



## ENGAGING™ PEOPLE Manager Report

TREBIA  
Domestic Sales  
Feb 28, 2019

## LETTER FROM THE CEO



I know that we are all proud of Trebia and our well-earned reputation for providing exceptional products and services. While I am pleased in what we have accomplished over the years, I am always interested in identifying ways we can become even better. To that end, we have launched an employee engagement survey to gather information and input on how well we were doing in our workplace.

This year we are sharing our results with certain members of our management team. With this information also comes responsibility on your part to review the results for your team and complete the necessary action planning items contained in the following pages. And as a reminder, all employee ratings and comments are strictly confidential.

This report contains:

- Overall results for your specific area
- Engagement scores and descriptions
- Detailed response information for all survey items

Thanks to each of you who took the time to participate in the 2018 Employee Engagement Survey.

Sincerely,

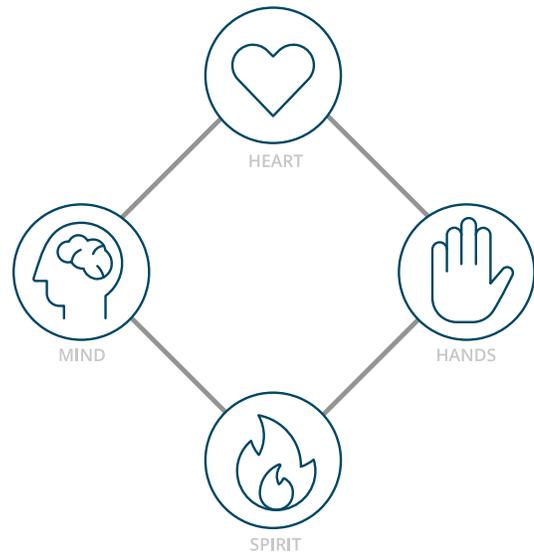
A handwritten signature in black ink, appearing to read "Hannah Barca", written in a cursive style.

Hannah Barca  
CEO

## ENGAGING PEOPLE

The way in which your employees engage in their work is critical to your organization's success. True employee engagement is an emotional state where employees feel passionate, energetic, and committed toward their work. When employees are engaged, they invest more of themselves in their work in order to deliver for your team and the organization. When employees engage, great things happen.

This report contains your team's employee survey results. When employees provide their feedback through organizational survey, they expect to be heard and understood by their leaders. As a manager, you greatly influence many aspects of the work experience. The information in this report presents a unique opportunity for you to understand and improve your team's employee engagement.



### GUIDANCE FOR MANAGERS

**Look for Themes** – As you read through this report, look for themes of strength and opportunity. What is going well? What are the areas that need improvement? Your highest and lowest scoring questions will often help you identify strengths and opportunities.

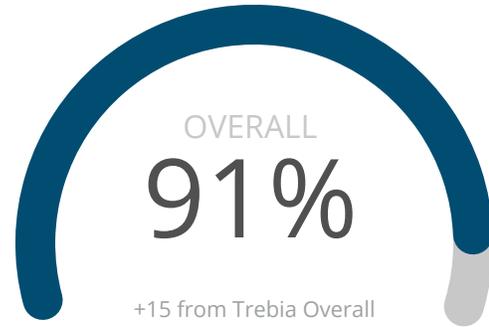
**Be Curious** – Adopt an attitude of curiosity. The feedback from your employees may at times be a little confusing or perhaps difficult to read as the manager of the team. Pay attention to your own emotions. If something in the reports makes you upset, try to move quickly to an attitude of curiosity. Ask yourself questions, like why are my employee's feeling this way? What can I do to help create a more positive experience? Do not try to identify the individuals behind the feedback or plan some form of retaliation.

**Focus on 1 or 2 Areas of Improvement** - The most successful managers work with their teams to identify and prioritize one or two areas to work on at a time. Focusing on too many things will dilute your efforts and lead to frustration. You don't have to do improve every single low scoring area in your team's results, but you should work diligently to improve one or two areas that will have a positive impact on your team's experience.

## OVERALL

The overall score represents a combined percentage of all items on the survey that were responded to favorably (Agree or Strongly Agree) by your team. This is an important number for comparing your team's results to the overall company results, as well as for tracking progress year-over-year. Pay attention throughout the rest of your report for questions that are above or below this average score.

