



The Culture Hacker

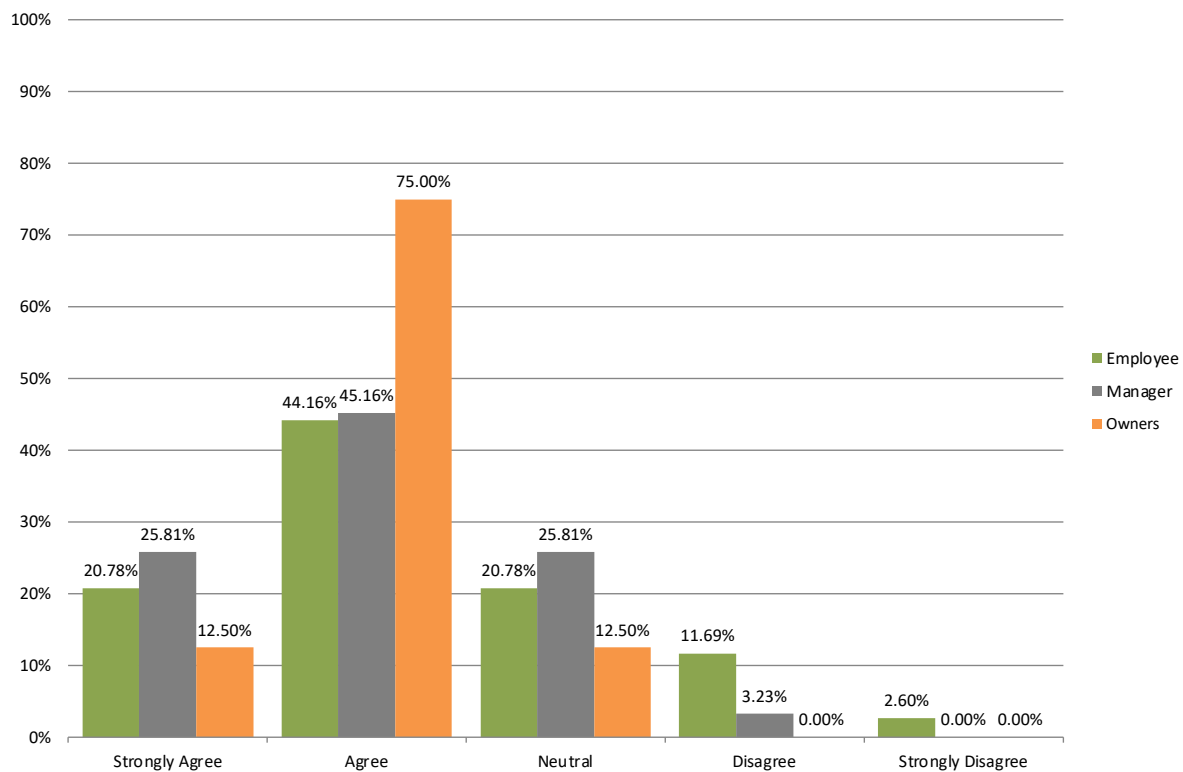
Small
Business
Survey
Example

SHANE
GREEN

Your Company Culture

Workplace culture is the collective attitudes and feelings a team of employees has about the company they work for, the work they do, and whom they do it for. How an employee feels about what they do and for whom they do it manifests itself in their behavior, effort, and the level of care they deliver.

The results below compare how the three core constituents (employees, managers, and owners) agree that the business is a great place to work. We asked you and them if they would describe the business as a great place to work to family and friends because those two groups have long been viewed as the most credible sources for recommendations and influence over a person.



Ideally, all (or at least most) respondents will agree or strongly agree that your company is a great place to work. However, this is only one question, so if a portion of employees and managers did not agree, then it merely reinforces the idea that you have things to work on to improve your employee's experience at work.

