



## Understanding Your Executive Data Pack

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# How to use this guide

This guide will help you to understand your data packs.

You'll see charts and tables that look a lot like those in your data packs, except we've used dummy data from a hypothetical organisation.

Using this guide as a reference, you'll be able to understand what each table, chart and graph means.

You'll be able to draw insights from your survey data that you can use to improve engagement in your organisation.

If you come across a term, you're not familiar with, check the glossary at the end of this guide.

Look out for these boxes, they explain what a chart means



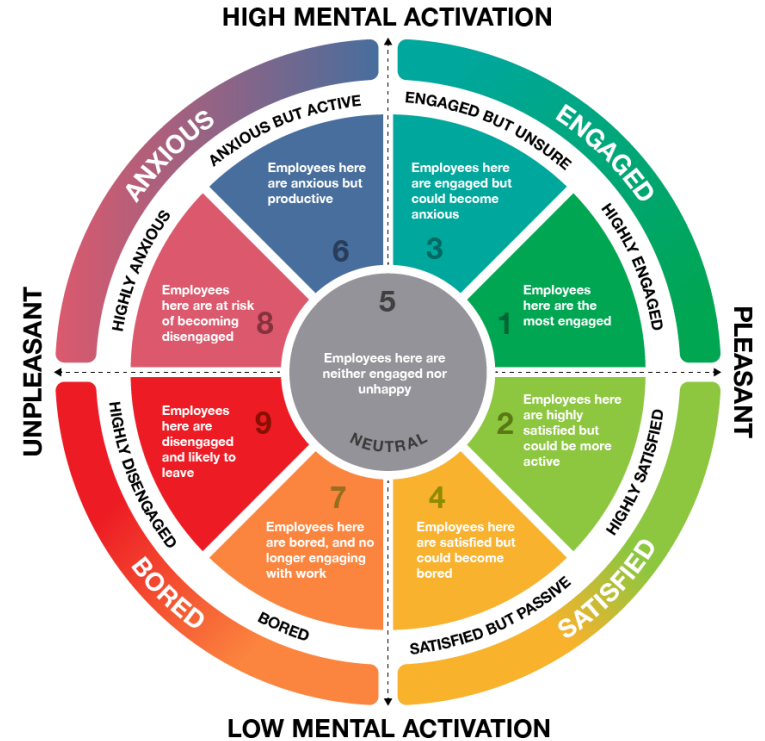
# The 9 Zone Model (1 of 2)

The Best Companies 9 Zone Model builds on 'Russell's Circumplex Theory of Affect' allowing us to see an overall picture of engagement within your organisation.

We can predict where an employee sits on The 9 Zone Model by asking them to score 2 statements in the b-Heard survey:

- On a scale of 0 – 10, please mark how you have felt at work recently where 0 = Stressed, 10 = Calm
- On a scale of 0 – 10, please mark how you have felt at work recently where 0 = Bored, 10 = Enthusiastic.

We need at least 30 responses to both questions to create the chart for an employment group. If the threshold of 30 responses is not achieved for an employment group, The 9 Zone Model will illustrate scores for the organisation as a whole.