*SCORE CALCULATION: Survey item responses are grouped into the following categories: Favorable (Agree or Strongly Agree), Neutral, and Unfavorable (Disagree or Strongly Disagree). Grouping of item responses allows you to gauge the overall tone and sentiment of your team.*



## PARTICIPATION

Participation is one measure of success for an employee survey. Your participation number tells you how many team members felt taking the survey was a safe and worthwhile investment of their time.



## DIMENSIONS

The survey is comprised of different dimensions (or categories) of questions. Each dimension can help you better understand a different element of the employee experience on your team.

- Favorable
- Neutral
- Unfavorable

### ALL QUESTIONS



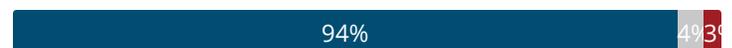
### MY JOB



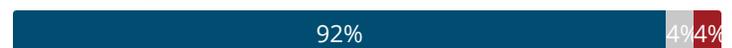
### MY SUPERVISOR



### MY TEAM

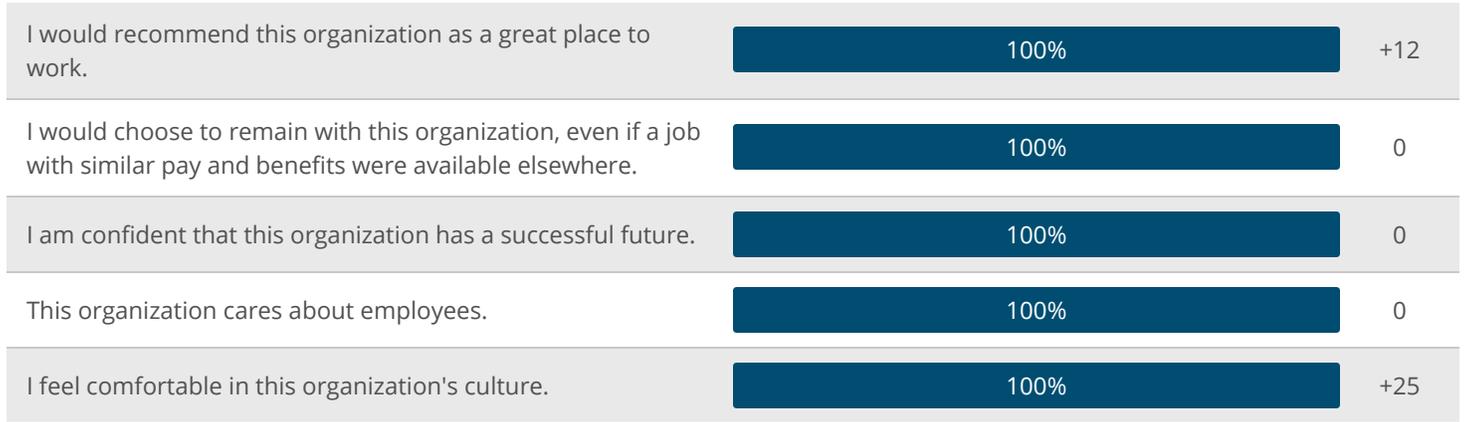


### MY ORGANIZATION



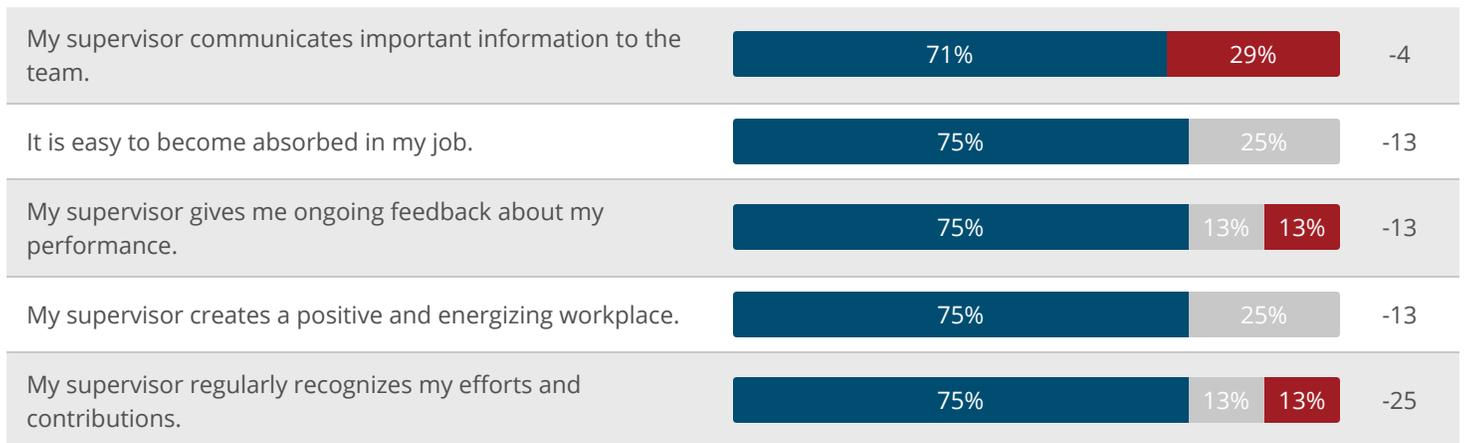
## HIGH SCORES

These are the five survey items across the entire survey with the most favorable responses for your team. Often, these items can help you understand which areas are going well. Consider leveraging these strengths when it comes time to action plan on lower scoring areas. Any change up or down in favorability from the prior survey are listed to the right of the chart.



## LOW SCORES

These are the five survey items across the entire survey with the fewest favorable responses for your team. These items can help you start to understand which areas might require some attention for improvement. Any change up or down in favorability from the prior survey are listed to the right of the chart.



## TEAM ENGAGEMENT

Employee engagement is an emotional state where employees feel passionate, energetic, and committed toward their work. When employees are engaged, they invest more of themselves in the work they do.

Certain survey items, called engagement anchor questions, are designed to measure your team's employee engagement directly. Based on an employee's response to these engagement anchor questions, they are placed into one of four categories of engagement. The chart below shows your team's engagement levels. The overall engagement score combines the two highest engaged groups together.



NOTE: Your team has fewer than 10 employees (or fewer than 10 employees responded to the survey) this page shows the results for Sales, the larger organizational unit to which your team belongs.

