

Reflections Engagement

Prof. Adrian Furnham



The Reflections - Engagement questionnaire is designed and written by Adrian Furnham MA MSc DPhil DSc FBPsS CPsychol

About Adrian Furnham

Professor Furnham is a Fellow of the British Psychological Society and is ranked the second most productive psychologist in the world since 1980. He is on the editorial board of a number of international journals, as well as elected President of the International Society for the Study of Individual Differences.

He is also a founder director of Applied Behavioural Research Associates (ABRA), a psychological consultancy. He writes regularly for the Sunday Times and the Daily Telegraph and is a regular contributor to BBC radio and television. More details in the latest 'Whos Who'. Like Noel Coward, he believes work is more fun than fun and considers himself to be a well-adjusted workaholic.

Author of 600 peer-reviewed scientific papers in international scientific journals.

Author nearly 50 books including Culture Shock, The Economic Mind, The Protestant Work Ethic, Personality at Work, Consumer Profiles, Corporate Assessment, Business Watching, Complementary Medicine, The Psychology of Behaviour at Work, Psychology of Money, Psychology of Managerial Incompetence Personality and Social Behaviour.

Writer for various popular newspapers (Financial Times, Guardian Telegraph, Daily Mail, Times Higher Educational Supplement, Sunday Times) and magazines (Spectator, Personnel Management, New Scientist, Across the Board, Spotlight) in both Europe and North America Columnist in various management magazines (Mastering Management, Human Resources).

Reviewer for:

British Journal of Social Psychology	European Journal of Social Psychology
Applied Cognitive Psychology	Current Psychological Reviews and Research
Journal for the Theory of Social Behaviour	Journal of Personal and Social Relationships
Human Relations	Journal of Occupational Behaviour
Political Psychology	Journal of Adolescence
Journal of Personality and Social Psychology	British Journal of Developmental Psychology
Personality and Social Psychology Bulletin	Personality and Individual Differences
Psychological Reports Social Behaviour	International Journal of Psychology
Journal of Applied Social Psychology	Journal of Occupational and Organizational Psychology
British Journal of Clinical Psychology	Journal of Economic Psychology
Journal of Psychosomatic Medicine	Journal of Personality and Social Psychology
Psychological Review	British Medical Journal
Journal of Experimental Psychology	



Engagement & Organisational Climate

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Why measure engagement

Organisations achieve best results through retaining people who consistently perform to their optimum capability and are willing to 'go the extra mile'. Employees generally want a role that interests them and a working environment where they feel motivated. Leading organisations create a working climate that meets their needs and those of their employees to create an engaged workforce.

What is engagement

Employee Engagement goes beyond job satisfaction and can be described as an emotional commitment to the organisation's purpose, values, direction and willingness to support colleagues. It is usually generated when an employees perceives a high degree of involvement, empowerment, trust and job motivation.

The engagement and climate map provides an overall index of engagement and the perceived performance climate for everyone surveyed. This provides a benchmark for comparison of specific functional areas or job levels i.e. an organisational norm. Movement of this norm can be tracked with future surveys to reveal a shift in climate and engagement.

Organisational Climate

Researchers suggest that organisational climate causes various work outcomes which can be either positive or negative. Positive outcomes are related to employee productivity, satisfaction, and motivation; and negative outcomes are related to employee absenteeism, turnover and accidents.

Climate is often the result of organisational structure and process and is a useful measure of an organisation's health. Climate and culture are related but the latter is more difficult to assess, and is generally less important in every-day behaviour of individuals at work. Climate can be felt and can change quite rapidly. This is because workers react to the way they perceive the organisation to be as opposed to the way the organisation actually is. Engagement and how people feel in an organisation at a particular point in time are best assessed by climate.

Naturally, employee perceptions differ within an organisation as a function of seniority, department, etc. and those perceptions influence and are influenced by organisational behaviours.

An important issue concerns the amount of consensus within an organisation concerning the perceived climate - it is possible to have varying departmental climates.

Respondent feedback

We recommend all employees be given extensive group feedback about 2 months after the survey has been conducted. This is important because a climate survey may identify issues which employees expect to be solved. As such, it is often useful for senior management to comment on the learning obtained from the survey and resulting actions. Raising issues without solving them is the worst possible outcome that occurs after administration of a climate questionnaire.



This survey has been developed by Professor Adrian Furnham of University College London and is psychometrically valid. Results can therefore be reliably used to support people and organisational development initiatives.

The survey contains 108 statement items that measures 14 key Climate Factors clustered into four main Domains. Respondents are invited to indicate their level of agreement to each statement in relation to how they perceive the organisation is performing and secondly the level of importance the statement point is to them at the time of taking the survey.

