

Employee Satisfaction Summary

Prepared for:

ABC Inc.

By

Insightlink Communications

October 2005

IMPORTANT NOTE: The scores and benchmark data used in this report are samples only and do not consist of real data. We provide them only as an example of report formats.

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Background and Methodology

ABC Inc. commissioned Insightlink Communications to conduct an online employee survey in order to gauge employees' satisfaction on a number of issues, with a particular emphasis on measuring the company's success against its strategic themes and determining the overall climate of the organization.

ABC Inc. employees were invited by email to complete the online survey. A total of 703 emails were sent, each with a unique access code. Of that number, 582 employees participated in the survey (with about 40 employees partially completing the questionnaire), which represents an 83% completion rate.

The goal of this benchmark study is to identify the key shortfalls and gaps that will allow Senior Management to develop a targeted plan of action and to provide guidance in effectively executing ABC Inc.'s strategy.

Note on the Results

All Insightlink reports are structured on the basis of our "4Cs" model of Employee Satisfaction, which categorizes most survey results into one of four factors that influence and sustain employee involvement. These four factors are: Culture, Commitment, Communications and Compensation.

Most of the measures in this study are based on 5-point agreement or rating scales. Wherever appropriate, summary means have been provided in addition to percentage distributions. The means are also calculated on a 5-point scale, with "1" being low and "5" being high.

Key benchmark norms have been included in this report to give context for ABC Inc.'s performance against a norm for all U.S. employees and, when available, against a representative industry norm.

Insightlink benchmark norms are derived from a wide range of syndicated studies conducted annually among employees in the U.S. All of these studies are based on representative samples of employees that are rigorously designed to match the most recent U.S. Census demographics and the U.S. Bureau of Labor Statistics industry distribution.

Executive Summary

Executive Summary

Overall, ABC Inc. employees are moderately satisfied with their jobs, citing the difficulty achieving an adequate work/life balance, problems with communication (primarily between senior management and employees), lack of foresight in the short-term and a high level of bureaucracy as the main reasons for their dissatisfaction.

However, despite this moderate level of satisfaction, employees do not appear to be disenchanted with ABC Inc. and the company has a high proportion of Committed Loyalists, who are satisfied with their jobs and plan to stay with the company. Employees enjoy their co-workers (both their immediate supervisors and their colleagues), the daily challenges they face, the industry and the type of work they do, as well as the sense of accomplishment they get from being able to make a difference in people's lives.

Overall, employees at ABC Inc. agree with and support the company's stated values but are not fully convinced that the company abides by those values as strongly as possible. In particular, employees agree that senior management provides effective strategic leadership of the company, but they are not as sure that the company fully recognizes their contributions and the commitment they feel towards the organization. They also view internal procedures as a source of frustration and as having a negative impact on morale.

These issues lead to the two largest opportunities for improvement at ABC Inc., which are best summarized under the categories of **Senior Management** and **Culture**.

Executive Summary

Senior Management

There is substantial opportunity for senior management to improve in the area of people management skills ("our strength is our people"). There is at this time a strong sense that senior management does not know or care what is on people's minds. Employees also feel a degree of fear, distrust and intimidation which likely contributes to their low sense of job security.

Some leadership attributes that senior management should look to strengthen are...

- Demonstrating respect and dignity towards employee and being more open and honest.
- Treating people fairly (e.g in application of company policies).
- Understanding employees' issues including the need to balance personal and family responsibilities with their work.
- Promoting more cohesive teams and stronger internal customer relations.
- Leading by example and demonstrating accountability for their own conduct and performance.
- Having the proper level of perspective, managing to the appropriate level and removing "red tape."
- Encouraging opportunities for their employees' career growth.

Finally, employees are dissatisfied with communications with senior management (for example, they don't feel free to voice their opinions). To help overcome these problems, Senior Management should consider enhancing their accessibility and communicating with individual employees more frequently.

Executive Summary

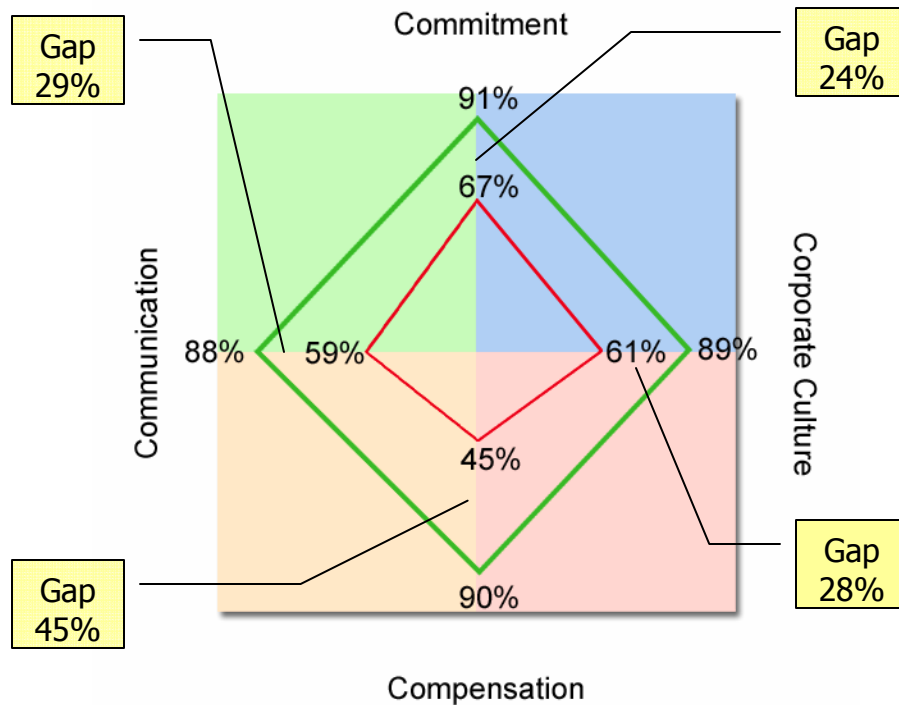
Culture

In addition to the problems with Senior Management, employees' perception of the overall culture at ABC Inc. is an issue of serious concern. Contributing factors to the low morale in the organization are as follows...

- Employees demonstrate high levels of loyalty and commitment to the organization but do not feel that they are adequately recognized or appreciated for their contributions and achievements.
- Employees enjoy the challenge and variety of the work but also feel that their workloads are high, that they are under-resourced and that there is inadequate coaching.
- They see ABC Inc. as being too bureaucratic – employees feel that decision-making is too slow, too top-down and too process-driven.
- Although ABC Inc. employees highly value autonomy and freedom, the internal processes and bureaucracy seem to be stifling these important values.

In order to increase job satisfaction and morale, ABC Inc. should work towards bridging the gap between senior management and employees, cut down on processes perceived as getting in the way of achieving both corporate and individual goals, find ways to foster an effective work/life balance and openly and clearly define what the work/life balance means for ABC Inc.

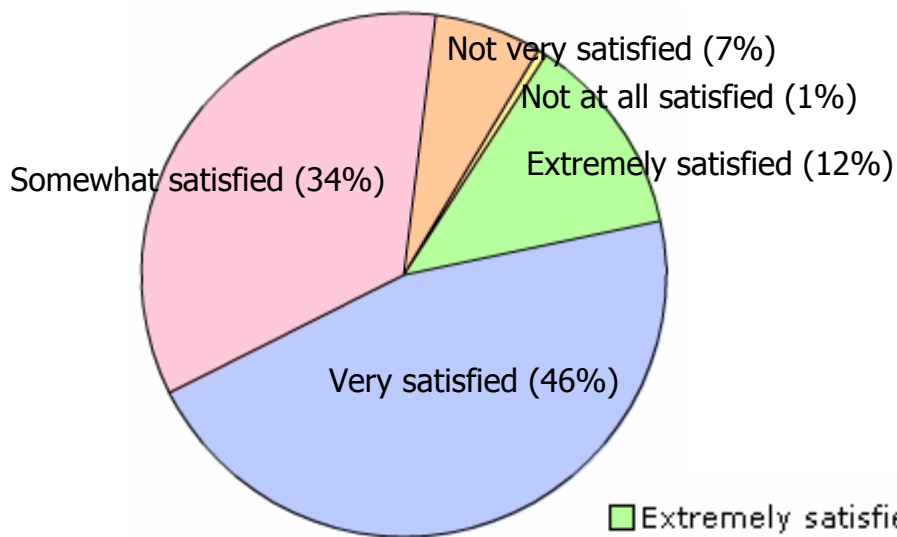
Corporate Performance "4Cs"



Overall Satisfaction

Overall Satisfaction

Employee satisfaction at ABC Inc. is at a moderate level, with clear room for improvement. With 58% of employees either extremely or very satisfied, this is slightly higher than the norm of satisfaction for all U.S. employees (54%) but falls slightly short of that for the industry (61%). Although few employees are dissatisfied (8%), more than one-in-three (34%) are just somewhat satisfied with their jobs at ABC Inc.



Extremely satisfied	(66)	12%
Very satisfied	(244)	46%
Somewhat satisfied	(183)	34%
Not very satisfied	(35)	7%
Not at all satisfied	(3)	1%

**Extremely/
Very Satisfied:**

Benchmark		
ABC Inc.	Ind.	U.S.
58%	61%	54%

6. Overall, how would you rate your satisfaction with your job at this time?

Primary Reasons for Job Satisfaction

What do you find to be MOST satisfying about working at ABC Inc.?

Co-workers/Other employees	33%
Challenge/Variety of work	21%
Sense of accomplishment/Ability to have impact	17%
Professional work environment	17%
Freedom/Autonomy	13%
Compensation/Salary/Benefits	12%
Learning opportunities	10%
Belief in job/Quality of work/Integrity	8%
Good products	7%
Customer/patient relations	5%
Recognition/Respect	4%
Good communication/Company listens/Employee motivation	4%
Office location	3%

8. What do you find to be MOST satisfying about working at ABC Inc.?

Primary Reasons for Job Dissatisfaction

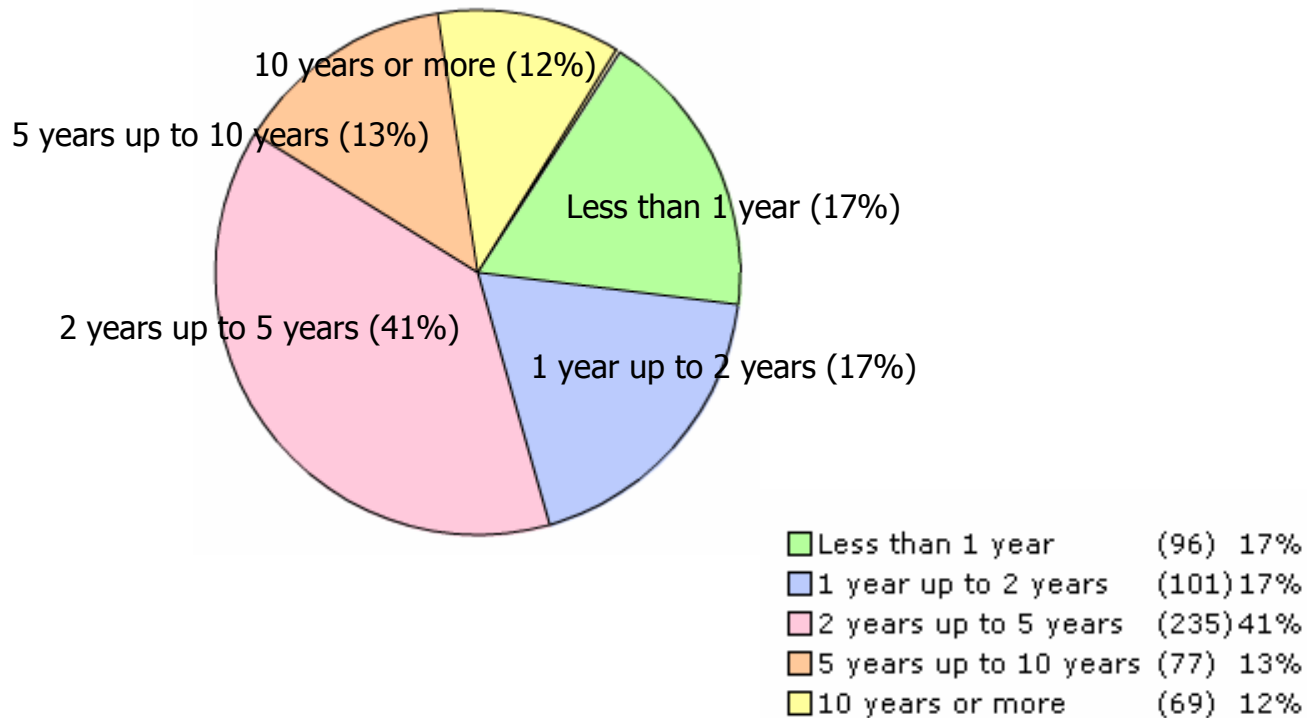
What do you find to be LEAST satisfying about working at ABC Inc.?

Work life balance/Workload	24%
Lack of communication	15%
Lack of focus/Poor project management	14%
Too much red tape/Bureaucracy	12%
Poor management/Lack of leadership	9%
Internal politics	9%
Too many last minute changes	8%
Departmental conflicts/Lack of cooperation	7%
Poor compensation/Bonus/Slow payments	7%
Lack of recognition/Little employee appreciation	6%
Lack of resources	5%
Low morale/Lack of teamwork	5%
Lack of trust/Sense of fear/Intimidation	4%

9. What do you find to be LEAST satisfying about working at ABC Inc.?

Length of Service


Length of service at ABC Inc. is fairly evenly distributed, with one-third (34%) having up to 2 years of experience, four-in-ten having (41%) between 2 and 5 years of experience and one-in-four (25%) having worked at ABC Inc. for 5 years or more.



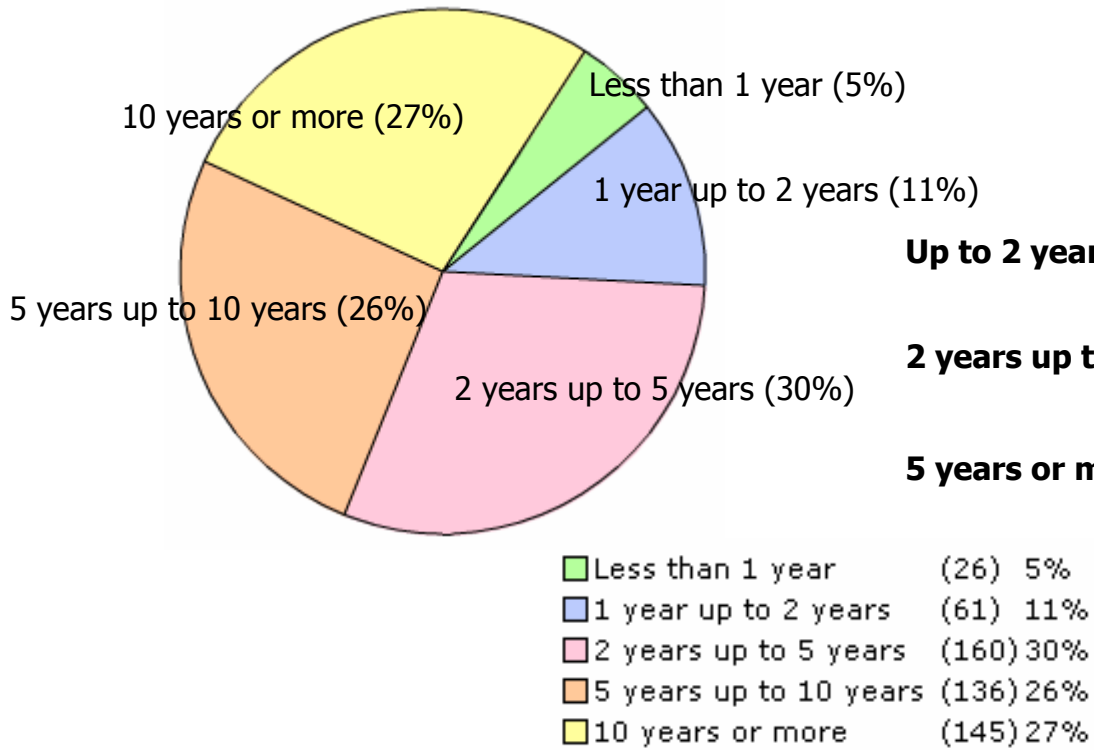
4. How long have you worked at ABC Inc.?

Anticipated Tenure

In terms of their anticipated tenure at the company, ABC Inc. employees express a satisfactory level of commitment to ABC Inc. More than one-half (53%) expect to work at ABC Inc. for at least five years, while close to one-in-five (16%) see themselves leaving over the next year or so. It is worth noting that the results of this question are often predictive of employees' eventual behavior, further indicating the potential for future turnover.

 **Benchmark**

ABC Inc.	Ind.	U.S.
16%	17%	29%
30%	23%	25%
53%	60%	44%



Up to 2 years:
2 years up to 5 years:
5 years or more:

11. From this point on, how long do you see yourself being with ABC Inc.?

Employee Loyalty Matrix

When satisfaction is combined with anticipated tenure, the proportion of "Committed Loyalists," who are satisfied and planning to stay, is almost six-in-ten (57%), which is just above the minimum benchmark for this result.

ABC Inc. has very few "Satisfied Opportunists," those who are planning to leave even though they are satisfied with their jobs (2%).

At 15%, the proportion of "Change Seekers," who are both dissatisfied and planning to leave, is about average. This score is another indicator of future turnover at ABC Inc.

