



Your individual GEM report



GEM

Survey™

Your Name Here
_____, 2003

Congratulations, Your Name Here!

Your 2002 Glanz Employee Motivational Survey is complete, and here are the results.

This specialized report is based on significant research and unlike many assessments, is directed at specific behaviors Barbara Glanz, CSP, and her team have identified as crucial to effectively motivating employees. This report on your motivational effectiveness is designed to give you immediate input on things you can do right now that will impact the workplace.

Starting with the information extracted from the surveys that you and your employees took, we were able to construct a profile for you based on CARE, the acronym used by Barbara in *Handle With Care: Motivating and Retaining Employees* (McGraw Hill, 2002) and *CARE Packages for the Workplace--Dozens of Little Things You Can Do to Regenerate Spirit at Work* (McGraw-Hill 1996). The distinguishable feature of this report is the **Specific Insights** section. Be sure to pick out some of the suggestions for implementation.

By concentrating on *observable* and *measurable* behaviors, this tool represents much more than information – it is a roadmap to becoming an effective motivator.

What's in this report:

Section I - How to get the most from this report. Important information you'll need.

Section II - A review of CARE. Understanding these unique categories will help you succeed.

Section III - Your profile. This is an overall picture of where you are today as an effective motivator.

Section IV - Specific Insights. This is where the rubber hits the road. Results improve right here.

Section V - Options. Get details on how to increase your effectiveness beyond this report.

CARE

“...the average cost of replacing an employee is approximately \$50,000...”

Handle with CARE: Motivating and Retaining Employees

I - How to get the most from this report.

We believe the last thing you need – is another piece of paper for your files that gets read one time, and one time only. That's why we have made sure to only send you the most important information possible – the information you can use.

Here's how to use the information:

- 1. Pick one idea at a time.** Behavioral styles and effectiveness are most often improved one SMALL step at a time. Once you have identified an action or behavioral change, try it immediately. Set a time frame, and then do it.
- 2. Tell someone what happened.** This will help you focus on looking for results. We'd love to hear from you on your successes and even when things don't workout like you thought they would. When you make it a habit of sharing your results, you automatically think of ways to do it better, and you help others in the company, too.
- 3. Begin a career-long habit of tracking your effectiveness every year.** Studies show that teams, organizations, and individuals will often stop doing the things that made them successful. Use this tool as a first step to keeping yourself on track.
- 4. Scoring explanations.** You and your employees evaluated your performance in sixty-six specific behaviors using a scale of Always, Frequently, Sometimes, Almost Never, and Not Applicable. All employees scores were recorded and averaged for each behavior (any Not Applicable scores were excluded from average) and then profiled and analyzed for overall performance.

Remember, this assessment is about what you **do**, not about what you **feel**. Use the Profile and the Specific Insights to track your behavior and motivational effectiveness over time.

You DO make a difference!

<p>For questions regarding this GEM Report: John Reddish, MS CMC, GEM Survey Consultant (877) 388-9335 ~~ johnr@getresults.com</p>
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“The length of an employee’s stay in an organization is largely determined by his relationship with his immediate supervisor.”
Handle with CARE: Motivating and Retaining Employees

II – A Review of CARE

The following categories represent a detailed segmentation from CARE as identified in *Handle With Care: Motivating and Retaining Employees* (McGraw Hill, 2002), and in *CARE Packages for the Workplace--Dozens of Little Things You Can Do to Regenerate Spirit at Work* (McGraw-Hill 1996).

C = CREATIVE COMMUNICATION

Since everyone today is bombarded with communications (average 277 a day), an effective manager knows how to communicate clearly and in ways that truly get people's attention. From conducting meetings to one-on-one discussions, creative communication is necessary for motivating and retaining employees.

A = APPRECIATION FOR ALL

One of the best ways to lower turnover and improve morale is to be good at showing appreciation. Many people think they are--but are they really? Since 1943, this is the number one thing employees have said they want from their supervisors or managers.

A = ATMOSPHERE

The behaviors identified in this area determine a manager's proficiency in creating an ENVIRONMENT where people are motivated and where future employees would want to work. A manager's behavior greatly influences the spirit in a workplace.

