



THESE **QUESTIONS**
ARE **RUINING** YOUR
EMPLOYEE ENGAGEMENT SURVEY

STOP ASKING THESE QUESTIONS ON YOUR EMPLOYEE ENGAGEMENT SURVEY

If your organization conducts employee engagement surveys, there's something you really need to know:

Never ask a question you don't know how to fix.

Sounds simple, right? Well, some of the most common engagement survey questions violate this simple rule (and one of your survey questions might be on this list).

Every survey question you ask implies a promise that you're going to take action based on the answer you get. And if you break that promise, things will get ugly.

If you don't know exactly what actions will fix a situation, don't ask a question about it until you do.

Otherwise, you're setting the stage for employees to doubt your leadership capabilities.

Mark Murphy
Founder of Leadership IQ



It'll be like: *"Gee, the boss asked how we felt about XYZ, we all said lousy, and then they did nothing about it..."*

Now everyone will say, *"Well of course, we would never ask a question I can't fix."*

But some of the most common survey questions are some of the worst offenders of this rule:

- I have great friends at work
- The leaders of my company know what they're doing
- My boss cares about me as a person
- I trust my boss

These don't seem like terrible questions, right? Well, they seem okay until you ask yourself,

"How would I fix a low score on one of these questions?"

Let's say you get low scores on those questions.

Obviously, you now need to do something about it.

Take a simple question like, "I trust my boss."

Do you know specifically what causes the typical employees to trust the boss? How about what specifically causes your unique employees to trust the boss?

You could instruct your managers to be more honest with their employees. Or share more good news. Or share more bad news. Or you could make them conduct a one-on-one conversation with each employee.

All of those sound pretty good, right?

The problem is that you have no idea which one of those actions your employees were talking about when they said that they have trust issues with their boss.

And because you don't know which one is right, you're probably going to guess wrong. And then the employees will feel like you've done nothing to address their specific issue.

Instead of a vague question like "I trust my boss," try asking a question like:

"When I share my work problems with my direct leader, they respond constructively."

Now that's a question that can be easily worked on. If you get a low score on that question, you could teach managers how to fix this in a day (and your employee engagement will skyrocket).

But if you just ask vaguely about whether employees trust their boss, you could be wandering in the darkness for months.

This logic applies to every single question on your survey.

Take another question like, "I have great friends at work."

Low scores on this question don't teach you exactly what steps you need to take to fix the issue. Social networking might improve friendships, but so might more face-to-face time.

We could show you regression analyses from companies where friendships are better when people have lots of autonomy (and are left alone).

But we could also show you regression analyses from totally different companies where friendships are better when employees have lots of face-to-face teamwork and collaboration.

How can you possibly know what improvement actions you're supposed to take based on a vague question about whether people have great friends at work?

And if you don't know exactly what actions you

need to take to build better friendships, you shouldn't ask the question.

If you ask a question, and you don't do anything with the answer, you're breaking a promise to your employees. And that will really make them angry.

It's not good enough to be able to guess what might work; you have to know with complete certainty what you will do. If you don't have a definitive answer, the survey question could cause you real trouble and needs to be dropped.

To judge the effectiveness of your current survey, take every single question and ask yourself:
"Do I know exactly what actions will fix this issue?"

On our **Leadership IQ Employee Engagement Survey**, every question asked includes a clear path of action.

So if you discover an area you need to fix, you'll immediately know what needs to be done.

We'll never ask employees if they trust their boss. However, we will ask if the boss responds constructively when presented with work related problems.

We'll never ask employees if they have a good friend at work. However, we will ask if the employee can successfully deliver constructive feedback to their coworkers.

We'll never ask employees if the leaders of the company know what they're doing. However, we will ask if leaders are delivering constructive feedback that helps employees to improve their performance.

Our Leadership IQ Employee Engagement Survey questions have the solutions built right in.

For example, we'll ask questions like:

- ⇒ In my workgroup, we discuss ways to prevent errors from happening again.
- ⇒ I understand what actions I need to take in order to be successful in my career.
- ⇒ My direct leader has clearly defined what behaviors are necessary to achieve success here.
- ⇒ I know exactly what actions I should undertake to fulfill ABC's strategy & vision.
- ⇒ Constructive feedback from my direct leader has helped me to improve my performance.

Our advanced survey science is the tool you need to make an impact with your engagement survey.

78% of employee engagement surveys are failing to improve levels of employee engagement! That means that your survey investment was wasted.

But with Leadership IQ's Employee Engagement Survey, you will achieve immediate improvements in employee engagement!


