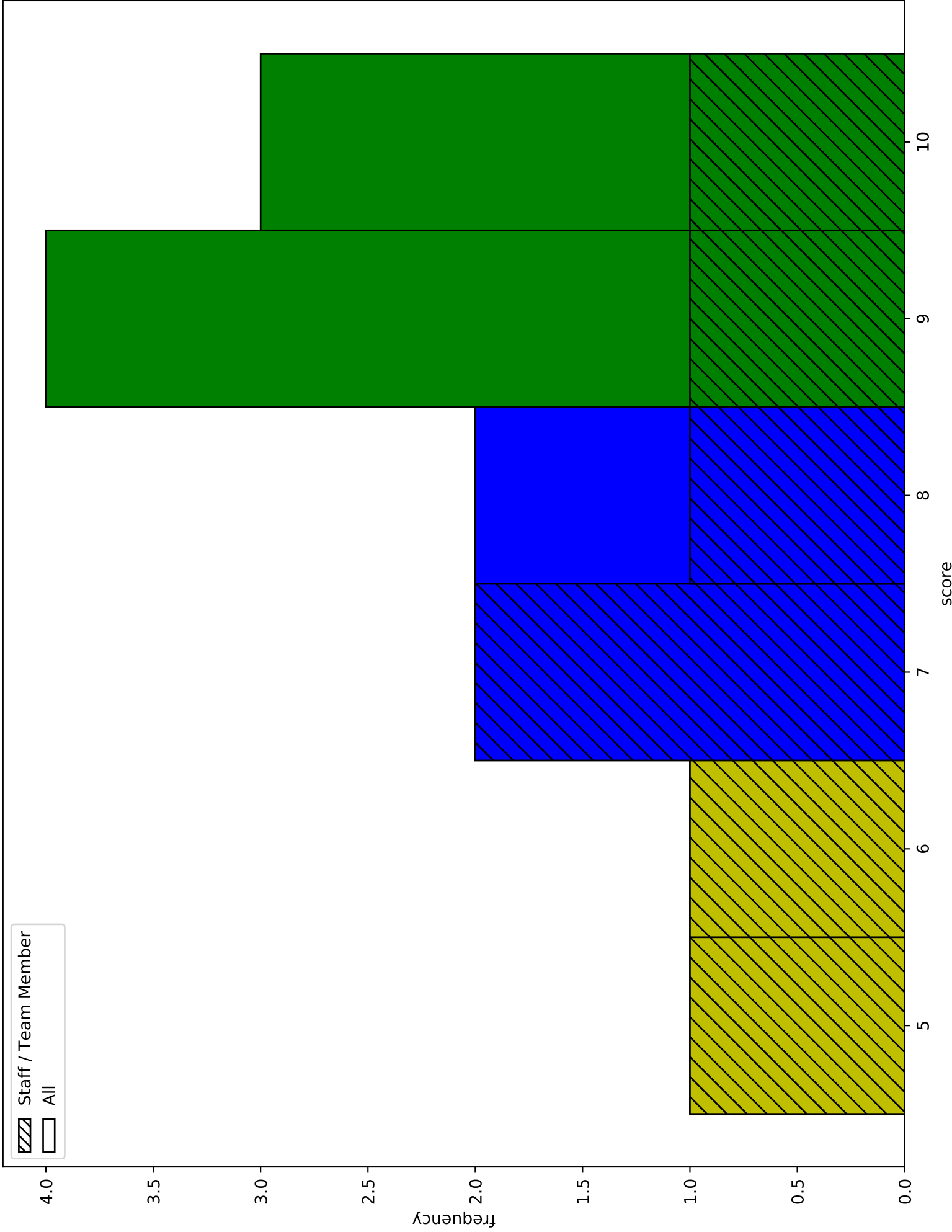
Factors Tested

This question tests the authenticity of personal development from an employee's perspective.

Performance Metrics

When employees feel that managers are interested in their success as people, it has been proven that organizations increase customer engagement and profitability, while reducing absenteeism and safety incidents.

On a scale of 0 - 10, rate how well your manager knows and supports you with your personal and career goals.



Significance and Opportunities for Improvement

Factors Tested

30% of staff and project managers feel that senior leadership or executives are not interested in their personal or career success. This is a significant number and should raise concerns for both senior leadership and executives.

The rules for retention in the modern workforce marketplace have changed. Employees are interested in more than just a paycheck and benefits. They want personal and professional development opportunities at work.

