

*Transforming Surveys Into Leadership Tools*



***eepulse***

# Research

- Over 17 years of predictive research with thousands of companies and hundreds of thousands of employees
- Results point to 2 factors that are critical for long-term firm and individual performance, including:

## Two Factors Predict:

Earnings growth

Stock price growth

Firm Survival

360 feedback scores, turnover

**And those two factors are:**

**Sense of Urgency**

**AND**

**Valor**

# Valour

(added U from Urgency to traditional spelling of Valor)

VAL = value, employees feel valued by manager and peers

O = ownership, employees feel sense of ownership in job, company, team


U = urgency, sense of urgency or energy at work

R = rewards, formal and informal

**Research shows that when URGENCY is balanced with other components of Valor, then you win – higher firm performance, higher individual performance, higher engagement ... all equal long-term success**

# Valour Pulse

(recommend every 6 months)

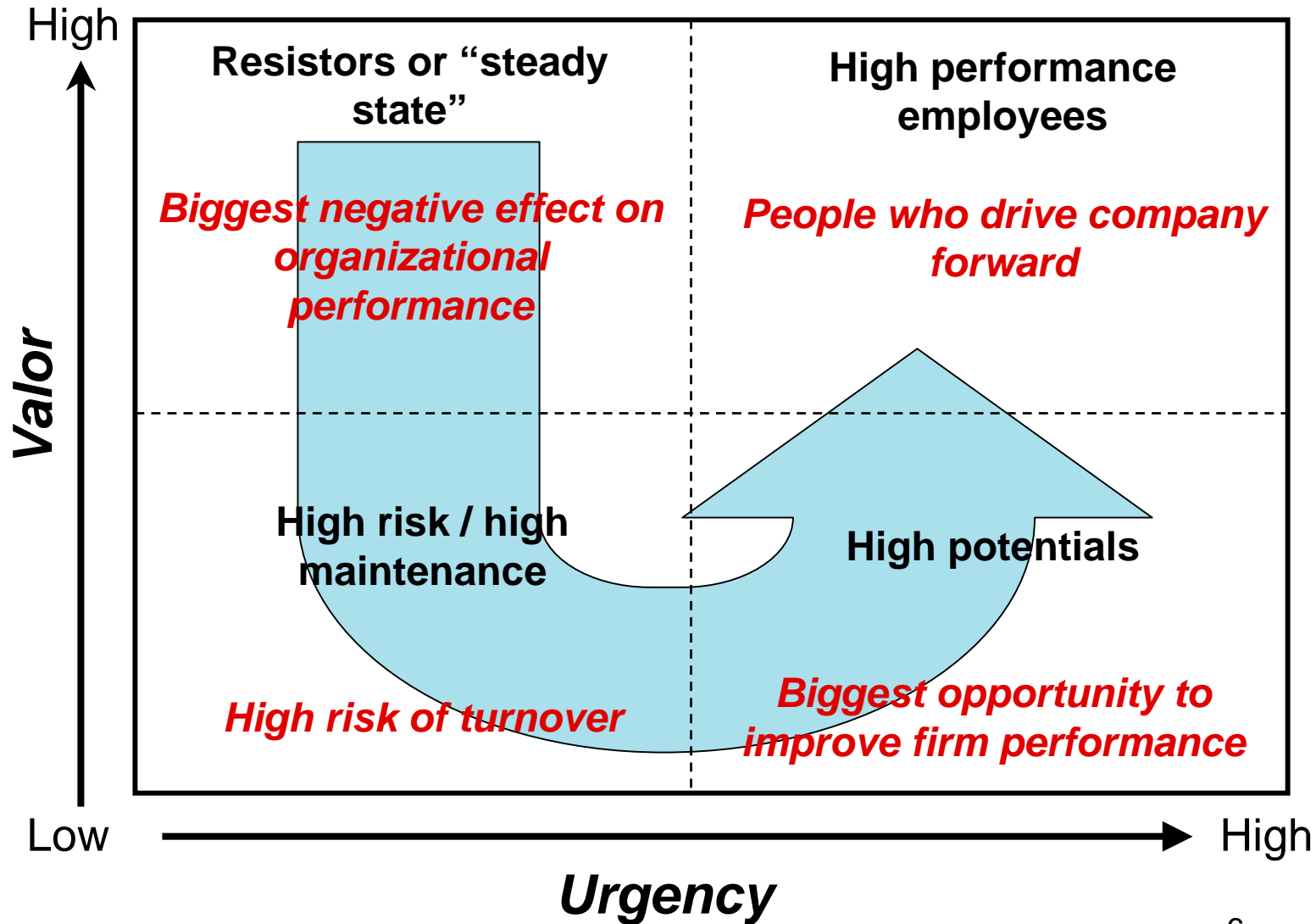
**ValourPulse** 



Please take time to answer the questions below. These questions will be used to assess several aspects of our company's culture. The survey results are sent to eePulse directly, and your individual responses will be completely confidential. Thank you for helping us in this process.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My manager values me as a person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My manager values the work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My co-workers value me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My co-workers value the contributions I make at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My opinions and ideas are valued by people at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My job is very important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I feel like an owner of this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I have the opportunity to learn and develop my self and my skills at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. My work is challenging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I have to perform well in this company to be successful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The pace of work is usually very high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Overall, I feel a high sense of urgency at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I am fairly rewarded for the work I do and the role I play at this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. The company rewards people who are contributors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. My manager recognizes a job well done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Valour Analysis