"Culture resides in the hearts and in the souls of its people."
—Mahatma Gandhi, Indian activist

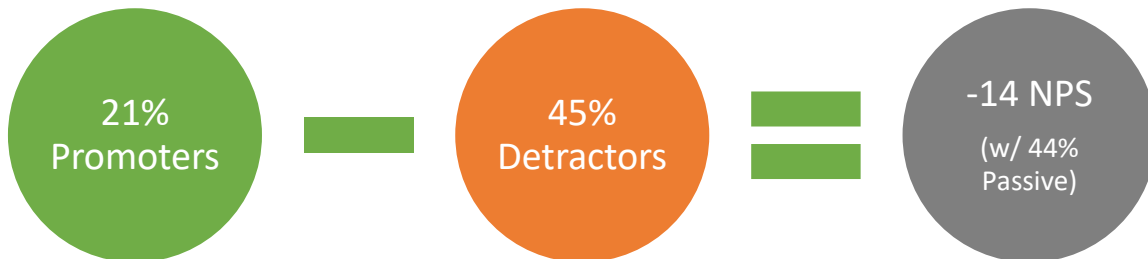
The eNPS Score

The employee net promoter score (eNPS) measures how employees feel about the company they work for—in other words, your culture. It is based on the NPS, which is a measurement of customer loyalty developed by Bain & Company and Fred Reichheld to measure the customer experience (CX). We use the statement, “I would describe my company to my family and friends as a great place to work,” to determine this score.

The eNPS is calculated by subtracting the percentage of detractors from the percentage of promoters. To determine your score, you will need to identify your promoter, passive, and detractor scores. Your promoter score is the percentage of respondents who answered strongly agree with the statement. Your passive score is the percentage of respondents who only agree with the statement. Your detractors are those who respond neutrally, disagree, or strongly disagree.

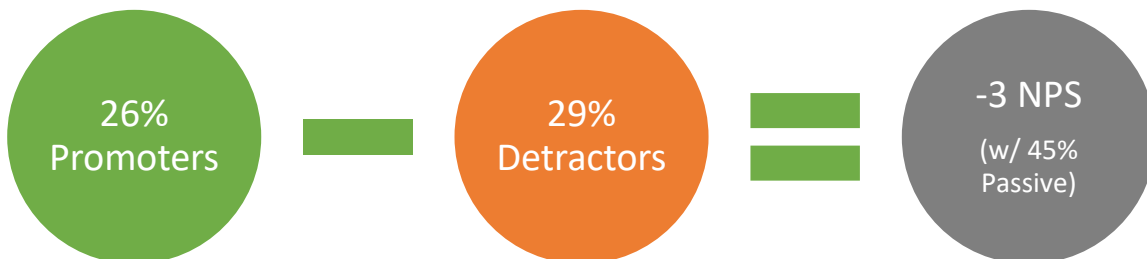
Employee eNPS Score

-14



Manager eNPS Score

-3



Ideally, you would have everyone in your company as a promoter, and therefore, your eNPS would be 100%—but this is almost unheard of, though not impossible. The most important thing is that you have a positive score. In the CX world, a negative score indicates the business has some work to do to reduce the number of unhappy customers.

A negative eNPS indicates that your business has some work to improve its employee experience and company culture. If you scored between 0 and 30, this report provides plenty of insights into how you can improve your culture and company eNPS. A score over 30 indicates that your company has a positive culture, and your employee experience is already attracting, engaging, and retaining the right people. This report will provide ways to finetune what is already happening.

Your results from our first survey statement provide a clear snapshot of how you are doing as a company with your culture and the employee experience. The remainder of this report provides you with the necessary detail to build an EX strategy to support your small business culture. The Culture Hacker Small Business Guide will provide you with ideas on improving the critical moments of the employee experience to build a high-performance culture.

Your Top Ten Reasons to Celebrate as Per Your Employees

Below are your top ten scoring survey statements based on your employees' feedback. We intentionally remove manager scores to provide you with the best assessment of what you are doing well regarding your employee experience. However, you still need to consider your managers' needs and wants when creating your strategy. These provide insights into what you are doing well and what is working. Take the opportunity to celebrate these statements and the areas of your culture they refer to. Please note that we specifically did not include the optional statements on recruitment, the first 90 days, or remote working. We find in small businesses that respondents of this section are few and can skew these results.