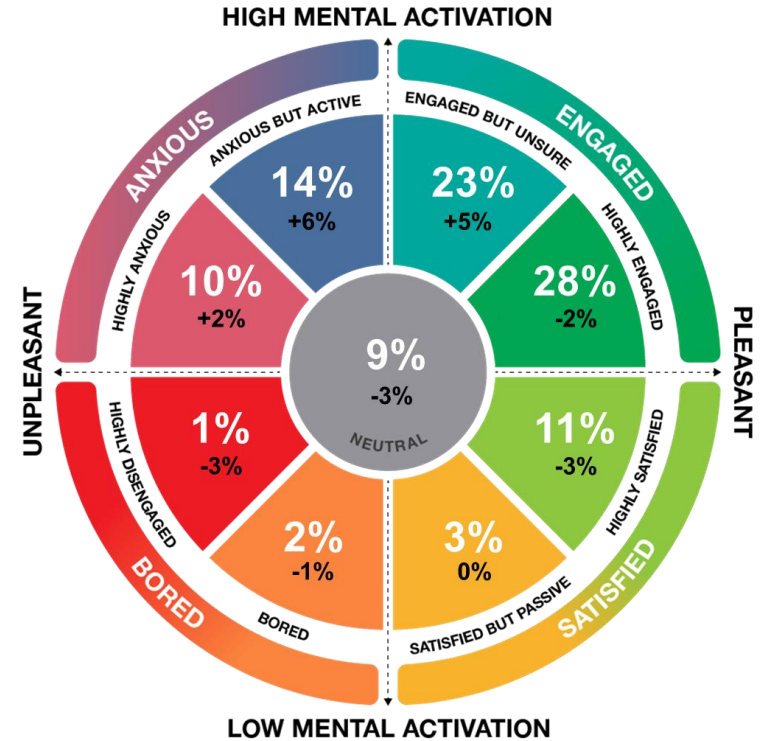
# The 9 Zone Model vs benchmarks (2 of 2)

The 9 Zone Model illustrates how people in your organisation feel and how engaged they are in terms of:

- Engaged – Engaged but unsure / Highly engaged
- Satisfied – Satisfied but passive / Highly satisfied
- Bored – Highly disengaged / Bored
- Anxious – Anxious but active / Highly anxious

When viewing your scores compared to your previous survey results, the percentages in white display the proportion of your employees that sit in each of the zones, with the percentages in black showing the difference compared to the previous survey.

When viewing your scores compared to the Accreditation benchmarks, the percentages in white display the proportion of employees in each zone for the benchmark, with the percentages in black showing how far you are away from achieving the same percentage as the benchmark.



# Our methodology

Our academically rigorous methodology is one of a kind. Developed alongside academics at the university of Plymouth, it is consistently proven to be the most accurate and effective way to measure and understand workplace engagement, providing insight into the factors that affect engagement in your organisation.

The b-Heard survey invites your employees to respond to statements about wellbeing, pay and benefits, personal growth, their team, the leadership and much more. To understand more about the 8 factors of workplace engagement, please see slide 9.

The statements are scored using a seven-point scale that allows for more nuanced responses than a traditional five-point scale.

We combine, average and headcount adjust responses to our scoring statements to give your organisation or employment group a Best Companies Index (BCI) score – our exclusive and academically verified measure of engagement.

The 8 Factors and the Impact on Organisational Health



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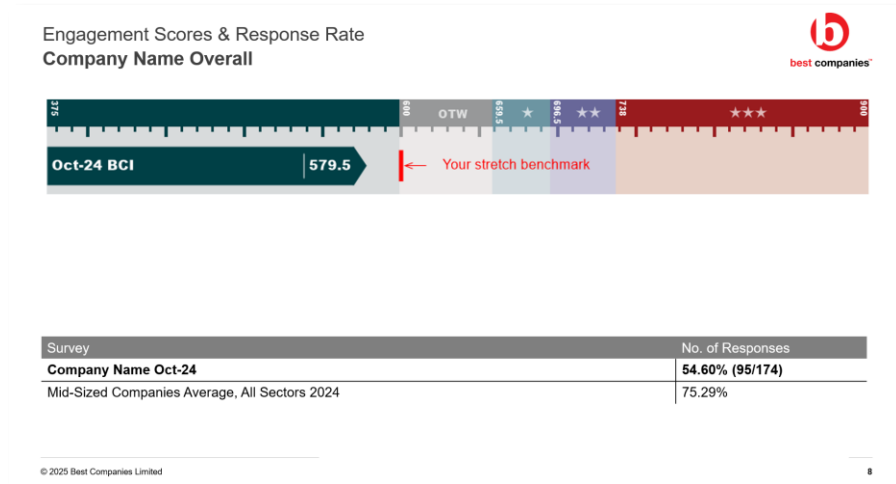
# BCI scores

BCI score stands for **Best Companies Index Score**, and is a recognised standard for employee engagement. It is calculated by combining the responses to our eight workplace factors. The BCI score is on a scale of 0-1000, although most companies fall between 475 and 900. You need a minimum score of 600 to be eligible for accreditation (explained below).