However, there is a fairly large group of "Dissatisfied Compromisers" (27%), who are unhappy with their jobs but plan to stay with ABC Inc.. There is an opportunity to shift at least some Dissatisfied Compromisers into becoming more committed and productive members of the ABC Inc. workforce by addressing the issues that are undermining their satisfaction.

DEFINITIONS:

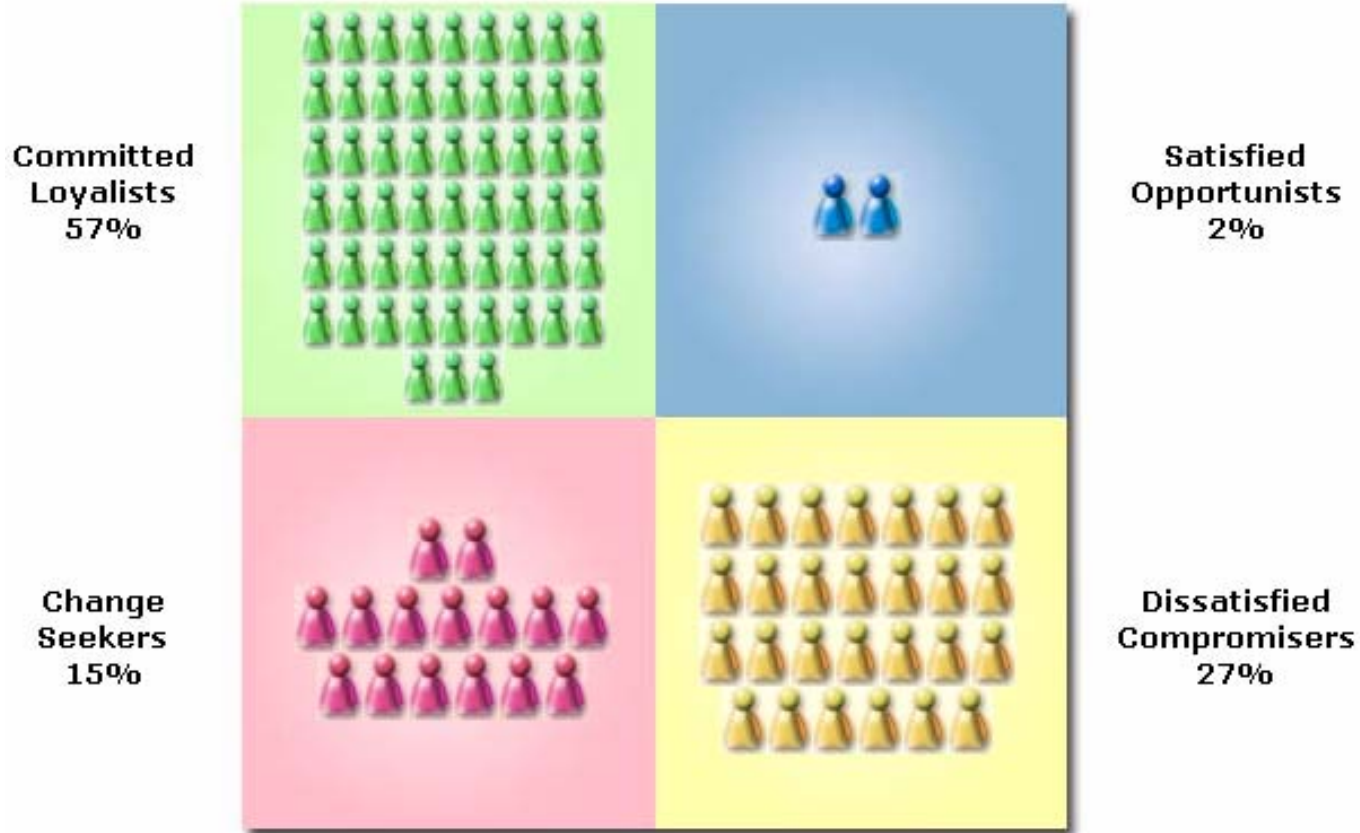
Committed Loyalists: Extremely/very satisfied and plan to stay 2+ years

Satisfied Opportunists: Extremely/very satisfied and plan to stay less than 2 years

Dissatisfied Compromisers: Somewhat/not very/not at all satisfied and plan to stay 2+ years

Change Seekers: Somewhat/not very/not at all satisfied and plan to stay less than 2 years

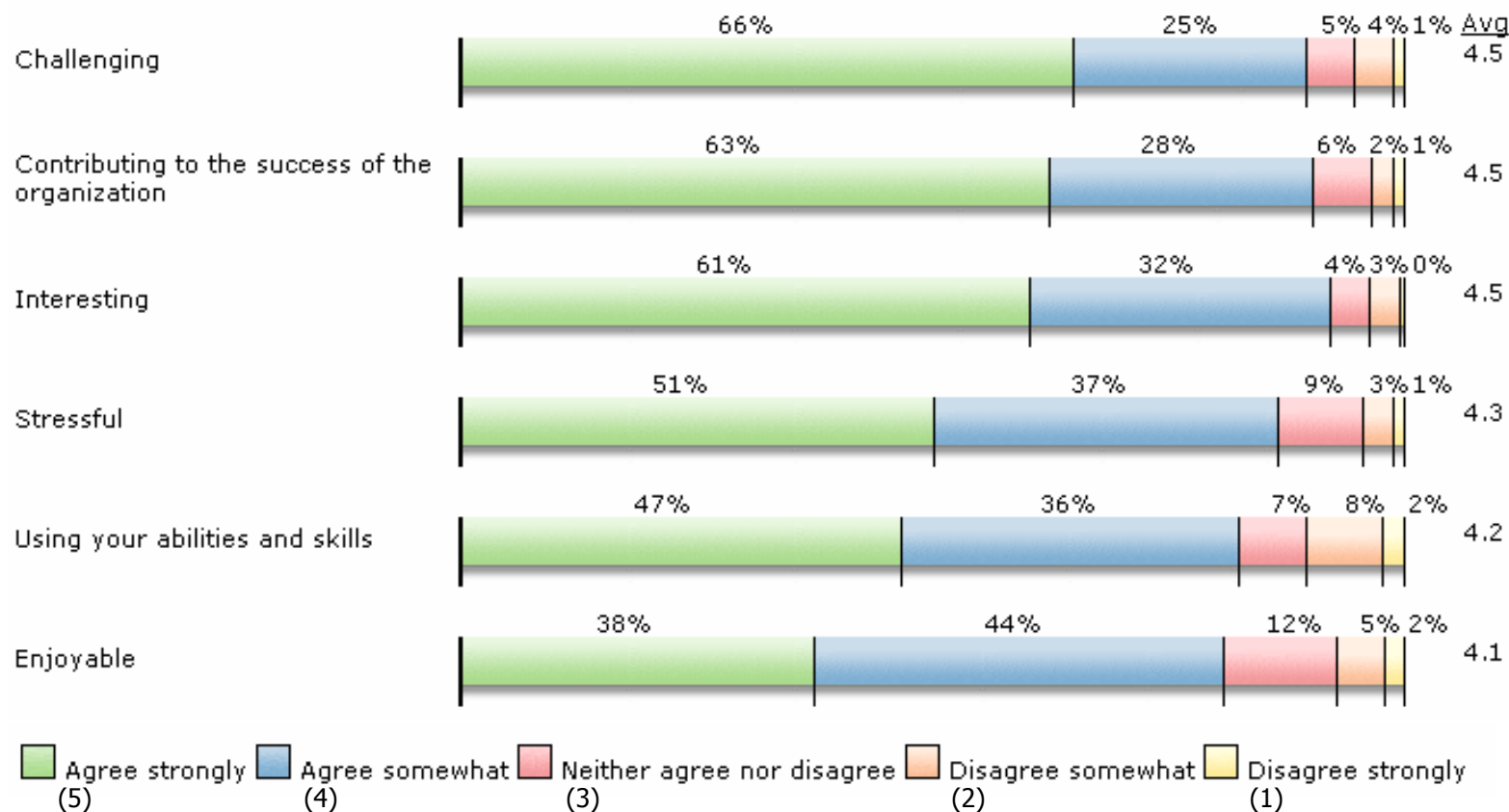
Employee Loyalty Matrix



This chart combines the level of satisfaction with intention to stay to create four distinct employee segments. Typically, **Committed Loyalists** should account for at least 55% of a company's employees. The remaining employees should be distributed somewhat evenly across the other three segments.

Work Profile

ABC Inc. employees are in strong agreement that their jobs are challenging, interesting and contribute to ABC Inc.'s success. Their jobs are also somewhat stressful and, to a slightly lesser degree, enjoyable, a profile that is in line with the moderate overall satisfaction scores. About one-half agree strongly that their jobs make full use of their abilities and skills.



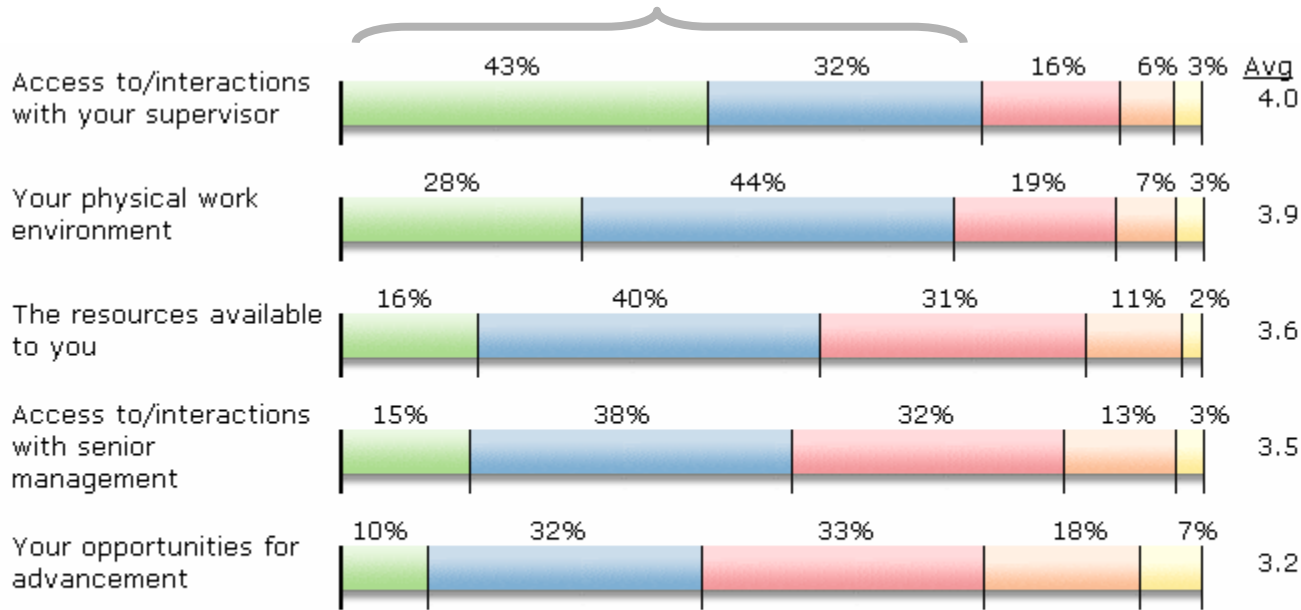
12. How much do you agree or disagree that the work you do is...

Satisfaction Profile

ABC Inc. employees are very satisfied with their immediate supervisors and, to a lesser degree, with their work environment. About six-in-ten are satisfied with the resources available to them and about one-half (53%) are satisfied on the whole with senior management. Just four-in-ten (42%) employees are pleased with their opportunities for advancement at ABC Inc.

Benchmark

ABC Inc.	Ind.	U.S.
75%	65%	56%
72%	56%	58%
56%	46%	45%
53%	49%	37%
42%	45%	32%



■ Extremely satisfied (5)
 ■ Very satisfied (4)
 ■ Somewhat satisfied (3)
 ■ Not very satisfied (2)
 ■ Not at all satisfied (1)

10. How satisfied are you with each of the following aspects of your job?

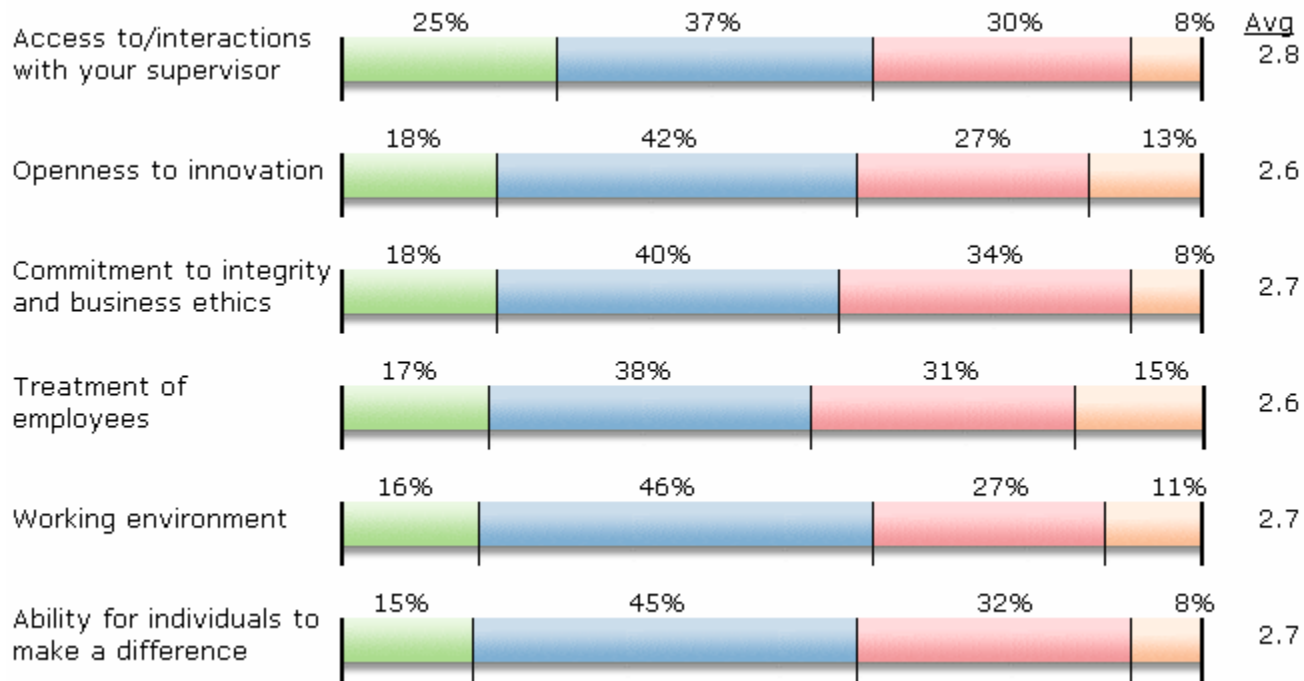
Comparison to Other Companies

Compared with previous company experiences, ABC Inc. has some clear strengths in terms of interactions with supervisors, an openness to innovation and a commitment to integrity and business ethics. In addition, six-in-ten ABC Inc. employees appreciate the ability for individuals to make a difference.

This comparative analysis, however, also suggests some potential areas of improvement for ABC Inc. to consider, particularly in terms of:

- Efficiency of operations,
- Responsiveness to market developments,
- The policies of reward and recognition, and
- Employee interactions with senior management.