R = RESPECT

Interestingly, the secret to getting things accomplished through other people is found in this behavioral skill set. People want to be respected as valuable human beings who are making a worthwhile contribution. When a manager treats employees in this way, they will do almost anything he/she asks.

R = REASON FOR BEING

How a manager communicates and demonstrates these behaviors determines their effectiveness in getting others to follow. Everyone needs a sense of purpose or mission that their work is important. Leadership that focuses on vision and mission is necessary for fully motivating employees.

E = EMPATHY

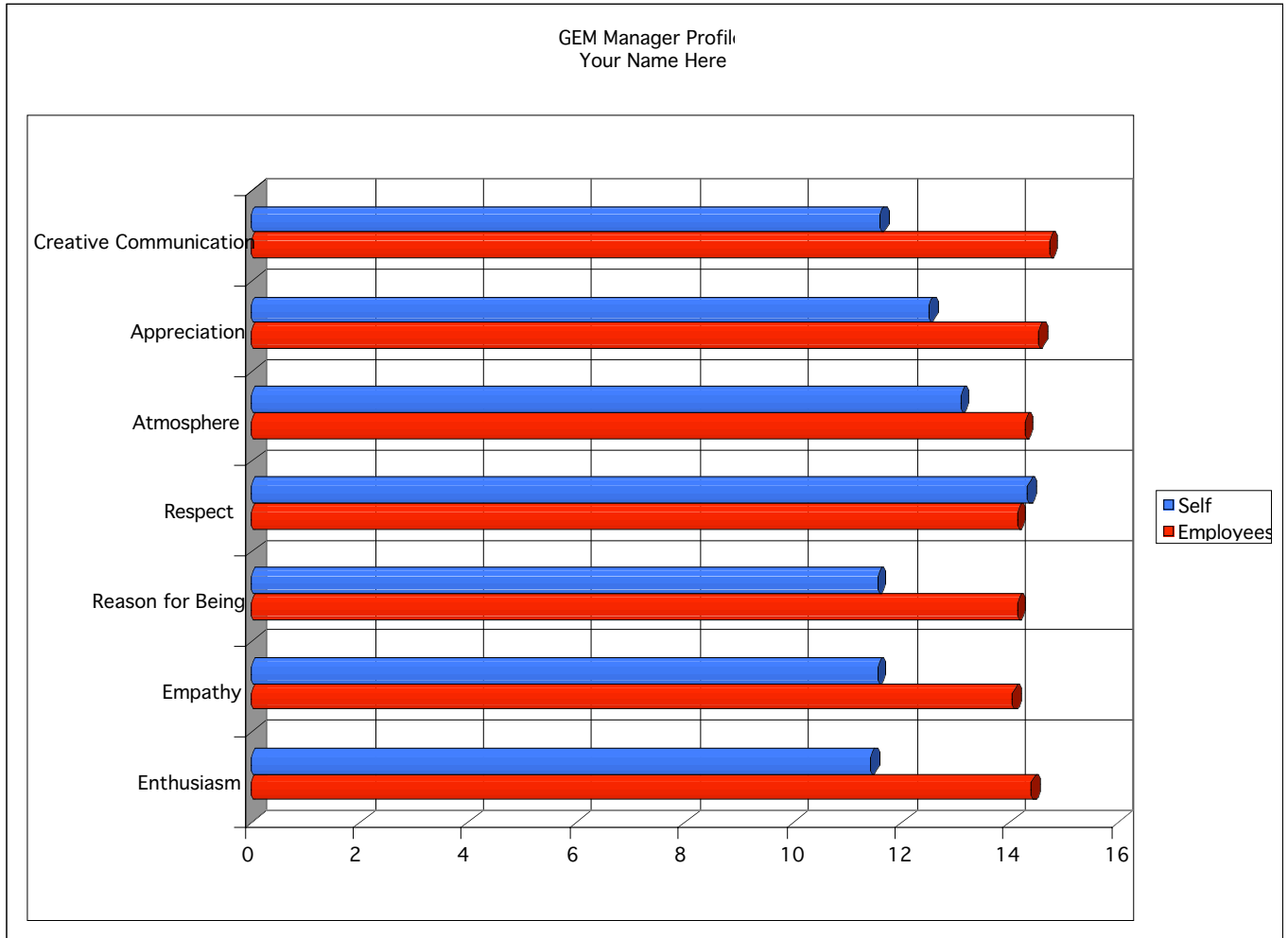
This set of behaviors is often overlooked, but as the research indicates, compassion, authenticity, and sympathetic understanding of personal concerns are vital to creating an environment of loyalty and commitment. These behaviors also encompass caring for the world outside your immediate doors.