The stretch benchmark that your data is compared to throughout the data pack is shown here, as well as response rates from this survey and any previous surveys.

## Accreditation explained:

- **'One to Watch'** represents a **good** level of engagement, having achieved a minimum score of 600.
- **'One Star'** represents a **very good** level of engagement, having achieved a minimum score of 659.5.
- **'Two Stars'** represents an **outstanding** level of engagement, having achieved a minimum score of 696.5.
- **'Three Stars'** represents an **extraordinary** level of engagement, having achieved a minimum score of 738.



# Accreditation

Our accreditation programme is the standard of workplace engagement.

For context, you'll see what BCI score is required to achieve one of our accreditation ratings and what each star-rating represents:



A BCI score of over **600** represents **good** levels of workplace engagement



A BCI score of over **659.5** represents **very good** levels of workplace engagement



A BCI score of over **696.5** represents **outstanding** levels of workplace engagement



A BCI score of over **738** represents **extraordinary** levels of workplace engagement



# The 8 factors of workplace engagement (1 of 3)

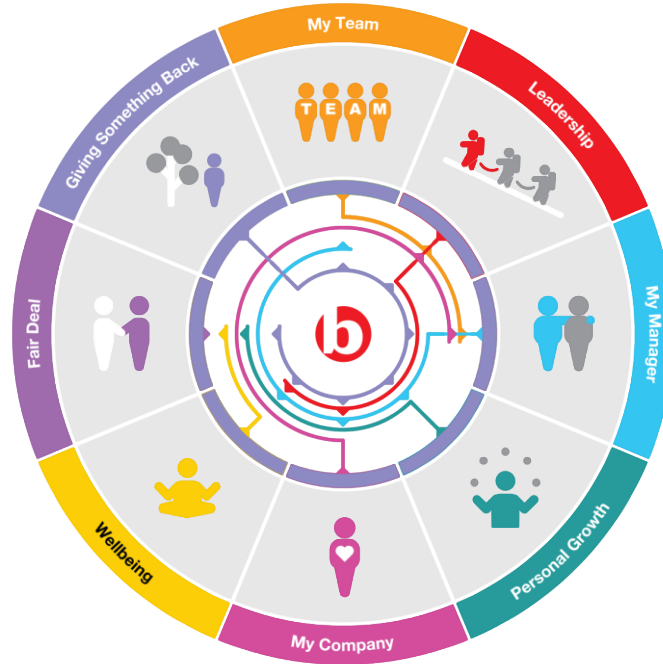
The b-Heard survey is based on the 8 factors of workplace engagement identified by Best Companies.

Through exploratory and confirmatory factor analysis, we are uniquely capable of identifying the deep and independent relationships between the 8 factors of workplace engagement.

To see how each of the 8 factors intercorrelate with each other, view this slide in 'slide show' mode and click through the animations.

A description of each of the factors can be seen on the following slide.

We start our model with 4 pillars that underpin engagement, cohesive teams, creating clear communication and clarity from Leadership, over communicating and selling that clarity via managers and lastly measuring the success of that clarity within my company. These areas then enable success in our remaining 4 areas.



# The 8 factors of workplace engagement (2 of 3)



**My Team** benefits from a high scoring My Manager factor, as the manager is key to creating and sustaining a productive and positive work environment. An employees perceived team will be those they work with on a daily basis.



**Leadership** has the biggest influence on the My Company factor. The leadership culture sets the tone for either good or poor levels of wellbeing. Leadership needs to drive forward change whilst creating a balance between work & personal life.



**My Company** is a standalone factor, created by output statements such as 'I love working for this organisation' and is made up of an aggregate of all the other factors. If the other seven factors, especially Leadership, are scoring well, you will see a higher My Company score. The only exception to this rule is where the organisation has a strong well-known brand; this can enable the My Company factor to score highly without a high leadership score.