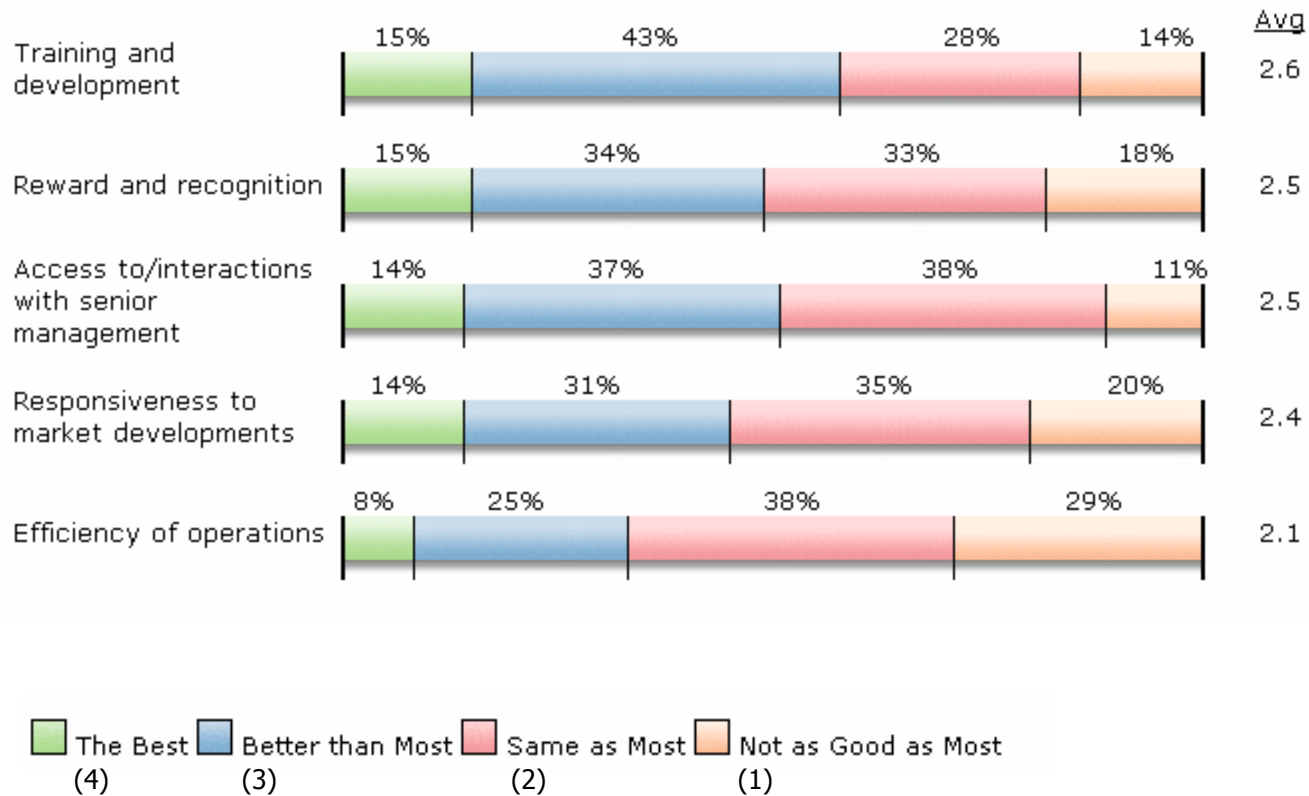
Comparison to Other Companies



■ The Best (4)
 ■ Better than Most (3)
 ■ Same as Most (2)
 ■ Not as Good as Most (1)

14. In your opinion, how does ABC Inc. compare with other companies you have worked for in each the following areas?

Comparison to Other Companies



14. In your opinion, how does ABC Inc. compare with other companies you have worked for in each the following areas?

Vision and Values

Perceived Vision

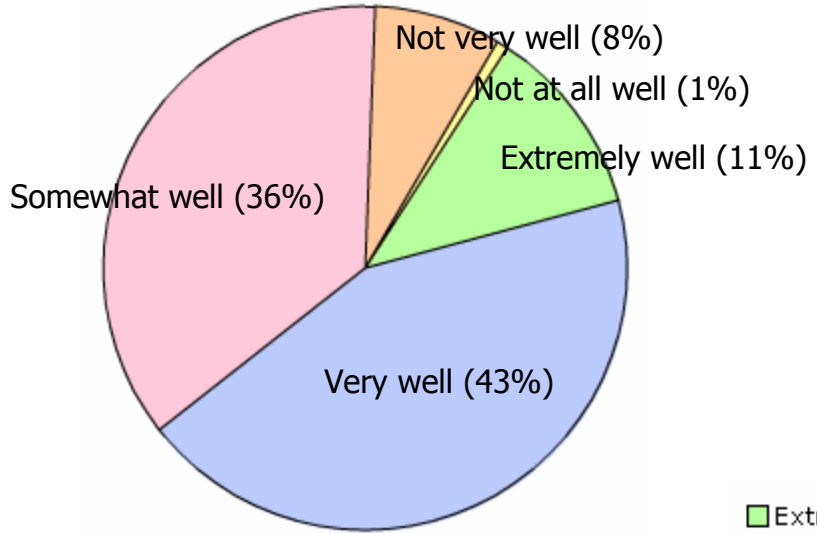
In your own words, please describe ABC Inc.'s vision and values.

To be industry leader/the best	43%
Employer of choice	30%
Best in customer care/CAR	29%
To be most innovative/best products	27%
Ethical/high integrity/commitment to quality	19%
To be most profitable	13%
Other	5%
Don't know	3%
None/inconsistent	3%

15. In your own words, please describe ABC Inc.'s vision and values.

Fulfillment of Vision

ABC Inc. employees are moderate in their belief that the company effectively lives up to their perception of it's primary vision. With just over half (54%) agreeing that ABC Inc. fulfills its vision either extremely or very well, this level falls short of both the national benchmark (57%) and, especially, the industry norm (62%).



- Extremely well (61) 11%
- Very well (228) 43%
- Somewhat well (189) 36%
- Not very well (40) 8%
- Not at all well (5) 1%

Extremely/Very Well:

Benchmark		
ABC Inc.	Ind.	U.S.
54%	62%	57%

16. In your opinion, which one of the following statements best describes how well ABC Inc. fulfills its vision?

Values Assessment

In general, employees at ABC Inc. agree that the company lives up to its stated values regarding the direction of the company and its commitment to growth and to quality.

Where ABC Inc. falls short is in terms of its "people values." Employees do not believe that ABC Inc. truly recognizes or appreciates that "its strength is its people." In fact, three-in-ten disagree that ABC Inc. achieves this value.

The company is perceived as encouraging passion and commitment, innovation and creative thinking and employees see themselves as being responsive to those values.

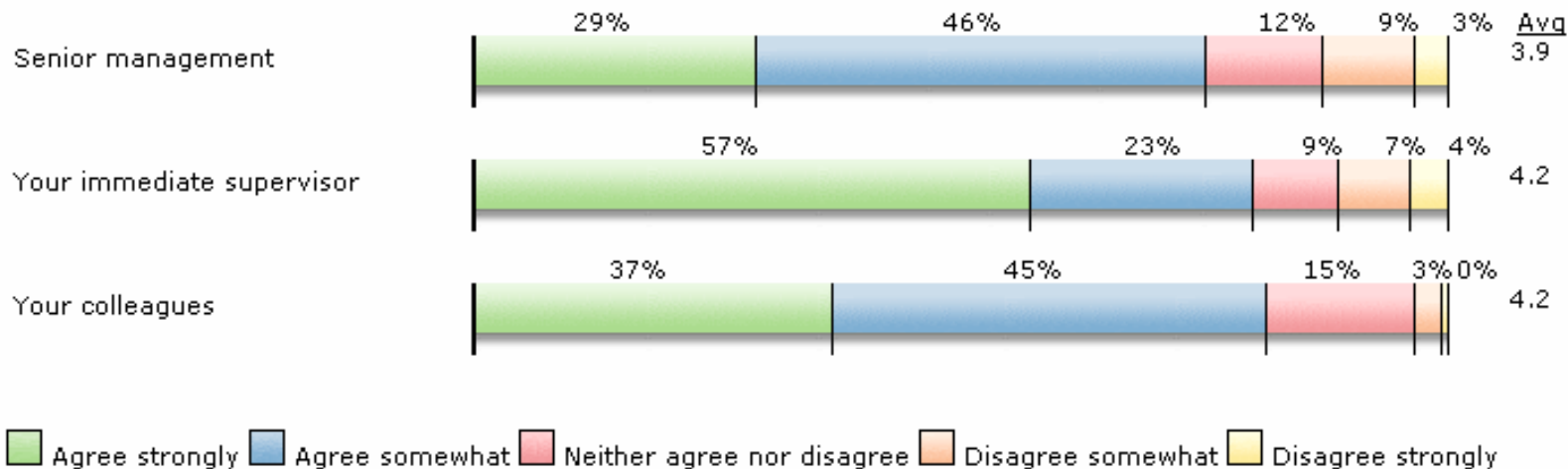
However, when it comes to real interactions between the company and its employees – especially in terms of communication, collaboration, recognition and rewards – the company's stated values are not being translated into action. Similarly, while employees see ABC Inc. as demonstrating a sense of responsibility to its customers, they are less likely to perceive the company showing a similar sense of responsibility to its employees or the community.

Overall, as will be seen, the shortfalls on the values relating to people contribute to a feeling of uneasiness about senior management and a strong sense that senior management does not reciprocate the commitment that employees have towards the organization.

Culture

Effectiveness of Leadership

Employees of ABC Inc. agree that there is very strong evidence of effective leadership from their immediate supervisors. To a somewhat lesser degree, employees also perceive leadership qualities from their colleagues and from senior management. The results on senior management, however, seem to reflect the sense of “distance” that is a recurrent theme throughout these findings.



37. Overall, based on the leadership attributes you have just responded to, how much do you agree or disagree that you see evidence of effective leadership from...

Senior Management Perceptions

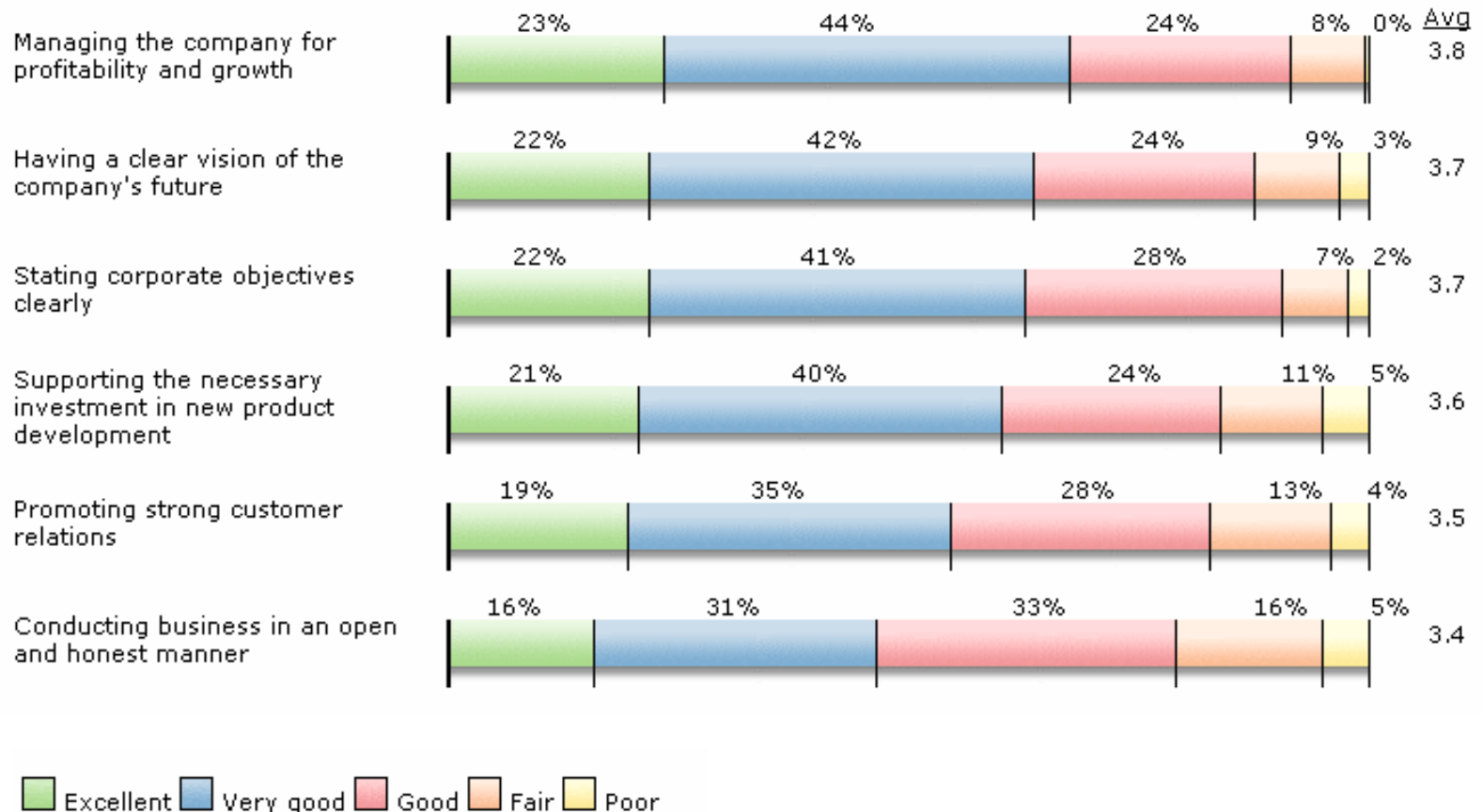
There is an important dichotomy in perceptions of senior management at ABC Inc. On the one hand, employees acknowledge effective “stewardship” and direction of the organization by senior management, including having a clear vision of the company’s future, stating company objectives clearly and supporting new product development.

However, opinions are much weaker on issues affecting employee relations, as follows:

- About three-in-ten employees disagree that senior management treats employees with respect and dignity (28%) or treats everyone fairly (31%).
- Almost one-half believe that senior management does not know or care about what is on employees’ minds.
- Just 27% of employees believe that senior management understands their need to balance their work lives and their personal lives, against a national norm of 60%.

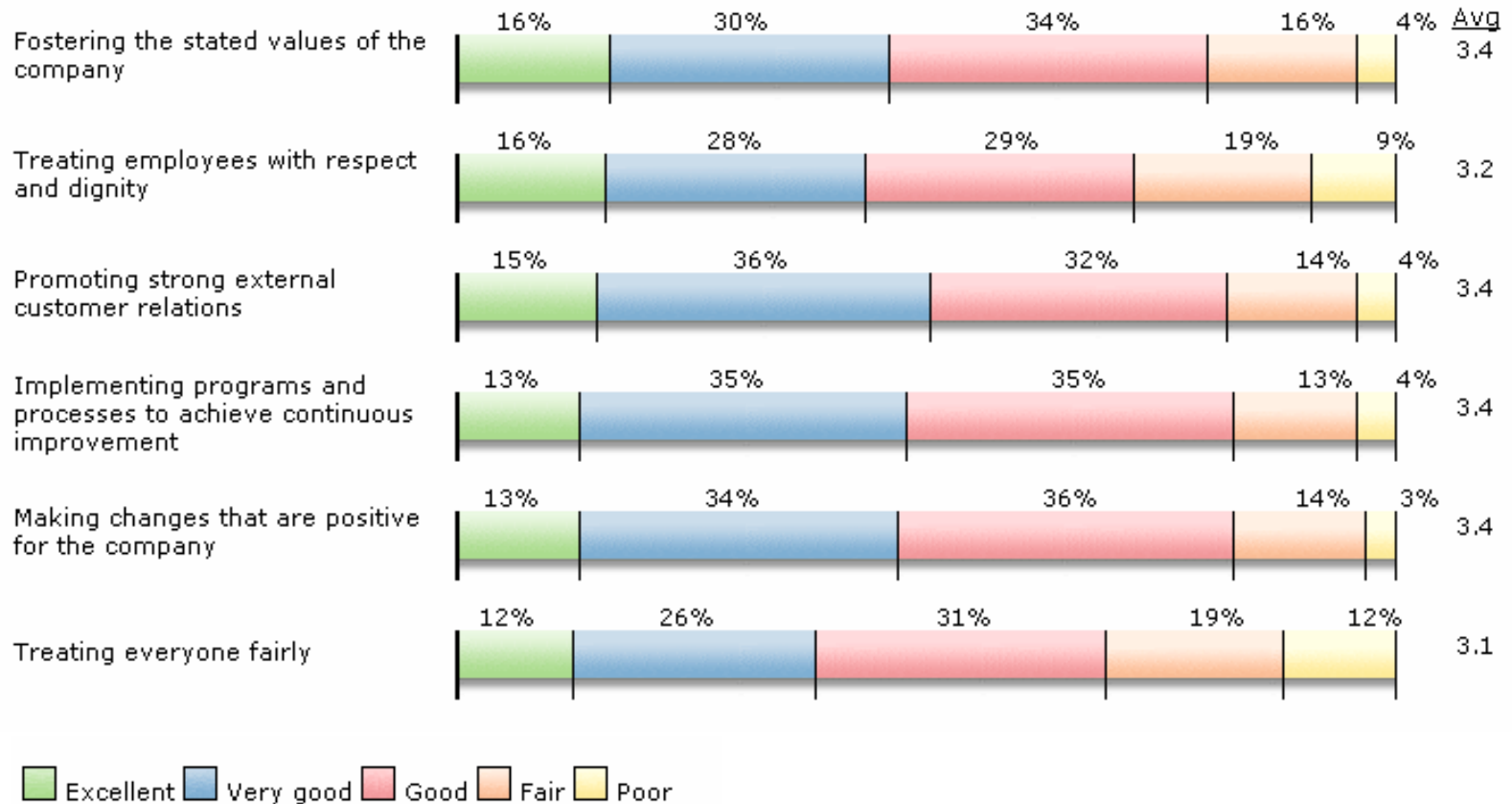
This pattern of results suggests that, although employees do not feel “disaffected” with senior management and the direction of the company, they do feel a lack of understanding and a real “divide” between themselves and management.

