

THE ENGAGEMENT AUDIT



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Engagement Audit Preamble

How Important is Engagement?

- A meager 18% of Australians believe they are engaged at work
- Disengaged workers aren't just unhappy at work – every day these people undermine what their engaged co-workers accomplish
- Disengaged workers cost the Australian economy \$Billions per year
- Engaged workers produce 28% more than disengaged workers
- As many as 87% of Australian workers leave their jobs when they fail to make an emotional connection with their boss

Statistics from Gallup

[Watch this video to find out more](#)

What is Engagement?

Engagement is the cultural fit: **“The beliefs, attitudes, behaviours, norms and practices of people within an organisation, particularly the leaders, determines the level of engagement. Highly engaged teams are energised, enthusiastic and passionate about engaging customers and exceeding expectations”**

Engagement is a powerful force that governs the organizations “way of life”.

- It shapes the way the organization treats the customer
- It determines the organizational performance level
- It controls the organizations response to change
- It channels human energy and spirit into business activities
- It dictates the organizations evolution through stages of development

The traditional notion that a company is run by an individual - “the boss” or by a group - “top management” belies the power of engagement. Leaders who have engagement skills and EQ bring their team along the engagement path. They really care for their people and their people feel the care.

Even in a business where top management are not seen to be engaging, a team leader can still create an engaged team and their results are largely determined by the passion generated by this engaged workforce. Numerous studies have proven this – the number one driver of engagement is the direct relationship with one's line

leader. To engage one's team without having an engaged top team can therefore be achieved but results across the company are transformed when engagement starts at the top and is inculcated throughout the entire organisation.

In an extensive survey by Hewitt Associates, Double Digit Growth Companies (DDG) had significantly higher engagement results (60% plus) comparative to Single Digit Growth Companies (SDG) who generally had results of less than 40% engagement.

An engaged team are proud, passionate and high achieving. If their engaged leader is replaced by a disengaged leader the "tribe" will rule through group pressure that establishes group behaviour norms. This leader will need to change fast or will not last.

Experience teaches us that the above is not the norm. Unfortunately the more common scenario is a leader who does not know how to engage his team. In this situation the leader cannot connect, loses respect, and is not trusted even though in his mind it is the team's fault that objectives are not being met.

Thus **engagement is a universal force that connects people and drives the business.**

The importance of engagement is that it governs the behaviour that surrounds all business initiatives and actions. **To succeed in business you must succeed in engaging your staff and customers.**

"People will forget what you say, they will forget what you do, but they will never forget how you made them feel." Carl Buechner



Can Engagement be Measured?

You have to be able to measure before you can change. Engagement measurement is possible by **surveying the perceptions of members of an organisation.** Since engagement establishes the behavioural norms for success or survival within the organisation, **their perceptions of their environment becomes their personal measurement of their engagement.** Teams/Divisions will have a level of engagement assessed and combining surveys from respondents within the different teams/divisions and discounting fringe elements provides a realistic picture of the engagement quotient for the organisation.

Engagement is driven by the leaders, when engagement is high the following five S's are evident:

Skills – My role is mentally stimulating

My skills are being used effectively

My leader works with me in developing my skills

Strong- Employees have strong links with their leaders & co-workers

Line leader shows understanding, care and values team members

Employees feel the business is positioned well for future success

Say - Employees sing the praises of the company to prospective customers

Employees introduce prospective new employees

Employees are proud to tell others they are part of this company

Strive – Employees know what the company expects of them

Employees are involved in setting goals & strive to achieve

Employees strive to be the best they can be, developing themselves

Stay - Employees feel a community, family environment

Retention interviews are utilized to find out how we feel about working here

Retention is great. People love working here, our biggest issue is developing the lower performers as they refuse to leave their family!

Can Engagement be Changed?

Since engagement is manmade and learned it can be changed. Humans are not born with behaviours and habits that make them productive, accountable or quality conscious. The important thing is to be able to **identify the existing level of engagement and apply specific strategies for improvement to those elements most destructive to success**. Engagement can be changed and managed by those who are trained and skilled in harnessing the positive force of engagement to drive business success.

Looking at the above five S's as evidence of an engaged environment it will be readily evident where your organisation currently is positioned. If you currently see your group falling short of these ideals the good news is we have programs with a moderate investment that will have your leaders creating followership, earning respect – not demanding it, and have engaged individuals and teams wanting to excel.

The Engagement Audit

The Engagement Audit is a survey designed by Ken Wright Engage4Results and does not measure the behaviours and attitude of an individual. This instrument measures the perception that each person has of their leaders AND the organisation he/she works in. It measures true engagement behaviour and determines whether it supports or undermines the achievement of business goals. Questions are framed such that they **gather information about the external influence that is exerted on individuals and how this affects their decisions and performance within the organisation**.

What are the measurable elements of engagement?

There are a minimum of 5 specific elements of engagement that are measured.

These can be tailored to your organization.

Each element has 8 questions and can have a possible maximum score of 100%.....100% would indicate the absolute best in terms of positive engagement. In general, profile elements with 60% plus indicate positive engagement conditions and the need for an engagement optimisation strategy. Ratings between 50%-60% reveal mid range engagement effectiveness and the need for engagement development strategies. Ratings on elements below 50% show negative engagement conditions and the need for an engagement turnaround strategy.

How is The Engagement Audit© administered?

The Engagement Audit survey questionnaire consists of 60 statements. Each organisational member simply rates his/her agreement with the statement on a scale of 1 to 10.

