ennova®

EMPLOYEE ENGAGEMENT SURVEYS • ACT UPON KNOWLEDGE

References from our clients

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# Introduction

Ennova conducts some of the most advanced employee engagement surveys in the world. Supported by a solid list of references, we are considered one of the leaders in our field in Scandinavia. During the last 20 years we have developed a unique set of skills conducting surveys and advising our clients in the work of ongoing improvement. In addition to conducting surveys for some of the largest companies in Northern Europe, Ennova annually conducts a global benchmark survey called European Employee Index. Competent advisory boards consisting of leading HR researchers and HR managers each year contribute to the selection of themes that are subsequently covered by the survey.

# Ennova

Value creation • Customer focus • Innovation • Competence • Engagement

# Why Ennova?

## Value creation

The true value of a survey is based on the need for valid information to drive progress and effectiveness - creating value to your organisation through scientific research methods. To Ennova, value creation means delivering more than basic statistics and frequency tables: it means taking analysis to the next level. Our methods help management as well as HR departments to address the following issues:

- **Identifying factors that create employee engagement**
  Enabling you to find and prioritise focus areas that improve employee engagement
- **Early warning**
  Enabling you to identify potential problems concerning your workforce in time to act
- **Identifying changes in workforce perception**
  Enabling you to detect and act on changes in employee engagement
- **Evaluating improvement initiatives**
  Reflecting and improving choices made

Ennova applies a unique, advanced statistical analysis which makes full use of the data collected in your organisation. By preparing statistically valid recommendations for improvements, your organisation will be equipped to efficiently increase employee engagement in each organisational unit, irrespective of size (individually-based statistical identification of preferences).

## Customer focus

Delivering basic question design and a wide spread of statistics is not the sole answer to an effective survey design.

When we emphasise the need for customer focus we truly believe that our clients' needs should be met individually. Our survey design includes a number of comparisons, where the coupling of several factors affecting employee engagement provides a level of insight which cannot be achieved by trivially reporting average scores.

- Imagine a supplier who designs reports and presentations to match your precise requirements!
- Someone who guides you to a successful survey by introducing new analytical angles!
- A supplier who, survey upon survey, helps your organisation to uncover valuable initiatives!
- A supplier who works with you using a flexible and scalable IT-platform!
- Someone who always dedicates appropriate resources to your project!

## Innovation

Ennova thrives on being at the front-line of survey research, always exploring new areas of interest.

- What will it save your organisation to raise engagement by 1%?
- What defines organisational effectiveness and how do you achieve it?
- How do you foresee the leadership capability gaps that obstruct your strategy?

As de facto standard, Ennova has competent methods and tools to handle intelligent reporting and benchmarking in complex matrix organisations, both cross-functionally and in hierarchical order. Ennova has helped a wide range of companies within various industries to improve organisational efficiency. For example, Ennova has researched the link between absenteeism and employee engagement, revealing its direct effect on organisational costs.

This is what innovation means to Ennova. Innovation that pushes our clients forward, providing you with measurable business advantages.

## Competence

Basing an Employee Engagement Survey on a basic IT system alone is not the right solution. Conducting valid surveys requires strong competencies, experience and knowhow, all of which are at the heart of our business. Ennova's employees are experts within project management, communication, analysis and advice – all of which are relevant to employee engagement surveys.

Our high customer satisfaction is closely linked to the way we assign people to work with you in your survey. Matching the right personalities and competencies is the key to a successful cooperation.

Ennova's analytical solutions are based on the latest research results from acknowledged universities in Denmark and abroad. We regularly publish articles in leading international journals and conduct presentations at conferences on performance measurement and management.

## Engagement - The right people for the job

Customer service and the quality of our products have always been key to our success. Our employees are highly dedicated to meeting our clients needs.

Customer focus is a responsibility carried out with professional pride and unparalleled flexibility. Being helpful and flexible has carried Ennova far in this business, and we believe in an informal team-oriented effort to deliver the most valuable solutions to our customers. Continuous improvement is essential to our clients as well as ourselves and this is why we evaluate every project closely upon completion. Evolving as individuals as well as business partners is at the heart of a successful business, and we believe in it so strongly that we have integrated it into our process.

# The Employee Engagement Concept

The Motivation, Satisfaction, Commitment and Retention of our client's employees are measured on the basis of a comprehensive model known as the Employee Engagement Model. The uniquely developed concept reveals how various drivers affect employee engagement.

