

iPPQ Organization Report for

XYZ, Inc.

12 July 2011



Report Outline



1. Purpose

2. The Happiness-Performance Model

3. Key findings

4. The 5 C's

5. Trust, Recognition & Pride

6. Comparison and outcome data

7. Qualitative data

8. Conclusions



1. Purpose

- Assess this organization's **performance** through the lens of **happiness at work**
- **Compare** and **contrast** the teams within this organization and benchmark externally
- **Understand key factors** which affect the XYZ, Inc.'s performance and happiness at work
- Think about how to leverage needs to **boost overall performance**
- Offer **practical insights**

2. Happiness at work

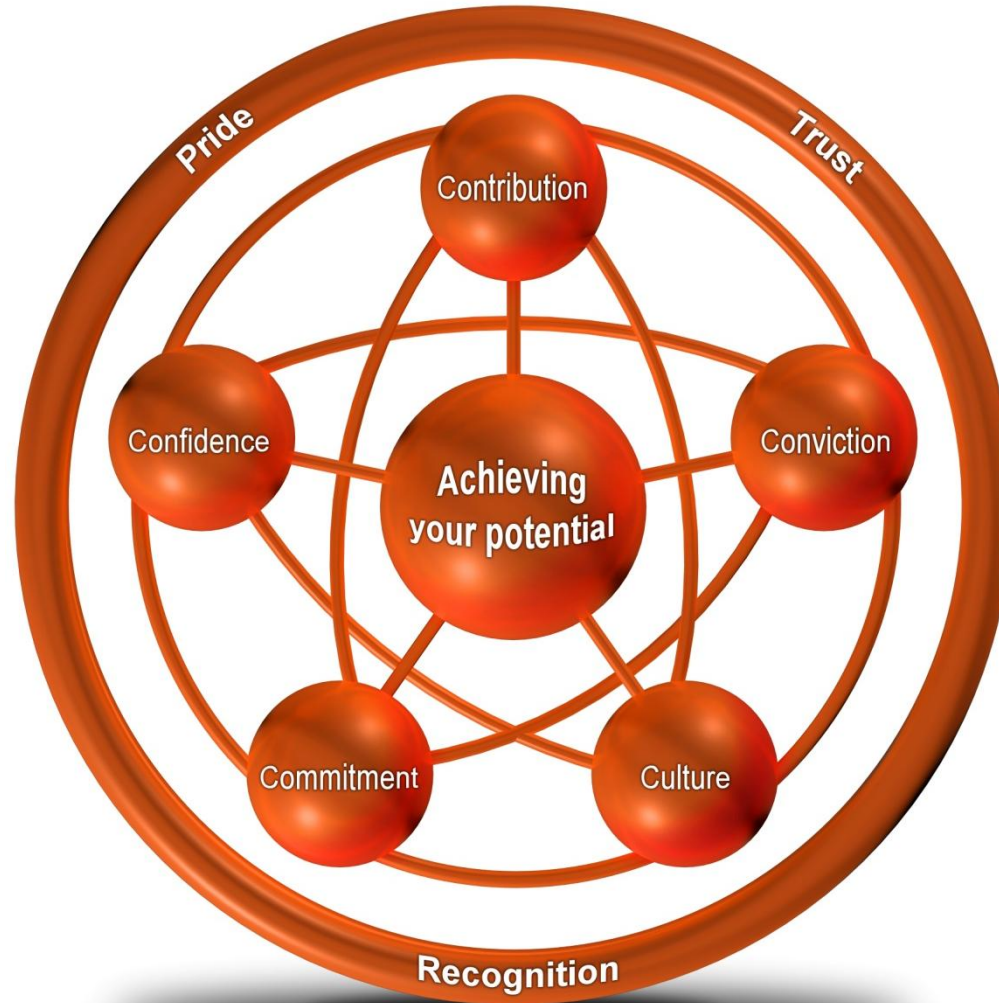


Happiness at work is a **mindset** which enables **action** to **maximize performance** and **achieve potential**.