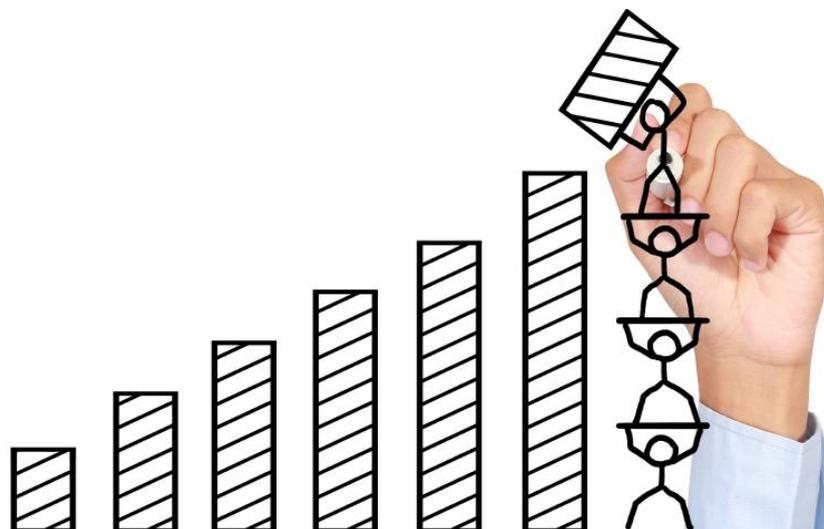
The survey is anonymous; therefore individuals are assured of the confidentiality of their responses. Surveys are coded to allow identification of the department only.

The completed Engagement Audit surveys are collected and forwarded to Engage4Results for analysis and recommendation. The data that is collected from The Engagement Audit surveys are analysed to identify a wide range of positive and negative engagement factors.

A written report is submitted consisting of the company profile and recommendations for areas where change is desirable.

The results of the survey are used to:

1. Diagnose the engagement quotient
2. Establish a baseline engagement profile
3. Formulate an engagement change strategy
4. Confirm and challenge an in-progress change strategy
5. Recommend strategy modifications
6. Evaluate post strategy results and achievements



What do I get?

After compilation and analysis of the completed surveys, you will receive a report comprising graphs showing the elements of the survey and an explanation of the results.

Depending on how the survey was structured you can receive a company engagement quotient and departmental sub engagement quotients.

This report will highlight areas of concern, those where immediate attention is required and those where the engagement is strong and working towards the company goals.

In addition you will receive suggestions as to what might be done to address the needs for engagement change.

What is the investment?

For companies with up to 25 employees the investment is \$500 plus GST.

For companies with 26 to 50 employees the investment is \$1,000 plus GST

Companies with over 50 employees are quoted separately.

Your cheque is sent in with the completed questionnaires.

If Engage4Results Pty Ltd is hired to work on lifting the engagement in your Organisation 50% of the survey cost will be refunded.



How do I get started with the Engagement Audit®?

Simply complete the following order form and send it to Engage4Results.

Scan to : ken@engage4result.com

Ken Wright Engage4Results Pty Ltd

Company _____

Address _____

Contact _____

Position _____

e-mail _____ Phone # _____

Subject : Engagement Audit®

We wish to complete an Engagement Audit on our organisation and request that you immediately dispatch to me at the above address the Engagement Audit questionnaires along with full explanation of how to administer same.

I understand that once completed and returned to Engage4Results that you will analyse the results and report back in writing.

Our organisation employs people.

I understand that the fee for this service is \$550 (inclusive of GST) for up to 25 employees, \$1,100 for 26 to 50 employees and negotiated in larger companies.

Thank you

Name and Signature

Instructions for Administration of the Engagement Audit®

In addition to this set of instructions your Engagement Audit® pack should contain:

- 1 x Company Survey Master Forms (simply copy for as many as you need).
- 1 x Survey Cover note.
- 1 x Return addressed envelope.
- 1 x Explanation of the concept of Engagement Audit®.

Step 1

Make sure that you have all of the above. You should have a survey form for each staff member. If you do not have the right number either request Engage4Results to send you more or simply photocopy as many additional copies as you need.

Step 2

Determine your departmental split and enter the different departments against a code on the cover note table. Senior management is pre-selected as department A. Middle management is pre-selected as department B. You may select any department code for the other departments but all respondents with a similar department code **MUST** operate within that department. Only use as many department codes as you have departments. You do not need to enter a department for every code.

Step 3

Determine the number of respondents for each department and enter that number against each department in the department table on the Cover Note.

Step 4

At the beginning of each survey form you will find a department code matrix. Tick as many Department A codes on separate forms as you have indicated in the number of respondents working in that department. Do the same for Department B and so on until all survey forms have departments ticked.

Step 5

Pass the survey forms out to the various departments and have individuals proceed with the survey. The instructions for the individuals to complete the form are written on the first page of the survey. Please emphasise that this survey must be completed alone and should only take 10 - 15 minutes at the most.

Step 6

Collect the surveys once completed and make sure that you have the same number as you have already indicated on the above table. Complete the additional information needed on the cover note.

Step 7

Place the completed surveys and cover note into the addressed envelope and mail it to the address shown.



Engagement Audit® Return Cover Note

Business Name :

Postal address:

Phone number

Fax number

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Chief Executive Officer:

Type of business:

Departmental classification

Department Code	Department Name	Number of Respondents
A	Senior Management	
B	Middle Management	
C		
D		
E		
F		
G		
H		
I		
Total respondents/surveys returned		

Name of person administering this survey

Date survey completed

Please send this cover note along with all completed surveys to:

Engagement Audit

**Engage4Results Pty Ltd
18 Songbird Court, Buderim
Queensland 4556
Australia**

Thank you, Ken Wright.

Acknowledgement to Ian Harvey, Let's Do It, for his generosity in providing the survey template.