Leaders who know how to effectively coach and bring about the best in their people will be more competitive. When employees feel that their leadership team cares about their success as people, a bond is formed, and employee attitudes shift in a positive direction. Consequently, employees see the office as more than just a workplace; they see it as an extension of who they are and their performance adjusts accordingly.

Performance Metrics

An excellent method for personalizing feedback and deepening the quality of relationships with employees is learning about their goals that are unrelated to the organization. This should be done during perfor-

mance review and coaching sessions. Often, performance roadblocks experienced at work stem from the same issues that prevent people from succeeding at home. Consequently learning about and supporting an employee's goals has two benefits: improved performance at work, and building relationships with employees.

On a scale of 1 – 10, 10 being the highest, how inspiring is your organization's purpose?

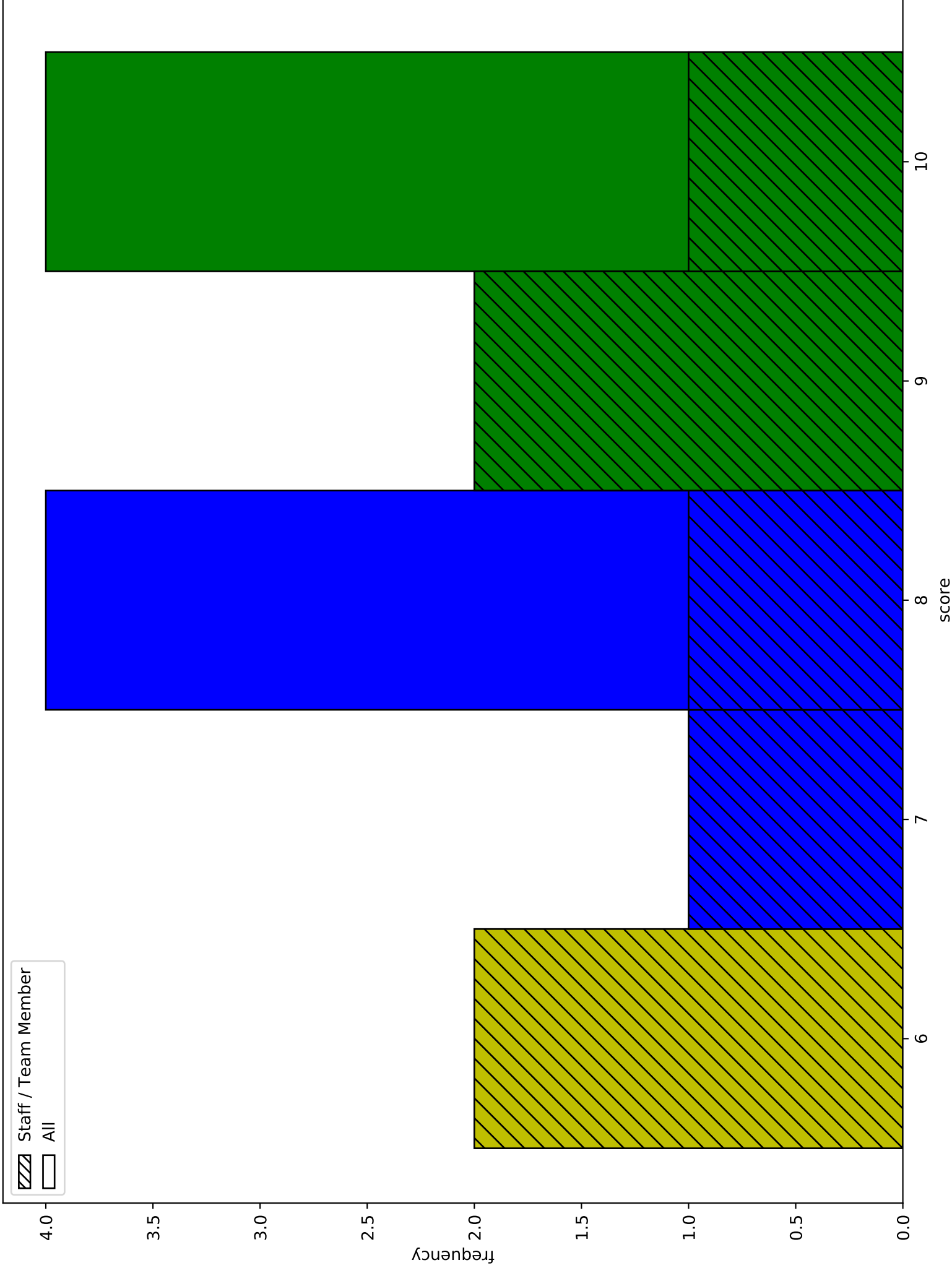
Factors Tested

Purpose is the articulation of an organization's value proposition to its clients, it is the organization's reason for being and is influenced by the vision.

