

Introduction to the Currency of Empathy[®] diagnostic survey

- Discussion document -
For Entrepreneur's Edge CEO Roundtable
December 10, 2014



Overview

- **The big idea – Innovation requires empathy and inclusion**
- Introducing the Currency of Empathy[®] (CofE) survey
- How the CofE[®] results are used
- Case example



The problem: Despite considerable effort and people and money focused on innovation, large companies consistently fail at it

- **American companies struggle with innovation**
 - Only 1% of companies drive 40% of new jobs¹
 - ... and only 1 in 10 sustains growth²
 - The lifetime of S&P500 corporations is steadily declining³
- **Only 29% of American workers are engaged at work**
- **... and while diversity of thought fosters creativity⁵, businesses are struggling with being inclusive**

Source:

1 Kauffman Foundation, [High Growth Firms and the Future of the American Economy](#), March 2010

2. Christensen and Raynor, [The Innovator's Solution](#), 2003; Baghai, Coley, and White; McKinsey & Co, [The Alchemy of Growth](#); 2000

3. Sarah Kaplan, Creative Destruction: Why Companies That Are Built to Last Underperform the Market--And How to Successfully Transform Them?

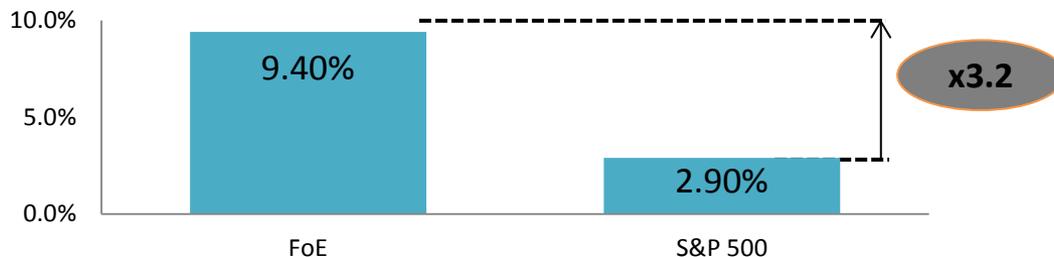
4. "State of the global workplace Report 2013" – Gallup

5. "[How diversity makes us smarter](#)" – Katherine W. Phillips, Sept. 2014 Scientific American

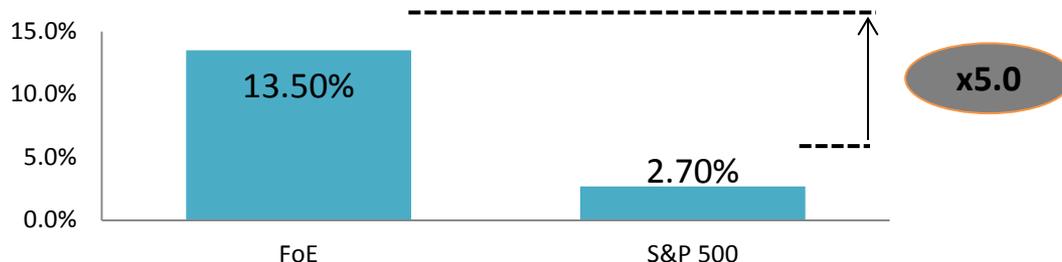
Companies that place people at the core of the business, perform better financially – Firms of Endearment example (1/2)

Investment performance for Firms of Endearment (FoE) Companies – Raj Sisodia et. al

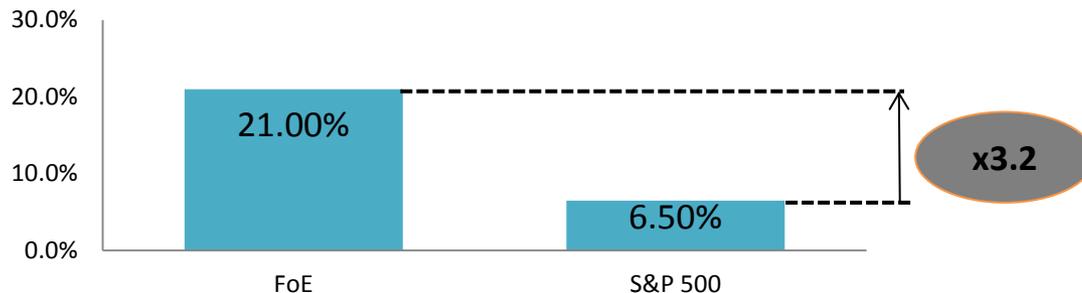
Five-Year Annualized Return¹



Ten-year Annualized Return¹



Fifteen-year Annualized Return¹

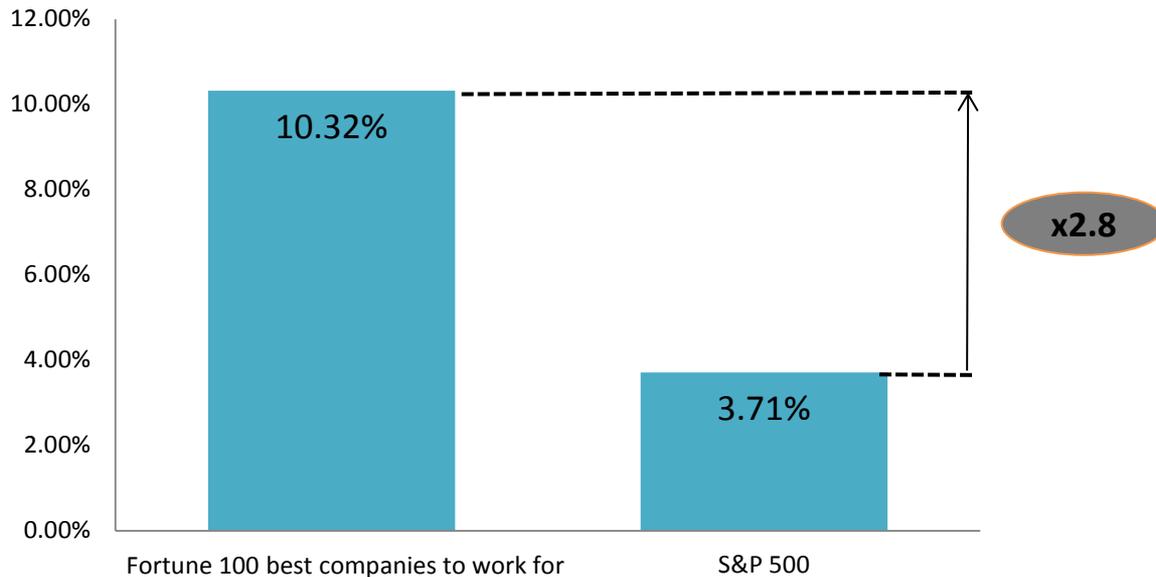


The 28 Firms of Endearment returned a compounded **1,184%** to investors over the past 10 years (ending in 2006), compared to only **122%** for the S&P 500.