# Ennova Engagement Model®

## Employee Engagement - how is it measured?

As the model shows, Engagement is the personal formula that each employee uses to compare their experiences at work with their expectations of working life. The Ennova Engagement Model® provides the answers to what it means to be motivated and satisfied at work, and how that affects our behaviour. Employee job motivation, satisfaction, commitment and retention are the result of a number of factors related to the employees' perception of the job and the workplace. As the model explains, these factors are grouped into seven drivers, based on valid human resource theory* and more than ten years of extensive global surveying. The drivers work as »levers« which the organisation and the individual manager can »operate« in order to improve employee engagement.

## Motivation

Motivation is primarily developed during working hours and expresses the feelings that employees attach to, or experience, when performing their job. Motivation represents a more fleeting state of mind than satisfaction and may therefore vary from day to day or even from task to task. Motivation greatly affects the Commitment of an employee and has a positive effect on absenteeism.

## Satisfaction

Satisfaction is primarily developed during working hours, but may also arise outside working hours and reflects a sense of belonging to the job and to the company. Satisfaction arises when employees compare their ideas of a good working life with the situation they have achieved in their present job. Satisfaction represents a high degree of clarity about the job and is closely related to the degree of retention exhibited by employees.

## Commitment

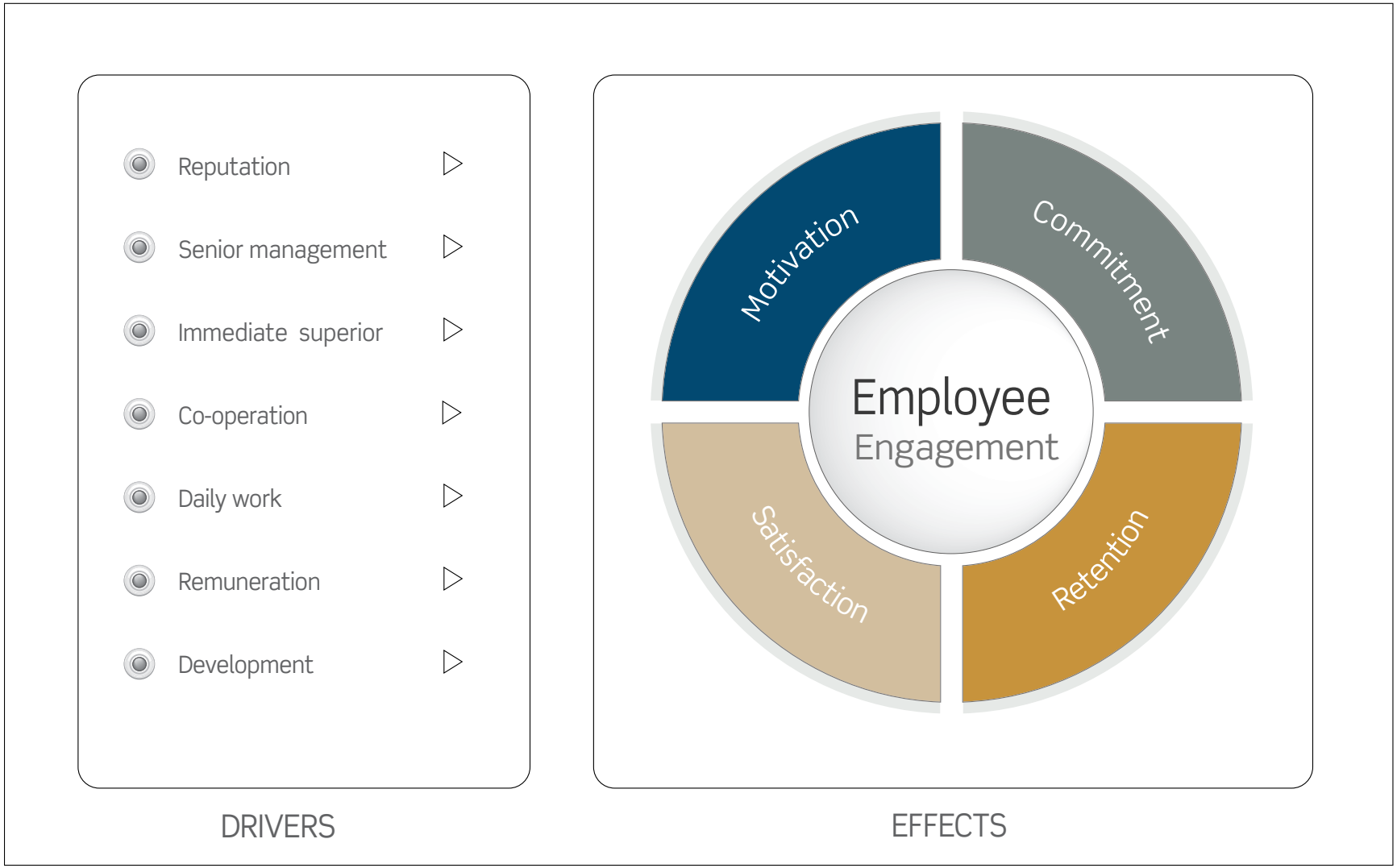
Commitment is primarily displayed during working hours and constitutes the efforts that employees make over and above the formal requirements or expectations that the organisation may have of the performance of their work tasks. Commitment may vary – also in the short term.