Q67. I was set up for a successful interview with clear instructions, directions, and expectations. **95.46%**

Q68. The interview was informative, interactive, and helped me understand the company culture and role clearly. **90.91%**

Q69. The company followed up with me after the interview within the timeframe they indicated. **90.91%**

Q73. My new manager and team made me feel welcome. **90.91%**

Q79. Working remotely allows to me be more effective in my role and personal life. **87.50%**

Q74. My manager and department set me up for success with the right technology, training, tools, information, and support to succeed in my role. **86.37%**

Q14. I know the results, outcomes, and tasks I am expected to work towards or complete each day. **84.81%**

Q33. I get a chance to take adequate breaks every day. **84.81%**

Q42. I am interested and involved in helping my company be successful. **84.81%**

Q52. My manager is readily available to help the team and me when we get busy or have a problem. **82.27%**

Your Top 10 Opportunities to Improve as Per Your Employees

Below are your bottom ten scoring survey statements based on your employee's feedback. We intentionally remove manager scores to provide you with the best assessment of what you need to work on for your employees. However, you still need to consider your managers' needs and wants when creating your strategy. The information below gives insights into what you need to work on to improve. Take the opportunity to consider these statements and the areas of your culture they refer to. Please note that we specifically did not include the optional statements on recruitment, the first 90 days, or remote working. We find in small businesses that respondents of this section are few and can skew these results.

Q19. My manager holds poor performers accountable credibly and consistently. **29.12%**

Q26. My company recognizes and rewards the best-performing employees in a credible and meaningful way. **34.18%**

Q30. I (do not) feel stressed at work, and it impacts my attitude, words, and behaviour outside of work with family and friends. **39.24%**

Q34. I am paid a competitive wage for my industry and level of experience. **39.24%**

Q40. My company provides a clear career path to me and supports internal promotions. **39.24%**

Q72. I felt emotionally connected to the company after my first or second day. **40.91%**

Q16. I have regular performance conversations with my manager about how I am doing and what I should work on. **41.77%**

Q48. I am proud of my company's position and contributions towards protecting the environment and climate. **43.03%**

Q35. The benefits my company offers are helpful and meaningful to my family and me. **43.04%**

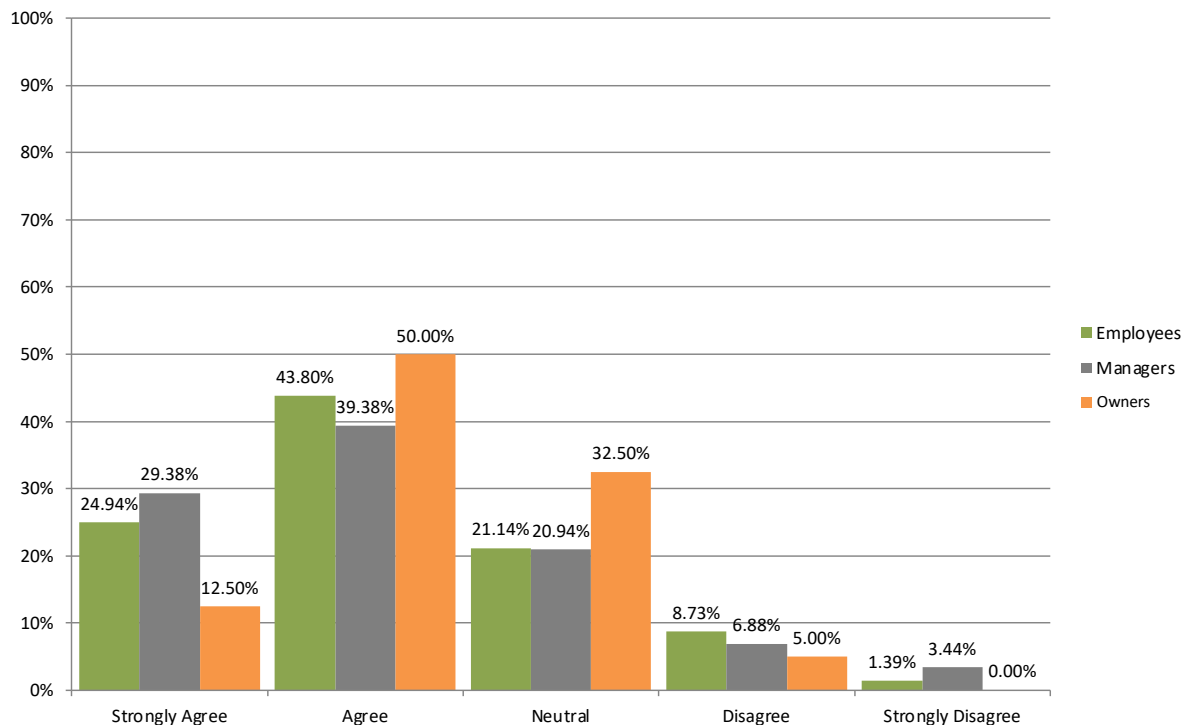
Q36. My company supports cross-training and project-based work where I can develop skills beyond my role. **46.84%**

Leadership

Leadership is a manager's ability to inspire their employees' hearts and minds to want to do what they want them to do, do something they may not want to do, and perform their best. Management is defined as a manager's ability to get things done and their ability to ensure compliance, safety, consistency, accuracy, and efficiency in the operation. These ideas are captured by some of the habits employees look for regarding performance and getting things done. While employees want managers who can get things done, they also want to work for people they admire, want to follow, and inspire them to be their best. They want managers who care about them and treat them with respect. Simply put, employees want managers who are leaders.