Senior Management Perceptions



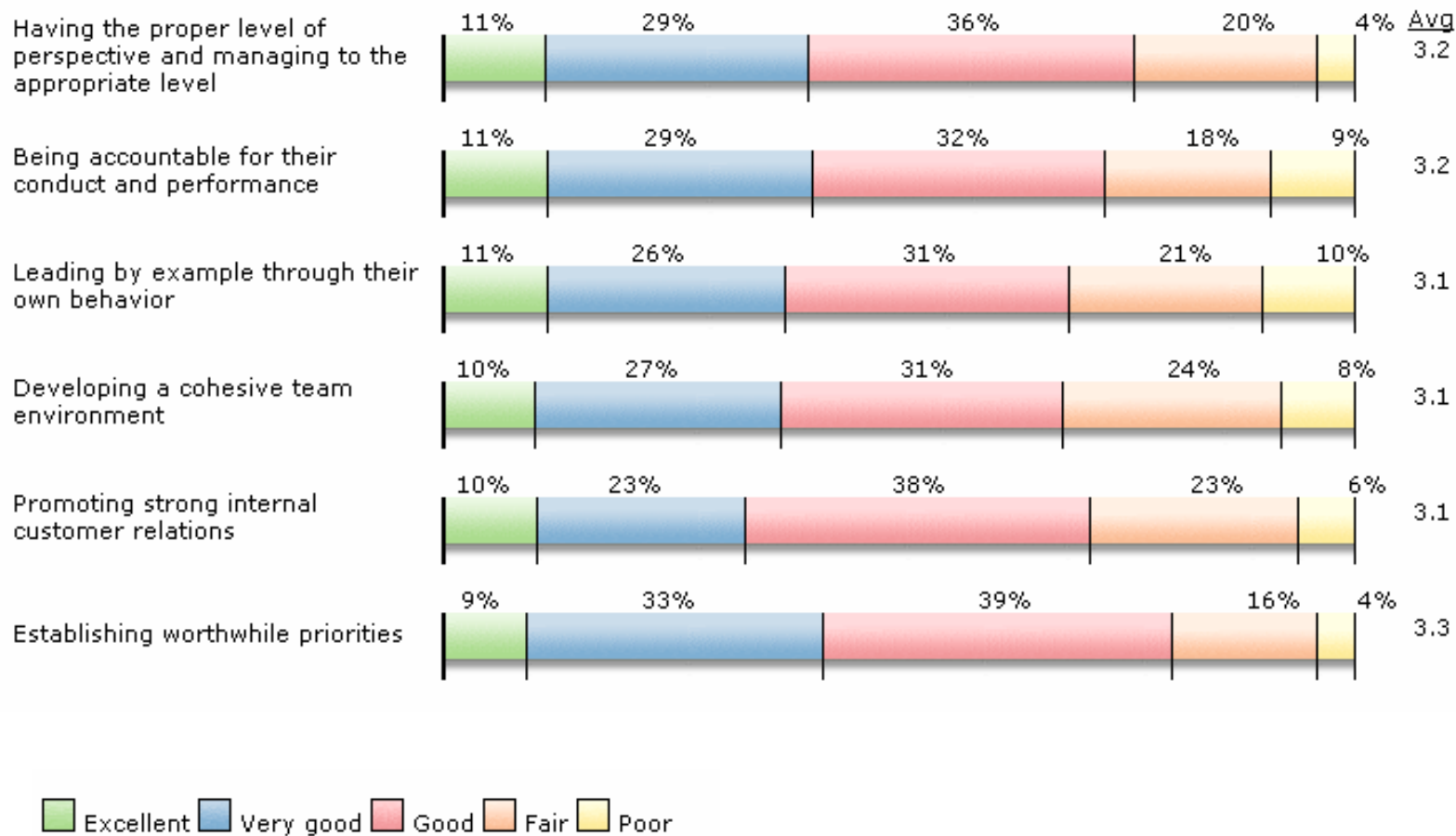
34. In your judgment, how good a job is senior management doing in each of the following aspects of the company?

Senior Management Perceptions



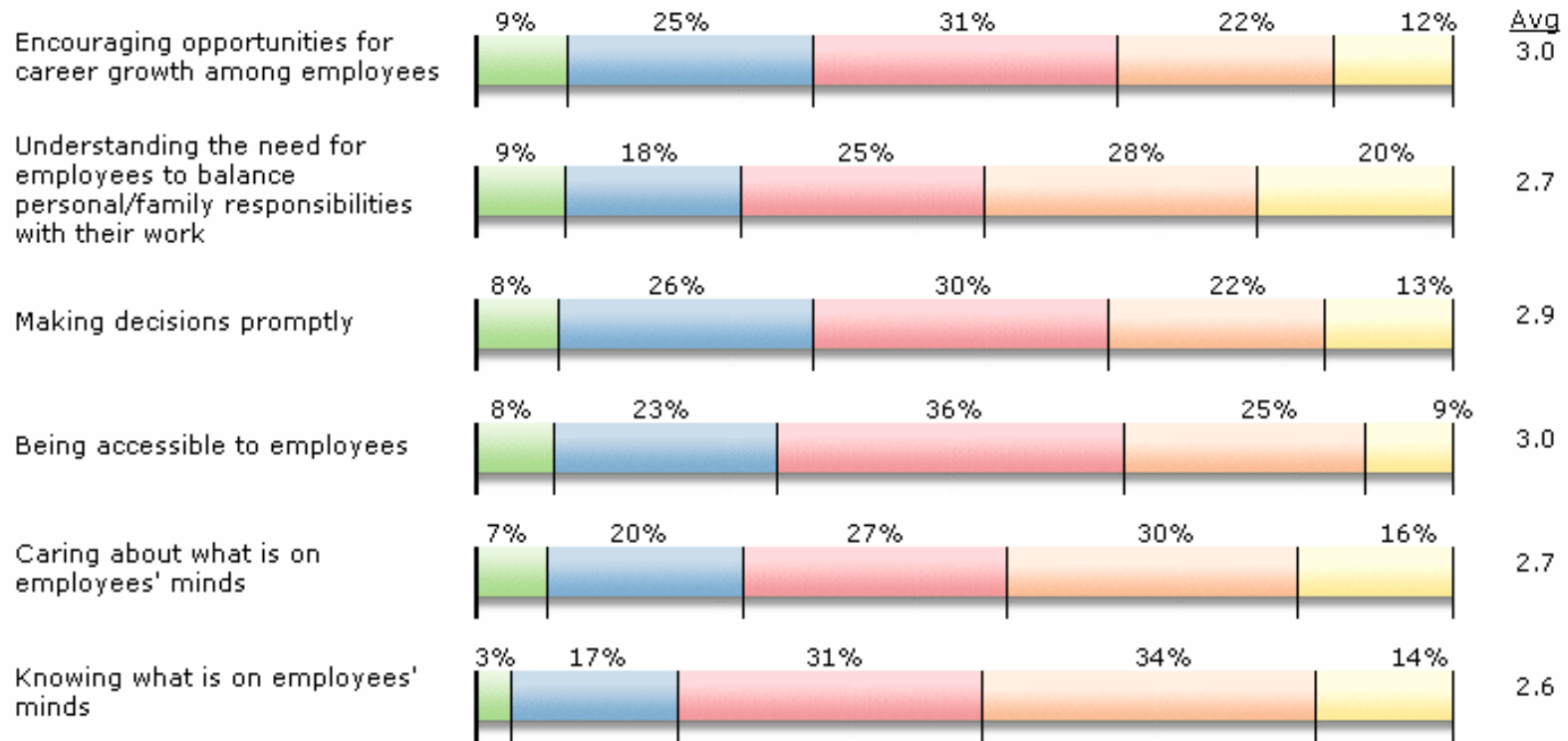
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Senior Management Perceptions



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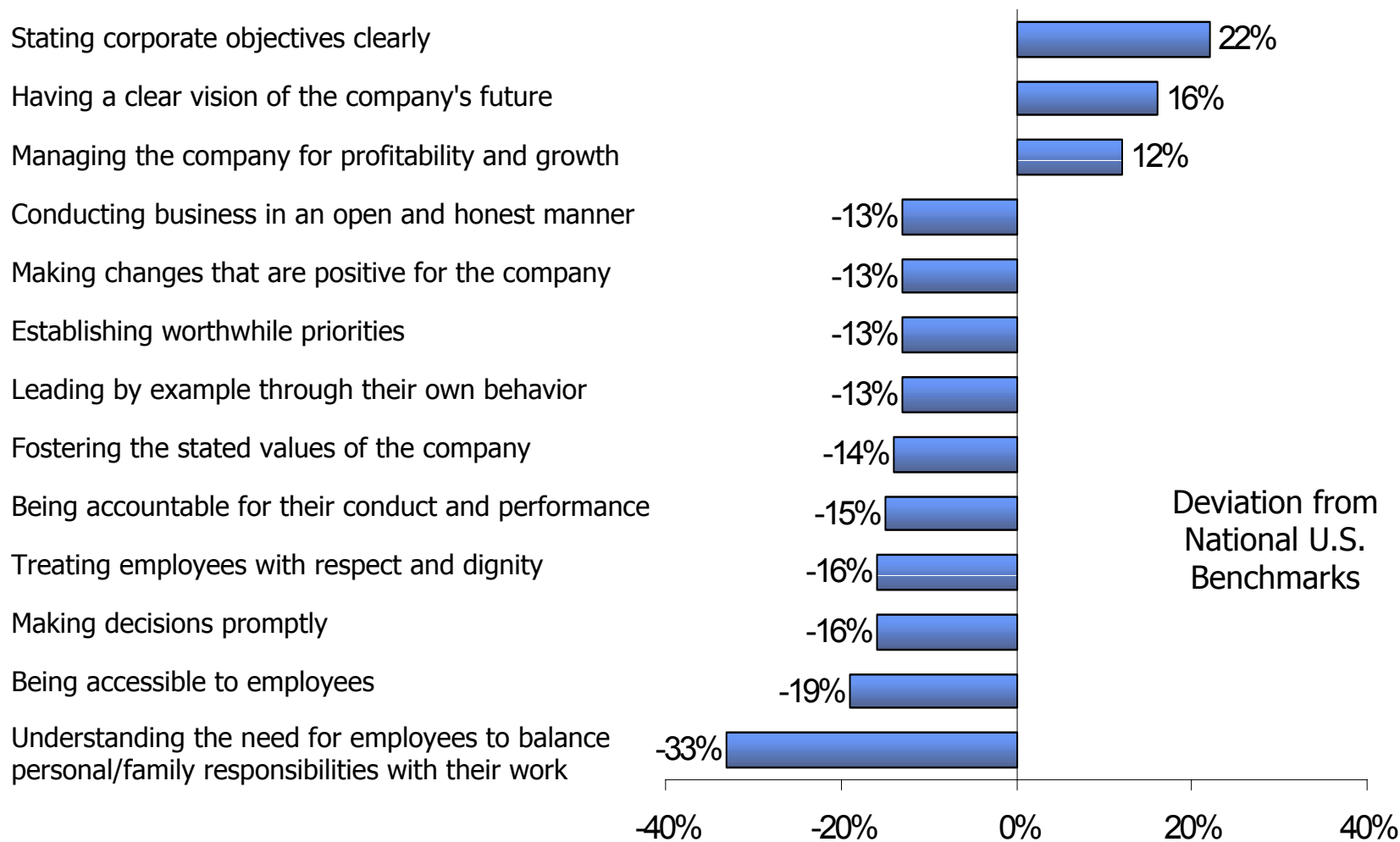
Senior Management Perceptions



■ Excellent
 ■ Very good
 ■ Good
 ■ Fair
 ■ Poor

34. In your judgment, how good a job is senior management doing in each of the following aspects of the company?

Senior Management Evaluation



34. In your judgment, how good a job is senior management doing in each of the following aspects of the company?

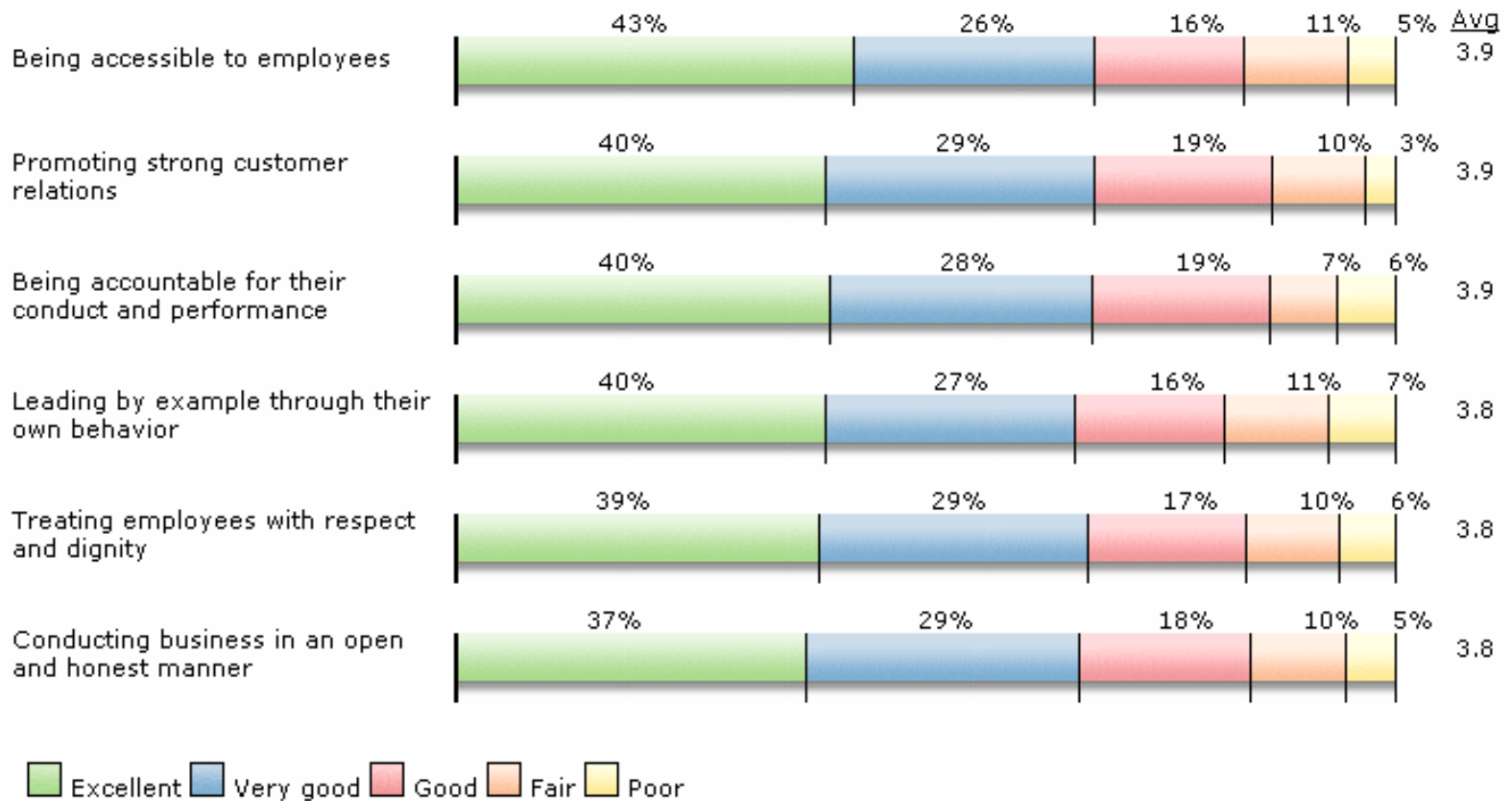
Immediate Supervisor Perceptions

ABC Inc. employees have a very positive impression of their immediate supervisors on a wide range of attributes, including being accessible, accountable, treating employees with respect and conducting business in an open and honest manner.

Overall, supervisors at ABC Inc. are considered to be very understanding of employee issues (62%) and are much more likely to see the need for employees to balance their personal/family responsibilities with their work (59%) than is senior management (27%).

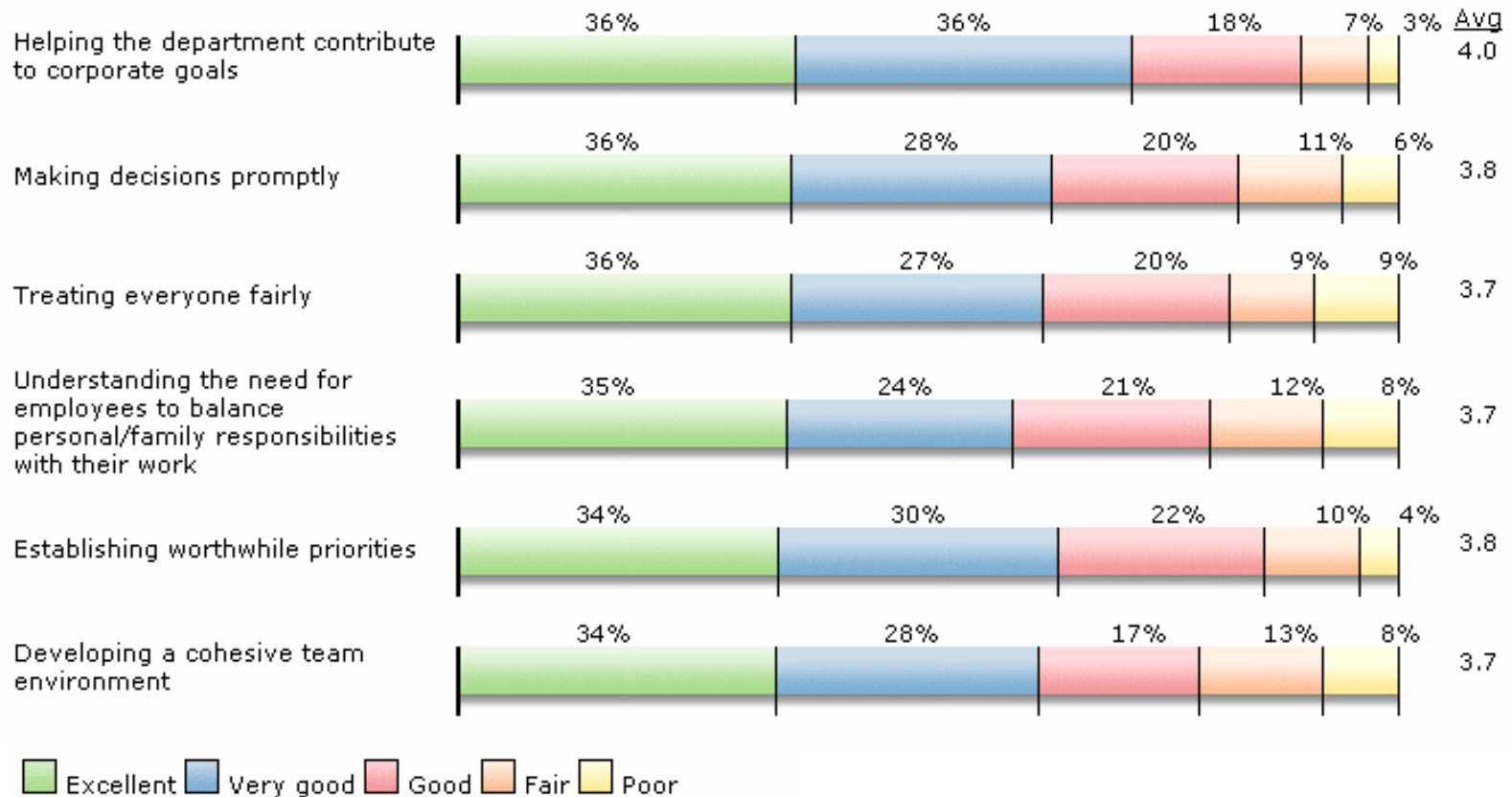
The weaker issues in relation to immediate supervisors are in the areas of providing direction and feedback and encouraging opportunities for career growth among employees.