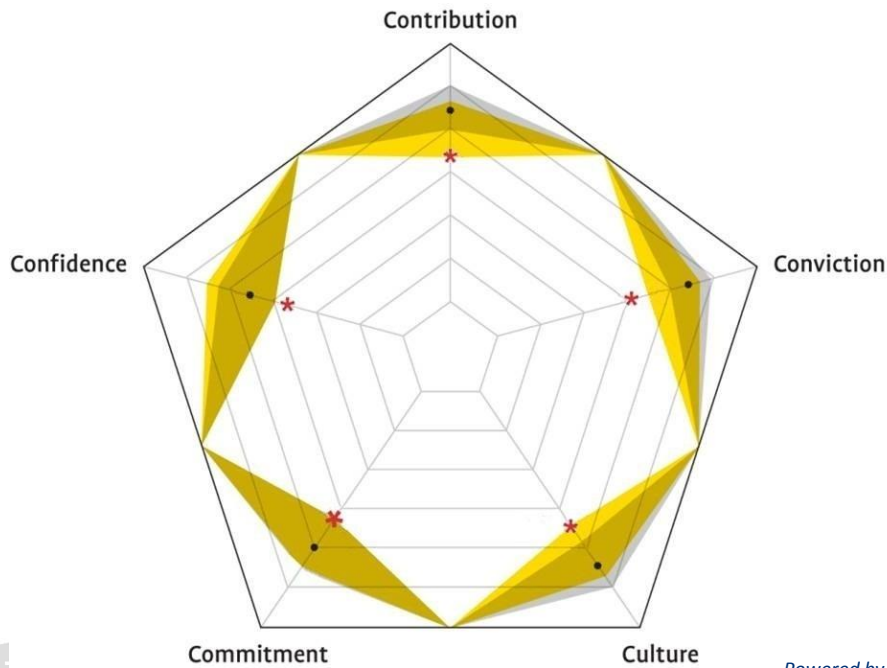
This is about creating a bank which you invest in and then draw on



2. The performance-happiness model



3. Organization overview: The 5 C's



Contribution	
Conviction	
Culture	
Commitment	
Confidence	





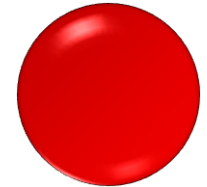
3. Key findings

- Significant opportunity to **boost performance by raising happiness** across all departments
- **Many issues** hinder performance of **Back Office**
- **HR is happiest** and performing closest to their potential
- All departments except Finance have a **lower than average perception of their effort**
- All departments except Sales have a **lower than average score for Confidence**

