

Date: 00/00/2015
To: Dan C. Eyoh, CEO
XYZCorp, Inc.
Re: On Fire at Work Workplace Culture Assessment

Dear Dan:

I want to personally thank you for investing in the **On Fire at Work** Workplace Culture Assessment (**OFAW-a**). This report provides the results collected from the employees who responded.

I'd like to congratulate XYZ's leadership on their commitment to creating an **On Fire** workplace for your employees. It's exciting! And the changes you make in moving to create an **On Fire** workplace will have an incredible impact not just on your employees and company but for your customers, suppliers and community as well. It's no surprise that **On Fire at Work** organizations have a tendency to become fire starters themselves.

We asked the XYZ workforce to assess your workplace based upon the **7 key pillars of work culture** that I describe in my ground breaking book, **On Fire at Work: How Great Companies Ignite Passion in Their People without Burning Them Out**.

Keep in mind that there are no right or wrong scores in this process. This assessment gives you a baseline against which to make decisions now and judge progress later.

We look forward to answering your questions about your results as well as working with you to build an **On Fire** workplace full of **On Fire** performers!

Sincerely,

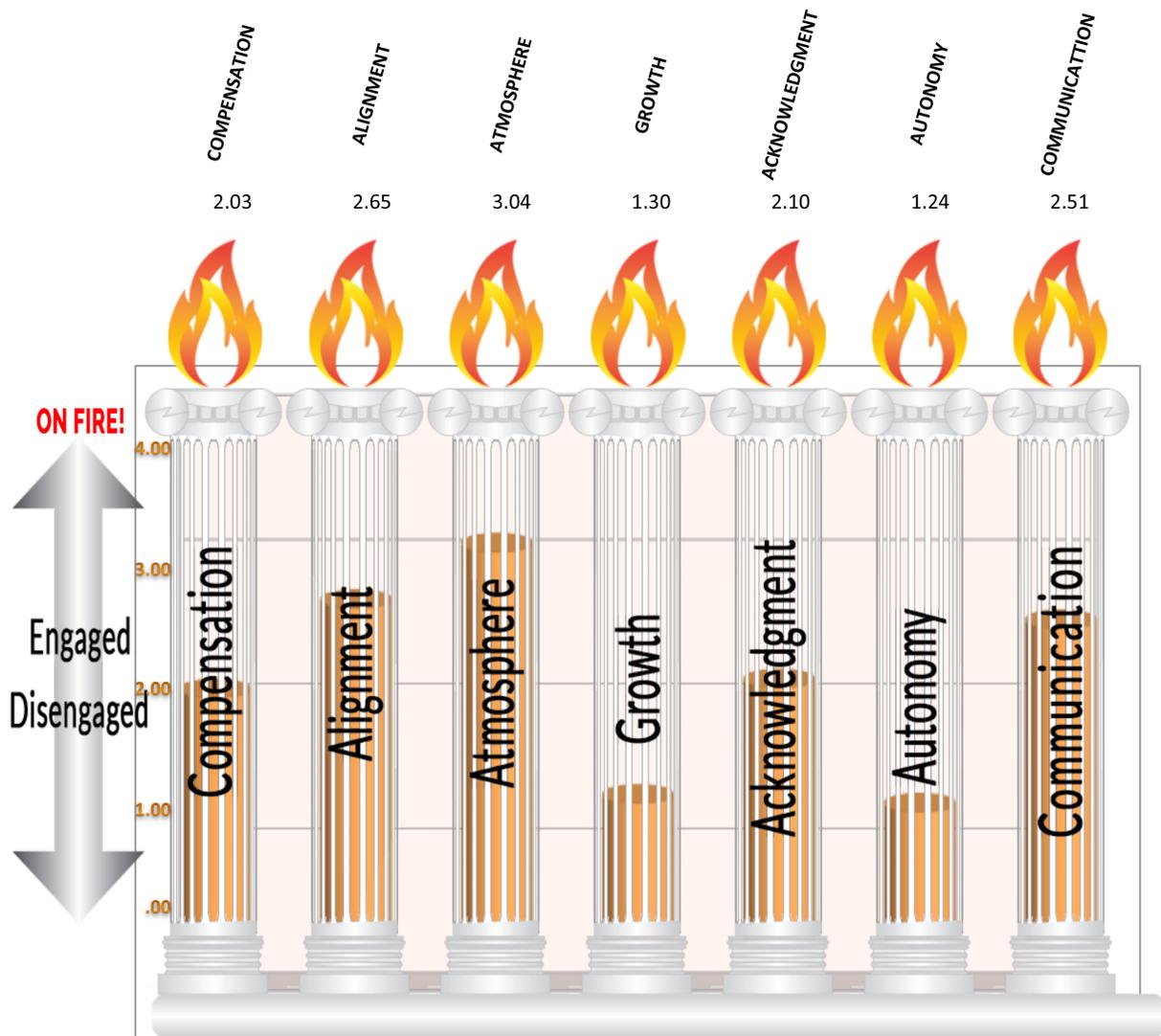
Eric

The 7 Pillars of Workplace Culture

- I. Compensation—money, perks, benefits, and work/life balance
- II. Alignment—meaningful work at a company with values that mirror their own
- III. Atmosphere—a workplace that provides a safe, upbeat, enjoyable experience
- IV. Growth—opportunities to learn new skills and advance in their careers
- V. Acknowledgement—feeling appreciated, rewarded, and sometimes even celebrated
- VI. Autonomy—encouragement to think and act independently and make decisions
- VII. Communication—being informed about relevant company issues and knowing the company is actively listening to their ideas and wants honest feedback

OFAW-a Results Chart:

This chart is a graphical description of your assessment against the background of the 7 Pillars. Overall your assessment shows that XYZCorp, Inc. is Engaged and an On Fire Workplace. As you see, there are several areas where you can seek improvement. Please review the Culture Detail on the Following pages for ideas on where to start.



OFAW-a Workplace Culture Detail:

The following information provides more detail on each of the Pillars assessed with some direction as to how you can improve your Engagement levels.

PILLAR I: Compensation

Your Score: 2.17 | Engaged

Congratulations! Your **On Fire at Work** Engagement Score indicates that your Compensation Plan encourages an **On Fire** workplace. The essential elements of an effective plan are:

1. Transparency
2. Paying above average wages for your industry or niche
3. A direct relationship between what employees accomplish and what they earn.

While numerous studies point out that a great Compensation package, in and of itself, won't guarantee **On Fire** employees, a poor one will, over time, douse the flames of employee passion, commitment and engagement.

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to compensate employees in a manner that builds engagement, fosters esprit de corps and provides above average earnings tied to the value your employees bring to your organization, not just the industry norm.

OF@W Reference

