



## Management Tool #A-19: ☺

### **Reality Check: Is our business a desirable place to work?**

The biggest challenge and most important battle in every business today is the battle to attract, engage, empower and retain talented people in every part of the business. Talented people have choices...and they know it. Use the 10-point Reality Checklist on Page 2 to determine if you're a desirable place to work and to calculate your 'Desirability Score' out of a possible score of 100.

#### **'Are we a desirable place to work?'...the methodology:**

There are two ways that you can use this insightful and important Biz Tool.

1. The 1<sup>st</sup> way is to simply address the 10 'Desirable Place To Work' questions on Page 2 by yourself, or with your managers and supervisors...and hope that you get it right.
2. Or, you can gather insight from a wider group in your business or department. This takes guts, but will deliver much more insight. Here's how to do that:
  - a) First, print a copy of the '**Desirable Place To Work**' checklist (found on Page 2) for each member of your leadership, management and supervisory Team, plus a cross section of your front-line staff. **Tip:** Print it on your business letterhead. We've left room at the top of Page 2 for you to do that.

Distribute the surveys in an envelope with the individual employee's name on it, along with "Please return to \_\_\_\_\_ by \_\_\_\_\_." and fill in the name of a trusted 'Survey Coordinator' for the 'return to' and the date by which you'd like to have them all returned.
  - b) Have them complete the Survey, independently, by scoring each factor from 1 to 10, with 10 being excellent. This will take less than 4 minutes.
  - c) Have everyone return their completed Survey to your 'Survey Coordinator'.
  - d) Have the 'Survey Coordinator' tally the average 'Desirability Score' for each of the 10 items and the average overall 'Total Desirability Score' from all the completed Surveys. Rank the 10 factors in declining order of concern starting with the factor with the lowest 'Desirability Score' and ending with the highest 'Desirability Score'.

Then, analyze the individual scores on each completed Survey sheet and look for similarities and discrepancies in perception and problems in particular areas or departments.

From this analysis will come a series of frank conversations about what needs fixing, doing or improving to become a more desirable place to work. Use the '**Questions To Consider**' on Page 3 to guide those important conversations.

## An employee survey...

### To help us become a more desirable place to work:

We'd like your help in becoming a more desirable place to work. Please complete this Survey, on your own, by scoring each of the factors below from 1 to 10, with 10 being excellent. It will take just 4 minutes. When completed, please place the Survey back in the envelope and return it to the Survey Coordinator named on the envelop. We'll appreciate having this back from you within 3 days.

**Thank you!**

#### The Survey:

1. Is our industry an attractive, interesting and 'in' industry for smart people who want to get ahead and build a career? **Score \_\_\_\_ out of 10.**
2. Are we in a desirable community and location that's attractive and accessible to the people we need? **Score \_\_\_\_ out of 10.**
3. Is our company fair, decent and ethical in a way that makes good people proud to work here? **Score \_\_\_\_ out of 10.**
4. Is our pay and benefit package fair and competitive for the quality of people we need or want to attract, engage and retain? **Score \_\_\_\_ out of 10.**
5. Have we created a welcoming, uplifting, diverse, inclusive, safe and joyful culture with flexible working conditions? Are we responsive to employee concerns? **Score \_\_\_\_ out of 10.**
6. Are there clear and achievable performance expectations and is performance reviewed and discussed regularly, fairly and helpfully? **Score \_\_\_\_ out of 10.**
7. Are our leaders, managers and supervisors capable, effective and fair? Do they coach, grow and empower their team, or do they micro-manage? Do they encourage employee input and ideas, or do they dictate? **Score \_\_\_\_ out of 10.**
8. Do our leaders, managers and supervisors listen intently and respectfully and communicate clearly, kindly and effectively? Are they congruent and consistent in their words and actions? **Score \_\_\_\_ out of 10.**
9. Is there a clear and well communicated Vision for the future of the business and do we offer excellent career growth opportunities for those with the ability and desire to grow? **Score \_\_\_\_ out of 10.**
10. Do we appropriately and fairly acknowledge and reward excellent team and individual performance? And do we deal consistently, quickly and fairly with non-performance? **Score \_\_\_\_ out of 10.**

**Our total 'Desirability Score' out of a possible 100 is \_\_\_\_.**

**Note:** If you would rather **not** identify yourself, leave the 'name' section below blank, but please fill in your Department / Location and the date. 'Thank you'.

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Name:

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Department / Location:

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Date:

**Questions to consider:**

To help you in your 'brave conversations' about what is to be learned from this survey, consider the following questions...and add your own:

- 1.** Are there major discrepancies in the perceptions and 'Desirability Scores' among our leaders, managers and supervisors?
- 2.** Are there major discrepancies in the perceptions and scores between our management and supervisory team and our front-line staff?
- 3.** Are there employment concerns on the part of our front-line staff that are inaccurate, which suggests that we've been ineffective in communicating the desirability of working with us? What might those inaccuracies be and how will we correct this?
- 4.** As leaders, managers and supervisors what do our individual scores tell us about how self-aware we are about what it's like to work here?
- 5.** What do the individual 'Desirability Scores' tell us about what needs fixing, doing and improving in our business to make working here more desirable to top quality leaders, managers, supervisors and front-line people?
- 6.** What do the results of this survey tell us about which of our leaders, managers or supervisors need coaching on how to improve the employment experience they deliver to their team?
- 7.** Are we effective at telling employment candidates about our culture, values, purpose, vision, commitments, expectations and opportunities?
- 8.** What is our 'Employer Brand' (our reputation as a place to work)? What do current and past employees say about us? With 'employment experience' sites like Glassdoor, current and past employees can anonymously rate the pros and cons of working with us and comment on management. Are we listed on Glassdoor and what is our rating?

**Note from Donald Cooper:** What do your answers to the questions above (and additional questions that you create) tell you about what needs fixing, doing or improving? What decisions do you commit to make and what actions do you commit to take? For each action you commit to take, get specific about what will be done, by whom, by when, with what result, measured how, at what cost, rewarded how? And then, who will follow up, at what agreed intervals, to make sure that progress is being made? This is the 'magic formula' for effective implementation!

**Donald Cooper, MBA, CSP, HoF**, has been both a world-class manufacturer and an award-winning retailer. Now, as a Toronto-based international management speaker and coach, he helps business owners and managers rethink, refocus and re-energize their business to sell more, manage smarter, grow their bottom line...and have a life.

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