4. The 5 C's



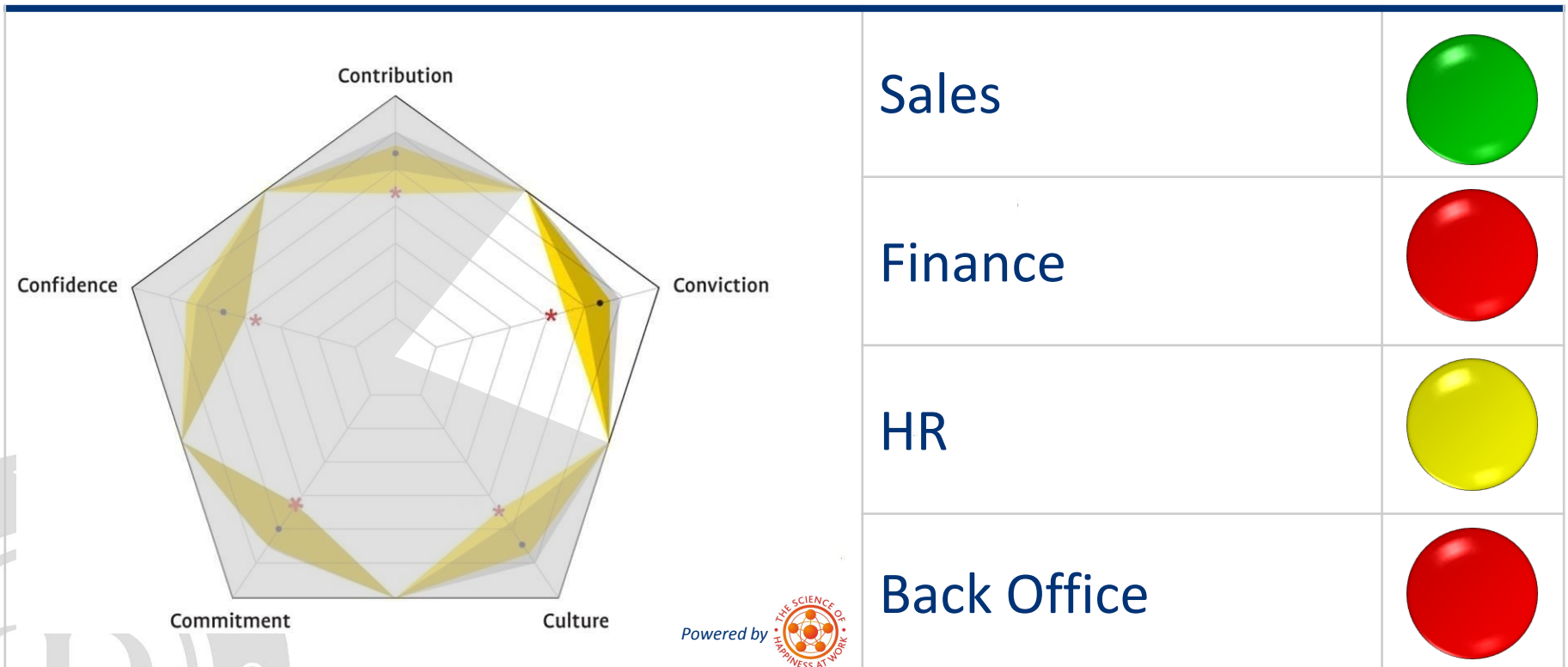
Contribution is the effort made



4. The 5 C's