To learn more about the Leadership IQ Employee Engagement Survey, please contact:

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EMPLOYEE ENGAGEMENT SURVEY

The most **actionable and practical survey questions**, the most **advanced statistics**, and **training for your managers**, so that you will see **fast improvements in your employee engagement!**



Transparency	17	13	16	15
Engagement	15	13	14	12
Employee Voice	12	10	11	10
Flexibility	18	15	16	14
Flexibility/Innovation	11	10	11	10
Score	14	15	16	14

HERE'S A QUICK OVERVIEW OF OUR APPROACH TO EMPLOYEE ENGAGEMENT SURVEYS...

5-POINT SCALES **DON'T WORK**

The 5-point survey scale doesn't work for employee engagement surveys. Employees who really hate their workplace have quit already. So a 5-point scale survey pool is positively biased— you'll never get as many people rating a 1 as you will a 5. Leadership IQ's 7-point scale broadens the spectrum and provides statistically-valid and easily trackable survey results that let you know what your employees are really thinking



DON'T AIM FOR MEDIOCRITY

Overall, I am Satisfied with my Job
Overall, I am Satisfied with this Organization

SATISFIED

I'll Give 0% & Tell Everyone How bad it is here

I'll Give 100% and Tell Everyone How Great it is Here.

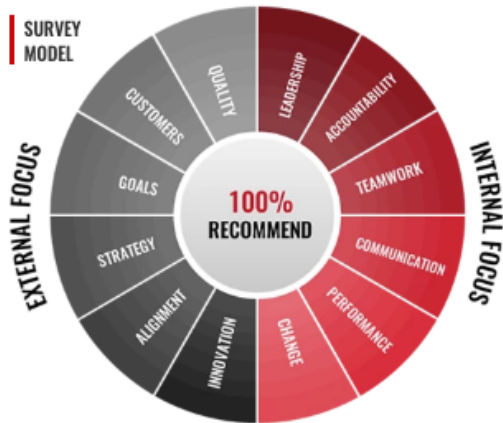
WE WON'T ASK EMPLOYEES IF THEY'RE "**SATISFIED**"

Almost every employee survey includes a version of the statement "Overall, I am satisfied with company X." All this really says is, "I'm satisfied" and what real help is that? Our survey questions let you know if employees are deeply fulfilled and committed to your goals, if they are willing to drip blood, sweat, and tears for the organization. And if not, what it will take to provide the life-altering fulfillment that makes them want to give that kind of 100% effort.

CEOs LOVE MULTIPLE REGRESSION ANALYSIS

We use an advanced statistical technique called Stepwise Multiple Regression that analyzes all your survey questions to discover which 3-5 issues will immediately improve engagement. Without this analysis, you can miss what's truly motivating your employees. And CEOs love the regression analysis because it eliminates guessing and wasted time, and gives an immediately actionable improvement plan that's unique to your organization. Have your scores been flat year over year? Multiple regression precisely forecasts which questions will give you an immediate statistical jump in employee engagement scores.





NEVER ASK QUESTIONS YOU CAN'T FIX

Every survey question you ask implies a promise that you're going to do something positive to fix what's 'broken'. And if you don't act, you can kiss employee morale goodbye. The questions asked by the Hundred Percenter Index challenges employees to share specific and intelligent solutions to the problems they face. Every question we asks shows a clear Path To Action so you can take immediate steps to correct any issue on your employee engagement survey.

YOU ONLY HAVE 28 DAYS

We deliver the feedback to your leadership team that quickly. The results of your employee survey have an expiration date, and the three, four, or even five months most companies wait only worsens morale. You've got about 28 days. You don't have to have every single regression run and every departmental data set completed, but you must let folks know that the initial report and analysis have been received and that there's a schedule for meetings where every employee can see or hear the results. Don't ever let your survey provider tell you it takes months to process the data; it doesn't.

YOU'VE ONLY GOT 28 DAYS

SURVEY PHASE	TRIMMING PHASE	COMMUNICATION PHASE	ACTION PHASE
Survey Design	2+days For Managers	Executive Feedback	Organization
Survey Design	> Interpret Data	> Open Forums	> Cultural Standards
Survey Design	> Create Action Plans	> Scripted Communications	> Hiring for Attitude
	> Communicating Results	Manager Feedback	Executive
	> Setting Expectations	> Thank Your Script	> Employee Forums
	> Being Constructive	> Accountability Script	> Accountability Grid
	> Engaging HP		Executive
	> Maximizing MP		> Shoves & Tugs
	> Managing Bad Attitudes		> Talent Terrors
	> Hiring for Attitude		> Grand Rounds

WHAT ARE THE CHARACTERISTICS OF EMPLOYEES WHO HAVE SUCCESSFUL CAREERS HERE?



WE USE ADVANCED DATA MINING

Leadership IQ uses advanced data mining, which links survey data to your HR demographics to identify highly specific pockets of low or high engagement that require extra attention. With the use of a unique identifier (e.g., email address or employee ID), Leadership IQ can break out your data by Organizational level (such as unit, division, department or location) or Individual characteristics (including age, gender, tenure, hours worked, distance from office and more).