

# azure

IMPROVING LEADERSHIP PERFORMANCE  
.....THROUGH INSPIRATION

## Introducing

e3 enthuse  
engage  
enable

## The easiest way to measure Employee Engagement



azure Improving  
leadership  
performance  
through  
inspiration

## What is Engagement?

“Engagement is characterised by employees being committed to the organisation, believing in what it stands for and being prepared to go above and beyond what is expected of them to deliver outstanding service to the customer.”

Sarah Cook 2008

“Employee engagement is seen as a psychological state experienced by employees. It should be seen as different from job quality, employee behaviour or management action.”

CIPD, 2021

“Employee engagement is the strength of the mental and emotional connection employees feel toward the work they do, their teams, and their organisation.”

Kristin Ryba, 2021

## Why Does It Matter? (The Evidence)

Engagement = profit! Evidence suggests that employee engagement has a positive effect on areas such as organisation's profits, productivity, turnover rates and customer satisfaction:

- A study of 65,000 employees showed that increased employee engagement improved profit directly through sales, mediated through customer satisfaction and through a reduction in staff absence (Institute for Employment Studies).
- A Gallup study found that those organisations with the highest engagement scores (top 25%) average 18% higher productivity than those with the lowest scores.
- Engaged employees take on average 2.69 days sick a year, the disengaged take 6.19 (CBI).
- Senior leaders have a massive impact on employee engagement index scores. Employees who claim their senior leaders lack competence report engagement scores of only 23%. Leaders who care about employee welfare cause the scores to soar to 79% (Kenexa).
- Index scores drop 40% when a direct manager is unable to effectively tackle people problems (Kenexa).
- 92% of business executives believe that engaged employees perform better, boosting the success of their teams and the outcomes of their organisations (HBR).
- Engagement drops by nearly 7% after an employee's first year at an organisation (Quantum Workplace).
- 72% of executives strongly agree that organizations with highly engaged employees have happy customers (Quantum Workplace).



Sharon Klein, Director  
at Azure Consulting  
Ltd, says:

“The key to successfully getting on with things is effective employee engagement. For bosses to be able to drive forward their businesses, they have to take their staff with them.

Successful employee engagement brings with it a number of benefits, which ultimately lead to a significantly increased likelihood of business success.”

## How can Employee Engagement be measured?

At Azure Consulting Ltd., we have developed the e3 Employee Engagement Survey to understand how engaged your employees really are.

The questionnaire is completed anonymously in a simple, online format and responses can be grouped together in a way which is most helpful for you and your organisation.

It produces an easy read report which has:

- Assessment against 24 questions, grouped into 6 key areas (See Example in Appendix A).
- 4 free text questions in a comments section (See Example in Appendix B).
- An overall index score (See Example in Appendix C).

It uses the model below. If all the inputs on the top half of the model are given due consideration, the results below are most likely to be achieved.

involved

Everyone feels involved and recognised.

learning

Everyone has opportunities to learn and develop.

team

Everyone feels part of an effective, motivated team.

contribute

Everyone is accountable and expectations are clear.

valued

Everyone is happy and well treated at work.

leaders

Everyone has a leader who is credible and inspires.

employee engagement

proud

Being proud to work here, satisfied employees who stay.

innovation

Innovative and responsive to change.

productive

A productive organisation.

profitability

A profitable organisation.

performance

High performance culture.

satisfaction

Satisfied and loyal customers.

Under each of the headings, the survey asks questions related to 6 key areas:

- **Involved:** How involved and recognised employees feel.
- **Team:** Whether employees feel part of an effective and motivated team.
- **Valued:** To what extent employees feel happy, valued and well treated at work.
- **Learning:** How people rate the opportunities they are given to learn and develop.
- **Contribution:** How clear the business is about what it expects of its employees and the extent to which it holds people accountable to make a contribution.
- **Leaders:** How people rate the leadership of the organisation and the extent to which they feel motivated and inspired by them you.

## Why choose e3?

- The questions were developed based on scientific research into employee engagement, meaning the validity is high and you can be assured that the survey provides an accurate measure of engagement levels within your organization.
- The survey is easy and quick to complete but is not too short so as to compromise its integrity.
- The produced report is set out in a way that makes it simple to read and understand, whilst at the same time containing a wealth of detail in order for you to make the correct decisions for your organisation.
- Azure offers your organisation a bespoke package of solutions for improving overall employee engagement scores based on your results and your needs, and subsequently your business bottom line, over time.
- Azure also offers continuing support and re-evaluations so as to keep your employee engagement scores continually high, providing lasting benefits.