¹ Company returns are total returns with dividends reinvested and compounded

Companies that place people at the core of the business, perform better financially – “Best Companies to Work For” example (2/2)

Comparative annualized stock market returns vs Fortune's "100 Best Companies to Work For," 1997 to 2011



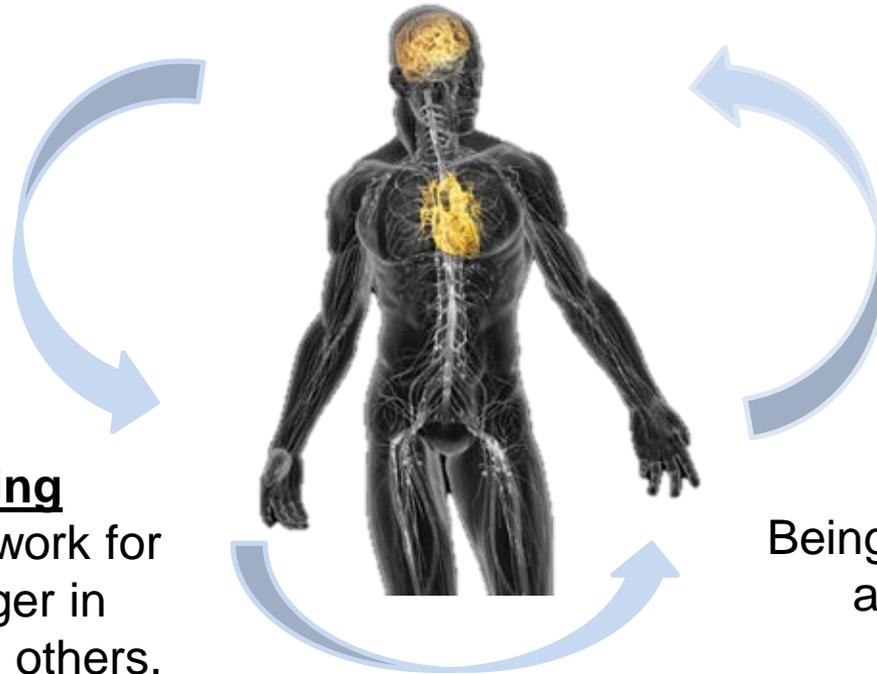
Companies with “humanistic”² profiles have sustained superior financial performance over the last 15 years, their annualized return outpacing the S&P 500 by a **factor of 2.8** (equivalent of **6.6%** increased return)

The Great Place to Work Institute uses criteria such as **trust, pride, and camaraderie** to determine an environment of satisfaction and fulfillment among team members.

Our experience with clients shows that innovative organizations systematically honor 3 basic human needs

1. An ability to be whole

To be valued for who you are and able to manifest all your talents



3. Growth

Being cared for personally and professionally

2. Shared meaning

The human desire to work for something bigger in collaboration with others, beyond just making money

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- Case example

The Currency of Empathy® diagnostic tool draws from years of organizational work and research, and looks at success stories for inspiration

Our team has more than 25 years of experience helping clients grow, innovate, and transform, within the global consulting firm of McKinsey & Company and as entrepreneurs. With the help of innovative clients, we came to see clearly that organizational empathy is the missing link to both innovation (e.g., sustained growth and renewal, EBITDA performance) and inclusion (e.g., engaged employees, diverse leaders).

With eyes wide open, we started working and learning differently. We focused more on the WHO and less on the WHAT. We drew inspiration from recent work on [Benefit Corporations](#), [Conscious Capitalism](#), and [Firms of Endearment](#), as well as [empathy research](#), and the state of the art in diversity/inclusion.

Although we admire much of this work, the lens of empathy brings everything into sharper focus. We developed our [proprietary](#) Currency of Empathy® diagnostic in partnership with clients who are achieving elusive innovation inside (higher than average industry growth and EBITDA). Even these innovative organizations have room to improve. Our CofE® wheel is their compass.

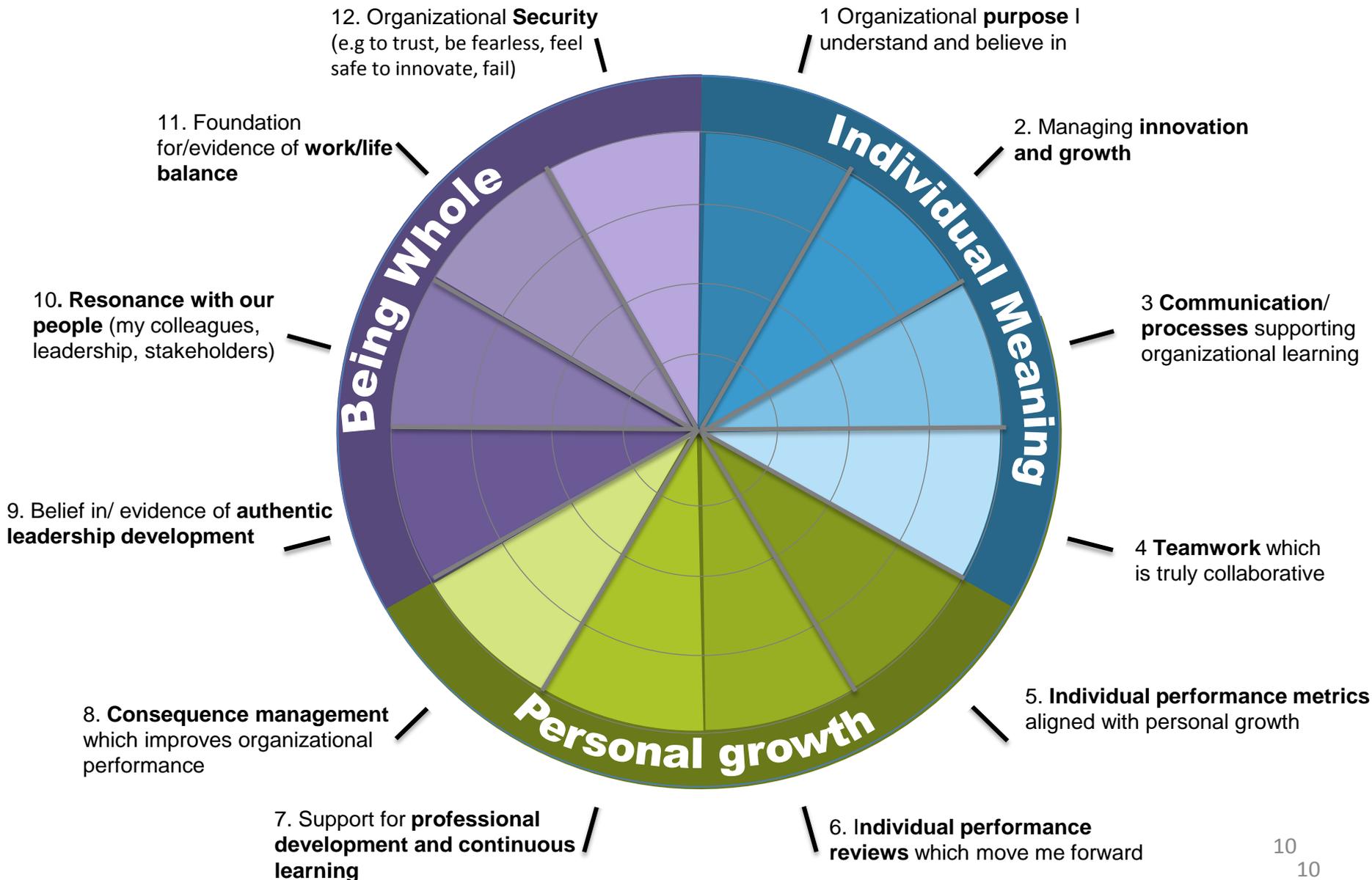
One of the surprising aspects of our work versus everything else out there is the relationship between caring at home (e.g., parenting) and innovative leadership. It has led us to develop a manifesto for *changing the systems we lean into*¹.