"How management chooses to treat its people impacts everything for better or worse." —Simon Sinek, author

Ideally, we have managers who embrace and excel in both their managerial and leadership responsibilities. However, many organizations and industries focus more heavily on promoting and having managers—those who are great at the fundamentals of the business—than developing leaders—those who work well with and through their people. Leadership is more focused on emotions, which is an important aspect of any employee experience and critical to company culture.



We also asked managers to describe their immediate manager, which, in many cases, may be you or other owners. For a high-performing small business, you, as an owner, need to consider how you can become a better leader for your managers. Do not assume that they do not need inspiration because they are a manager.

The main words used to describe managers in your organization is a great opportunity to review with your managers to either recognize their efforts or remind them about what they should (or should not) be doing. When you consider the important leadership habits that you, other owners, and managers should be doing or focused on, think about behaviors that will support the leadership qualities your employees want.

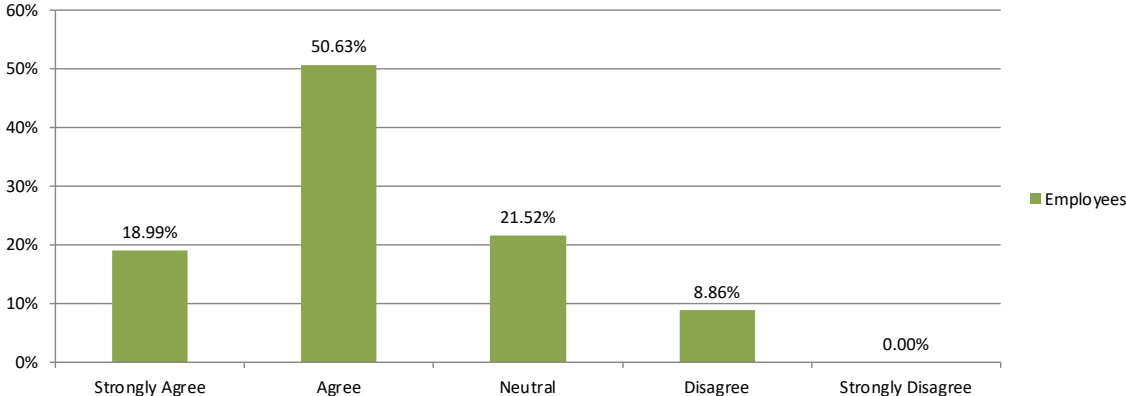


Leadership habits we need to focus on:

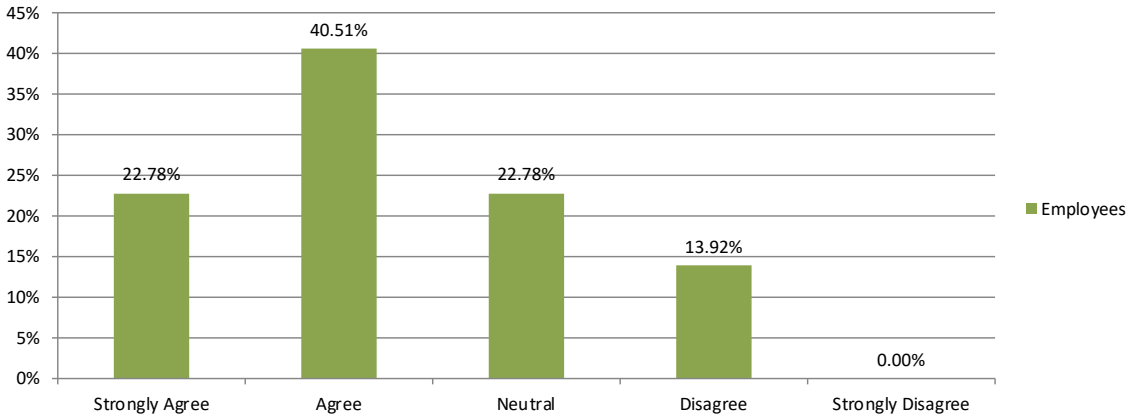
“Management has the single biggest effect on organizational environment, which means it also has the biggest effect on attitude. Bad attitude equals poor leadership.” —Craig Cochran, author