Immediate Supervisor Perceptions



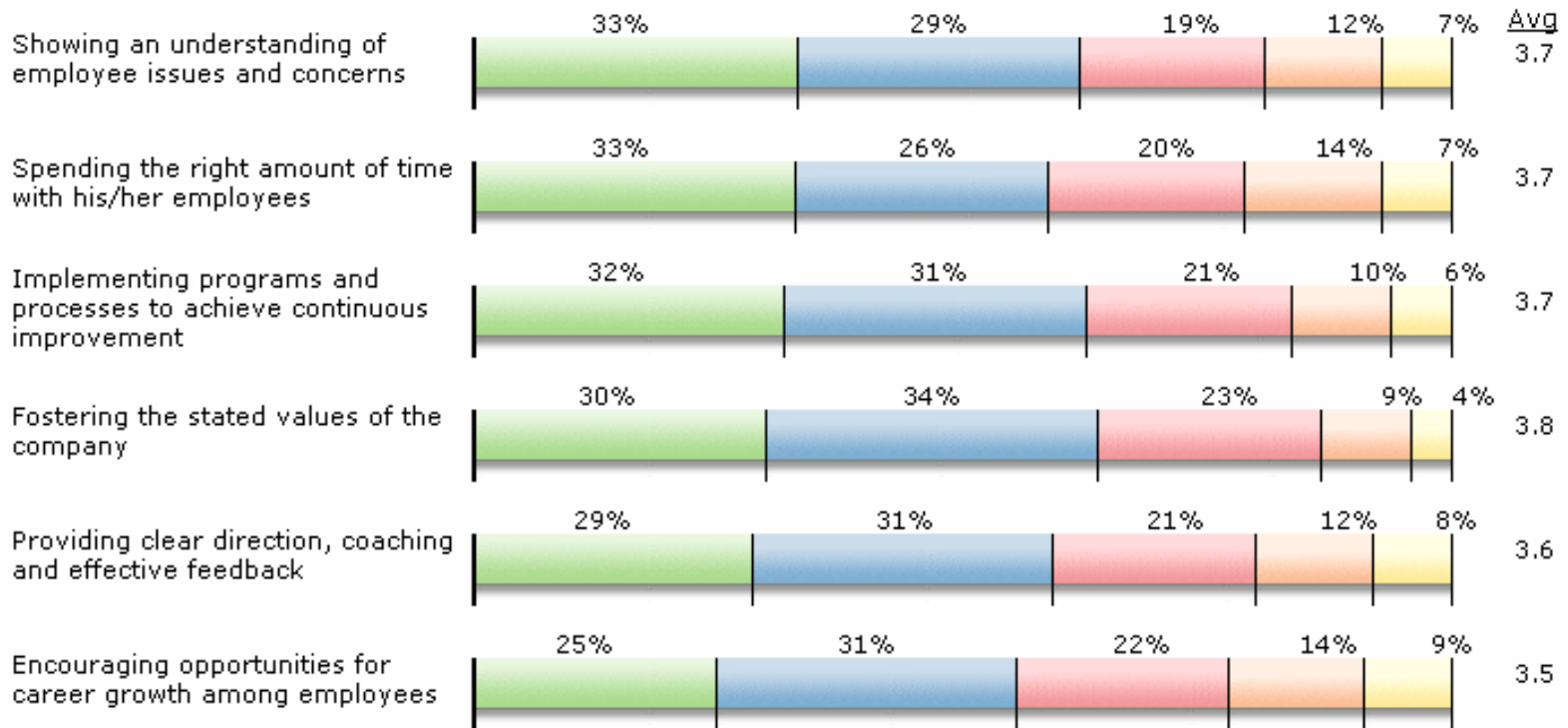
35. Please rate how good a job your immediate supervisor is doing in each of the following areas...

Immediate Supervisor Perceptions



35. Please rate how good a job your immediate supervisor is doing in each of the following areas...

Immediate Supervisor Perceptions



■ Excellent
 ■ Very good
 ■ Good
 ■ Fair
 ■ Poor

35. Please rate how good a job your immediate supervisor is doing in each of the following areas...

Leadership Issues

If you answered fair or poor on any of the items in the previous question on senior management or your immediate supervisor, please explain why and give any suggestions for improvement you may have.

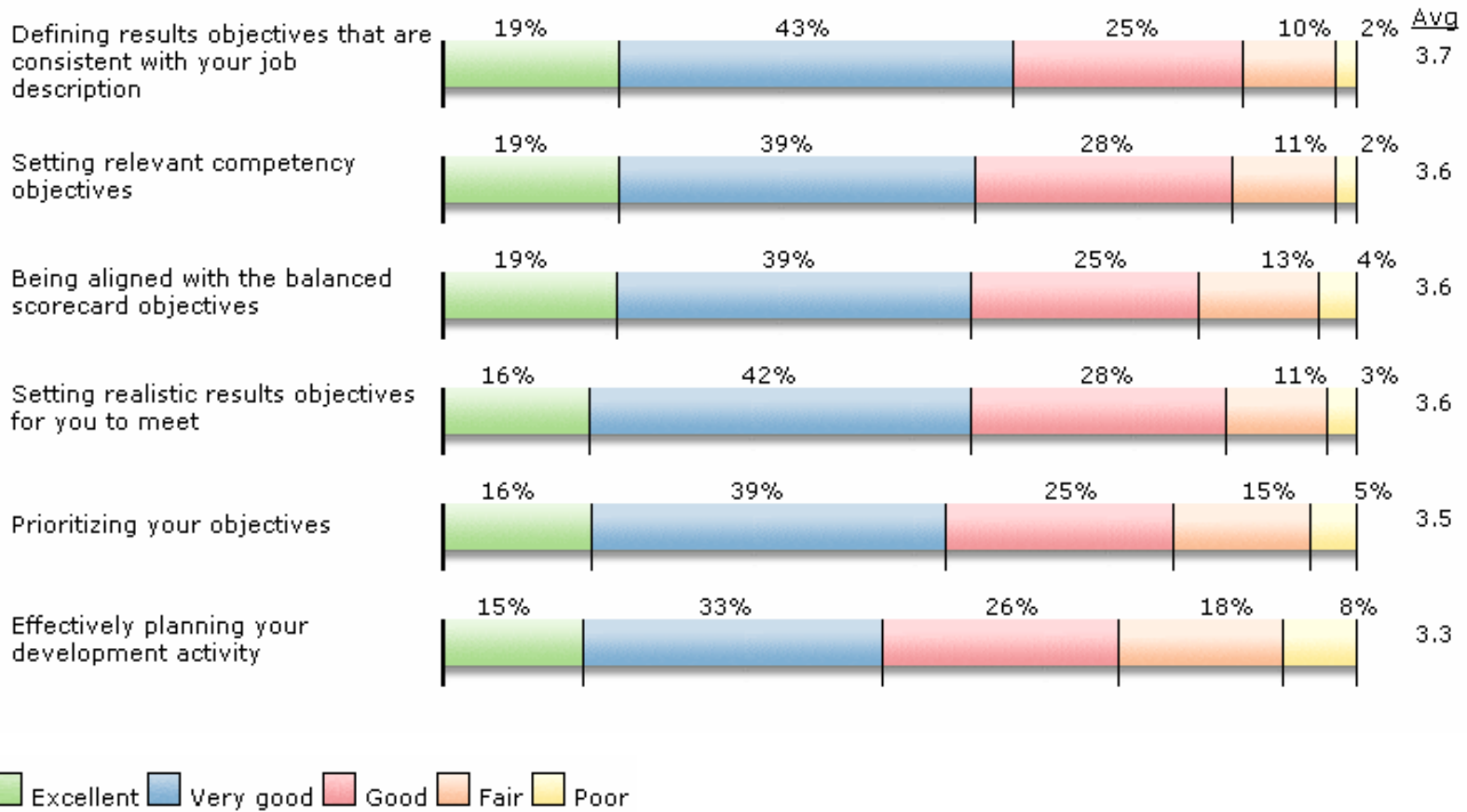
Lack of work/life balance	30%
Inadequate access/communication	25%
Need for clearer direction/coaching/feedback	25%
No understanding of employee issues	20%
Need to treat employees with respect, dignity and trust	18%
No managerial backbone	15%
Lack of career growth	15%
Poor decision making	13%
Lack of experience/knowledge	10%
Supervisor is overworked/overwhelmed	10%
Unfair treatment	7%
Poor customer relations	6%

36. If you answered fair or poor on any of the items in the previous question on senior management or your immediate supervisor, please explain why and give any suggestions for improvement you may have.

Job Performance Evaluation

- Objective-Setting Meetings -

ABC Inc. employees report positive experiences from their most recent objective-setting meetings, although there seems to be a need to improve the planning of development activities.

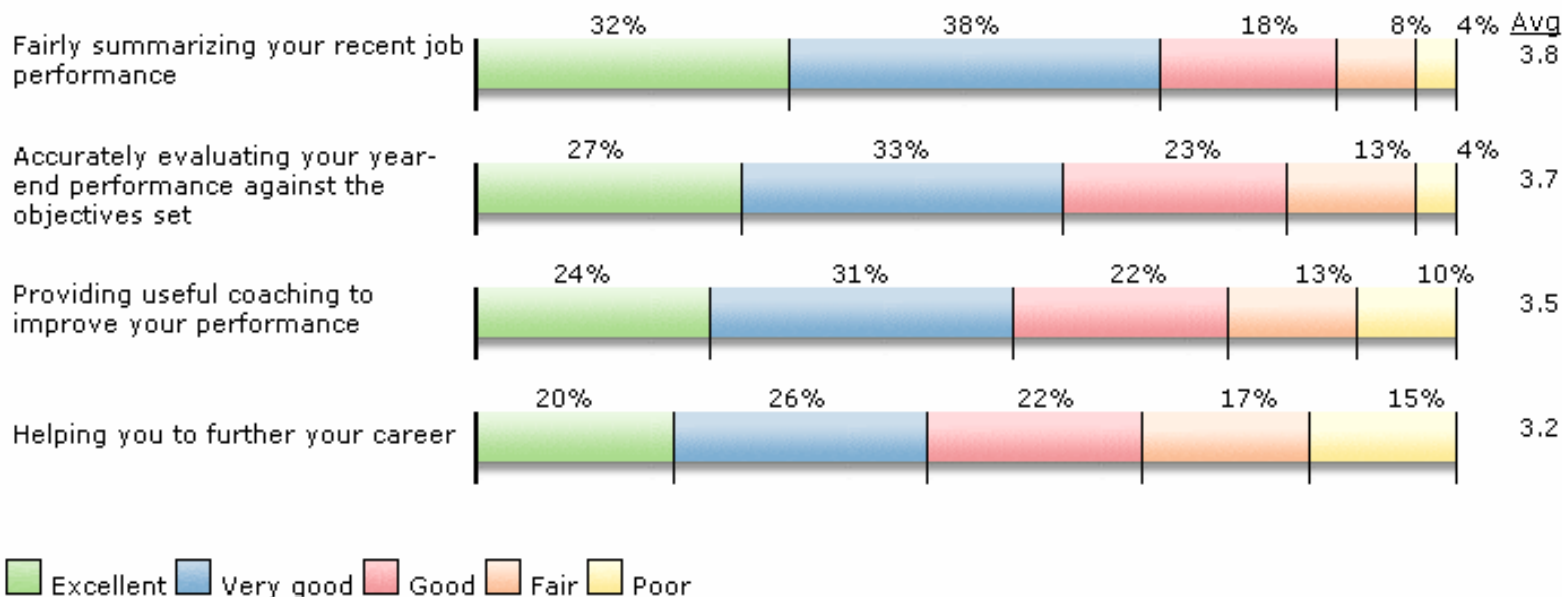


75. How would you rate your most recent objective-setting meeting on each of the following attributes?

Job Performance Evaluation

- Year-End Performance Appraisal -

According to ABC Inc. employees, year-end performance appraisals successfully summarize recent performance and accurately evaluate against the objectives set. However, they do not appear as successful in terms of providing useful coaching to employees or helping them to further their careers.



76. How would you rate your most recent year-end performance appraisal on each of the following attributes?

Culture Evaluator

Across many of the culture-oriented attribute statements, there are serious gaps between what is important to ABC Inc. employees and how the organization performs, at least as perceived by employees. These gaps can provide effective direction on the primary frustrations and problems that ABC Inc. employees face.

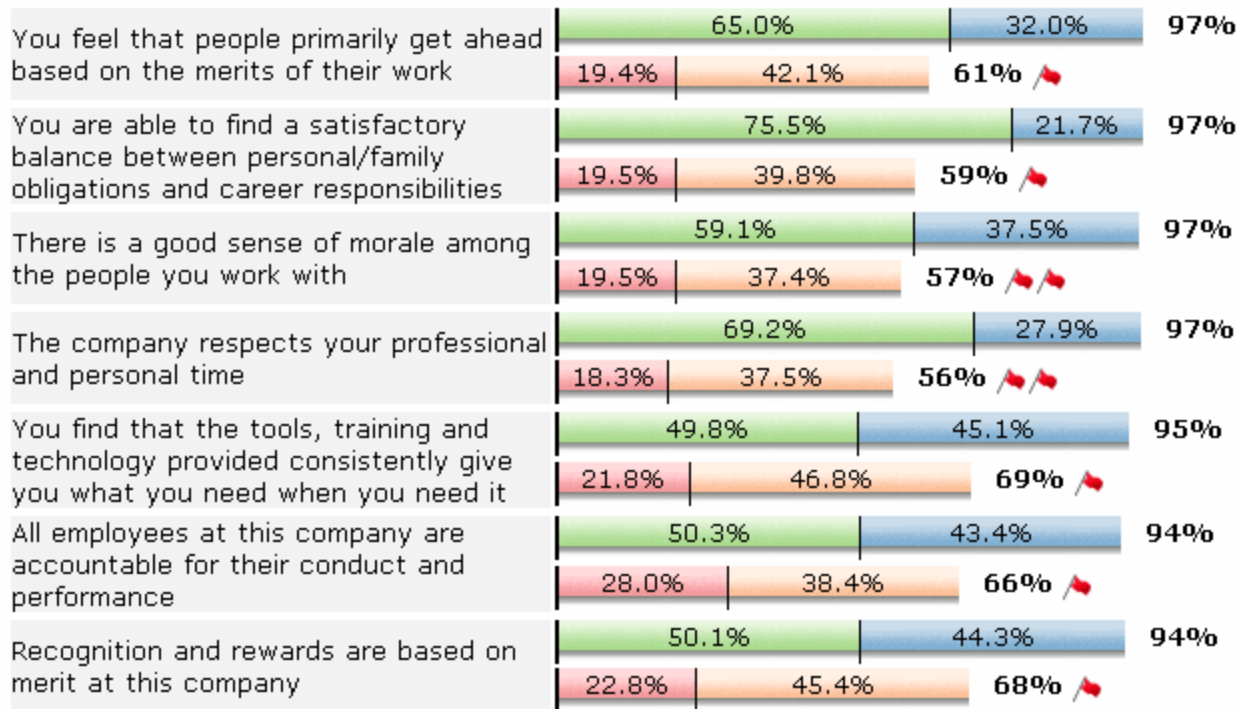
These problems can be categorized into two main areas:


- A high degree of bureaucracy that leads to difficulties following priorities and finishing projects, although ABC Inc. employees are not really interested in learning how to “work around” the system.
- A perceived lack of respect and understanding of employee issues by senior management, which is consistent with their evaluations of senior management and includes concerns about the level of morale, accountability, fairness and the extent of merit-based recognition at ABC Inc.

At the same time, however, employees strongly believe that ABC Inc. is committed to business ethics, they are reasonably satisfied with the degree of innovation at ABC Inc. and with the amount of individual praise and recognition they receive.