**My Manager** a great manager will sell the direction and vision of the organisation and so directly impacts the My Company factor. A great manager will also take an interest in the personal growth of their people and in turn this will result in them taking a greater interest in what their manager is trying to achieve. Great managers will build effective teams and help to break down any silo cultures between teams. Managers impact wellbeing by managing workload and recognising people have a life outside of work.

# The 8 factors of workplace engagement (3 of 3)



**Personal Growth** is strongly correlated to Fair Deal, as if we are developing our people they are more likely to be happy about their pay and benefits. A stronger learning and development culture within the organisation can aid higher scores in Personal Growth.



**Wellbeing** is a product of leadership and management culture, linked strongly to fair deal and a balance between the two is key to success in both areas. For example if you are paid a fixed salary and asked to work longer hours this will have a different negative impact than if you were paid a wage per hour.



**Fair Deal** is a hygiene factor and whilst it is important in engagement, it is more of a disengager than an engager, and therefore must be set at the right level. You could pay people twice as much money, however they would still have the same views on Leadership and Management culture and certainly wouldn't be twice as engaged. Fair deal is not as highly correlated to engagement compared to the other seven factors.

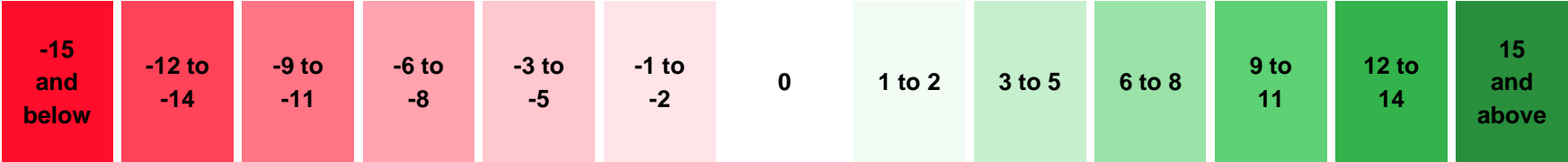


**Giving Something Back** or giving back to the local and wider community involves how we think about the environment and whether profit & budget concerns are the only thing driving the organisation. It is interesting to note that this is the only factor that impacts all of the other factors positively.

# Colour coding scale

On the data charts included in your data pack you will see that we use a scale of red to green to help you see how you're performing against a given benchmark.

The deeper the red you see, the poorer your performance and the deeper the green, the better.



The results on each chart are displayed as a percentage difference from given benchmarks.

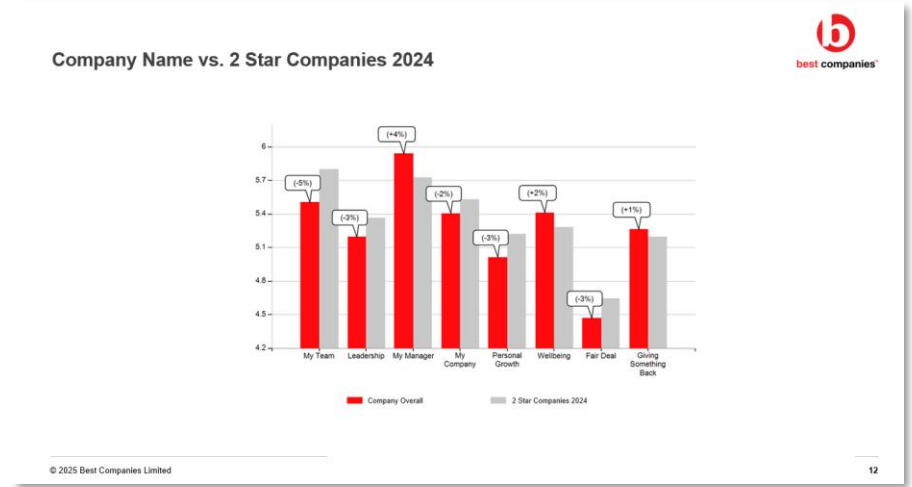
# 8 factors versus benchmarks

This chart shows how your employment group compares to the given benchmark for each of the 8 factors of workplace engagement.