Performance Metrics

Purpose is the most emotionally significant factor for employees. Purpose impacts long term motivation and has been demonstrated to improve quality and workplace safety, while strongly reducing absenteeism.

On a scale of 0 - 10, 10 being the highest, how inspiring is your organization's purpose?



Significance and Opportunities for Improvement

This question, in conjunction with the next question, tests whether the organization's purpose or mission is emotionally significant to employees. It also indicates whether leadership and management are communicating the organization's purpose in actual communications, strategic considerations, and actions.

Defining purpose in an emotionally significant way can be difficult. To do this, leadership must consider the value they bring to the people their clients. Value should be thought of as how the actions of the organization impacts the lives of the people they serve.

Burwick Consulting

Helps organizational leaders to define actual value, integrate that into purpose, and align organizational actions with purpose.

What is your organization's purpose?
In other words, who are your clients,
and how do you help them?

tasting real
communities
beverages
healthier
organic. healthy
inspire
people
promote create
connecting
great food

Tell us your organization's vision

Factors Tested

Vision is a critical test for an organization's leadership. Vision is more than a collection of words. It is a look into a future that does not yet exist and is brought to life by the organization. Vision is the basis of strategy, goal setting, and motivation. This question not only tests the quality of an organization's vision, but also how well the organization communicates that vision through words and actions to employees on all levels.

Performance Metrics

Vision is one of the most powerful tools in inspiring employees, and is a deciding factor when a person is choosing to join a team or stay with an organization.

inspiration
vision
day
every
person
many
create
world
people
better
life
Bring
innovation

Significance and Opportunities for Improvement

Vision is a powerful tool of strategic alignment and decision making. Organizational leaders must ask themselves whether the current strategies align with the vision and often times will need to adjust if there is any incongruity.

Burwick Consulting

Burwick Consulting helps leaders to navigate the difficult task of strategic alignment and to weigh the considerations that can stand in the way.

Additionally, Burwick Consulting helps leaders to structure and articulate vision in an emotionally compelling way and communicate that vision throughout the organization.

In a few words, describe your organization's culture

Factors Tested

The culture of an organization is a description of the attitudes and beliefs held by its members. This is an opportunity for leadership to observe their performance in the eyes of those they serve.

Honest
Motivated communities
healthier
Real
food
Growth
connecting Integrity
Unique
inspire people Team
Oriented

Bibliography

1. Gartenberg, C., Prat, A. & Serafeim, G. "Corporate Purpose and Financial Performance.",
2. Harvard Business School Working Paper, No. 17-023, September 2016.
3. Gallup, (2017) State of The American Workplace
4. Wrzesniewski, A., Schwartz, B., Cong, X., Kane, M., Omar, A. & Kolditz, T. (2014) "Multiple motives don't multiply motivation", Proceedings of the National Academy of Sciences Jul 2014, 111 (30) 10990-10995; DOI:10.1073
5. Sorch, D. & Rivera, M (2018) "The Relationship between motivation and owner-operated small business firm business", Engaged Management Scholarship Conference Temple University.
6. Woolley, K. & Fishbach, A. (2016). "For the Fun of It: Harnessing Immediate Rewards to Increase Persistence in Long-Term Goals", Journal of Consumer Research
7. Patnaik, D. (2009) "Wired to Care", Pearson Education
8. Festinger, L. (1957) "A Theory of Cognitive Dissonance", Stanford University Press

9. Doshi, N. & McGregor L. (2015) "Primed to Perform", Harper Collins Publishers
10. Maslow, A (1954) "Motivation and Personality", Harper and Row
11. Reik, T (1948) "Listening with the Third Ear", Noonday Press
12. Gilovich, T., Griffin, D. & Kahneman, D. (2002) "Heuristics and Biases", Cambridge University Press
13. Perls, F.S. (1969) "Ego, Hunger and Aggression", Random House New York
14. Quinn, R. & Thakor, A., "Creating a Purpose Driven Organization", Harvard Business Review July - August 2018
15. Almquist, E., Senior, J. & Bloch, N., "The Elements of Value", Harvard Business Review, September 2016