Leadership — 38 Employees

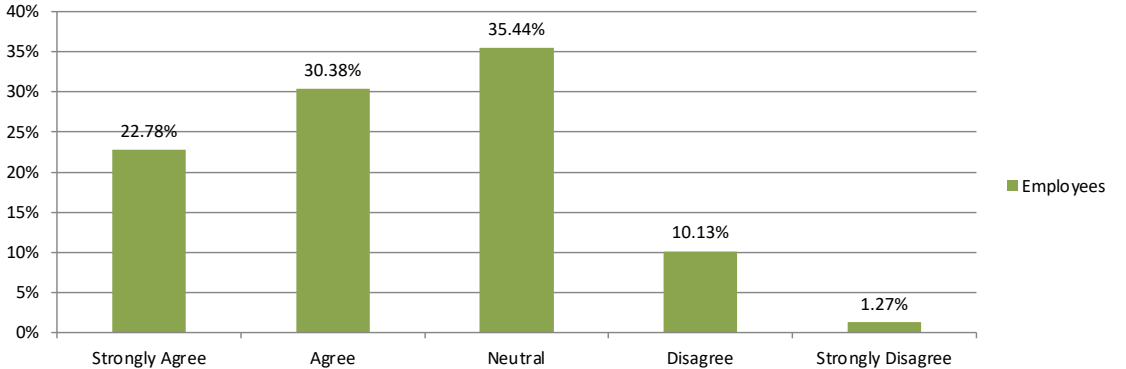
My manager shares their expertise and experience with me.



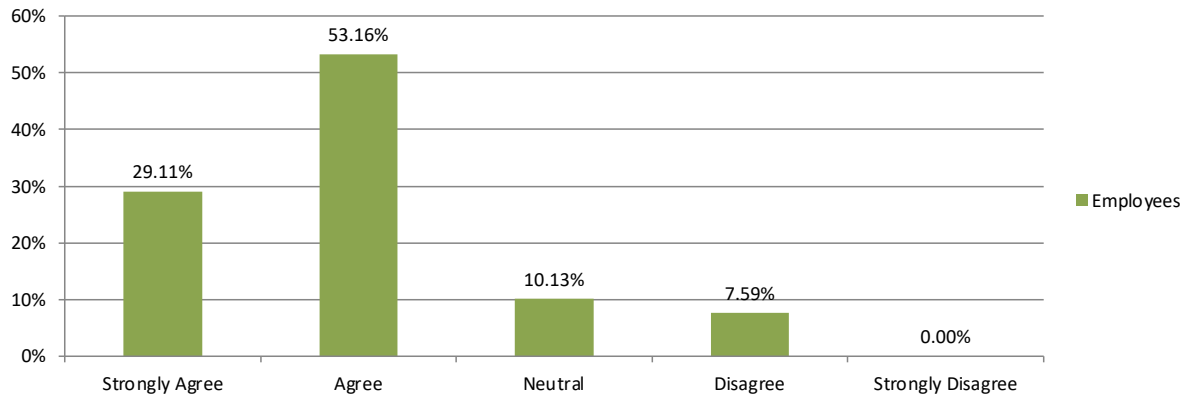
My manager walks their talk and leads by example.