Percentage labels show how far your organisation (shown in red) is above or below the benchmark (shown in grey) for each factor.

A normal benchmark comparison should fall within -3% allowing for a normal 'stretch' to the next level of engagement, this should be achievable to improve in time for the next b-Heard survey. Negative scores greater than -3% however should be an area of focus to improve.

When comparing to previous survey results (if applicable) however, any negative score should be seen as either an area of opportunity or concern.



In the above example, 'My Manager' is performing well at 4% above the 2 Star benchmark level whilst My Team is struggling at 5% away from this target

# Job grade breakdown

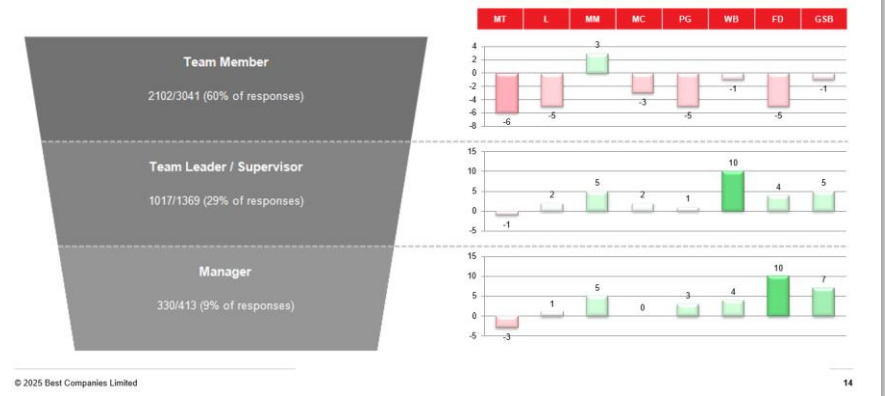
These charts show how your chosen demographics are performing for each of the 8 factors of workplace engagement.

The chart uses a like for like benchmark to ensure an accurate comparison to the demographic scores that are displayed. For example your Manager demographic will be compared to other Managers within the benchmark, as opposed to comparing your Managers to every job grade level within the benchmark.

The numbers in the table show the percentage above or below the given benchmarks.

The number of responses and the proportion from each demographic is shown on the left.

Job Grade breakdown vs. 2 Star Companies 2024



In the above example, Team Members are below the 2 Star benchmark level for the majority of the 8 factors with just My Manager (MM) outperforming this benchmark by 3%

# SWOT analysis (1 of 3)

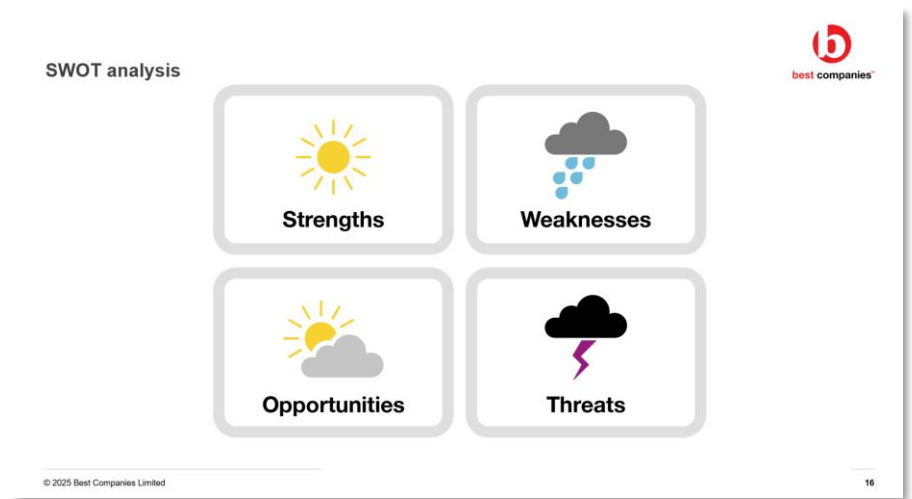
SWOT annotations within your data pack identify your Strengths, Weaknesses, Opportunities and Threats based on your data.