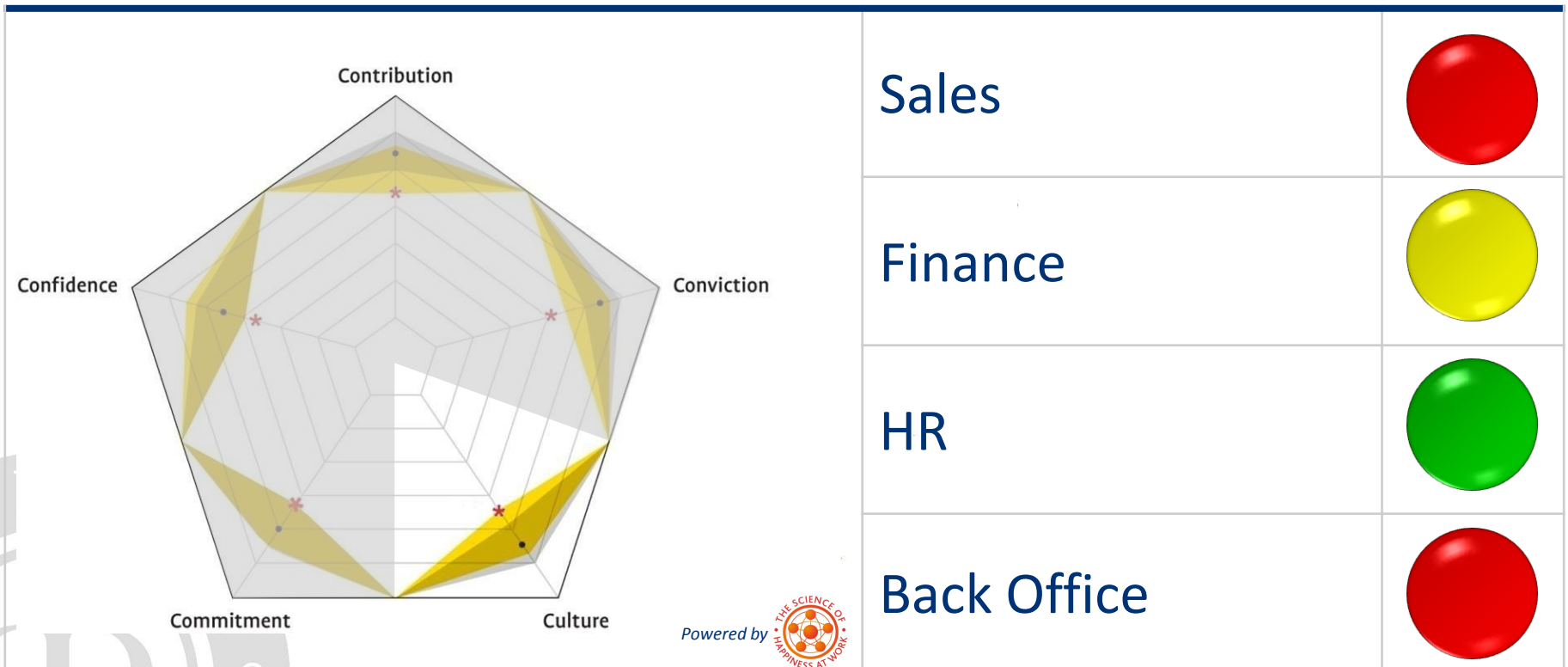
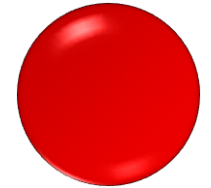
Conviction is short-term motivation