The nature of the CofE[®] tool differentiates it from other employee surveys

- It is fundamentally anchored in **what human beings** (employees, leaders) **need** from their work environment in order to bring their very best into the game, to be able to work best with others, and grow into the very best version of themselves over time.
 1. **The ability to be whole** – *not just a unit of production*
 2. **Having shared meaning** – *beyond shareholder value*
 3. **Supported growth** – *personally and professionally*
- Includes **“gold standard”** questions, rich in information – meant **to inform and inspire**, not just to merely diagnose.

Example: “In an ideal organization, opportunities are part of the reward system and one of the ways to foster professional growth. Employees are consistently given assignments to gain expertise, as well as experience with great leaders. In an ideal organization, it is often true that employees look back with gratitude and forward with anticipation for the opportunities. My organization closely resembles this ideal.”
- **Best practices** are drawn from **“what really works”** in today’s rapidly changing business landscape: the most innovative, agile and successful organizations we know.
- **The bar** is set not just very high through best practices, but it **is anchored in practices which support organizational empathy**.
- Comprehensive survey of organizational **practices** (“what we do”) and **outcomes** (“what actually happens, the effect”) **allow identification of root causes** of issues that are surfaced by CofE[®].

The CofE[®] tool links the 3 basic human needs to practices clustered under 12 organizational areas



The survey provides a comprehensive fact base, while being easy to administer

PERSONAL GROWTH (continued)

"Can I grow here in my organization?"

The following statements address your perception about the degree of *PROFESSIONAL DEVELOPMENT and CONTINUOUS LEARNING* in your organization. For each statement, please indicate your level of agreement or disagreement.



	Disagree	Somewhat disagree	Somewhat agree	Agree	N/A, I don't know
1. Apprenticeship is alive and well here. People learn their roles with the support of people who have been there, done that. Then, they are expected to pay it forward, and they do.	<input type="radio"/>				
2. Our culture and way of working expose people to coaches – people who have skills to teach you some aspect of your job.	<input type="radio"/>				
3. Our culture and way of working expose people to mentors – people who have come to care about you and your success, who not only coach but provide career advice to you.	<input type="radio"/>				
4. Our culture and way of working expose people to champions – advocates who "pound the table" for you with the authority and desire to take an active role in helping create opportunities for you. It's the champions who move you up and/or provide a net if you stumble.	<input type="radio"/>				
5. We get the training we need on functional skills.	<input type="radio"/>				
6. We get the training we need on interpersonal skills.	<input type="radio"/>				
7. We have access to tools/windows into our "actual selves" (e.g., MBTI, learning styles) which help me grow.	<input type="radio"/>				
8. Our training is high quality (i.e. meaningful, efficient, role appropriate, and reinforced on the job).	<input type="radio"/>				

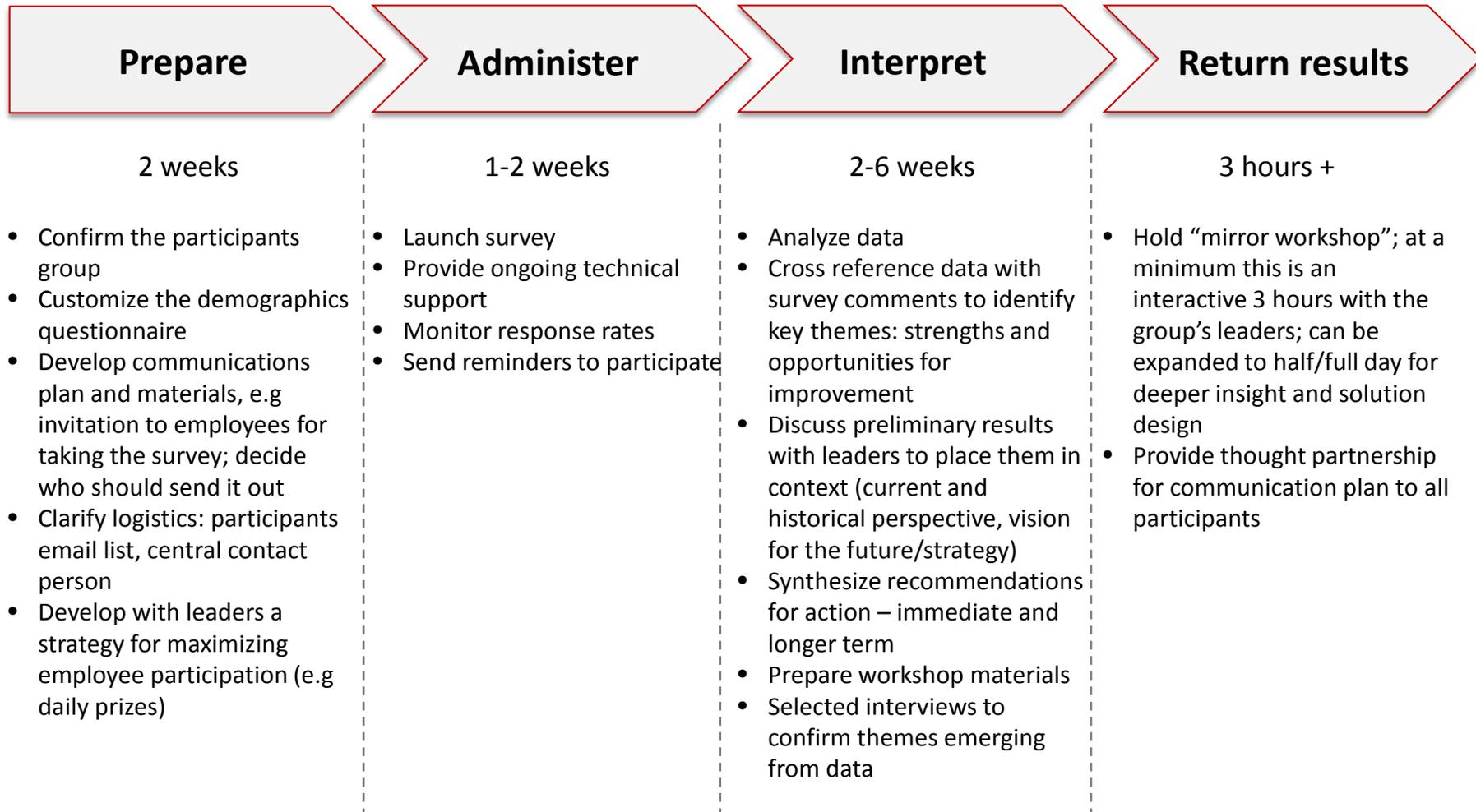
• Content/design

- 142 questions, can be taken in ~30 mins
- Participants have the opportunity to enter comments throughout the survey
- Can be administered to all employees or a specific group as desired
- The demographics query is fully customizable; the default questionnaire includes function, area, tenure, gender, race.