Culture Evaluator

- Importance vs. Performance -



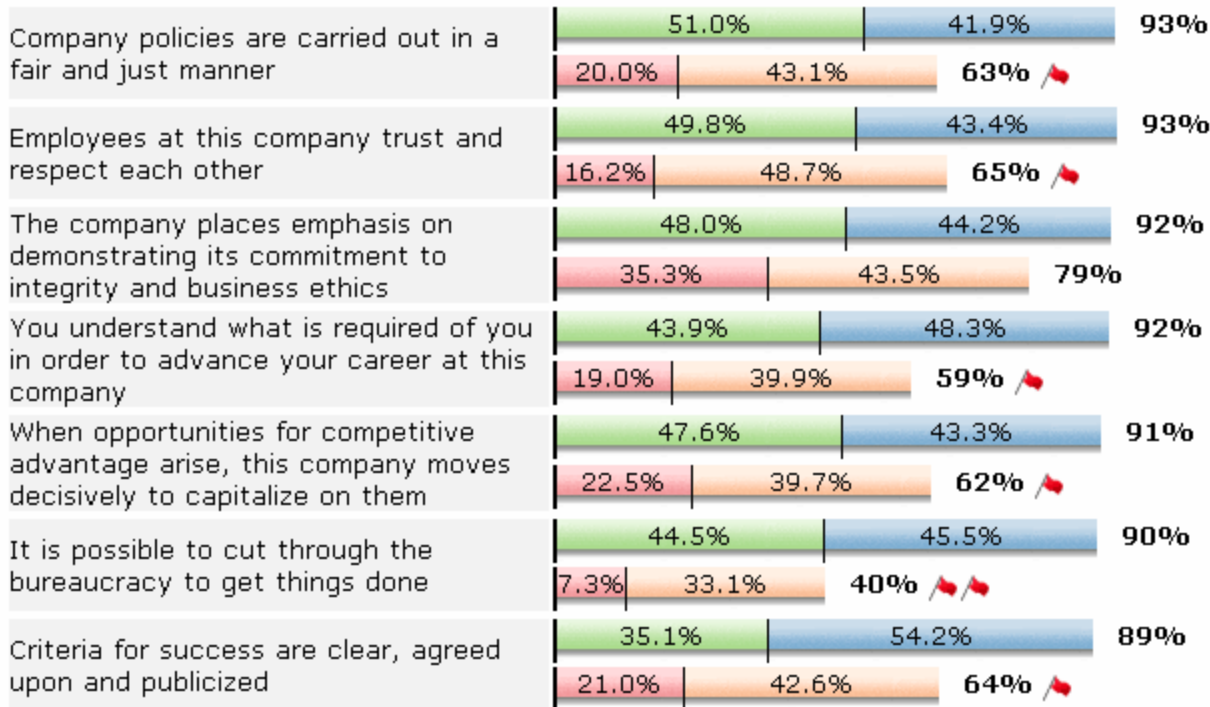
This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag  indicates a gap of 20+ points.



49 - 60. Please rate how important each of the following statements is to you.
62 - 73. Please rate your agreement with each of the following statements.

Culture Evaluator

- Importance vs. Performance -



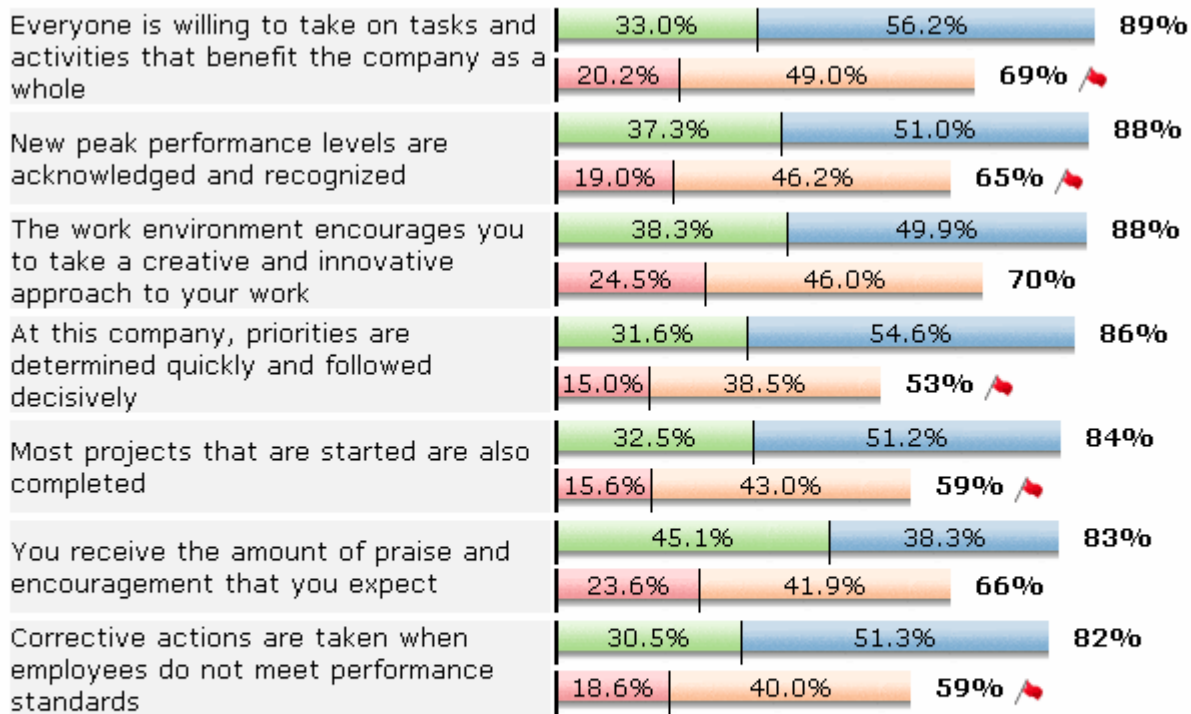
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Culture Evaluator

- Importance vs. Performance -



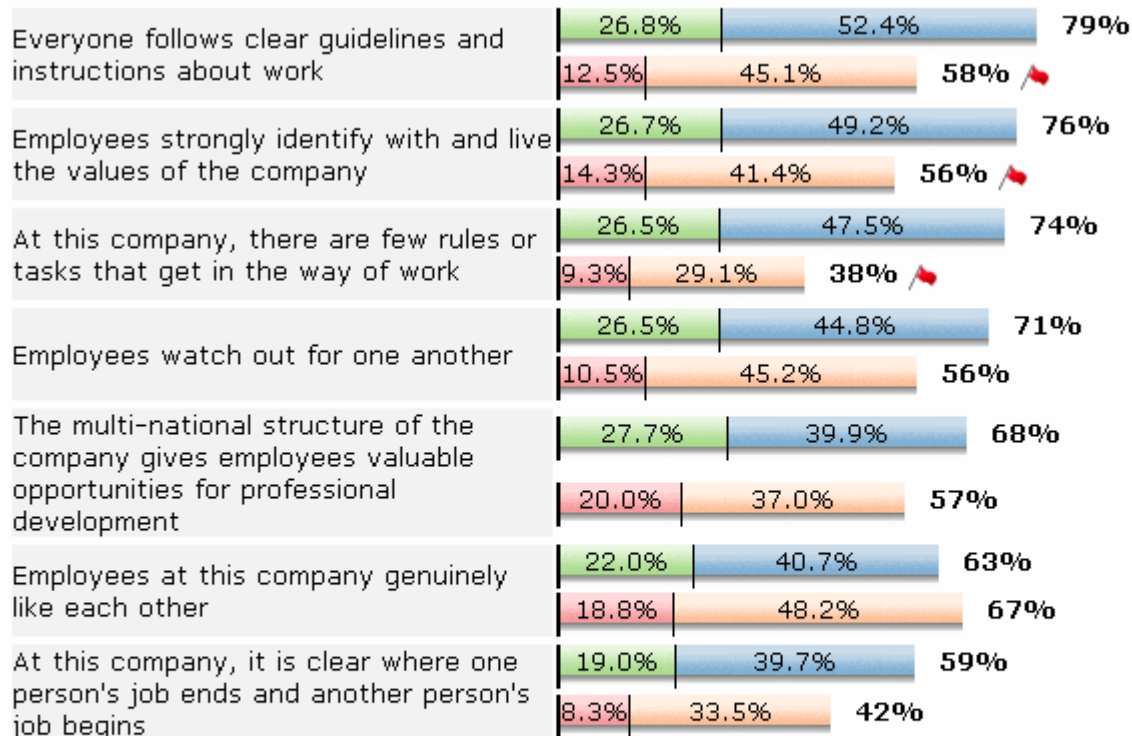
This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

■ Extremely important ■ Very important
■ Agree strongly ■ Agree somewhat

49 - 60. Please rate how important each of the following statements is to you.
 62 - 73. Please rate your agreement with each of the following statements.

Culture Evaluator

- Importance vs. Performance -



This chart compares the stated importance of each culture attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

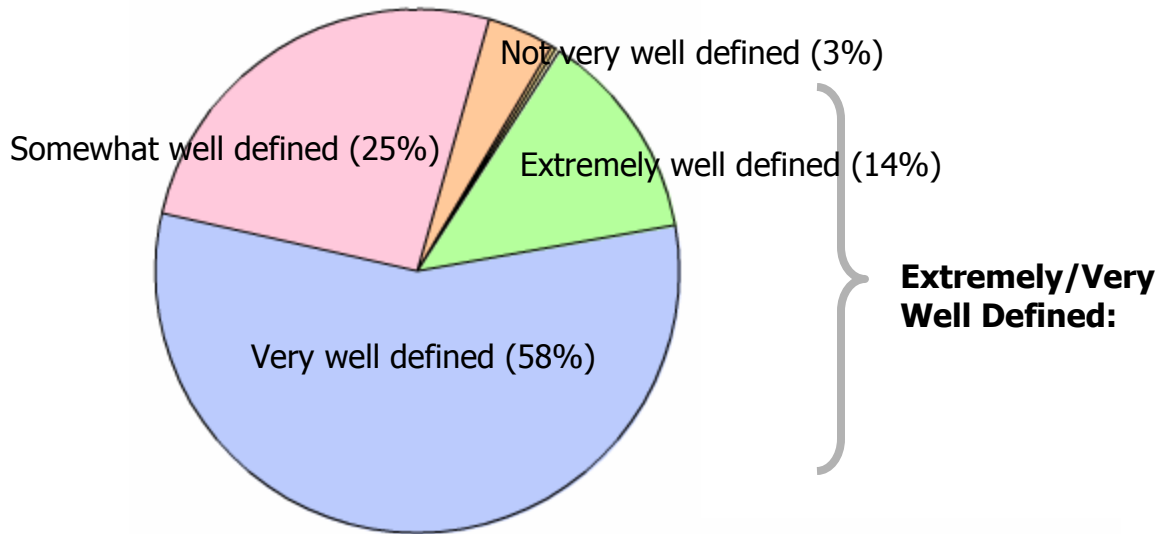


49 - 60. Please rate how important each of the following statements is to you.
 62 - 73. Please rate your agreement with each of the following statements.

Commitment

Job Definition

At ABC Inc., job requirements and responsibilities are very well defined, slightly better than for industry employees as a whole and much better than for U.S. employees in total.



- Extremely well defined (73) 14%
- Very well defined (306) 58%
- Somewhat well defined (133) 25%
- Not very well defined (17) 3%
- Not at all well defined (2) 0%

Benchmark

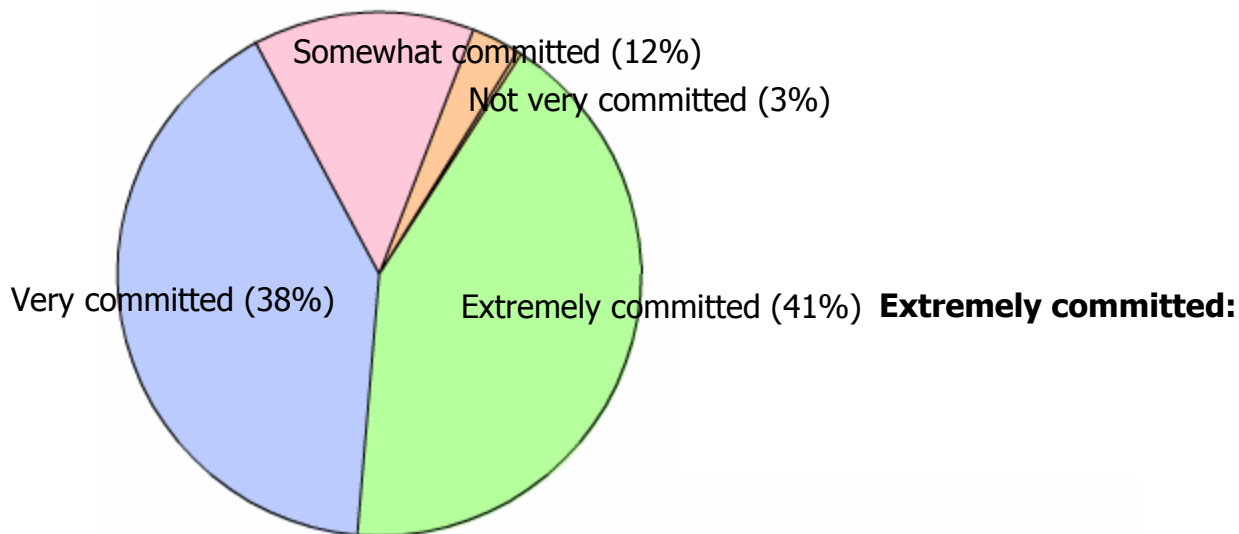
ABC Inc.	Ind.	U.S.
72%	65%	61%

5. How well defined are the requirements and responsibilities of your job?

Strength of Commitment

- To ABC Inc. -

ABC Inc. employees express a level of commitment to the company that is higher than either the norm for all U.S. employees or for the industry specifically. Since only a very small proportion of employees (15%) do not feel committed to ABC Inc. (which is another indicator of potential turnover), this further emphasizes that employees are not disaffected, although they are looking for improvements in the company culture.



- Extremely committed (216) 41%
- Very committed (201) 38%
- Somewhat committed (64) 12%
- Not very committed (14) 3%
- Not at all committed (2) 0%

Benchmark

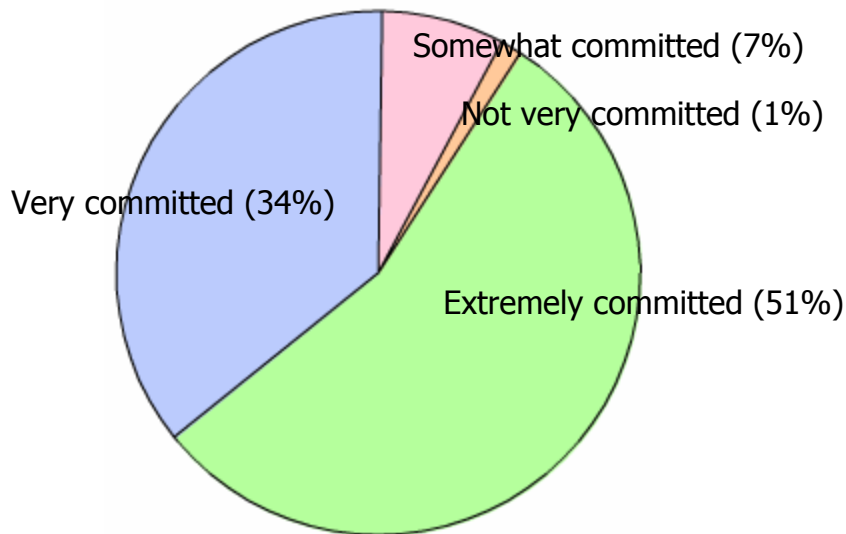
ABC Inc.	Ind.	U.S.
41%	31%	21%

77. How strong a commitment do you feel towards this company? Would you say that you feel...

Strength of Commitment

- To Career -

As with their commitment to the company, ABC Inc. employees are more committed to their careers and the work that they do than are U.S. employees as a whole and the industry specifically. There represents a very high level of career commitment.



- Extremely committed (273) 51%
- Very committed (179) 34%
- Somewhat committed (37) 7%
- Not very committed (7) 1%
- Not at all committed (0) 0%

Extremely committed:

Benchmark		
ABC Inc.	Ind.	U.S.
51%	32%	27%

79. How strong a commitment do you feel towards your career/the type of work that you do?

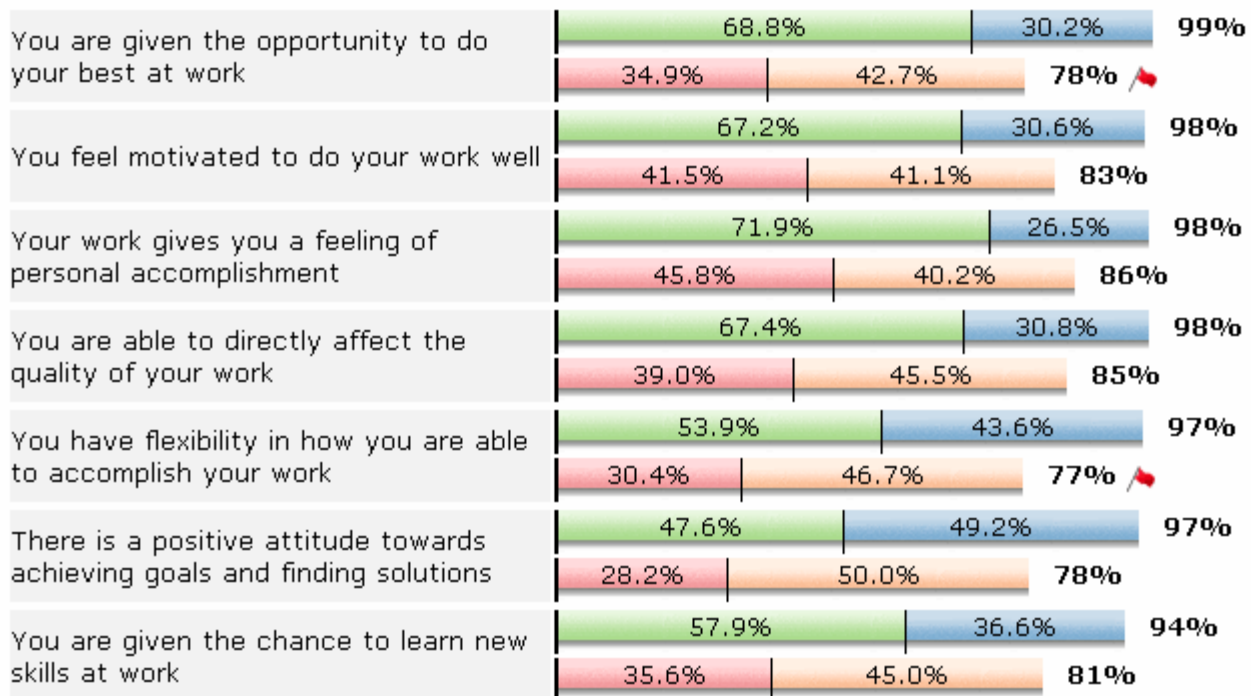
Commitment Evaluator

There are very few gaps on the commitment-related work attributes, with employees agreeing that they feel motivated, empowered and positively challenged by their jobs. These results are entirely consistent with the higher-than-average level of commitment they have towards ABC Inc.