**Strengths** identify areas within your data where you are performing well against the given benchmarks.

**Weaknesses** illustrate areas for improvement, however these are areas that are not detrimental to the employment group. For example poor scores in Personal Growth will not have a significant impact on the employment group, however if these issues are not addressed they could become more serious in the future.

**Opportunities** are based around both Organisational Clarity and Managerial Engagement (for further information please see slides 20 & 22).

**Threats** identify areas within your data that, if not addressed immediately, could be severely detrimental to your employment group. For example, poor Wellbeing is a serious issue no matter what level within the business it is occurring. Equally, poor Leadership scores are significant, as it could mean that employees don't believe the organisation has a plan that they can buy into and are not excited about where the organisation is going.



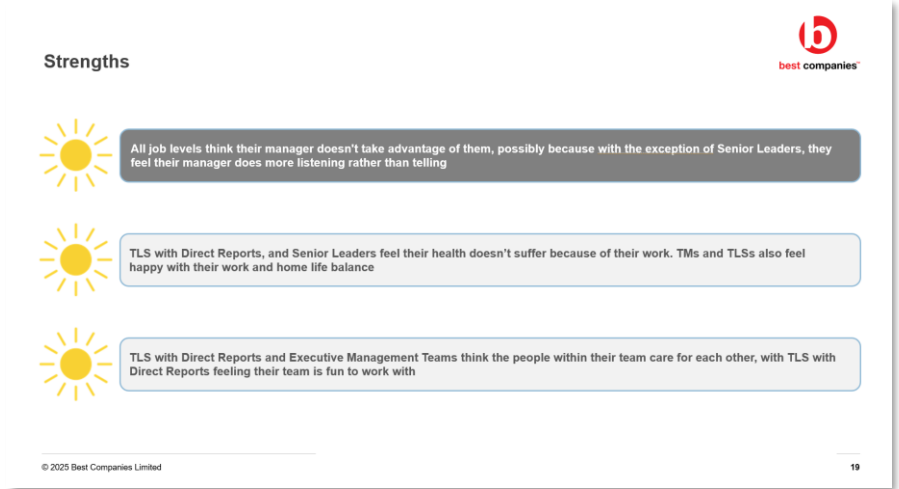
# SWOT analysis (2 of 3)

Each area of your SWOT will be broken down into numerous points outlining the areas of focus.

A SWOT point is likely to be made up of multiple statements from within the b-Heard survey.

We combine these into one succinct point by analysing over 4 million responses with the aim to understand the relationship between each of the statements.

Providing the data is showing a similar pattern against the given benchmarks, we use these relationships between the statements to create the SWOT point.



In the above example, we have identified three areas where the data is performing well against the given benchmarks. The first point is based around the majority of employees feeling listened to in terms of feedback to managers rather than communication being one way



# SWOT analysis (3 of 3)


Each SWOT point we create is always backed up by illustrating the data we have used to come to that conclusion.

The data used for the SWOT point will have been split by job grade in order to see the most granular and accurate data possible.

In this example, you can see we have identified that Team Members and Team Leaders have scored well against the given benchmarks for the statements 'I would leave tomorrow if I had another job' and 'I love working for this organisation'.

Operatives have not been included in this strength point as they are not performing well against the Ones to Watch benchmark.

The numbers in the table show the percentage above or below the given benchmarks.