4. The 5 C's



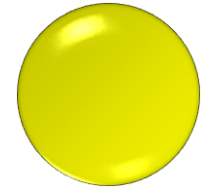
Culture is the feeling of fit at work



4. The 5 C's



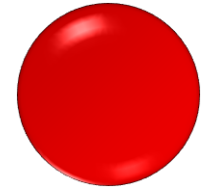
Commitment is long-term motivation



4. The 5 C's



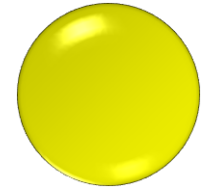
Confidence is self-belief



5. Trust in the organization

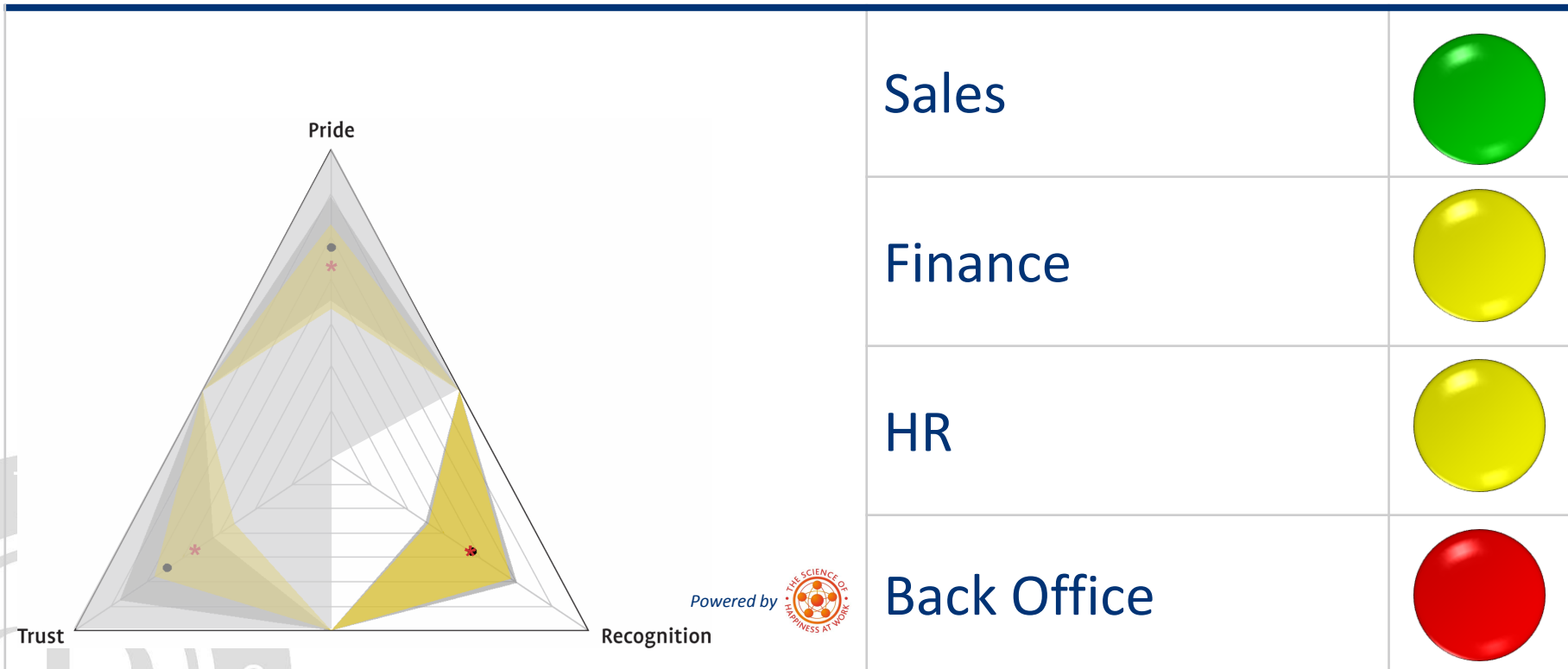
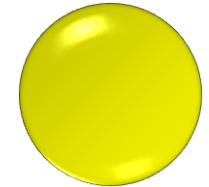


Overall **Trust** in the organization



5. Recognition from the organization

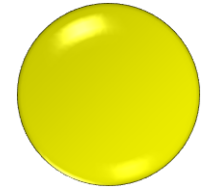
Overall **Recognition** from the organization



5. Pride in the organization



Overall **Pride** in the organization



6. 5Cs and TRP Overview



	Organization	Sales	Finance	HR	Back Office
Contribution	Red	Red	Yellow	Red	Red
Conviction	Red	Green	Red	Yellow	Red
Culture	Red	Red	Yellow	Green	Red
Commitment	Yellow	Yellow	Yellow	Green	Red
Confidence	Red	Yellow	Red	Red	Red
Trust	Yellow	Yellow	Yellow	Green	Red
Recognition	Yellow	Green	Yellow	Yellow	Red
Pride	Yellow	Yellow	Yellow	Green	Yellow

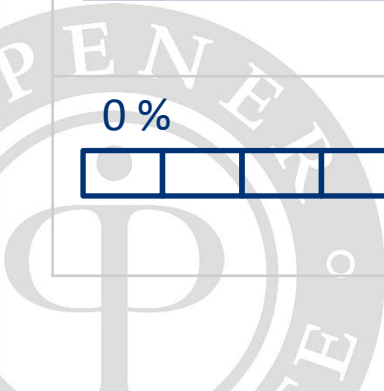


6. Achieving your potential

<p>0 7</p>	<p>XYZ, Inc.</p>	
<p>0 7</p>	<p>Sales</p>	
<p>0 7</p>	<p>Finance</p>	
<p>0 7</p>	<p>HR</p>	
<p>0 7</p>	<p>Back Office</p>	