E = ENTHUSIASM

A manager who can demonstrate enthusiasm and excitement both for people and for the work they are doing will draw others into higher productivity and loyalty. Joy and celebration are critical to the most productive workplaces.

III – Your GEM CARE Profile: Your Name Here

6 Employees and yourself responding



This is your overall profile by category.

III – Your GEM Profile: Your Name Here

Your overall score based on employee feedback was 14.3. (The favorable zone is 11.2 to 14.4). Your employees ranked you higher on average than you ranked yourself in all categories as shown in the bar chart on the previous page.

A higher rating by employee team members is a good indication that the manager is on the right track in advancing both organizational objectives and team development.

Use the constructive recommendations in the following sections to build upon this favorable rating and to keep expanding your skills and those of your team.

Please note that those areas indicating “**CONCERN**” in Section IV contain recommendations on a technique you can employ to make corrections, and provide references in Barbara’s book (copy supplied with this report) for further action.

Section V, “**OPTIONS**,” lists additional resources from Barbara Glanz Communications that can help you increase both the quantity and timeliness of your results, should you want additional support. Pricing information is included.

Good luck. Keep improving. Thank you for participating in the GEM.

IV – Specific Insights

This section offers insights into four critical areas identified in the results from the surveys taken.

1- Something to think about.

The following items are not major areas of concern, but do offer something to think about. In each instance, the employees scored you “significantly” higher than you scored yourself. For example, if most of your employees thought you performed a behavior *Always*, and you only thought you did it *Sometimes*, it would be identified in this category as **something to think about**.

Your employees rated you higher for:

- Communicating in ways that gets attention.
- Sharing what is going on in the organization as a whole.
- Giving small tokens of appreciation.
- Showing a sense of humor.
- Sharing your vision.
- Referring to the organization's mission statement.
- Giving time off for personal problems.
- Noticing when an employee is having a bad day.
- Giving employees opportunities to give back to the community.
- Celebrating accomplishments.
- Sharing your passion.

What should you do:

These are all good things, and areas in which to keep up the good work. Consider these your strong areas and give yourself credit for what you are doing well. Use these areas to build from and spend extra effort in one of the other areas as necessary.

“...75 to 80% of our workforce is only giving the bare minimum...”

Handle with CARE: Motivating and Retaining Employees

IV – Specific Insights continued...

2- Take another look.

In this section, behaviors are listed in which *you scored yourself “significantly” higher than the employees did.*

You rated yourself higher than your employees for:

- Allowing for independence and creativity.
- Believing in them.
- Treating people fairly.
- Supporting decisions, even if it was a mistake.

What should you do:

These are behaviors you scored well in, you just saw yourself doing them more frequently than the employees did.

These are behaviors that are important to you personally, and probably come easy for you. Therefore, you place a high importance on making sure you manage accordingly, but it is possible to overestimate performance in these areas.

Use this list as a reminder to consciously practice behaviors that we can sometimes take for granted.

***If any of the items above are marked with an asterisk *, you will hear more about these later. The results indicate that this is an area you will need to focus on more.**

“Experts say that the most productive workplaces have at least 10 minutes of laughter every hour.”

CARE Packages for the Workplace

IV – Specific Insights continued...

3- Need to know.

In this section we have identified behaviors that you scored high in, *BUT in which one or more employees perceived this behavior as “Sometimes” or “Almost Never.”* Since the average for each item listed was favorable, these items are probably not a major concern for you. However, we think that even one employee’s perception of you could affect the work environment.

The applicable behaviors in this category were:

- Explaining why changes are being made.
- Beginning meetings with good news.
- Giving small tokens of appreciation.
- Acknowledging the extra time put in.
- Showing a sense of humor.
- Challenging them to stretch and learn new things.
- *Believing in them.
- Asking for others opinions.
- Accepting responsibility for your actions.
- Knowing something about their families.
- Breaking down barriers to get the job done.
- Pitching in to help whenever needed.
- Noticing when an employee is having a bad day.
- Knowing their passions - outside of work.
- Encouraging social gatherings at work.