## OPPORTUNITIES

As a leader it is important to help the team take strategic action on the survey data. Based on your team's results, the following opportunity areas should be considered for improving engagement on your team.

### Communication

Communication issues are common in most organizations. Employees do not like being surprised by information that comes at the wrong time or through the wrong channel. Low communication scores in organizations can typically be traced back to poor tactical communication—sharing timely information that is useful for employees to do their jobs. Strong organizational communication also reinforces the vision and goals of the organization, give employees a reason to be optimistic for the future, and demonstrates that the organization values its employees.

### Feedback

Most employees have a basic desire to receive feedback about their performance. There are two kinds of feedback: reinforcing feedback and redirecting feedback. Managers should look for opportunities to reinforce good behavior and strong results. Similarly, managers should also actively provide feedback to employees to help them improve their skills and performance. Employees thrive when they have a clear sense of how well they are doing in their work environment.

### Positive Environment

Managers can influence the energy and enthusiasm on their teams in many ways. A manager's own reactions, emotions, and moods often set the tone for the team. Being positive about decisions that are made, explaining why tasks are assigned, providing autonomy and recognition to employees are all positive managerial tactics to help create a positive work environment for your team.

## COMMUNICATION

### THINK ABOUT

- What information are the people on your team missing?
- How often do the people on your team receive critical information through the wrong channel?
- When your team receives important information, where does it come from?
- How do you determine what information to pass on to your team?

### IDEAS FOR ACTION

- Hold regular team meetings to share critical information coming from the organization.
- Reinforce important communication in 1:1 meetings with employees.
- Hold a feedback session with your team to better understand what information they are missing and their preferred methods for receiving communication.
- Provide opportunities to your team to give feedback to the things you communicate.