For more insight into creating effective compensation programs, review **On Fire at Work, Chapter Two: Compensation: Counterbalancing This and That.**

PILLAR II: Alignment

Your Score: 2.52 | Engaged

Congratulations! Your **On Fire at Work** Engagement Score indicates that your organization's Core Values are embodied in the beliefs and actions of your employees. The Core Values of your organization and those of your workers are **aligned** in a manner that encourages an **on Fire** workplace. Core values are lived, not posted on plaques or listed in the employee handbook. Values-based leadership means that you:

1. Hire according to your values
2. Train around those values
3. Reward strong values and act accordingly when your values are upheld and
4. Model those values to those you serve in both your organization and the marketplace.

It's impossible to achieve 100% alignment between your employees' and your organization's core values but it's a goal that all great companies aspire to and strive to achieve.

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to model, instill and reward strong values throughout your organization. It can take great courage to inculcate a strong, values-based culture but the pride and enthusiasm of your workers and the esteem with which the market holds your company is truly priceless.

OF@W Reference

For more insight into aligning and spreading strong corporate values into your culture, review **On Fire at Work, Chapter Three: ALIGNMENT: Inculcating Core Values from the C-Suite to the Custodian's Supply Room.**

PILLAR III: Atmosphere

Your Score: 2.81 | Engaged

Congratulations! Your **on Fire at Work** Engagement Score indicates that you're committed to providing a compelling, safe and productive workplace environment. An **On Fire** Atmosphere is the heart and soul of an **on Fire** workplace. It ensures that employees are:

1. Safe
2. Well-equipped for the job they do
3. Surrounded by like-minded co-workers who value, accept and support each other
4. Managed by people they like, respect and trust
5. Having fun (creating fun the right way is a huge productivity booster)

The Atmosphere you provide meets these criteria and, as a result, your environment acts to attract, engage and retain an **On Fire** workforce.

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to provide a highly effective workplace environment for your employees. We're sure you'll agree it isn't always easy but the payoff of a great atmosphere is reflected in better hires and engaged, enthusiastic employees; the kind who are **On Fire at Work** and **On Fire to** work!

OF@W Reference

For more insight into how great companies create great Atmospheres read **On Fire at Work, Chapter Four: ATMOSPHERE: Ensuring Your Employees Are Safe, Well-Equipped, and Goofing Off!**

PILLAR IV: Growth

Your Score: 1.30 | Disengaged

Your **on Fire at Work** Engagement Score indicates that your lack of a coherent Growth trajectory for your workers may discourage an **on Fire** workplace. Providing strong growth opportunities for your workers means that you have in place:

1. A growth agenda that's mutually accepted with an established timetable
2. Learning that's tailored to how the individual learns best
3. Recognition of achievement
4. Continuous opportunities for even more growth

A Deloitte study found that only 35% of employees expect to remain with their current employer and that most workers would leave for a better opportunity. It also found that the majority of employees would stay if their company were to provide better growth opportunities.