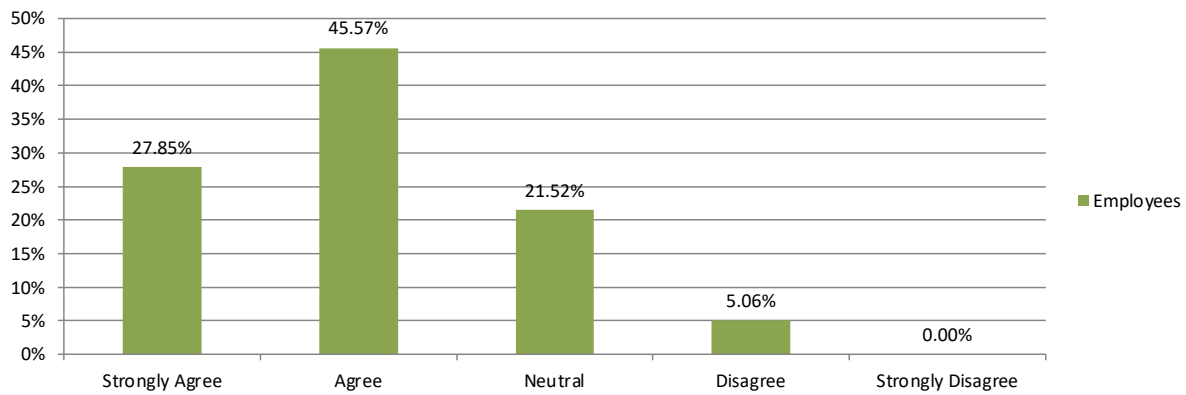
My manager loves what they do, and their passion for their work is contagious.



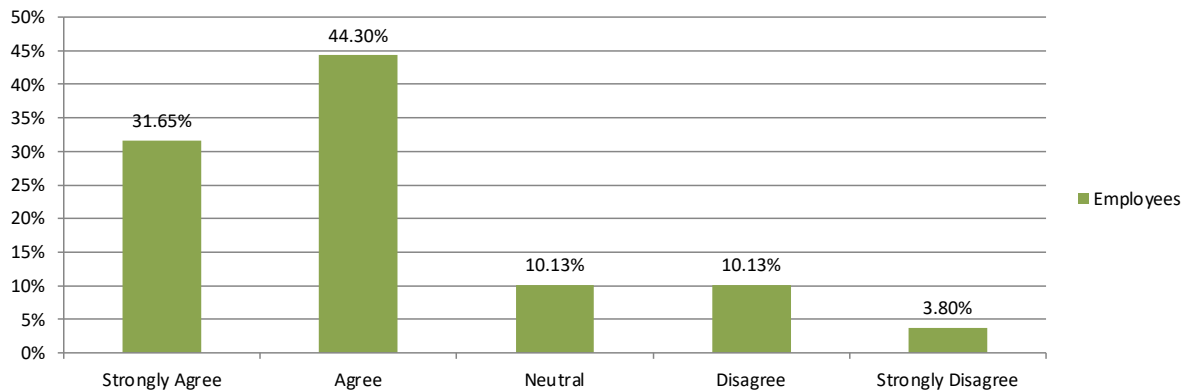
My manager is readily available to help the team and me when we get busy or have a problem.



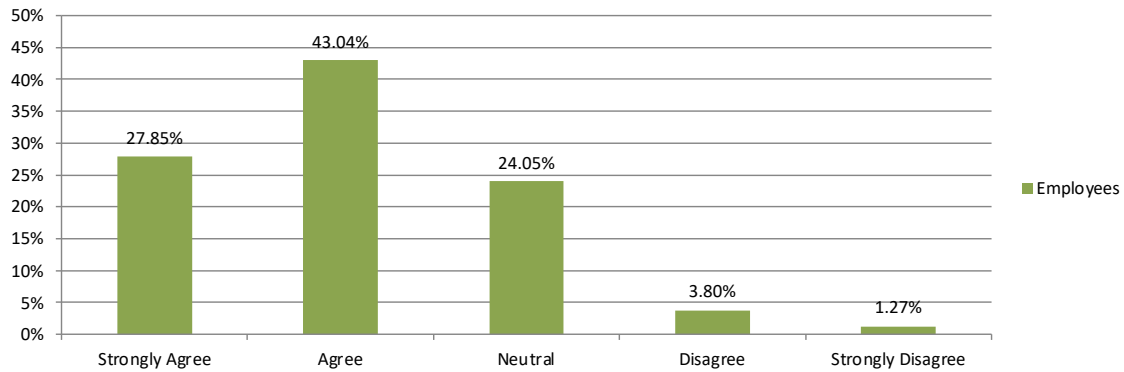
My manager demonstrates that they care about my team and me.