### MEDIA



The McGurk Effect: It's Not What You Say, It's How You Say It  
<https://employee.xyz/RLX>



Why Poor Communication Can Slow Down Your Team (And How To Avoid It)  
<https://employee.xyz/RLY>



Why Your Meetings Stink—and What to Do About It  
<https://employee.xyz/RLZ>



Made to Stick - Chip Heath  
<https://employee.xyz/RM2>



How to Speak so that People Want to Listen  
<https://employee.xyz/RM3>



Take Control of Your Nonverbal Communication  
<https://employee.xyz/RM4>

## FEEDBACK

### THINK ABOUT

- How often do you provide feedback to help employees better meet expectations?
- Does your company have a formal feedback structure? If so, are you using it?
- How do members of your team react when you give them critical or redirecting feedback?
- Are you familiar with basic best practices on providing feedback in a professional setting?

### IDEAS FOR ACTION

- Hold frequent 1:1 meetings with employees to discuss current workload, provide feedback, and offer support.
- Identify appropriate opportunities to provide in-the-moment feedback on performance.
- Consider informal feedback opportunities, such as taking a walk or getting coffee.
- Set clear expectations for performance.

### MEDIA



Feedback is a Gift... or is it?  
<https://employee.xyz/RMn>



A Better Way To Give Feedback  
<https://employee.xyz/RMp>



Employee Feedback Is Only Effective If It's Done Right. Here's How to Make Sure It Lands.  
<https://employee.xyz/RMq>



The Science of Receiving Feedback:  
Sheila Heen  
<https://employee.xyz/RMr>

## POSITIVE ENVIRONMENT

### THINK ABOUT

- What do you do to get people excited about their work?
- Are you a source of energy for your team?
- What personal skills or tools do you have that can help motivate others?
- Which team members have a positive impact on the energy of the team? How can you learn from their example?

### IDEAS FOR ACTION

- Take time with each team member to learn what motivates them.
- Plan some tasks or projects on your team with a focus on creating energy.
- Provide greater context when assigning tasks and projects to your team. Help them see the purpose behind the work.
- Provide challenging assignments to team members that align with their career goals.

### MEDIA



Creating a Positive Workplace Culture  
<https://employee.xyz/RMQ>



How to start changing an unhealthy work environment | Glenn D. Rolfsen | TEDxOslo  
<https://employee.xyz/RMR>



How To Create A Positive Workplace Culture  
<https://employee.xyz/RMS>

## ENGAGEMENT **MAGIC**<sup>®</sup>

While many factors contribute to a satisfying workplace experience, certain elements are required to build true employee engagement. These elements are found in the Engagement MAGIC model below. Strong managers ensure that members of their team experience healthy amounts of meaning, autonomy, growth, impact, and connection in their work.

100%

### Meaning

My job provides me with a sense of meaning and purpose.

88%

### Autonomy

I have the freedom to choose how to best perform my job.

88%

### Growth

I feel challenged and stretched in my job in a way that results in personal growth.

100%

### Impact

Most days, I feel like I am making progress on important work projects or initiatives.

100%

### Connection

I enjoy the day-to-day work I perform.

#### LEARN MORE

Want to learn more about ENGAGEMENT MAGIC and the employee experience you are creating for your team? Learn more at: [www.decisionwise.com/engaging-people](http://www.decisionwise.com/engaging-people)

## WHAT'S NEXT

Understanding your survey results and taking meaningful action as a team builds trust, unity, and employee engagement. Do not try to take action alone. Involve others in the process to build buy-in and benefit from others' energy and ideas. The steps below outline a simple but effective process for sharing your results with your team and involving them in your team's engagement efforts.



### Review the results

- Pay attention to the engagement score, high and low scores, and comparisons to the rest of the company
- Identify what you and your team are doing well
- Identify the parts of your team's experience you would like to improve



### Share the results with your team

- Schedule a meeting to share the results of the survey with your team
- Share survey results openly; look for underlying causes to issues
- Create a safe environment where people feel comfortable expressing thoughts and opinions
- Ask questions that invite clarification and exploration



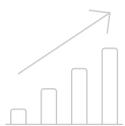
### Prioritize opportunities and Create Goals

- Identify action steps that will make a positive difference for your team
- Do not attempt to solve all problems at the same time or take on too much
- Create 1 or 2 goals that address areas you are trying to improve
- Identify effective ways to measure progress and success



### Take Action

- Involve your team in carrying out action plans; Improvement efforts will be more successful if they are shared as a team;
- Communicate with the team as actions are taken



### Evaluate and Optimize

- Meet regularly with your team to discuss progress, make adjustments, and celebrate successes
- Review team progress toward goals
- Make adjustments to your action plans as needed

## APPENDIX

Survey item responses are grouped into the following categories: Favorable (Agree or Strongly Agree), Neutral, and Unfavorable (Disagree or Strongly Disagree). Grouping of item responses allows you to gauge the overall tone and sentiment of your team.