However, continuing the theme of how well the company as a whole understands employee issues, the main concerns regarding commitment focus on job security and whether the targets set are appropriate. Once again, these results highlight the sense of "unease," "distance" and lack of reciprocal commitment from senior management that appears to characterize employees at ABC Inc.

Commitment Evaluator

- Importance vs. Performance -

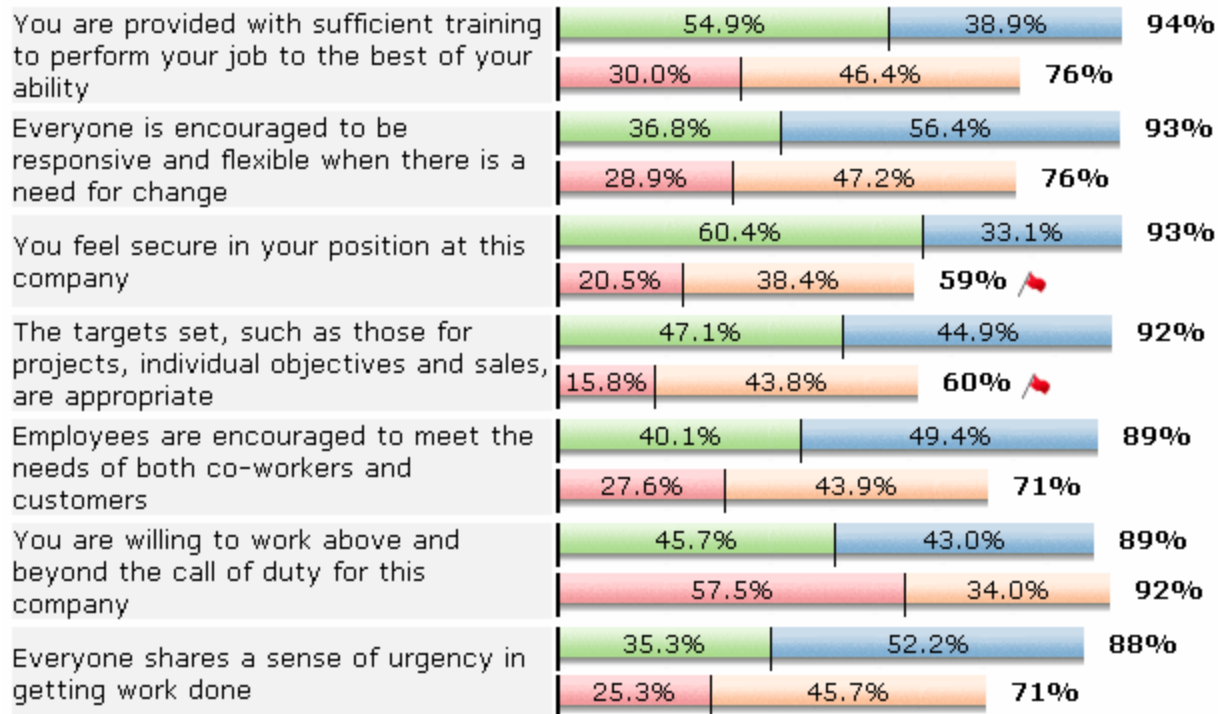


This chart compares the stated importance of each commitment attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

49 - 60. Please rate how important each of the following statements is to you.
 62 - 73. Please rate your agreement with each of the following statements.

Commitment Evaluator

- Importance vs. Performance -



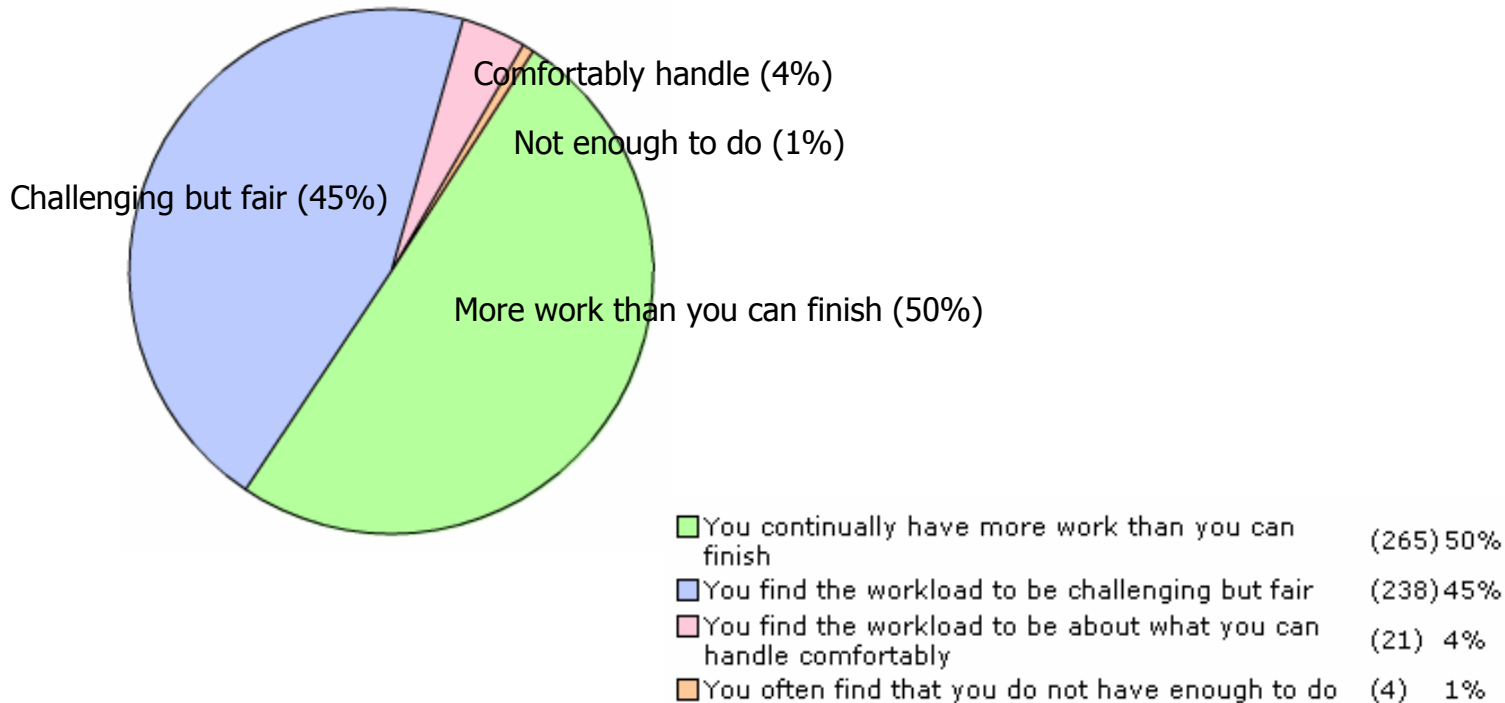
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49 - 60. Please rate how important each of the following statements is to you.
 62 - 73. Please rate your agreement with each of the following statements.

Workload Perception

Exactly one-half of ABC Inc. employees (50%) believe that they continually have more work than they can finish, while a similar proportion (45%) find their workloads to be challenging but fair. Very few employees do not have enough work to do.

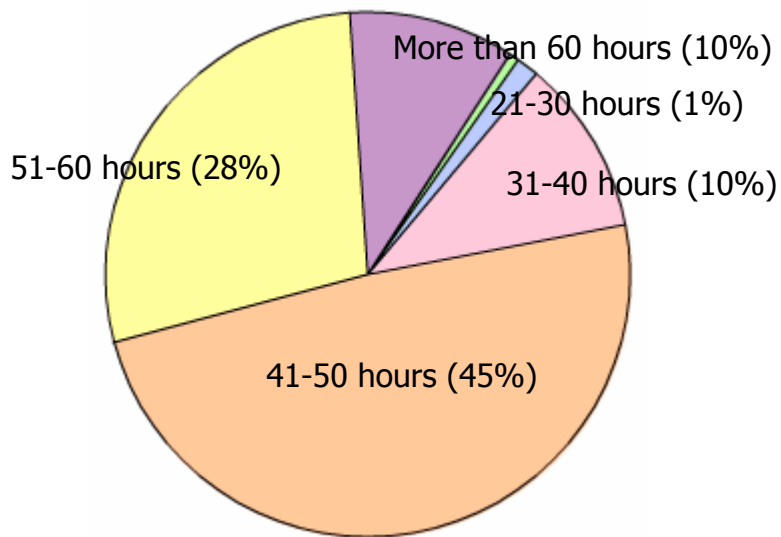


13. Which one of the following statements best describes your workload at ABC Inc.?

Workload Perception

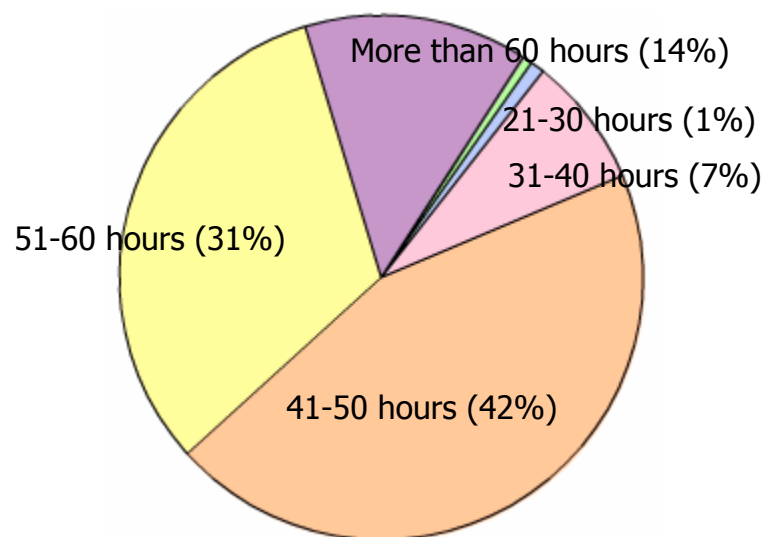
There is a fairly close match between the hours ABC Inc. employees are expected to work and the amount of time they actually work. In each case, almost one-half fall between 41 and 50 hours, while one-in-three are between 51 and 60 hours.

Hours Expected to Work = 49 hours



10 - 20 hours	(2)	0%
21 - 30 hours	(6)	1%
31 - 40 hours	(53)	10%
41 - 50 hours	(242)	45%
51 - 60 hours	(149)	28%
More than 60 hours	(55)	10%

Hours Actually Worked = 51 hours



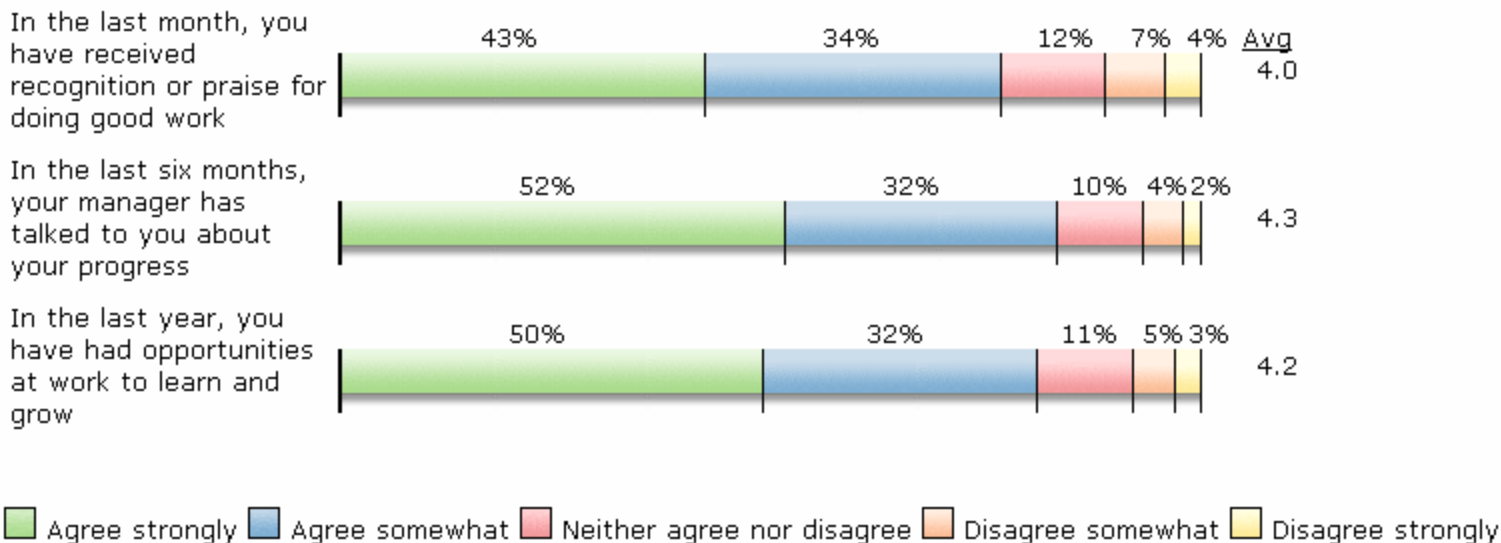
10 - 20 hours	(2)	0%
21 - 30 hours	(3)	1%
31 - 40 hours	(38)	7%
41 - 50 hours	(223)	42%
51 - 60 hours	(164)	31%
More than 60 hours	(77)	14%

46. For your role and responsibilities, approximately how many hours are you expected to work in an average week?

47. And approximately how many hours do you actually work in an average week?

Recognition Index

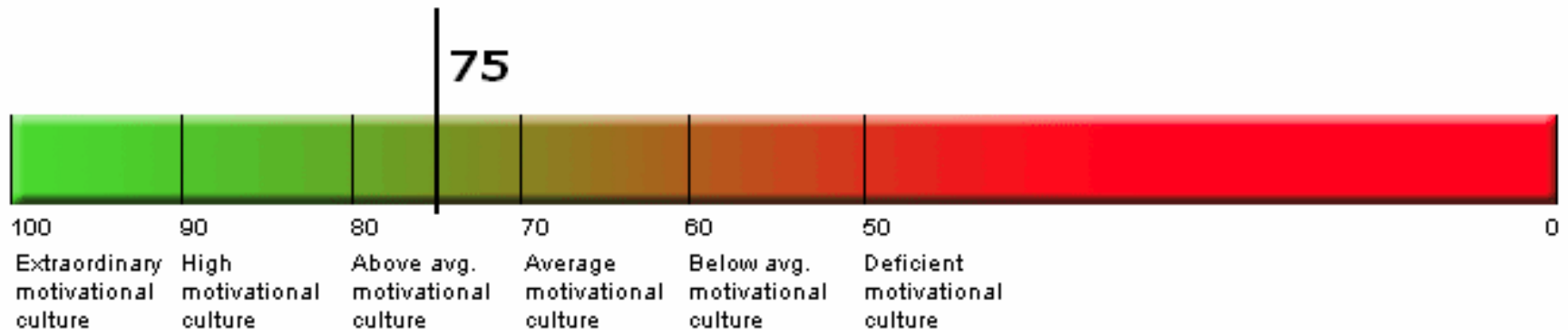
Although many ABC Inc. employees have discussed their progress with their supervisors in the past six months and have had opportunities to learn and grow in the past year, they are a little less likely to have received praise and recognition for doing good work in the past month.



74. How much do you agree or disagree that...

Motivation Index

In line with the recent levels of praise and recognition, a summary measure of the “motivational culture” at ABC Inc. indicates that it is somewhat above average, which is consistent with overall perceptions of the environment at ABC Inc. Based on this measure, however, there is room to increase and optimize ABC Inc.’s policies of rewards and recognition.



The Motivational Index summarizes the organization’s performance on a wide variety of attributes relating to rewards and recognition and compares the average (calculated on a 0-100 scale) to a benchmark norm.