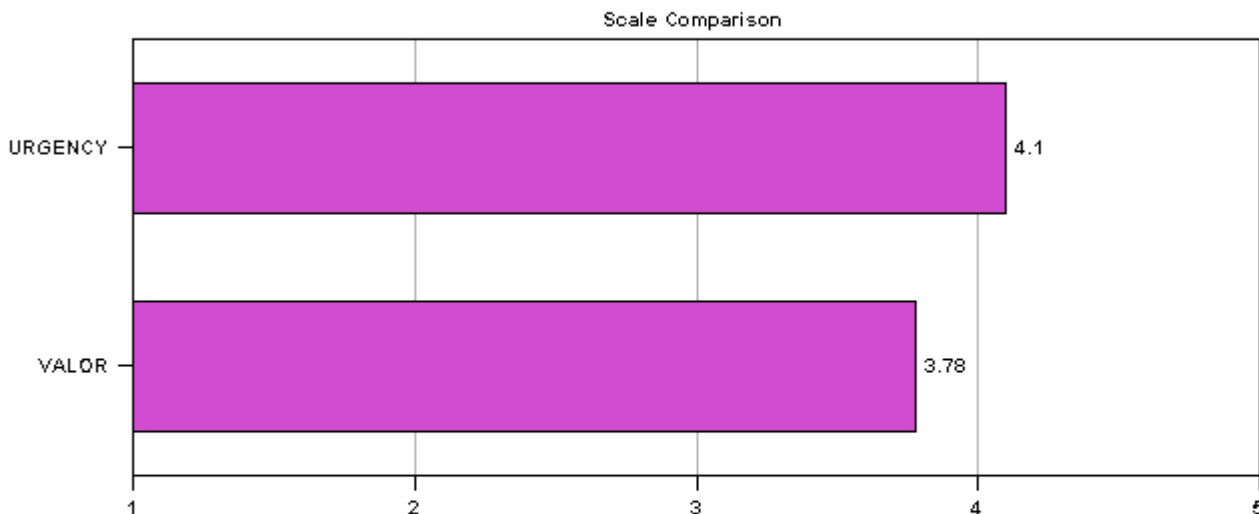
# Sample Valour Pulse report with link to Action Objects

Click on box to right to link to memes



## Scale Comparison

Scale (an average of individual questions that make up a scale)	Mean (SD)
<u>VALOR</u>	3.78 (0.67)
<u>URGENCY</u>	4.10 (0.65)



Urgency

		Low	High		
Valor	High	2%	46%	High	
	Low	28%	24%	Low	
		Low	High		

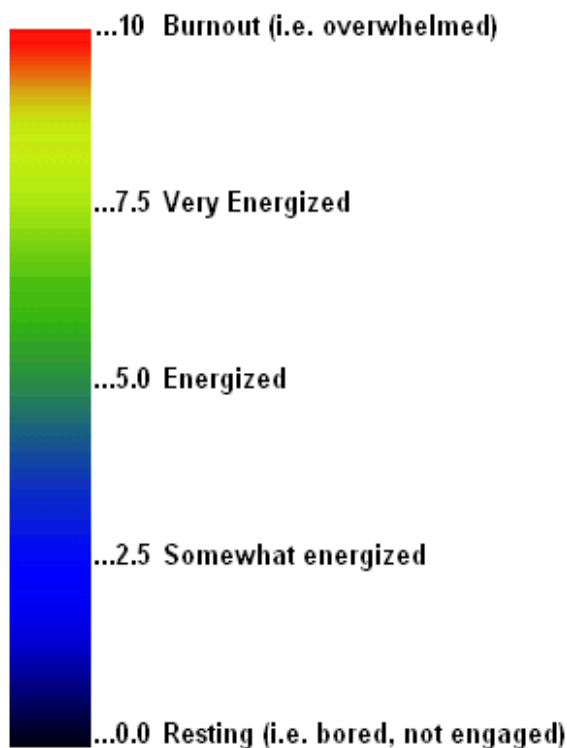
# Link To Energy Pulse

- Measure 'sense of urgency' on a weekly basis (U from valour)
  - Energy Pulse – degree to which you are 'energized' by your job
- Weekly because energy fluctuates
  - You want to optimize energy
- Management takes action based on data
- Managers make employees feel more valued; enhance sense of ownership; employees say process is a reward



# Energy Pulse Scale

Using the 1 to 10 scale below, please rate the degree to which you feel *energized* by your work (your pulse). Think of energy as the degree of motivation you bring to the job. You can respond with any number on the scale from 1 to 10 (it's ok to use decimals such as 5.5).