5 or more points above comparison score ■  
5 or more points below comparison score ■

| ITEM   | FAVORABLE | NEUTRAL | UNFAVORABLE | DIFFERENCE FROM TREBIA OVERALL | CHANGE FROM 2017 |
|--|-----------|---------|-------------|--------------------------------|------------------|
| I have the tools and resources I need to do my job well.                               | 86%       | 14%     | 0%          | 5                              | -14              |
| I have received the training I need to do my job well.                                 | 88%       | 13%     | 0%          | 12                             | -12              |
| The amount of work I am expected to do is reasonable.                                  | 100%      | 0%      | 0%          | 27                             | 0                |
| I have the freedom to choose how to best perform my job.                               | 88%       | 0%      | 13%         | 8                              | -12              |
| I feel that I can share my ideas and opinions without fear of negative consequences.   | 88%       | 13%     | 0%          | 19                             | -12              |
| I feel challenged and stretched in my job in a way that results in personal growth.    | 88%       | 13%     | 0%          | 21                             | 13               |
| Most days, I feel like I am making progress on important work projects or initiatives. | 100%      | 0%      | 0%          | 20                             | 25               |
| The level of stress in my job is manageable.   | 100%      | 0%      | 0%          | 31                             | 12               |
| I enjoy the day-to-day work I perform.   | 100%      | 0%      | 0%          | 19                             | 12               |
| My job provides me with a sense of meaning and purpose.                                | 100%      | 0%      | 0%          | 23                             | 12               |
| It is easy to become absorbed in my job.   | 75%       | 25%     | 0%          | -3                             | -13              |
| My work is valued by this organization.  | 100%      | 0%      | 0%          | 30                             | 25               |
| Most days, I look forward to coming to work.   | 100%      | 0%      | 0%          | 25                             | 0                |
| Overall, I love my job.  | 100%      | 0%      | 0%          | 27                             | 0                |
| My supervisor communicates important information to the team.                          | 71%       | 0%      | 29%         | -3                             | -4               |
| I clearly understand what my supervisor expects of me.                                 | 88%       | 0%      | 13%         | 11                             | -12              |
| My supervisor gives me ongoing feedback about my performance.                          | 75%       | 13%     | 13%         | 12                             | -13              |
| My supervisor treats people with fairness and respect.                                 | 88%       | 0%      | 13%         | 9                              | 13               |
| My supervisor creates a positive and energizing workplace.                             | 75%       | 25%     | 0%          | 8                              | -13              |
| My supervisor helps me align my own goals with the work that I do.                     | 88%       | 13%     | 0%          | 5                              | -12              |
| My supervisor empowers me to get my work done in the way I see best.                   | 88%       | 13%     | 0%          | 0                              | -12              |
| My supervisor regularly recognizes my efforts and contributions.                       | 75%       | 13%     | 13%         | 4                              | -25              |
| My supervisor supports my efforts to develop and grow.                                 | 75%       | 25%     | 0%          | -4                             | -13              |
| I trust my supervisor.   | 88%       | 13%     | 0%          | 11                             | 13               |
| My supervisor cares about me as a person.  | 100%      | 0%      | 0%          | 10                             | 0                |
| The people I work with treat me with respect.  | 100%      | 0%      | 0%          | 14                             | 0                |
| The people on my team collaborate and help each other.                                 | 100%      | 0%      | 0%          | 15                             | 0                |