## Retention

Retention represents behaviour primarily displayed outside the work place. Retention represents the highest degree of affiliation that employees can have with their place of work.
A consequence of low retention is that the employee will leave his or her job.

The development of the seven drivers and the concept of employee engagement is based on our work with the European Employee Index and is deeply embedded in all our surveys. We continuously improve our methods, and act on the knowledge we acquire from working with a wide range of companies.

*For more information on engagement survey theory, please visit www.ennovaconsulting.com




The engagement model has been tested worldwide as a theoretical and empirically aligned model for measuring employee engagement. The model has time and time again proved its ability to provide a reliable and valid measurement result.

# We take you from A-Z

## Planning

With extensive experience of handling large-scale engagement surveys, Ennova has developed a set of processes and IT tools specifically designed to support you in conducting your engagement survey. In cooperation with your appointed project team, Ennova draws up a survey plan that meets your needs for developing your questionnaire, mapping your organisational structure, deciding on when and how to collect the data, and determining how to analyse and report the survey results back to your company. Ennova helps all the way from A-Z. Be it designing the right communication plan or planning the necessary follow-up work, Ennova has the knowhow and experience to help you to cross the finish line.

## Model and questionnaire design

Engagement survey design is based on the Employee Engagement Model® or a unique model tailored for your organisation by our consultants. Our consultants have extensive experience from research design and, through workshops with key stakeholders or through review of your existing research design, we will be able to help you in creating relevant questions and key performance indicators (KPIs) for your organisation.

## Mapping organisational structure

Mapping your organisational structure is a critical step in any survey.
To do so, Ennova has developed an IT tool called Organizer which enables us to guide you through the mapping process. Data from your HR system can be imported easily into our system. The organisational hierarchy and matrix structures determine which answers will be included in each report; which of your managers will be assessed; and which reports will be prepared. During this process Ennova helps you to avoid the pitfalls common to engagement surveys.

## Data collection

Ennova takes full responsibility for your data collection. We have integrated the Organizer tool with a collection module, making it possible for you to follow the data collection with response rates for all units in your company. Moreover, we make sure that all appropriate communication is in place - from the initial invitations to participate in the survey to sending out reminders to employees who have not yet responded. We handle both electronic and postal data collection making the logistics easy for you. Ennova is a long-time member of ESOMAR, ensuring quality throughout our data collection processes. Our methods and systems guarantee absolute anonymity to participants involved in the surveys.

## Analysis and reporting

Ennova provides an in-depth analysis of the collected data in order to identify the different aspects of your employees' engagement and the drivers which most effectively improve Motivation, Satisfaction, Commitment and Retention throughout the entire organisation. The aim is to give each manager in your organisation an accurate description of the results from the engagement survey. Senior managers will receive a report which focuses on strategic information, whereas line managers at the lowest level will receive reports that serve as a tool for each manager in his or her efforts to achieve improvements.
More importantly, the most effective drivers may vary from unit to unit, and our analysis reflects this. Variation in unit type and employee preferences calls for different recommendations in the reports.

## Result distribution and presentation

Ennova always presents the results to the HR department first in order to prepare them for the upcoming process as all managers gain access to the results. With extensive experience in the field of analysis and reporting, Ennova can also provide guidance to management concerning the understanding and presentation of the survey results.

When it is time to roll out the results to the rest of the company, we ensure that full overviews of all relevant material are distributed to the appropriate managers. Managerial access and distribution to specific individuals is controlled through an online download centre. This allows managers to download their own reports along with a ready-to-go presentation of their results

## Action planning and improvement activities

After distributing the results, it is time to take action. Ennova offers the option to integrate the process of drawing up action plans into our Organizer tool. This enables managers to report their action plans in the same place as they receive their results, and it gives HR a strategic overview on how the company is working with the results of the survey.
It provides you with valuable information on the status of actions in every unit in the organisation. See the last section for more details on improvement activities.