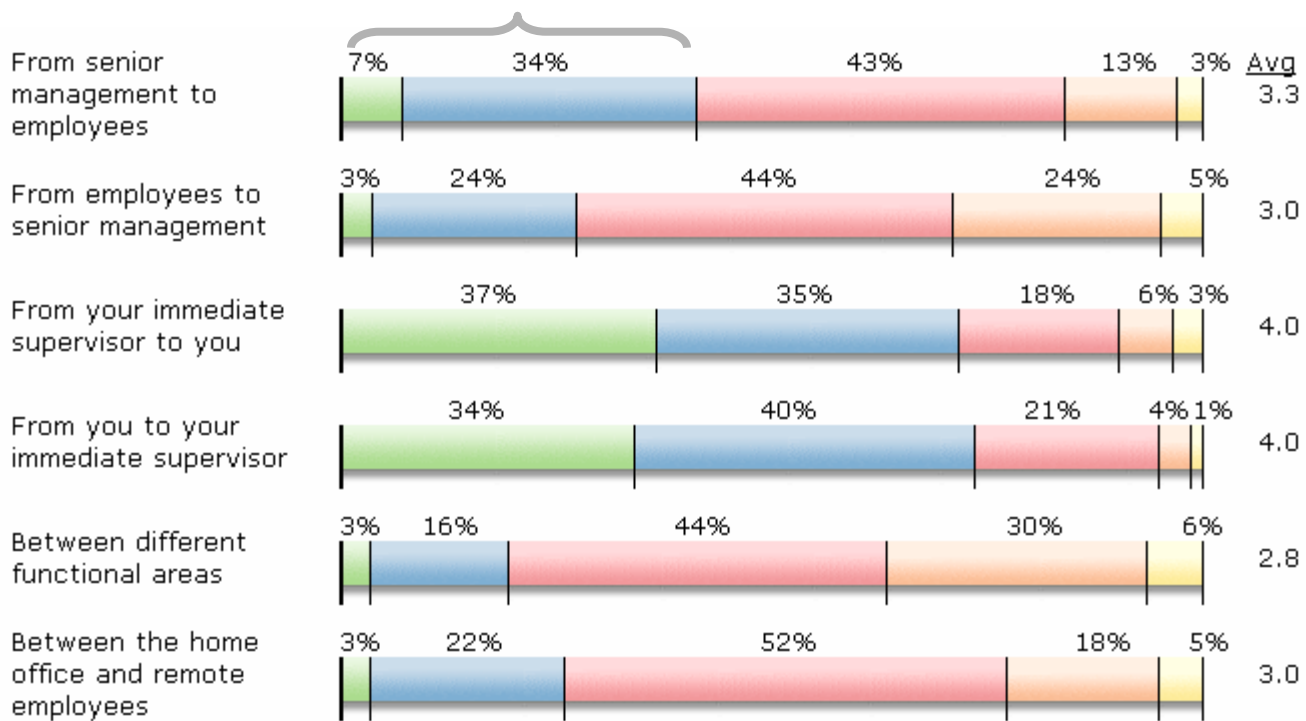
Communications

Communications Effectiveness

Communications are very effective between employees and their immediate supervisors, which is consistent with the positive impressions employees have of their supervisors. Communications with senior management and between functional areas, however, are much less effective. Low interdepartmental communication scores, however, are the norm for Professional cultures.

Benchmark

ABC Inc.	U.S.
41%	33%
27%	25%
72%	58%
74%	60%
19%	25%
25%	N/A

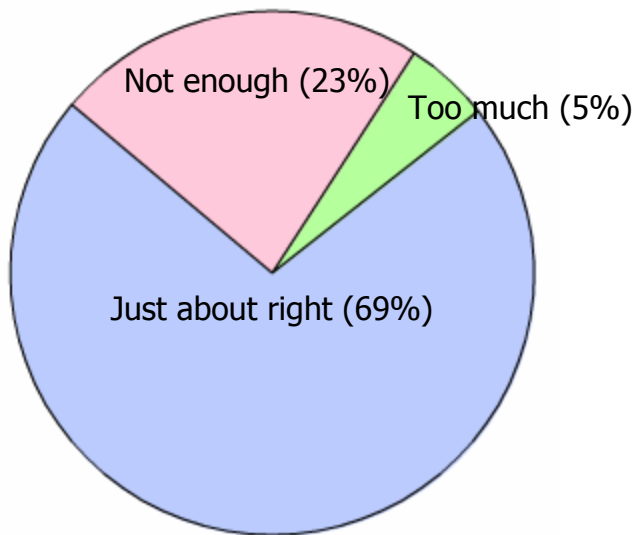


■ Extremely effective
 ■ Very effective
 ■ Somewhat effective
 ■ Not very effective
 ■ Not at all effective

31. Within ABC Inc., how effective is communication ...

Company Information

ABC Inc. employees are very satisfied with the amount of information they receive about the company's goals, strategies and activities, which likely contributes to their agreement that senior management is effectively leading the company.



■ Too much (25) 5%
■ Just about right (367) 69%
■ Not enough (124) 23%

Just about right:

Benchmark		
ABC Inc.	Ind.	U.S.
69%	70%	69%

30. Would you say that the amount of information you receive about ABC Inc.'s goals, strategies and activities is...

Communications Evaluator

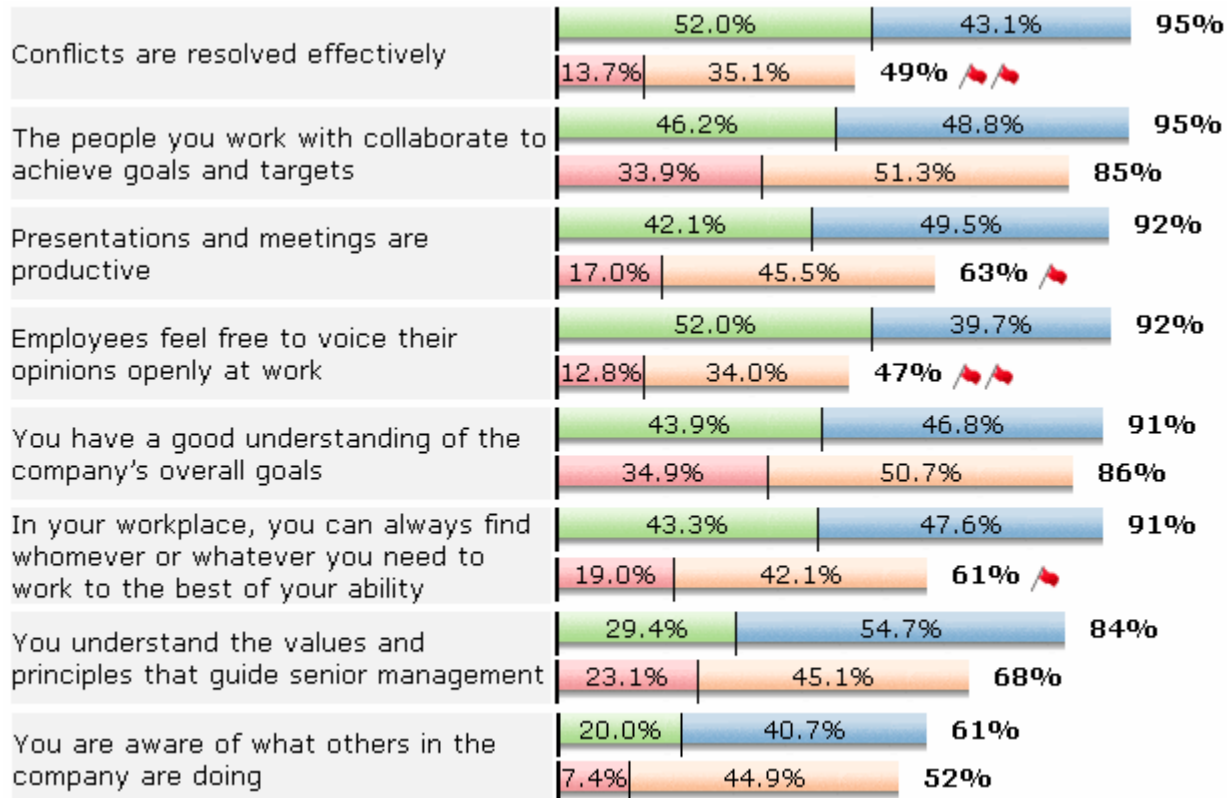
Employees at ABC Inc. have a good understanding of the company's overall goals (84%) and agree that people collaborate to achieve goals and targets (85%).

They are less convinced that presentations and meetings are productive or that they can find whomever or whatever they need to work effectively – these results provide further evidence of the perceived influence of bureaucracy at ABC Inc.

Even more importantly, employees are much less likely to agree that they feel free to voice their opinions at work or that conflicts are effectively resolved at ABC Inc. These attitudes further contribute to the apparent sense of "unease" or "distance" employees feel at this organization.

Communications Evaluator

- Importance vs. Performance -



This chart compares the stated importance of each commitment attribute against your company's performance on each of the same attributes. Look for problem areas where the total performance score is significantly lower than the importance score. Red flag 🚩 indicates a gap of 20+ points.

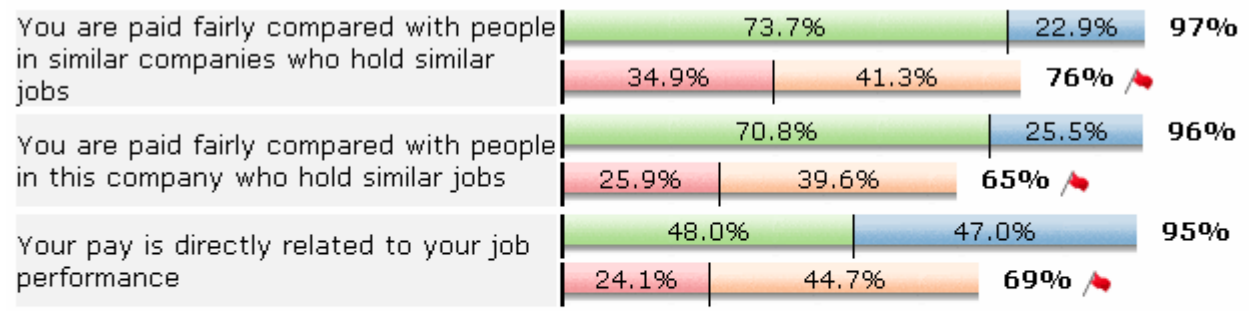
49 - 60. Please rate how important each of the following statements is to you.
 62 - 73. Please rate your agreement with each of the following statements.

Compensation

Compensation Evaluator

- Importance vs. Performance -

Although many ABC Inc. employees feel that they are fairly paid relative to their peers at other companies, there is a clear sense of inequity in the pay structures within the company and there are concerns as to what degree pay at ABC Inc. is directly related to job performance.

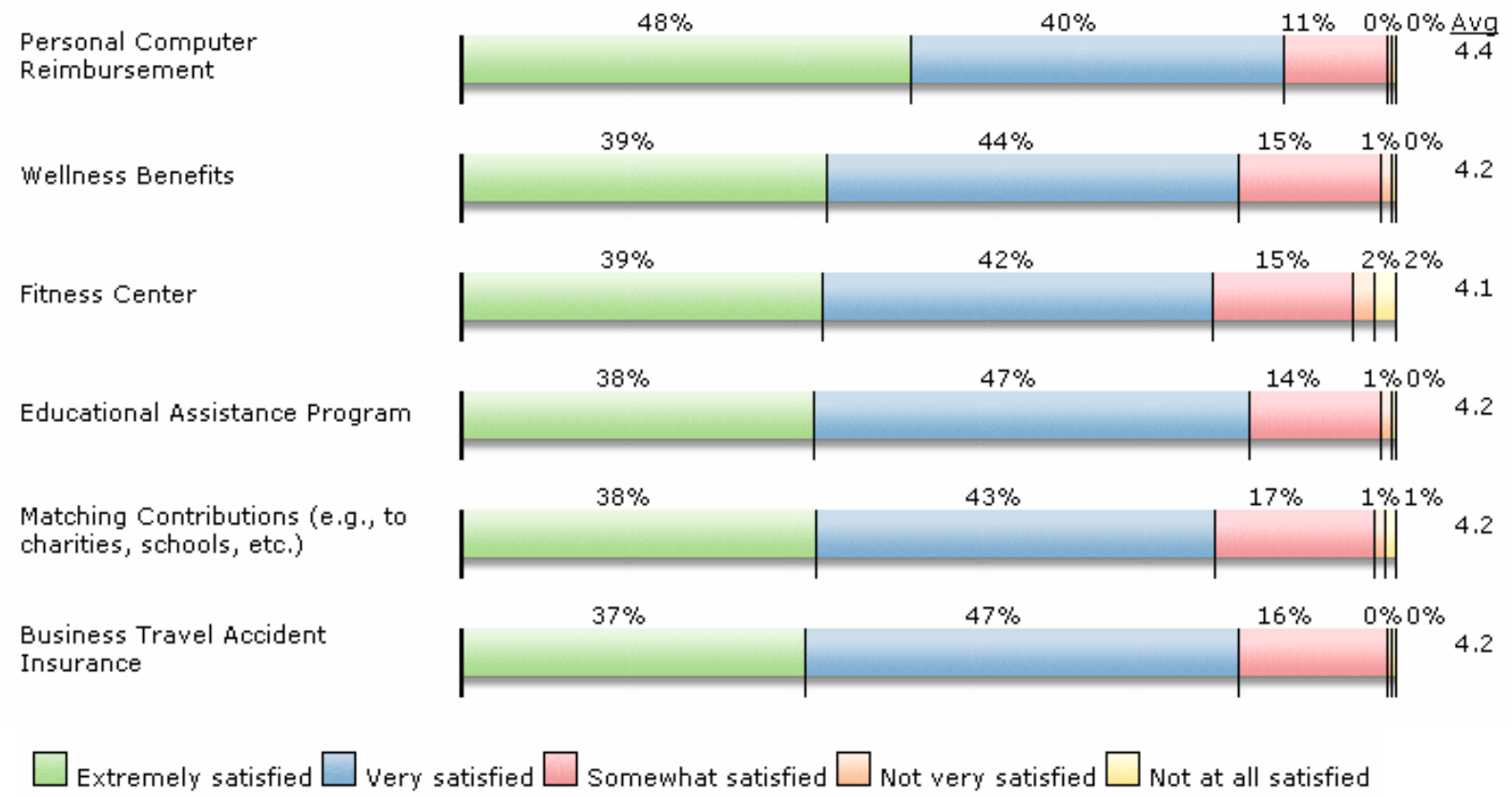


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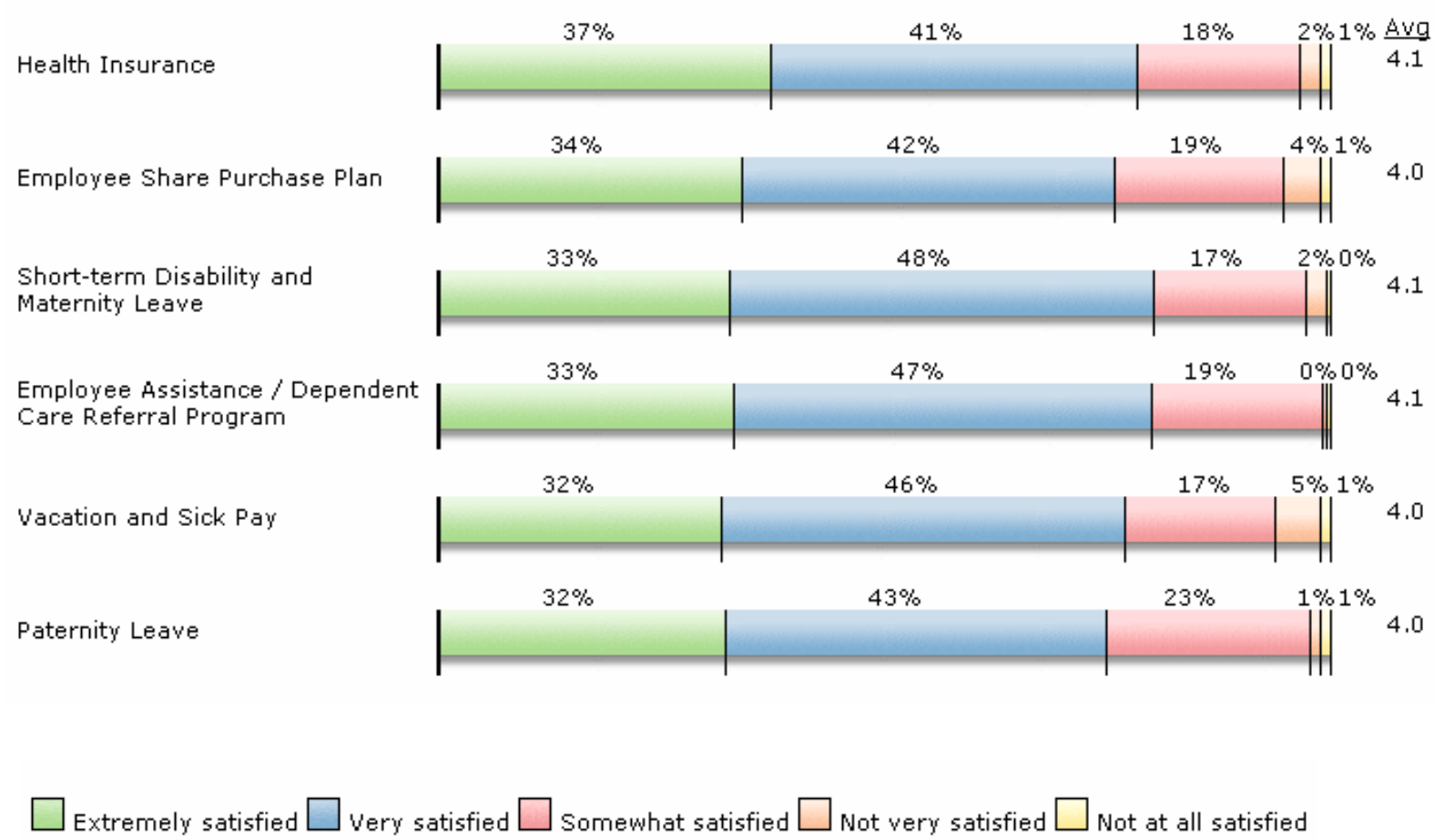
Satisfaction with Benefits

ABC Inc. employees express a high degree of satisfaction across the full array of ABC Inc. benefits, with satisfaction highest for the personal computer reimbursement.



40. How satisfied are you with each of the following company benefits?

Satisfaction with Benefits



40. How satisfied are you with each of the following company benefits?

Employee Satisfaction Summary

Prepared for:

ABC Inc.

By

Insightlink Communications

October 2005