Climate Factors definitions

	Climate Factors	Description
Business Climate	Role Clarity	The extent to which the individual's job is clearly defined.
	Planning & Decision making	The extent to which the individual is involved in decisions made by the organisation and decision making is well co-ordinated.
	Innovation	The degree to which the organisation encourages ideas and develops plans for the future.
People Systems	Reward	The extent to which good work is recognised and rewarded.
	Career Development	The extent that the company is interested in the development of people.
Interpersonal Climate	Relationships	The extent to which an individual's needs and requirements are valued and respected by the company.
	Teamwork & Support	The extent to which people get on well with each other.
	Service Quality	The degree to which people within the organisation believe in the highest work standards.
	Conflict Management	The extent to which conflicts and problems between individuals and departments are dealt with in a positive manner; and the way in which future conflicts are averted.
	Communication	The extent the individual knows what is going on.
	Respect	The extent to which the individual is valued by the organisation and the amount of respect departments have for each other.
Leadership Climate	Commitment & Morale	The pride, commitment and morale felt by people in working for their organisation.
	Learning & Development	The extent the individual receives adequate training at work.
	Direction	Clarity of understanding people have about the future direction the organisation will take.

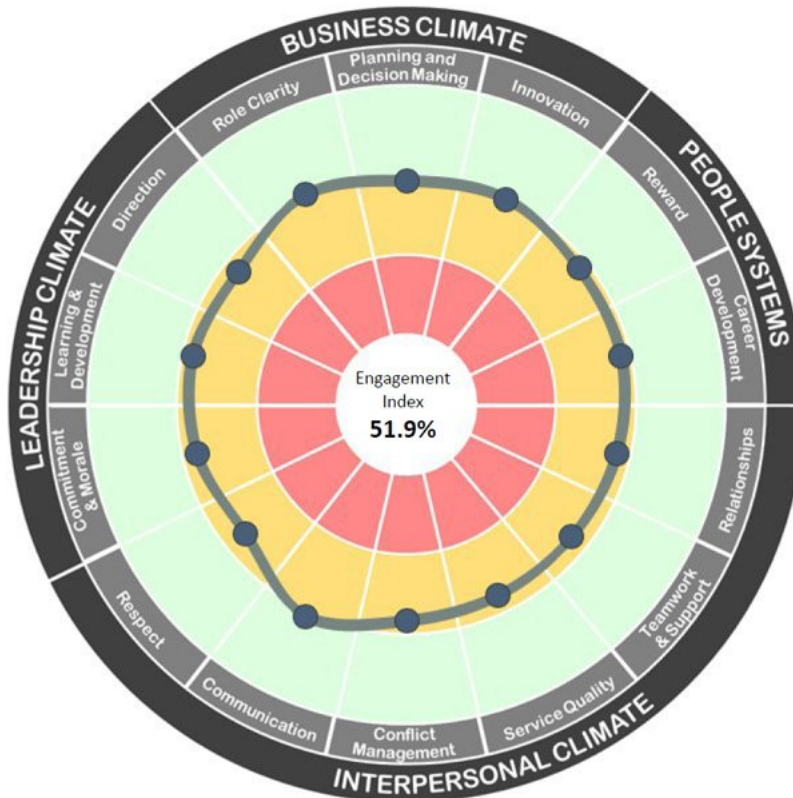


Engagement & Climate Map (Norm)

The Engagement & Climate Map (Norm) combines ratings from all respondents to the survey in relation to the 14 Climate Factors in each of the 5 Domains and an overall Engagement Index.

The Climate Map uses the Red (Average score 1-2) Amber (Average Score 3) Green (Average score 4-5) to represent performance for each Climate Factor.

Because this map represents the perceptions of everyone in the survey i.e. current Norm, it can provide a useful benchmark to compare functional areas. The "everyone" norm is indicated throughout the survey report. This map can also be used to compare functional area results over time to measure continuous improvement initiatives (longitudinal study).