# European Employee Index®

European Employee Index started out as an all North European survey 10 years back, but today the study encompasses 22 countries around the world.  The European Employee Index provides a unparallelled benchmark for wide application in any organisation, reflecting the the needs of our clients across the globe.

## Europe

Czech Republic
Denmark
Estonia
Finland
France
Germany
Hungary
Ireland
Italy
Netherlands
Norway
Poland
Russia
Spain
Sweden
United Kingdom

## Asia

China
Japan
India

## South America

Brazil

## North America

Mexico
USA

# Global knowledge

Good decisions are made when you have access to reliable information. By benchmarking, you can identify the strengths and weaknesses of your organisation relative to national norms or your industry, for example. Benchmarking allows you to shift focus from whether something is wrong to a discussion of what is wrong and how to improve it.

Based on the Ennova Engagement Model, Ennova conducts an annual global benchmarking survey. Conducted for more than 10 years, the European Employee Index provides a thoroughly tested method and a validated approach for measuring employee engagement.

The survey comprises analysis of data gathered in 22 countries worldwide enabling us to provide our clients with a set of unique statistical benchmarks. The survey is based on a total of more than 25,000 responses representative of 22 labour markets. Whether you want to see how your results compare to national or industry norms, the European Employee Index is relevant for you. It provides you with a strong set of data that can be used for comparison worldwide.

- **A national benchmark**
  Compare business units across a variety of countries
- **A benchmark based on your organisation's demographics**
  Industry
  Sector
  Size
- **A benchmark based on the employee's demographics**
  Age
  Education
  Job function

# Precise analysis

At Ennova, we aim to provide our clients with precise knowledge that drives change, and adds value.

This is why we say: »Act upon knowledge« and put all of our energy and effort into the development of analytical solutions, bringing our clients insight that surpasses the elementary level of the answers collected in a survey.

# Engagement survey methodology

## Past & Present

During the past 10 years, the methods and tools used for measuring employee engagement have changed remarkably. Present survey methods are based on a precise conceptual definition of employee engagement including perceptions as well as behaviour. Moreover, analysis are carried through to uncover the aspects of causes and effects.

Contemporary measuring systems such as the one Ennova uses are based on causal models offering precise descriptions of cause and effect. Using causal models to reveal effects on engagement enables us to work proactively to improve employee engagement.

## The right way

Ennova applies an advanced statistical analysis which takes full advantage of the data collected in your organisation. We identify the preferences of each employee and prepare statistically valid recommendations for improvements which will increase engagement most efficiently in each individual organisational unit, irrespective of the number of employees in the units.

What further characterises Ennova is that we prepare a number of comparisons, in which the coupling of several questions and factors provides a level of insight which cannot be achieved by analysing and reporting the answers for each individual question. In addition, Ennova has spent the past ten years working systematically to identify how employee engagement is related to the organisation's (financial) performance data (staff turnover, absence, customer satisfaction, productivity, etc.). These linkage studies take our clients a step further and show how resources spent on HR activities greatly affect the bottom-line result.

### Personalised cause & effect models

3rd generation

Derives what is important to the employee based on the data collected in your organisation. Using this method, we can allocate the company's employees to a number of personal profiles, each with differing preferences and desires.

### Averages and stated importance

2nd generation

»Frequencies and averages« do not cover the issue of importance, and thus do not give you any recommendations for improvement. Asking for perceived importance is an equally misguided approach often used by mediocre survey systems or operators.

### Percent Favourable

1st generation

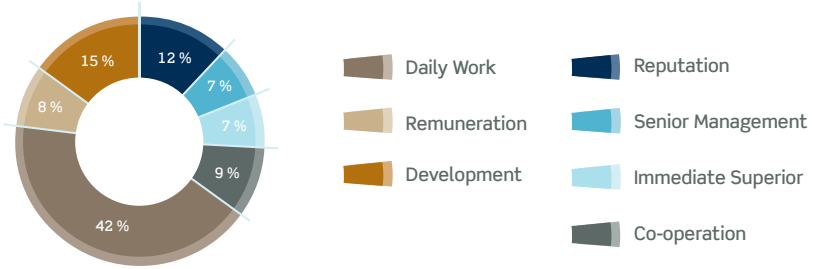
»Topbox« (Percent favourable) does not reflect the spread and assumes that »Agree« and »Fully Agree« represent the same answer consequently resulting in misleading conclusions.

## The power of numbers

In short, our research methodology enables us to identify what is important to the individual employee in order to maximise employee engagement. Our surveys not only measure Motivation, Satisfaction, Commitment and Retention, they also measure what drives these factors for the individual employee.