6. % Time on task

<p>0 % 100%</p>	<p>XYZ, Inc.</p>	
<p>0 % 100%</p>	<p>Sales</p>	
<p>0 % 100%</p>	<p>Finance</p>	
<p>0 % 100%</p>	<p>HR</p>	
<p>0 % 100%</p>	<p>Back Office</p>	



6. % Time energized

<p>0 % 100%</p>	XYZ, Inc.	
<p>0 % 100%</p>	Sales	
<p>0 % 100%</p>	Finance	
<p>0 % 100%</p>	HR	
<p>0 % 100%</p>	Back Office	

6. % Time engaged

<p>0 % 100%</p>	<p>XYZ, Inc.</p>	
<p>0 % 100%</p>	<p>Sales</p>	
<p>0 % 100%</p>	<p>Finance</p>	
<p>0 % 100%</p>	<p>HR</p>	
<p>0 % 100%</p>	<p>Back Office</p>	

6. General happiness

<p>0 7</p>	<p>XYZ, Inc.</p>	
<p>0 7</p>	<p>Sales</p>	
<p>0 7</p>	<p>Finance</p>	
<p>0 7</p>	<p>HR</p>	
<p>0 7</p>	<p>Back Office</p>	



8. Conclusions

- **Strengthen Pride** through use of stories
- **Back office** needs specific focus
 - Support management with executive coaching
 - Focus on building leadership skills
- **Leverage HR's** strong happiness scores
 - Extend their networks to maximize their positive influence
- **Increase availability** of the leadership team
 - Focus on **listening to** and **recognizing** contribution of **individuals** and **teams**

Data summary



Organization information

- 657 employees completed
- 4 sub-teams
- Age range: 20s – 60s
- Completion date: April-May 2011
- Time in role: 107 months: intention to stay 57 months
- 3.1 days off sick per person p.a.

Items	Correlation w/ Happiness at work	Team scores
Do you appreciate the values that your organization stands for?	.14	5.34
How secure do you feel in your current job?	-.19	3.76
How much do you like your job?	.15	5.57
Can you raise issues that are important to you?	.32*	5.47
Are your views always listened to?	-.16	4.48
How much do your colleagues respect you?	.20	5.95
How much does your boss respect you?	.25	5.86
How effective do you think you are at your job?	.26*	5.55
How interested are you in your work?	-.13	3.26
How motivated do you feel while at work?	.36**	5.53
How much do you feel your work has a positive impact on the world?	.32*	4.78
How much do you like your colleagues?	.15	5.64
How much do you feel you are living up to your potential?	.20	4.00
How much do you wish to stay in your current job?	-.21	3.24
How frequently do you feel a strong burst of positive emotion at work?	.31*	4.83
Do you trust the vision of your organizations leaders?	.30*	3.29
Do you agree that your stakeholders give you positive feedback?	.30*	4.83
How much in control do you feel over your day-to-day activities?	.16	5.71
How fair is the culture at work?	.08	4.53
How efficiently are you able to get things done at work?	.23	4.97
How well does your job fit with your initial expectations of it?	.35**	5.38
How resilient are you when it comes to coping with difficult times?	.50**	4.91
Do you feel you are doing something worthwhile?	.23	5.67
Do you have a sense of getting things done at work?	.30*	5.48
Would you recommend working at your organization to a friend?	.15	3.98
How proud are you of your organization?	.18	4.36
How much do you trust your organization?	.33*	3.72
Do you make use of your skills at work?	.18	5.52
Do you like your physical work environment?	.10	5.40
Do you make use of your strengths at work?	.30*	5.43
Does your current job fit well with your career plan?	.08	5.00
Do you like learning new skills and acquiring knowledge?	.33*	6.26
My achievements are recognized at work	.01	4.12
I can achieve the work goals I set myself	-.02	4.05
I am successful in most aspects of my chosen career	.20	5.31
I am confident that I perform effectively on many different work tasks	.10	5.47
I can overcome challenges at work	.02	4.34
Generally I do things better than other people	.15	4.52