## How does it work?

It's so easy...

- We start with a meeting with the survey sponsor.
- Then we help you to launch the survey by making a short presentation to your employees. This will ensure they understand how the data will be used and help increase the likelihood of a high return rate.
- To get everything started, all you need to do is provide contact information so the invitation to complete the questionnaire can be emailed out to all employees. Then we can collect and analyse the data.
- We then present the results to you to help you interpret their meaning and make practical suggestions about ways to capitalise on strengths and address any concerns raised.



## Appendix A - Example Page of Report Questions



Question	Avg	Comment	% Cannot	Negative		Positive	% -ve	% +ve
I have the tools I need to carry out my job effectively	3.3	0	0	0	73	27	0	100
I am provided with the training I need to do my job effectively	2.8	0	9	18	55	18	27	73
My manager cares about helping me to develop in my role	2.9	0	0	27	55	18	27	73
My organisation promotes the person best able to do the job	2.4	9	0	64	18	9	64	27
My manager helps to remove obstacles preventing me from doing my job effectively	2.6	18	9	18	55	0	27	55
I have a clear understanding of what is expected of me	2.6	0	18	9	64	9	27	73
My manager gives me timely and constructive feedback	2.6	9	0	36	55	0	36	55
I am paid fairly for the work I do	2.3	0	18	45	27	9	64	36
Everyone is held accountable for their performance	2.0	0	27	45	27	0	73	27
I trust the senior leaders of my organisation	3.3	9	0	0	64	27	0	91
I am inspired and motivated by leaders of my organisation	3.0	9	0	27	36	27	27	64

## Appendix B - Example Page of Report Comments

### What do you value most about working here?

Varied, interesting work. Friendly colleagues.

Management seem genuinely interested in the well-being of employees.

There are many opportunities for development available.

### What's blocking you or making you less effective in your role?

Job is very reactive, either very quiet or very busy, when jobs get rushed.

Few visible opportunities for career progression can be demotivating, which may influence my overall level of effectiveness.

Lack of constructive feedback from Senior Managers regarding my performance.

### What do you need from the leadership of the organisation to assist you?

Better advanced planning so some tasks can be done in advance in quieter periods, so reducing the workload at busier times.

Regular one to ones so I know exactly what is required of me

To be inspired, and have a clearer vision about where the business is heading.

### Any other comments?

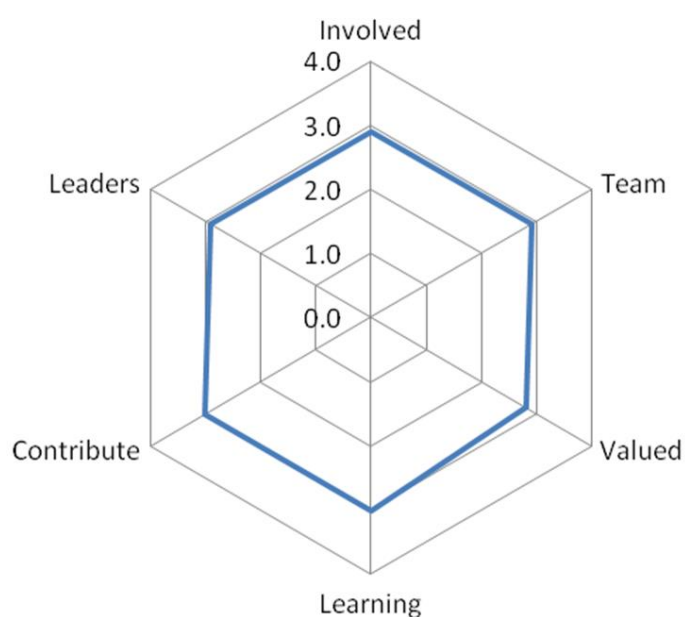
Whilst feedback is often requested from employees, it does not feel like it is ever taken on board or acted upon

Management are doing well to keep staff reassured in the current climate



## Appendix C - Overall Index Score

Based on Compliance & Risk Department



e<sup>3</sup> Index  
**73%**

Question	Avg	% Negative		% Positive		% +ve	% -ve
Involved	2.9	5	19	60	16	76	24
Team	2.9	6	17	55	22	77	23
Valued	2.8	7	18	60	15	75	25
Learning	3.0	5	14	60	21	81	19
Contribute	3.0	8	15	48	30	77	23
Leaders	2.9	5	19	55	21	76	24