Using this method, we can allocate the company's employees to a number of personal profiles, each with different preferences and requirements. These profiles assign varying importance to the seven factors. Clearly, the organisation must be aware of this when developing measures for improvement in the workplace.

Using statistical calculations, Ennova uncovers the impact of each factor on employee engagement. Using cause and effect models enables us to offer specific advice on areas of interest. Our priority mapping (see Report content examples) is based on calculated importance and utilises statistical methods for exploring employee engagement.

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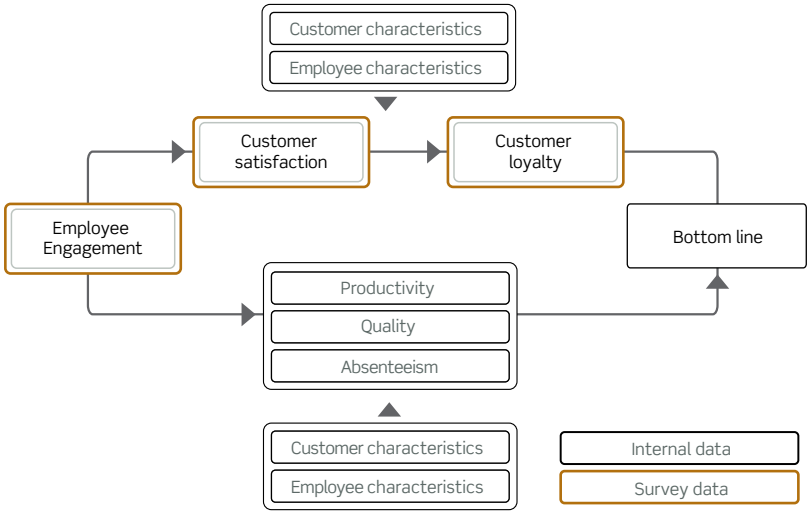
The degree of correlation* determines the areas in which further work will be most effective in improving employee engagement. If there is a close correlation between an area and employee engagement, a higher rating within the area will also produce an improved employee engagement. The reverse is also true: if there is a low correlation, a high rating within the area will have little bearing on the employees' engagement.

The survey thus identifies the areas that are most important to the employees and have the highest importance for their employee engagement.

## Linkage analysis

If you want to utilize the full potential of an employee engangement survey, linkage analysis is the way to do it. Analysing information from multiple data sources gives you an in-depth perspective which is not otherwise accessible. Through many years of experience Ennova has developed a unique framework to handle linkage analysis and today we handle a broad array of linkage studies across industry sectors (see linkage analysis and customized themes on page 27).




Management Models for the future (Managing the Value Chain, p. 51 - 62), Springer Verlag, September 2008

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As illustrated above, the value chain consists of two perspectives: The top line perspective (sales) and the efficiency perspective (productivity). The top line perspective shows that an increase in employee engagement will lead to an increase in customer satisfaction, which again leads to improved customer loyalty followed by increasing financial results. Improved employee engagement will lead to improved productivity through improved quality, improved processes and reduced (voluntary) absence.

Survey data combined with internal data provides key decision makers with valuable strategic information, and enables your organisation to estimate the bottom-line effect from changes in employee engagement. More specifically our linkage analysis can show you exactly which drivers of engagement to concentrate on to improve earnings in your organisation.

*Not simple correlations, but advanced methodology based on structural equation modelling and preference clusters. (Contact Ennova for more information).

# Actionable reports

At Ennova, we always communicate results in an intuitive and comprehensible manner that ensures a quick overview of the results - it makes no difference whether the reports are strategic or intended for the individual managers of the organisation.

# Reporting

## Communicating results

To Ennova, communicating the results is much more than providing a “percent favourable” and an average score for each question in the survey. We perform an in-depth analysis of the answers that are collected using our extensive analytical knowledge and the most advanced statistical methods on the market. In doing so, we are able to identify highly interesting and relevant findings, targeting the needs of the individual manager, HR and senior management.

## What to expect

Reporting structures enable us to act upon knowledge and points of interest, and the key questions an organisation is often confronted with:

- What are the key drivers of employee engagement?
- How does each unit perform against their peers?
- Where should we initiate local and corporate improvement activities?

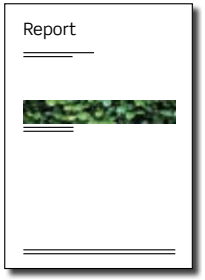
## Simple explanation but advanced statistics

Our methods enable us to provide each manager with recommendations on the most efficient improvement activities for each team. The recommendations are solely based on the answers from the employees in each unit and enable the individual manager to act upon these specific findings. As the only supplier, Ennova delivers a set of priority maps offering an invaluable tool to our clients. Simplifying statistics to actionable reports is part of our mantra.