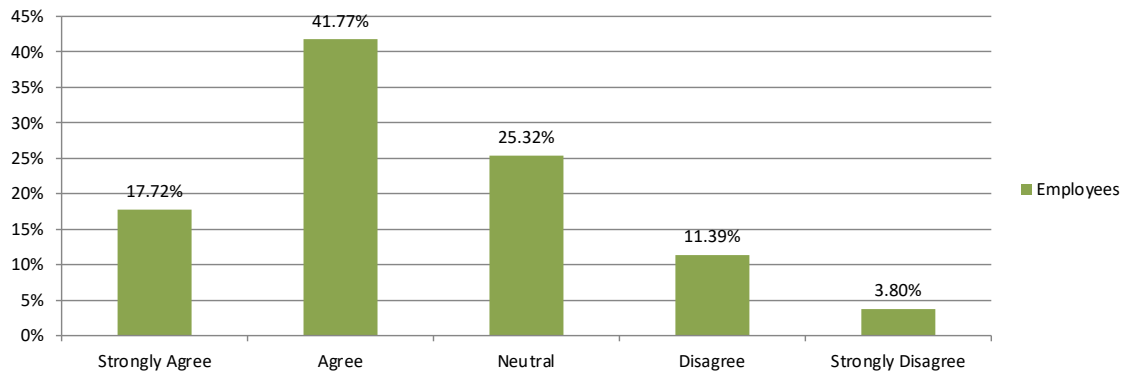
My manager is respectful in their tone, verbiage, and actions towards my team and me.



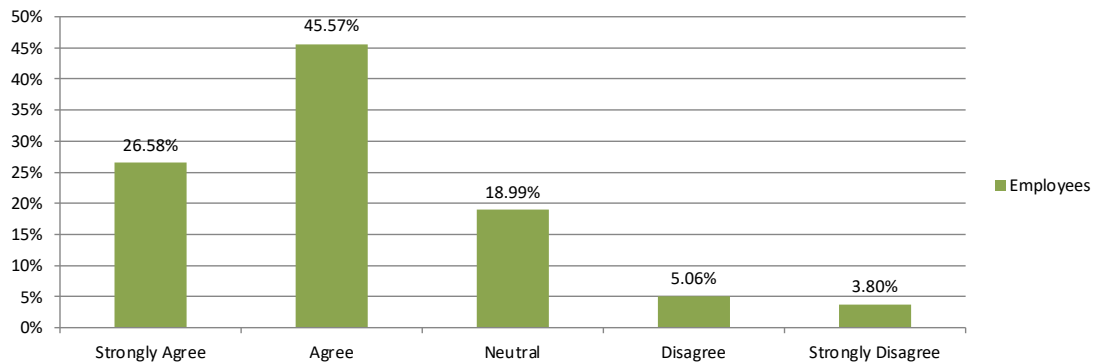
My manager is trustworthy and fosters a trusting work environment.



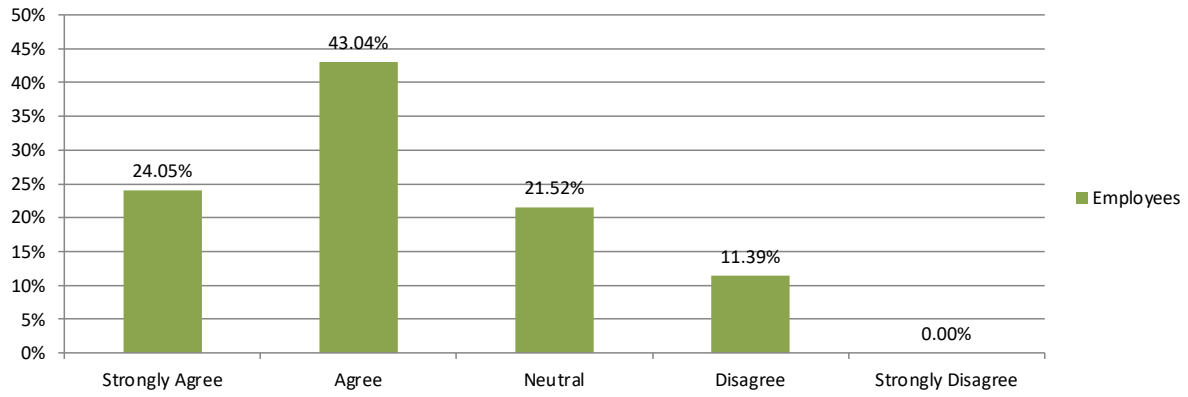
My manager knows who and what is important to me outside of work.



My manager understands and is responsive to my personal situation, needs, and priorities outside of work.



My manager listens to me when I share a concern, idea, or comment.



Something to Improve

Something to Celebrate

Important Leadership Habits





www.SGEinternational.com
connect@SGEInternational.com