Technical

- Administered online using Survey Monkey platform
- Responses can be anonymous, if appropriate

Typical timeline for running the CofE® survey

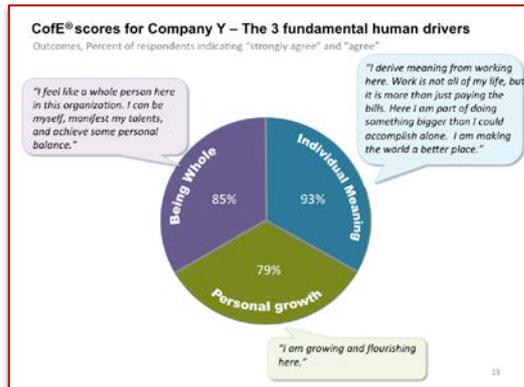


Overview

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- **How the CofE® results are used**
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Whether the environment is “right” is directly assessed through outcome-type questions, and compared against the actual organizational practices – what is done in the organization on a regular basis

The CofE® wheel
- 3 basic human needs



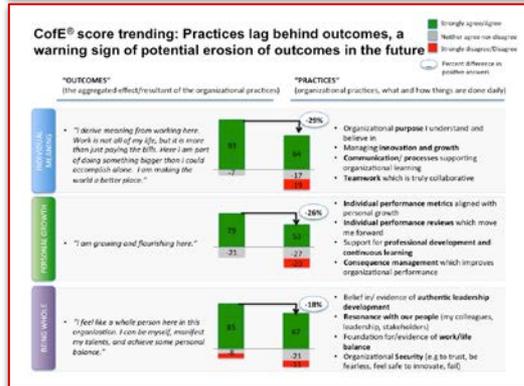
- Shows what percent of participants agree with having the right environment for
 - *The ability to be whole*
 - *Having shared meaning*
 - *Supported growth*
- Is the highest level indicator of the outcome (effectiveness) of all the organizational and management practices

The CofE® wheel
- 12 organizational areas



- Average scores in 12 areas of organizational practices
- Can display the average score for all participants (one trace), or multiple scores for different populations, to enable comparison (multiple traces, as shown here)

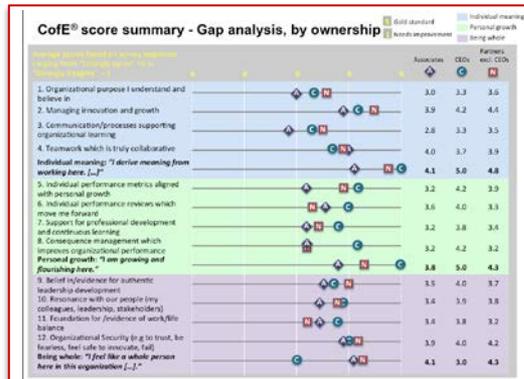
Score trending –
Outcomes vs Practices



- Compares scores of outcomes with practices
 - Practices lagging behind outcomes indicates erosion of the environment and a downward spiral
 - Practices ahead of outcomes indicates improvement underway and an upward trajectory

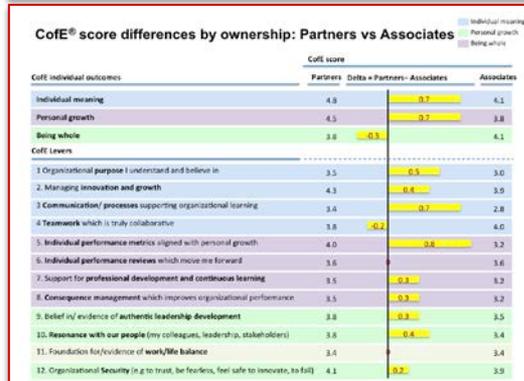
Scores can be disaggregated as needed, along function, area, ownership, etc, revealing high and low “hot spots”

Gap analysis



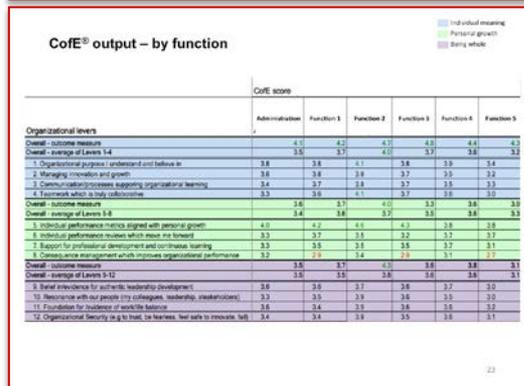
- Maps the scores of different population groups along both outcomes (3 scores) and organizational practices (12 scores)
- Allows an easy visual for detecting high/low scores and high/low gaps, also data trends

Score differential



- Charts the differential between population groups for each practice and outcome
- Provides a direct view of the areas with highest/lowest score differential.

“Hot spot” map



- Highlights high and low performing environments
- Can reveal trends along demographic dimensions (e.g an area that is an exceptional environment for growth)

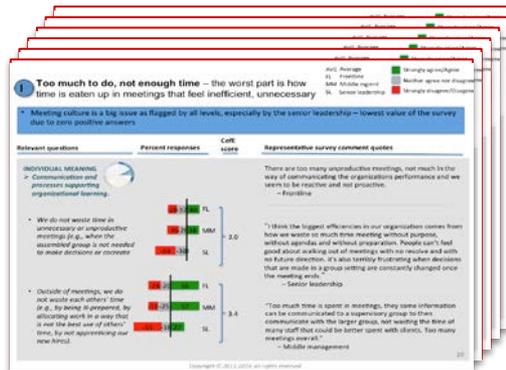
Themes emerging from the CofE® diagnostic show clear strengths to celebrate and priorities to address; deep dive analysis per theme further clarifies the practical next steps

Themes

Organization X have vital anchors for innovation - some of the most difficult organizational levers to access or change

- A Employees deriving individual meaning from their work at Organization X
- B Vision/strategy that is generally clear and believed
- C Faith in leadership, CEO
- D People feel that they grow here
- E A culture of apprenticeship
- F Financial sustainability and clarity