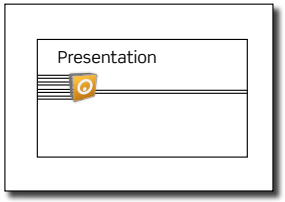
Our method enables managers to avoid improvement activities in areas with no documented effect on employee engagement, even though this area has had a low assessment in the survey. A well known pitfall of all types of surveys is to initiate improvements in all areas with low scores, without first assessing the impact on employee engagement.

### Presenting results

When delivering the reports to the managers of a company, Ennova prepares two versions of the report - each with a dedicated purpose:




**Detailed reports** delivered as PDF files. The reports include methodological explanations, all survey results, relevant benchmarking, priority map, etc. (See Report Content Examples, on pages 26-27)



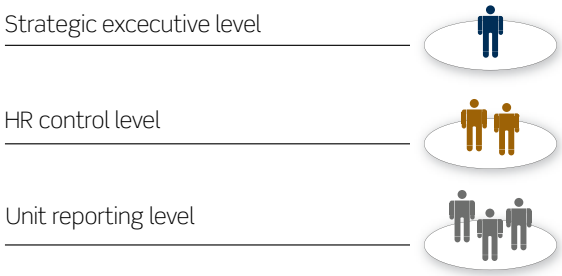

**Ready-to-use PowerPoint** presentations to be used by the individual manager in the dialogue with the employees in the unit. This equips the manager to concentrate on changes where it is needed.

## Reporting on targeted levels

Ennova produces reports to be used at different organisational levels: Unit reports to be used for all managers, and more advanced strategic reports for top management and HR departments. Top management and HR have access to all reports, but often the strategic reports are of greatest interest since they gather the results from all analysed units in the company, providing a good overview.

We acknowledge the importance of hierarchical organisational structures, making sure that reports are handed down to individual levels - reporting results for every level of management. Ennova ensures precise surveys that handle critical time issues, delivering on time, every time.

Report level structure




Reporting needs vary from client to client which is why Ennova specializes in delivering tailored reports to your organisation. Being able to deliver specific benchmarks to top level management and HR departments makes it easier to compare individual scores.

## Everyone benefits

With the reporting structure in place, the design of the survey enables everyone in the organisation to benefit from the reports. From executives and managers to HR departments working across the organisational structure.

The benefits derived from a succesful employee engagement survey:

### Top management

- Overview of the organisation's state of health
- External benchmarking and reporting
- Identification of strategic HR challenges
- Inputs to Balanced Scorecard or other management model
- Value check-up
- Linkage analysis

### HR department

- Overview of the degree of employee engagement in the organisations' units (internal benchmarking)
- Uncovering barriers that hold back realisation of the company's HR strategy.
- Identifying managers in need of help (focussing on essentials)
- Identifying candidates for managerial promotion

### Managers

- A tool for strengthening the performance and well-being of the unit
- Input for leadership development
- A tool in setting goals and starting initiatives

### Employees

- Taking part in the dialogue with the unit and organisation
- A common point of reference for both employees and managers
- An increased level of employee engagement - a better place of work
- Opportunity to speak anonymously

# Report content examples

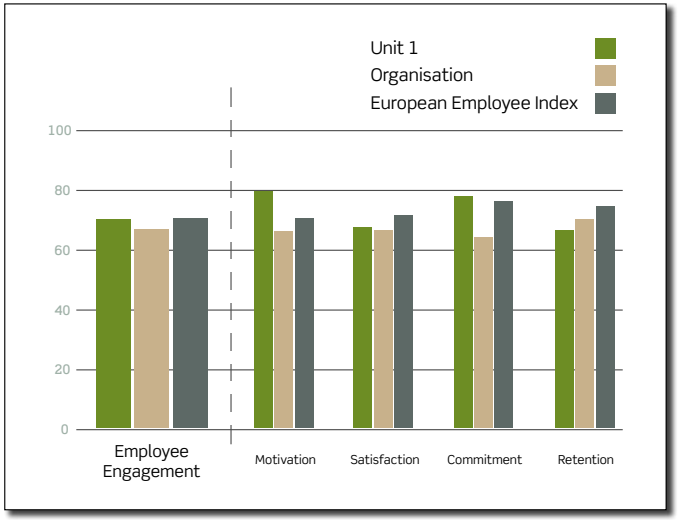
## Benchmark the unit

### Overall assessment

The purpose of any Engagement survey is to determine the employees' assessments of their engagement and the factors affecting it. The reports are designed to help employees and managers improve the workplace.