## PULSE QUESTIONS

1. During the last week, how would you rate your overall Pulse at work? (enter a number from 0 to 10 using Pulse scale on left)

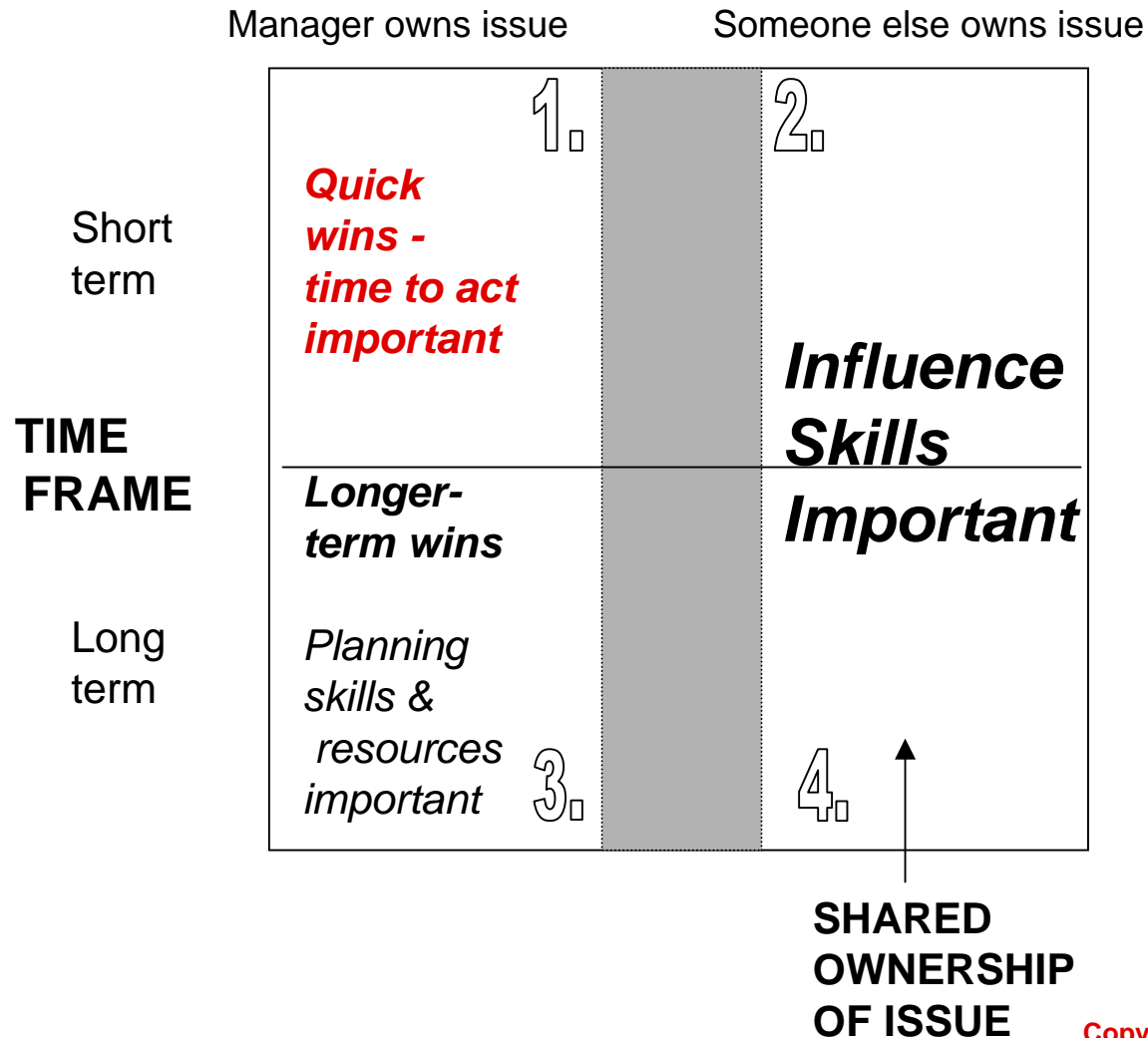
2. During the last week, how would you rate the Pulse of others in your work group? (enter a number from 0 to 10 using Pulse scale on left)

3. Please take time to tell us about factors affecting your work. What things are working well? If there are obstacles getting in your way, let us know. And, if you have suggestions for improvement, please pass on your ideas.

*“Always look for the simple solution”*

# Managers learn to take action and focus on quick wins to build engagement and energy

## ISSUE OWNERSHIP



# Real employee engagement is a continuous process

When employees are engaged, you get “above and beyond” behaviors; those behaviors lead to improved firm performance

These above and beyond behaviors cannot be easily copied by your competition