Deep-dive analyses



Priorities/ next steps

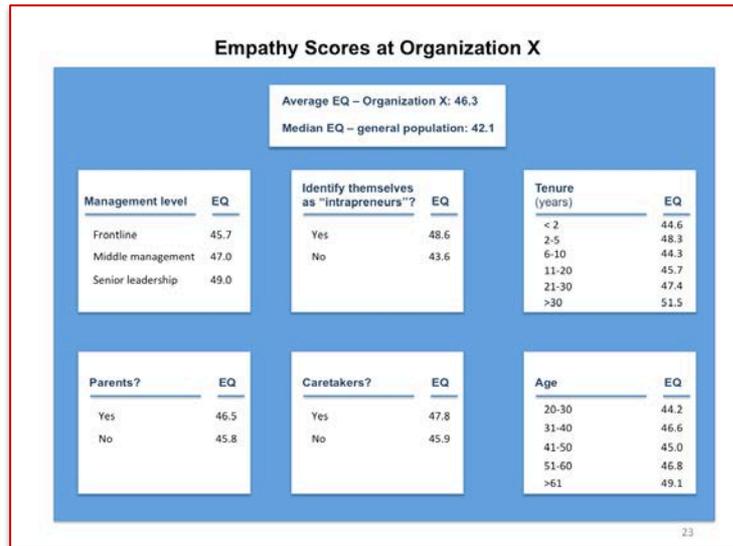
Organization X should enhance its foundation for innovation in 7 practical ways going forward

1. Celebrate the things you do well, especially the individual meaning so many of you derive from working here.
2. Involve the front line more in client service innovation – from idea generation to realization.
3. Help people grow and flourish by improving your performance management system. In particular, we believe you need:
 - a. More specific ties between individuals' work and the overall picture - performance scorecards
 - b. More disciplined and structured support for the growth of individuals
4. Better, more 2-way communication, especially from management to front line. Some ideas:
 - a. Regular performance dialogue
 - b. ACTs – Area Culture Teams
5. Start using each others' time more wisely, immediately, modeling from the top down (QUICK WIN): Fix the meeting culture now.
6. Address perceived real salary issue – how? e.g., rewards for performance
7. Address perceived real maternity and other leave issues – how?

- Clear themes emerge from both the quantitative and qualitative data:
 - Highest scores emerging from the CofE® diagnostic show clear strengths to celebrate
 - Lowest scores highlight priorities to address
 - Large differentials (e.g., between senior leadership and front line) suggest opportunities to communicate better
- Analyzing numerical data and comments leads to practical recommendations for:
 - How to celebrate strengths
 - How to address issues
 - How to bridge communication gaps
- Provides a synthesis of recommended priorities and next steps, a conversation starter for the path forward

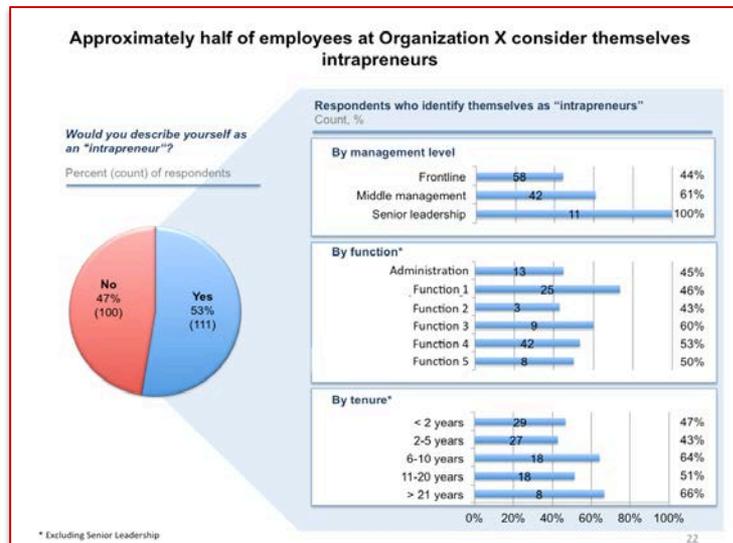
Some of the “secret ingredients” of CofE® – empathy and intrapreneurship can be directly measured for correlation with business metrics as needed

Empathy



- The Empathy score is an optional module of the CofE® survey, it uses the original Simon Baron-Cohen Empathy Quotient questionnaire
- We strongly recommend that at the very least, the leader of the area surveyed takes the Empathy Quotient; ideally, all participants complete it

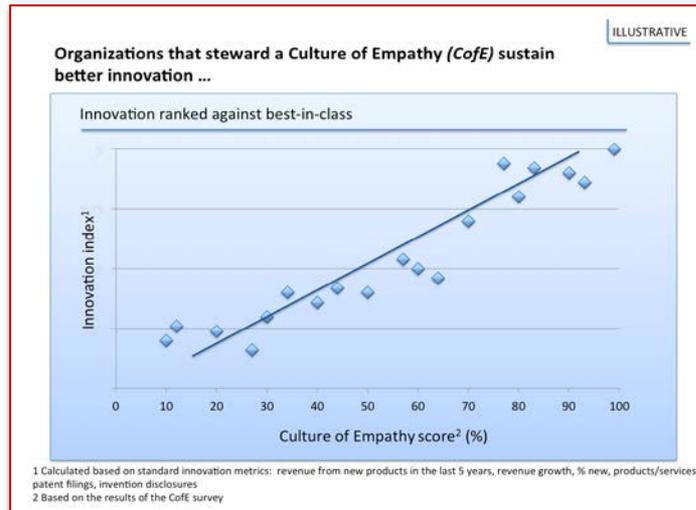
Intrapreneurship



- The “right” environment allows for development of the intrapreneurial (entrepreneurs inside) spirit – necessary for true innovation
- CofE® gauges intrapreneurship through self-assessment.

What is the next horizon for CofE®?

The database



Norming results



- Development of a comprehensive database of 100+ cases
 - The ability to offer participating organizations a view of their position/performance against peers
 - Developing the understanding of what CofE® levers scale most with innovation performance
 - Identification of “innovation types” – profiles specific to industry, sector, growth strategy, organization type
-
- Development of a North American norm (in the first phase) for average vs high/low performance: scores will be normed to 4 tiers of performance
 - This will allow organizations to measure themselves against the norm (for all practices, outcomes, and even individual questions), and eventually aspire towards the gold standard – Tier 1.

Applicability of CofE® and keys to success



Are you a good candidate for the CofE® diagnostic?

Yes. No exceptions. It will open your eyes to some new ways of working, at the very least.

Will your organization be able to change and improve your score?

Over time, certainly.

Here is what we notice in clients who are able to immediately make the most of the CofE® tool:

- 1. Financial stability with an imperative to innovate/grow/renew.** Although organizations retrenching to reach financial stability would be well informed by the CofE® diagnostic, more stable companies able to consider the future are in a better position to run with the priorities that emerge.
- 2. Intrapreneurial leadership.** People who can help the organization move through the fear of change - entrepreneurs inside. The higher up the better.
- 3. At least one example of wholehearted leadership** – people who have succeeded while keeping their humanity. People who have advanced at work while still investing in family, community, caring, etc. The higher up the better.