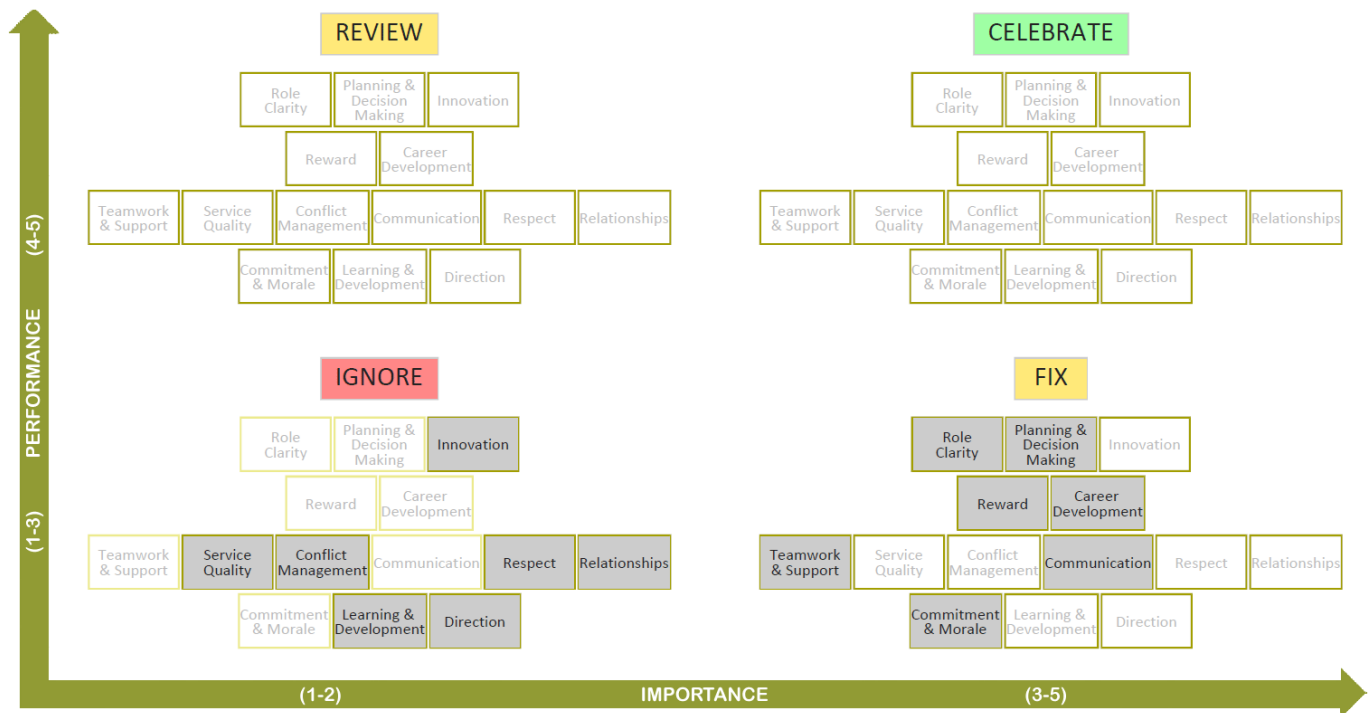
Engagement Index

The Engagement Index is calculated as an average score across all 14 Climate Factors and indicates a perceived performance acceptance of the business, leadership, Interpersonal and people systems climates.



Action Matrix

Climate Factor scores for Performance and Importance are plotted on the action matrix below to indicate one of four areas of action using the red, amber, green traffic light system. This matrix can help to prioritise actionable areas at the organisational level.



Ignore: those questions referring to behaviours with low agreement on performance and importance can be given low priority because although performance was low so was importance.

Review: When performance is high and importance low, it suggests that people see certain things done well in the organisation which they do not perceive as important to them. These need to be reviewed as they may represent misguided effort or people may not realise their purpose or outcome benefits.

Celebrate: Where performance is high and importance is high, people perceive that important issues are being done well and this ought to be celebrated. These Factors will be contributing to the Engagement Index and need to be maintained.

Fix: the major course for action occurs where the issues are considered high in importance but performance is low. It is these items that warrant most attention particularly the very low performance, high importance.

This classification enables the organisation to develop an action plan which takes into account the importance of the problem in relation to the performance of the organisation.

Development Suggestions

This section contains specific actions that could be undertaken to enhance each climate factor.

Climate Factors & Question Item Analysis

The detailed section of the survey report provides an opportunity to compare the average item responses for various levels within a particular functional area. This can be particularly helpful to identify perceptual gaps between people levels in order to determine actionable steps and priorities to increase engagement.



Scope and Response Rates

Area	Tier Level	Potential Responses	Actual Responses	Response Rate
Everyone	Director	5	4	80%
	Senior Manager	6	3	50%
	Manager	12	3	25%
	Team Leader	15	1	7%
	Employee	86	19	22%
	TOTAL	124	30	24%
Sales	Director	1	0	0%
	Senior Manager	2	1	50%
	Manager	3	0	0%
	Team Leader	2	0	0%
	Employee	10	3	30%
	Functional Total	18	4	22%
Finance	Director	1	0	0%
	Senior Manager	1	1	100%
	Manager	2	0	0%
	Team Leader	4	1	25%
	Employee	20	3	15%
	Functional Total	28	5	18%
Operations	Director	1	0	0%
	Senior Manager	2	1	50%
	Manager	3	1	33%
	Team Leader	4	0	0%
	Employee	30	3	10%
	Functional Total	40	5	12%
Marketing	Director	1	0	0%
	Senior Manager	1	0	0%
	Manager	2	1	50%
	Team Leader	3	0	0%
	Employee	18	3	17%
	Functional Total	25	4	16%
IT	Director	0	1	0%
	Senior Manager	0	0	0%
	Manager	1	1	100%
	Team Leader	1	0	0%
	Employee	5	4	80%
	Functional Total	7	6	86%
Development	Director	1	3	300%
	Senior Manager	0	0	0%
	Manager	1	0	0%
	Team Leader	1	0	0%
	Employee	3	3	100%
	Functional Total	6	6	100%

Respondent Demographic	Actual Responses
Everyone	30
16-20	3
21-30	10
31-40	8
41-50	4
51 onwards	0
Undisclosed	5

Respondent Tenure	
Less than a year	8
1 - 5 years	10
6 - 10 years	6
Over 10 years	6



Climate Map & Engagement Index (Norm)