What to do:

Since most employees viewed your behavior here as favorable, the scores could be explained by differences in personalities or circumstances.

- ❖ **Some employees need an extra amount of attention in some areas due to different levels of sensitivity and personality.**
- ❖ **Some employees may have a different definition of the behavior.**
- ❖ **Circumstances may have temporarily influenced the results.**

The conservative approach is to use this section as a reminder to check yourself for inequitable treatment of employees or for early warning signs of dissatisfaction.

IV – Specific Insights continued...

4- Concern.

In this final section, behaviors listed below were scored on average by your employees *at or below the minimum score for the Favorable Zone (11.2)*. **This section represents your main priority for attention.**

The applicable behaviors and suggestions for improvement were:

- Spending one-on-one time.

TRY: Using coffee breaks, lunch time, or a walk around the office building to spend one-on-one time with employees.

**(M&R: Chapter 12, pages 211-231; CARE: Chapter VII, pages 133 – 154)*

- Sharing your dreams with them.

TRY: If this is an area that is hard for you, start by talking about your education and career path and let that lead to future discussions about your dreams.

**(M&R: Chapter 13, pages 232-264; CARE: Chapter VIII, pages 157 – 181)*

What you should do:

List one action per item to increase your behavior in this area, then give yourself a time frame for completing the task. Remember that small changes can have a big impact.

References:

**H&R = Handle With CARE: Motivating and Retaining Key Employees (McGraw Hill, 2002)*

**CARE = CARE Packages for the Workplace (McGraw Hill, 1996)*

V – Options

The information you have received in this report will allow you to take an important step towards increasing your effectiveness as a manager. As you go forward, refer to your GEM Profile often and remember to work on one thing at a time. The key to this assessment is in the follow-up.

We offer four options in conjunction with this Survey that will help you make fast and effective changes, and will ultimately **increase employee production, loyalty, and retention**.

Option One: *Phone and email consultation.*

What you'll get: Immediate and objective feedback regarding the findings in this report, help with implementation of behaviors that might be new for you, and tactical input on potential obstacles you may encounter.

The benefit of choosing this option is that you get valuable input without travel and time costs.

How it works: For a fee, you will receive a 45 minute telephone consultation aimed at establishing and targeting specific actions. In addition, thirty days of unlimited email questions to reinforce and coach you through your plan of action.

Fee: \$395 per manager.

A six-month option with both unlimited phone calls and email consultation and coaching is available for \$2,000.

V - Options continued...

Option Two: *The Employee Motivation Skills Workshop*

What you'll get: You will experience one of the most powerful and hands-on approaches to implementing effective behavioral change. You will leave knowing what to do and how to do it in a way that fits each person's personality. You will leave with dozens of ideas and the power to increase employee loyalty, productivity, and retention.

The benefit of this approach is the expediency of increasing the effectiveness of a group of managers in a short amount of time.

How it works: Each session can accommodate up to twenty managers, who will participate in a one-day, 7 hour, intensive and fast-paced skills workshop. Information-packed and hands-on exercises will challenge you to grow. These workshops are conducted by: Barbara Glanz, CSP, and John Reddish, MS CMC.

Fee: \$10,000 plus travel.

Add six months of unlimited phone calls and email consultation and coaching for \$1,500 per manager.

Option Three: *Consulting or Coaching*

What you'll get: Intense, hands-on assistance in accomplishing *your* most pressing people- focused objectives. We seek to help you raise the bar in critical areas of employee motivation and management that your company deems as high priority.

How it works: We work with you as an active collaborator and jointly set strategy, objectives and metrics. We are used in a number of different roles to accomplish the objectives and utilize a number of different methodologies. The time frame for this type of intervention is usually three to six months.

Fee: Program structure and degree of complexity determine the fee. Call for free consultation to discuss details.

**For more information on the Options please don't hesitate to contact:
GEM Consultant, John Reddish, MS, CMC (877) 388-9335, or
Barbara Glanz, CSP (941) 312-9169**