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Organization X

Background:

- 500 employees
- 20,000 clients
- Industry: Services
- Financial performance higher than industry average
- High growth/innovation
 - Percentage of sales from products/services that are less than 5 years old 47.8%
 - Percentage of sales to customers/markets that are less than 5 years old 14.1%

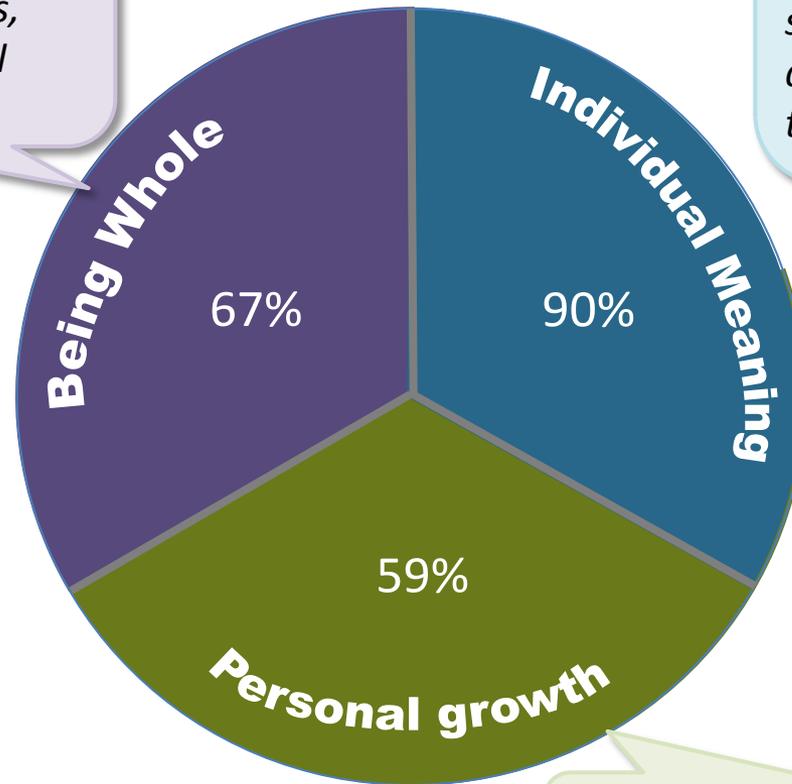
Diagnostic: The Currency of Empathy survey was administered organization-wide, in order to diagnose the state of the organization and the employee experience. The findings showed that employees found deep meaning in the work they were doing, they understood and believed the vision and strategy of the organization, had faith in leadership and felt that they could grow professionally to some degree. Some of the key issues surfaced were around poor communication, lack of trust, a sense that the frontline was not involved in innovation, and retention of “bad apples” – non-sanctioned poor performance.

Course of action: deep commitment to creating an excellent experience for employees through a variety of improvements. Progress will be quantified by administering CofE on a yearly basis.

CofE® output – Organization X

Percent of respondents indicating “strongly agree” and “agree”

“I feel like a whole person here in this organization. I can be myself, manifest my talents, and achieve some personal balance.”



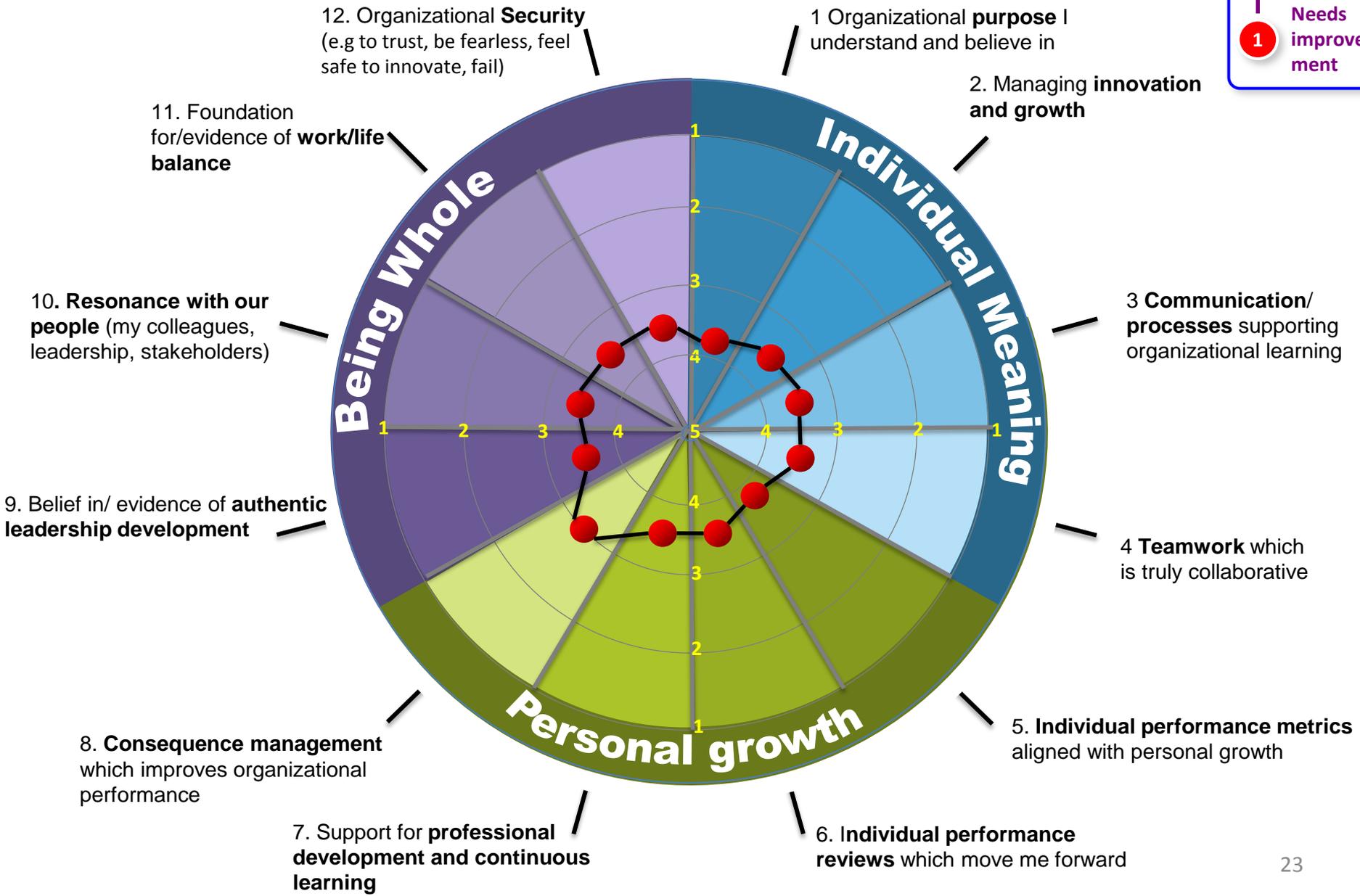
“I derive meaning from working here. Work is not all of my life, but it is more than just paying the bills. Here I am part of doing something bigger than I could accomplish alone. I am making the world a better place.”

“I am growing and flourishing here.”