|  |      |     |     |    |     |
|--|------|-----|-----|----|-----|
| The people I work with take accountability for results.  | 88%  | 13% | 0%  | 12 | -12 |
| We listen to and value each others' thoughts and opinions.   | 100% | 0%  | 0%  | 21 | 0   |
| I am empowered to make improvements within our team.   | 75%  | 13% | 13% | 2  | 0   |
| Our team openly shares innovative and creative ideas with each other.  | 100% | 0%  | 0%  | 21 | 0   |
| As a team, we help each other improve.   | 100% | 0%  | 0%  | 15 | 0   |
| I see a clear link between our team's efforts and the success of the organization.                                     | 75%  | 13% | 13% | -4 | -25 |
| I enjoy working with the people on my team.  | 100% | 0%  | 0%  | 11 | 12  |
| Our team is proud of the work we do.   | 100% | 0%  | 0%  | 26 | 12  |
| We work effectively across departments and functions.  | 75%  | 13% | 13% | 21 | -25 |
| I understand the vision and goals of this organization.  | 88%  | 0%  | 13% | 0  | -12 |
| The vision and goals of this organization are important to me personally.  | 100% | 0%  | 0%  | 13 | 12  |
| I understand how my work contributes to the overall success of this organization.                                      | 100% | 0%  | 0%  | 7  | 0   |
| I am satisfied with the opportunities for my own professional growth in this organization.                             | 75%  | 25% | 0%  | 13 | -13 |
| I feel like I belong here.   | 100% | 0%  | 0%  | 24 | 12  |
| This organization communicates effectively with all employees about what is going on.                                  | 75%  | 13% | 13% | 21 | -13 |
| This organization values employee input, feedback, and suggestions.  | 88%  | 13% | 0%  | 22 | 13  |
| Senior leaders have a clear understanding of what is going on in the organization.                                     | 88%  | 0%  | 13% | 27 | 13  |
| This organization trusts their employees to do their jobs.   | 100% | 0%  | 0%  | 18 | 12  |
| This organization is responsive to ideas and suggestions for improvement.  | 88%  | 0%  | 13% | 28 | 13  |
| I feel comfortable in this organization's culture.   | 100% | 0%  | 0%  | 47 | 25  |
| This organization cares about employees.   | 100% | 0%  | 0%  | 14 | 0   |
| I am confident that this organization has a successful future.   | 100% | 0%  | 0%  | 6  | 0   |
| I would choose to remain with this organization, even if a job with similar pay and benefits were available elsewhere. | 100% | 0%  | 0%  | 24 | 0   |
| I would recommend this organization as a great place to work.  | 100% | 0%  | 0%  | 22 | 12  |

## COMMENTS

### What are the areas that need the most improvement in our organization?

I think the company's vision is good, but there is a lack of clarity to the strategy being implemented to get there. Also a lack of accountability. I haven't seen a successful new product launch in several years and from my view it's a lack of buy in from the sales team in the process. This is definitely a SALES DRIVEN organization, all other departments are secondary. I think this should be a CUSTOMER Driven organization. I want to know what we makes is 100% compliant and even if it is, being asked not to divulge specifics like this limits discussions in teams and gives off an impression of mistrust.

Allowed access and accurate information to do my job. Each area of the company work together as new systems are set up.

Opportunities for advancement.

More pertinent information could be provided in certain circumstances to enable me to do my job in a more effective manner.

### What are the greatest strengths of our organization?

PEOPLE are the strength. How people are treated is a strength. Sample Company knows how to throw a party, how to reward employees (benefits, flexibility, culture, atmosphere). Everything said above are ways to improve, because every organization and person can always continuously improve. I think RNS is a gold mine of value. The expertise and reputation they bring is amazing. And our Marketing team leverages this and communicates this very well. Also providing resources is a strength. Sample Company will not fail due to lack of investment in resources. SAP, Capacity, Employees, Inventory... all have been invested in. But one's greatest strength can turn into a weakness. We need more accountability and management of these resources. SAP will pay back 10 fold if we use it to manage our business, it will be a drain if it's just a data depository. Capacity is great if you ll it, a drain if it sits idle. growing MRP/Supply Chain to 5 or 6 people may be worth it if we save money/lower costs/manage inventories/improve customer satisfaction... but how are we measuring if that is happening?

The people. How the company treats the employees and the customers.

Sample Company really cares about their employees.

I believe that the one of the greatest strengths is the corporate culture at Sample Company. I believe that all employees work together well and respect one another. I also believe that most employees strive to do their best so they are successful and so that the company is also successful.