### How good is good?

Our example to the right shows the results of an employee engagement survey in Unit 1. Conducting surveys using our methods and approach allows you to compare your score with other employee groups in the organisation, the European Employee Index, or perhaps your own unit score from previous years. Finding the right benchmark varies between organisations and all graphs produced reflect your individual requirements.



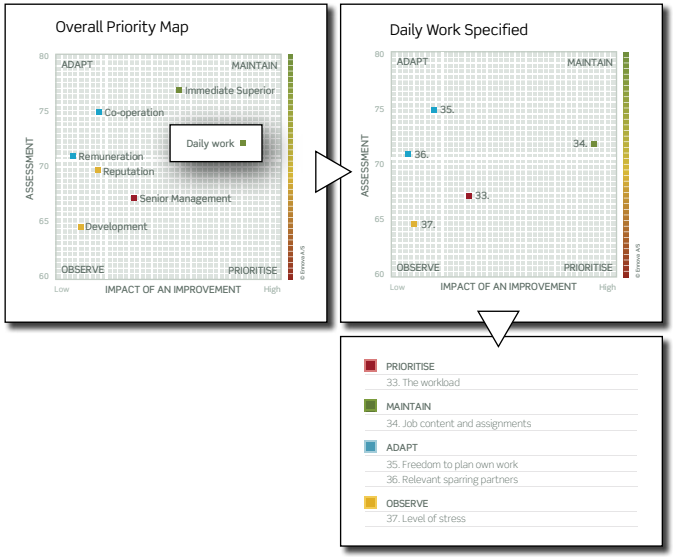

## Priority maps - show the way to improvement

### Overall priority map

The overall priority map shows the employees' rating of the seven drivers from the Engagement Model combined with the impact that an improvement will have on employee engagement. By singling out action areas, the priority maps indicate where improvements are needed. In other words, the priority map is a valuable tool for identifying areas of improvement.

### Priority map for Daily Work

Taking a closer look at the priority map to the right we can detail the employees' rating of e.g. »Daily Work«. The priority map shows the employees' rating of the specific questions regarding Daily Work moving us one step closer to acting on our newly-gained knowledge. By unfolding the priority map we are able to determine the specific conditions affecting Daily Work and which priorities will result in an overall improvement of employee engagement.

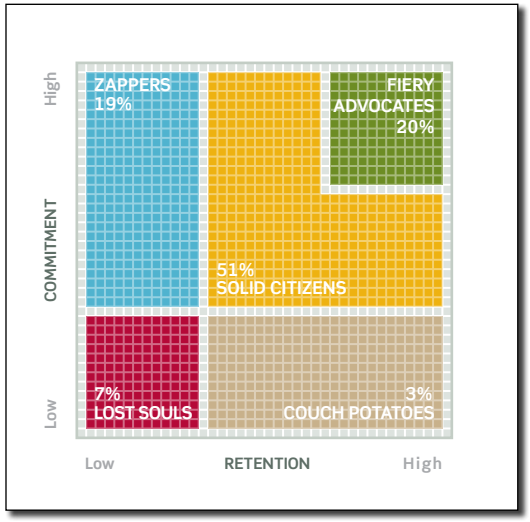


## Segmentation maps - a different perspective on results

Ennova has developed a number of segmentation tools that clarify several issues that are important at top or division level. Of these, management segmentation, loyalty segmentation and employee branding are powerful tools that effectively identify areas of interest. These segmentation maps can be used to identify e.g. management competencies, risk of employee churn and employee branding opportunities. Segmentation maps can be used in many different ways, but most importantly they tell us precisely where to concentrate our efforts.

**Example: Loyalty segmentation**

The example to the right depicts a loyalty segmentation map, illustrating how a specific link to employee engagement is handled in our customised reports. An easy to read overview enables decision makers to act on knowledge rather than spend time deciphering advanced statistical data. The segmentation map is only one of many ways to report survey data. Acting on knowledge is the goal, and segmentation maps are the path.