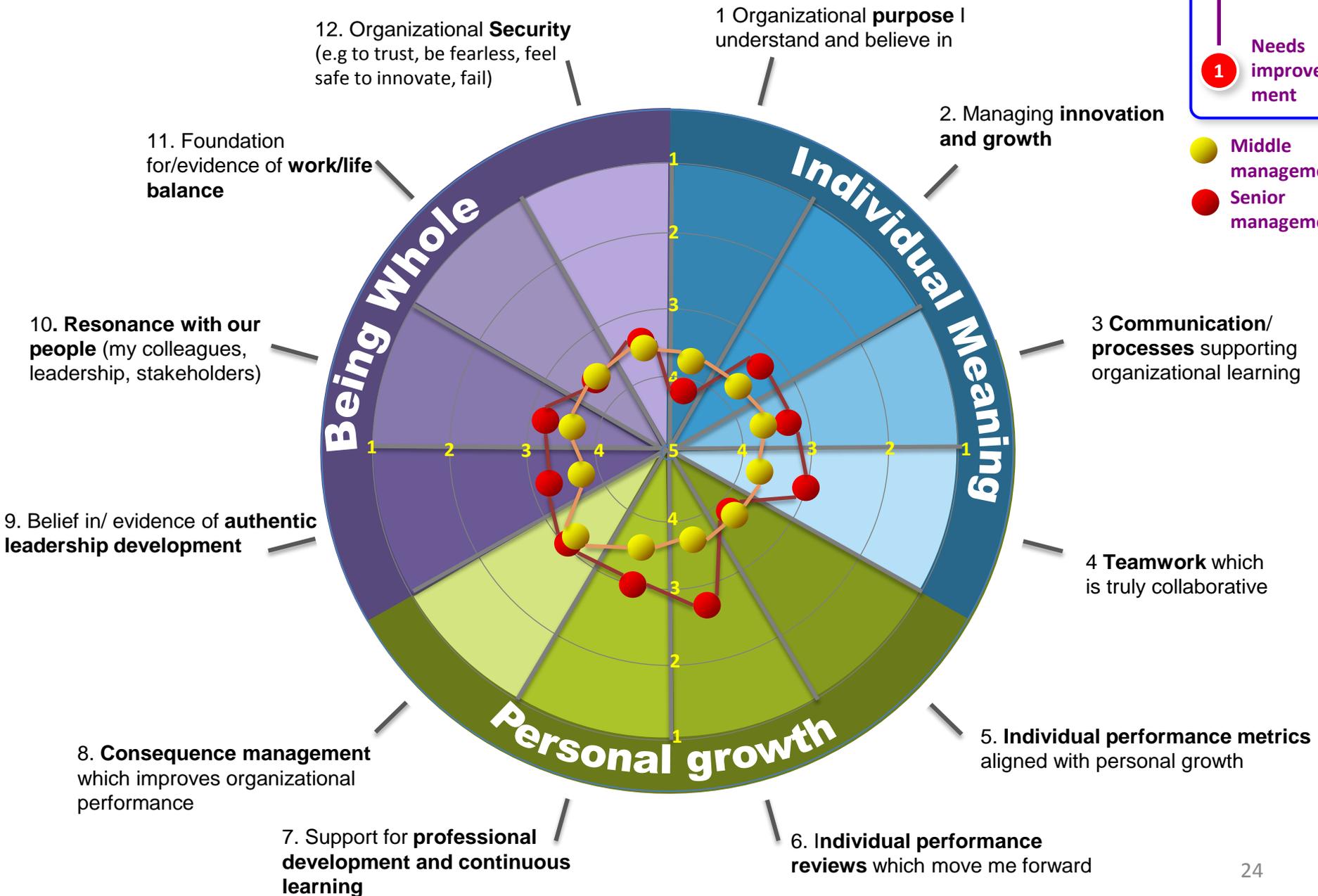
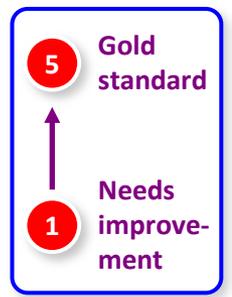
CofE® output – Organization X

Average scores based on survey responses ranging from “Strongly agree” =5 to “Strongly disagree” = 1

5 Gold standard
↑
1 Needs improvement



CofE® output – Organization X: senior & middle management



CofE® output – by function

- Individual meaning
- Personal growth
- Being whole

Organizational levers	CofE score					
	Administration	Function 1	Function 2	Function 3	Function 4	Function 5
Overall - outcome measure	4.1	4.2	4.7	4.8	4.4	4.3
Overall - average of Levers 1-4	3.5	3.7	4.0	3.7	3.6	3.2
1. Organizational purpose I understand and believe in	3.8	3.8	4.1	3.8	3.9	3.4
2. Managing innovation and growth	3.6	3.8	3.9	3.7	3.5	3.2
3. Communication/processes supporting organizational learning	3.4	3.7	3.8	3.7	3.5	3.3
4. Teamwork which is truly collaborative	3.3	3.6	4.1	3.7	3.6	3.0
Overall - outcome measure	3.6	3.7	4.0	3.3	3.6	3.0
Overall - average of Levers 5-8	3.4	3.6	3.7	3.5	3.6	3.3
5. Individual performance metrics aligned with personal growth	4.0	4.2	4.6	4.3	3.8	3.8
6. Individual performance reviews which move me forward	3.3	3.7	3.5	3.2	3.7	3.7
7. Support for professional development and continuous learning	3.3	3.5	3.5	3.5	3.7	3.1
8. Consequence management which improves organizational performance	3.2	2.9	3.4	2.9	3.1	2.7
Overall - outcome measure	3.5	3.7	4.3	3.6	3.8	3.1
Overall - average of Levers 9-12	3.5	3.5	3.8	3.6	3.6	3.1
9. Belief in/evidence for authentic leadership development	3.6	3.6	3.7	3.6	3.7	3.0
10. Resonance with our people (my colleagues, leadership, stakeholders)	3.3	3.5	3.9	3.6	3.5	3.0
11. Foundation for /evidence of work/life balance	3.6	3.4	3.9	3.6	3.6	3.2
12. Organizational Security (e.g to trust, be fearless, feel safe to innovate, fail)	3.4	3.4	3.9	3.5	3.6	3.1



Organization X have vital anchors for innovation - some of the most difficult organizational levers to access or change

- A** Employees deriving individual meaning from their work at Organization X
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E A culture of apprenticeship

AVG Average ■ Strongly agree/Agree
 FL Frontline ■ Neither agree nor disagree
 MM Middle management ■ Strongly disagree/Disagree
 SL Senior leadership

- People teach and support each other on general.
- Only ~ 50% of senior leadership agrees that the culture promotes apprenticeship via coaches/mentors/champions.
- Employees recognize the presence of coaches and mentors, but much less of champions. This is a powerful role from which Organization X would benefit. Let's discuss.