Fan the Flames!

Get serious about providing your workforce growth opportunities at every level and continuing to provide them as your employees progress. Remember, if your company won't invest in growing the talent you already have onboard, your **on Fire** competitor will be happy to.

OF@W Reference

To start creating effective employee Growth programs, review **on Fire at Work, Chapter Five: GROWTH: Grow Them Big or They'll Go Home.**

PILLAR V: Acknowledgement

Your Score: 2.08 | Engaged

Congratulations! Your **On Fire at Work** Engagement Score underscores your organization's belief that growing your employees and growing your bottom line are synonymous. You offer the Growth opportunities to your workers that provide the high-octane fuel necessary for an **On Fire** workplace...

1. A growth agenda that's mutually accepted with an established timetable
2. Learning that's tailored to how the individual learns best
3. Recognition of achievement
4. Continuous opportunities for even more growth

Your organization recognizes that a better future for your workforce translates to a better future for your company and an **On Fire** workplace today!

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to provide a strong growth trajectory for your employees that builds engagement, commitment and enthusiasm today and for the future.

OF@W Reference

For more insight into creating effective employee Growth programs, review **On Fire at Work**, **Chapter Five: GROWTH: Grow Them Big or They'll Go Home.**

PILLAR VI: Autonomy

Your Score: 1.24 | Disengaged

Your **On Fire at Work** Engagement Score indicates that you grant little to no Autonomy to your workforce. The lack of even basic authority and decision-making responsibilities can easily extinguish the **On Fire** workplace.

Fostering Autonomy the right way leads to **On Fire** performance gains and transforms managers from babysitters to leaders. The essential elements of an effective plan are:

1. Trust. Autonomy is based on trust and it's a two-way street. The trust you place in your workers will be repaid in kind with the trust they place in your leadership and your organization.
2. Training that builds confidence above and beyond a worker's specific responsibilities
3. Fostering a spirit of Intrapreneurism under which employees are empowered to perform *as if it's their own company*.
4. Letting go especially knowing that this means accepting failure. You've screwed up yet managed to survive and thrive. So will your employees! Treat failures for what they are, simply opportunities for learning and growth!

By contrast, a workplace that discourages worker autonomy is characterized by Old School practices such as:

1. Monitored attendance
2. Top down decision-making with little or no incentive to think for themselves or even question poor decisions from above.
3. A management style more characteristic of baby sitting or detention hall than a productive workplace.
4. Clock watching raised to an art form.

Not all employees respond well to Autonomy. That's okay. You'll be happy to give them a letter of recommendation for their next employer. Autonomy fosters an **On Fire workplace full of On Fire performers** and our guess is that you'll have no problem filling any vacancies.

Fan the Flames!

The foundation of any great relationship is Trust. You hired your employees because you thought they were capable. Trust your judgment and look for opportunities to trust your workers with greater authority and decision-making responsibilities.

OF@W Reference

Find out how to do Autonomy the right way. Begin by reading **On Fire at Work, Chapter Seven: AUTONOMY: Building an Army of Intrapreneurs.**

PILLAR VII: Communication

Your Score: 2.28 | Engaged

Congratulations! Your **On Fire at Work** Engagement Score indicates that your organization puts a premium on maintaining strong Communication with your workforce. Communication is the lifeblood of an **On Fire** workplace creating trust and engagement at every level.

Effective Communication programs:

1. Talk about the little as well as the big issues
2. Eliminate vagueness and get to the point
3. Go both ways and encourage open-ended questions from both sides of the conversation
4. Address individuals as well as the group
5. Recognize that "Because I said so" works as well with adults as it does with children.

While there is information that would be irresponsible to share at every level, the vast majority of information can, and should be shared. Organizations should strive for openness, availability and transparency in all their Communication. It builds trust, commitment and engagement both within and without the organization.

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to foster transparency and trust through open and comprehensive Communication with your employees. In fact, a leading HR consulting firm found that the number one factor affecting employee happiness is transparency. But then, you probably already know this!

OF@W Reference

For more insight into creating effective Communication programs, review **On Fire at Work, Chapter Eight: COMMUNICATION: The Inextricable Link between Transparency and Trust.**

OFAW-a Resources

The wholesale changes and even incremental improvements in corporate culture that creating an On Fire workplace require can be daunting. We can help!

The Book

- ***On Fire at Work***: How Great Companies Ignite Passion in Their People without Burning Them Out

We recommend all managers and key staff responsible for implementing and improving cultural change be provided the book. Managers and leaders at every level whose buy-in is critical to facilitating change should also be provided a copy.

Contact us for bulk orders.

Eric Chester

- As a leading voice on engaging workers over the past 30 years, Eric is available to provide insight and practical, implementable ideas through keynote presentations, management seminars and C-level consulting.

Contact us for more information.