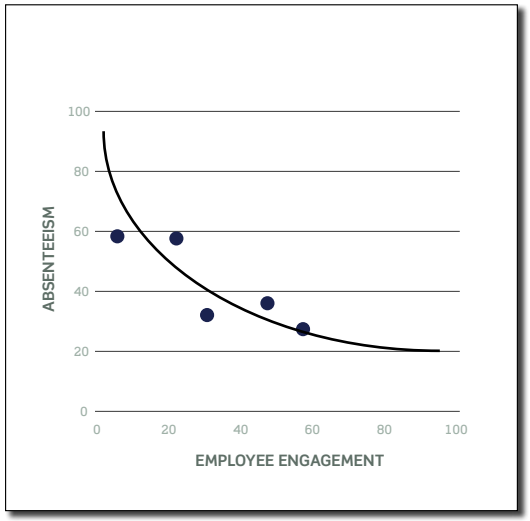



## Linkage analysis and customized themes

As part of our customer focus and analytical competence, Ennova offers a wide variety of reporting options including linkage studies and customised themes. Being able to customise a survey to the specific needs of the organisation enables decision makers to peel off the layers of information required for further analysis.

Organisations vary in size, industry and management style and so do reporting needs. Linkage studies designed specifically for the individual organisation are valuable tools for optimising and improving effectiveness. Linking employee engagement to unique internal data such as absenteeism or employee churn often reveals bottom line economic results. A customised theme based on employee development explores the link between a chosen theme and employee engagement:

| | | |
|---|---|---|
| Organisational Effectiveness | Performance | Employee Retention & Attraction |
| Employee Development & Dialogue | Absenteeism | Employee Branding |
| Customer Satisfaction & Loyalty | CSR | Health, Safety & Environment |



# Follow-up - The key to succes

Measuring employee engagement in itself will not yield results. When the results differ from the ideal, it takes a focused effort to reach the goal.

# The work ahead

Ennova has developed and perfected the art of conducting surveys over many years, and our extensive experience is always an integral part of our projects. Be it deciphering reports, addressing organisational challenges or providing top management guidance, Ennova has the experience, objectivity and dedication to ensure your survey is done within a specific time frame and with continuous improvement in mind.

Strap on the tool belt

Stepping on the scales does not result in weight loss by itself. Even though it is a precise and action-oriented tool, employee engagement surveys need to be closely linked to the follow-up process. The survey helps you to identify local or widespread organisational challenges, but improvements must come from within. By creating a process for follow-up that matches your strategy and business processes, you will be able to optimise on the survey results.

Informing and training employees and managers is crucial to any survey. By involving employees in the follow-up and keeping all lines of communication open before, during and after the survey helps to ensure high response rates and dedication to the project. Managers not only need to motivate participation in the survey, but also to focus on disseminating the results. Planning deadlines for presentations and making sure deadlines are met, are just as important. Having the support of the entire organisation is key to a successful survey and it is even more important when introducing changes to the organisation as a result of the survey.

Creating a suitable framework for the follow-up process and preparing the appropriate material are paramount to a successful survey, and involving employees in the entire survey process has proven to be invaluable. Some organisations have more experience working with internal surveys than others. This must all be taken into account when planning the employee engagement survey, and Ennova is able to help in any scenario.

Make the most of your survey with Ennova:

## Educating HR

Within large organisations with a need for several HR consultants to assist in the follow-up and introduce new managers to survey concepts, Ennova can help conduct workshops for HR and relevant HR development consultants.

## Follow-up for managers

The purpose of the follow-up session, is to introduce managers to a set of important managerial tools. The idea is to introduce a common framework and comprehension of the work of follow-up.

## Management consulting

Management consulting faces off with results in a hands-on session with individual managers. The advise from Ennova is based on the managers unit reports and the challenges related to the follow-up.

# Continous improvement

Conduct the employee engagement survey
Employees respond to the survey, results are calculated and analysed. Subsequently, reports are delivered to managers.

Read the reports
Managers receive and read their individual unit reports.

Discuss the results with your immediate manager
Ennova recommends that managers discuss their reports with their superior after having read the reports. Another option is to discuss the results with colleagues in a management group setting. This could be of particular interest if challenges converge across different units.

Presentation and dialogue within the unit
Strengths and weaknesses should be rendered visible through a dialogue within the unit. This enables the unit to raise or maintain employee engagement.
During data collection, employees were asked to evaluate using a numeric scale, whereas here they are asked to formulate their experiences. The dialogue must be constructive, forward and specific.

Prepare the action plan
Based on the dialogue, the unit prepares an action plan for future changes and how these changes are to be implemented. The challenge of improvement should be founded on what is actually possible within the unit. When planning the course of action, limitation is key - It is better to have few achievable ambitious goals, than over-ambitious ideas which can only be partially implemented.

Maintaining focus
When all the action plans have been prepared, maintaining focus is paramount to success. Different approaches can be used - displays in the office, presentations at meetings, etc. The challenge of maintaining focus in everyday work needs to be addressed.

New survey
Employee engagement surveys should be conducted on a regular basis. This enables managers as well as employees to visualise the changes they have enabled.

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