Relevant questions	Percent responses	CofE score	Representative survey comment quotes
PERSONAL GROWTH 			
➤ Professional development and continuous learning			
<ul style="list-style-type: none"> • <i>Apprenticeship is alive and well here. People learn their roles with the support of people who have been there, done that. Then, they are expected to pay it forward, and they do.</i> 	-13 15 72 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	FL	3.8 “[...] I feel that the culture is one that tries to support the coach/mentor aspect, and is an area of growth for the organization.[...]” – Middle management
	-12 -19 69 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	MM	
	-27 -9 64 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	SL	
<ul style="list-style-type: none"> • <i>Our culture and way of working expose people to coaches – people who have skills to teach you some aspect of your job.</i> 	-10 13 77 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	FL	3.9 “People have been helpful in training me for all three positions I have held within the company.” – Frontline “Many employees provide informal mentoring and support to colleagues, which is a great part of working for Organization X. In light of this, the formal mentoring positions/stipends can seem preferential or not fitting with other standards we have to abide by with the union.” – Frontline
	-9 -23 68 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	MM	
	-27 -18 55 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	SL	
<ul style="list-style-type: none"> • <i>Our culture and way of working expose people to mentors – people who have come to care about you and your success, who not only coach but provide career advice to you.</i> 	-10 17 73 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	FL	3.7 “There is a lot of collegial support and mentor support for staff to learn as the job develops.” – Middle management
	-23 -19 58 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	MM	
	-27 -18 55 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	SL	
<ul style="list-style-type: none"> • <i>Our culture and way of working expose people to champions – advocates who “pound the table” for you with the authority and desire to take an active role in helping create opportunities for you.</i> 	-19 -27 54 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	FL	3.5 “This is an area where I think we lack. There are knowledgeable people to go to for advice and assistance when needed but no formal coaching or mentoring [...]” – Frontline
	-19 -29 52 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	MM	
	-36 -27 37 <div style="display: flex; justify-content: space-around; width: 100px;"> <div style="width: 15%;"></div> <div style="width: 15%;"></div> <div style="width: 15%;"></div> </div>	SL	

Sample analysis

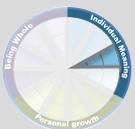
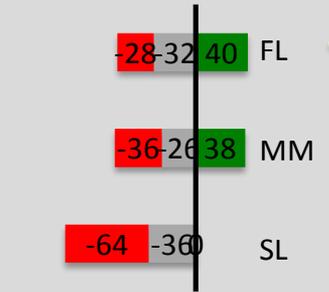
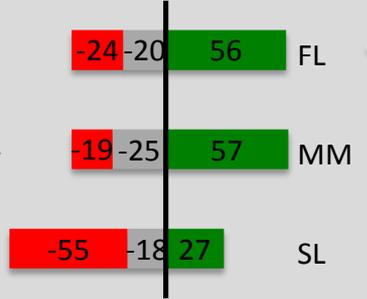


As with any organization innovating in a rapidly changing environment, people feel some amount of emotional challenge and frustration at all levels.

- G** **Lack of integration of overall goals** – perceived skew toward financial goals at the expense of client impact
- H** **Sink or swim feeling on the front line** – lack of training, development, preparedness, lots of young tenured employees
- I** **Too much to do, not enough time** – the worst part is how time is eaten up in meetings that feel inefficient, unnecessary
- J** **Salaries are a big issue for the frontline** – in contrast with employees in management positions (middle and senior) who feel better about their pay
- K** **Maternity and other leave is insufficient**
- L** **Communication** – frontline does not feel heard, some are afraid to speak up, does not know what is decided at the top, not involved in innovation
- M** **Lack of understanding “how my work contributes to the overall picture”**
- N** **Individual reviews do not optimize employee development and growth**
- O** **A feeling of no real consequences for poor performance** – retention of “bad apples”
- P** **Frustration with ongoing changes and how change is managed**
- Q** **Overall post-merger settling is not done**
- R** **Lack of clarity, trust, security**

I Too much to do, not enough time – the worst part is how time is eaten up in meetings that feel inefficient, unnecessary

Meeting culture is a big issue as flagged by all levels, especially by the senior leadership – lowest value of the survey due to zero positive answers

Relevant questions	Percent responses	CofE score	Representative survey comment quotes																
<p>INDIVIDUAL MEANING</p> <p>➤ <i>Communication and processes supporting organizational learning.</i></p>  <ul style="list-style-type: none"> We do not waste time in unnecessary or unproductive meetings (e.g., when the assembled group is not needed to make decisions or cocreate) 	 <table border="1"> <tr> <th>Level</th> <th>Strongly disagree/Disagree</th> <th>Neither agree nor disagree</th> <th>Strongly agree/Agree</th> </tr> <tr> <td>FL</td> <td>28</td> <td>32</td> <td>40</td> </tr> <tr> <td>MM</td> <td>36</td> <td>26</td> <td>38</td> </tr> <tr> <td>SL</td> <td>64</td> <td>36</td> <td>0</td> </tr> </table>	Level	Strongly disagree/Disagree	Neither agree nor disagree	Strongly agree/Agree	FL	28	32	40	MM	36	26	38	SL	64	36	0	3.0	<p>There are too many unproductive meetings, not much in the way of communicating the organizations performance and we seem to be reactive and not proactive.</p> <p>– Frontline</p> <p>“I think the biggest efficiencies in our organization comes from how we waste so much time meeting without purpose, without agendas and without preparation. People can't feel good about walking out of meetings with no resolve and with no future direction. it's also terribly frustrating when decisions that are made in a group setting are constantly changed once the meeting ends.”</p> <p>– Senior leadership</p>
Level	Strongly disagree/Disagree	Neither agree nor disagree	Strongly agree/Agree																
FL	28	32	40																
MM	36	26	38																
SL	64	36	0																
<ul style="list-style-type: none"> Outside of meetings, we do not waste each others' time (e.g., by being ill-prepared, by allocating work in a way that is not the best use of others' time, by not apprenticing our new hires). 	 <table border="1"> <tr> <th>Level</th> <th>Strongly disagree/Disagree</th> <th>Neither agree nor disagree</th> <th>Strongly agree/Agree</th> </tr> <tr> <td>FL</td> <td>24</td> <td>20</td> <td>56</td> </tr> <tr> <td>MM</td> <td>19</td> <td>25</td> <td>57</td> </tr> <tr> <td>SL</td> <td>55</td> <td>18</td> <td>27</td> </tr> </table>	Level	Strongly disagree/Disagree	Neither agree nor disagree	Strongly agree/Agree	FL	24	20	56	MM	19	25	57	SL	55	18	27	3.4	<p>“Too much time is spent in meetings, they same information can be communicated to a supervisory group to then communicate with the larger group, not wasting the time of many staff that could be better spent with clients. Too many meetings overall.”</p> <p>– Middle management</p>
Level	Strongly disagree/Disagree	Neither agree nor disagree	Strongly agree/Agree																
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Organization X should *enhance its foundation for innovation* in 7 practical ways going forward

- 1. Celebrate the things you do well, especially the individual meaning so many of you derive from working here.**
- 2. Involve the front line more in client service innovation** – from idea generation to realization.
- 3. Help people grow and flourish by improving your performance management system.** In particular, we believe you need:
 - a. More specific ties between individuals' work and the overall picture - performance scorecards**
 - b. More disciplined and structured support for the growth of individuals**
- 4. Better, more 2-way communication, especially from management to front line. Some ideas:**
 - a. Regular performance dialogue
 - b. ACTs – Area Culture Teams
- 5. Start using each others' time more wisely, immediately, modeling from the top down (QUICK WIN):** Fix the meeting culture now.
- 6. Address perceived/real salary issue – how?** e.g., rewards for performance
- 7. Address perceived/real maternity and other leave issues – how?**