**Strengths**

Question	Manager (138/156)	Senior Leaders (53/58)	Executive Management Team (7/7)
	vs. Ones to Watch Entry Level Cos 2024 Mgr.	vs. Ones to Watch Entry Level Cos 2024 SM	vs. Ones to Watch Entry Level Cos 2024 Dir.
My manager does a lot of telling but not much listening	9	4	7
Sometimes I feel that my manager takes advantage of me	12	8	19

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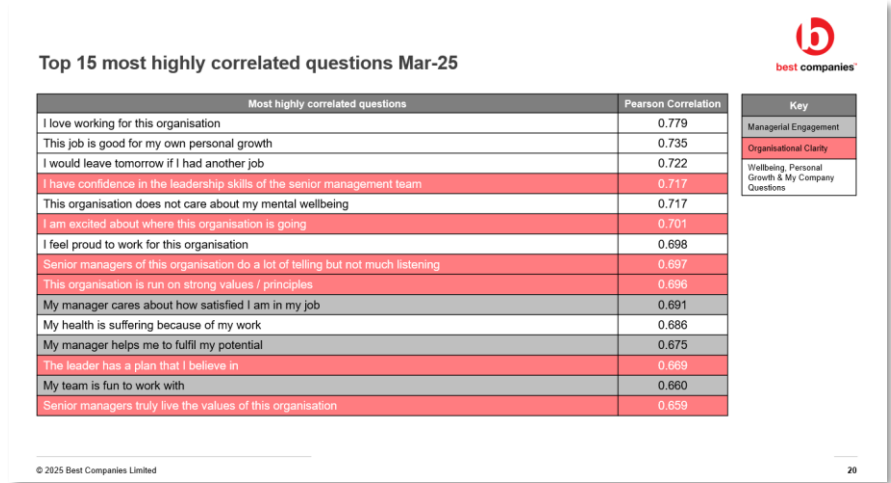
# Correlation (1 of 2)

A lot of the insights we can derive from your engagement data comes from looking at connections and correlations, so what is correlation?

Correlation is defined as the relationship between 2 or more variables, the variables we are looking at are the relationships between the individual statements on the b-Heard survey and overall engagement or indeed disengagement within your organisation

We measure correlation using the Pearson Coefficient scale – a scoring system where 1 is a perfect correlation and a score of zero shows no correlation at all, a score higher than 0.3 is seen as ‘statistically significant’ and represents a relationship between the two variables. So if a variable has a Pearson Coefficient score of 1, that means a 10 point increase in this variable would result in the other variable increasing by 10 points.

Correlation can help us understand how each of the b-heard survey statements impact overall engagement, both directly and indirectly. Here is an example of an organisations top 15 statements, as you can see the statement most correlated to engagement for this organisation is ‘I have confidence in the leadership skills of the senior management team’. If you were only going to ask one question to establish how engaged or disengaged, your organisation is, this is the question you would ask.



**Top 15 most highly correlated questions Mar-25**

Most highly correlated questions	Pearson Correlation
I love working for this organisation	0.779
This job is good for my own personal growth	0.735
I would leave tomorrow if I had another job	0.722
I have confidence in the leadership skills of the senior management team	0.717
This organisation does not care about my mental wellbeing	0.717
I am excited about where this organisation is going	0.701
I feel proud to work for this organisation	0.698
Senior managers of this organisation do a lot of telling but not much listening	0.697
This organisation is run on strong values / principles	0.696
My manager cares about how satisfied I am in my job	0.691
My health is suffering because of my work	0.686
My manager helps me to fulfil my potential	0.675
The leader has a plan that I believe in	0.669
My team is fun to work with	0.660
Senior managers truly live the values of this organisation	0.659

**Key**

- Managerial Engagement
- Organisational Clarity
- Wellbeing, Personal Growth & My Company Questions

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## Correlation (2 of 2)

On our 7 point scale, if you were to score this question a 6 or a 7, which is 'agree' or 'strongly agree' the correlation score of 0.719 predicts that you are highly likely to go on and score all the other statements positively. However, if you were to score the same statement as a 1 or a 2, which is 'strongly disagree' or 'disagree' you are highly likely to go on and score all the other statements negatively.

Examples of correlation are – the more it rains, sales of umbrellas increase, the more time you spend running on a treadmill, the more calories you will burn and when the temperature increases outside, so do sales of ice cream.

The power of your organisations top 15 most correlated statements, is that rather than focusing on all of the other statements on the b-Heard survey you can focus in on more of the strategic themes that come from your survey's data. For most organisations they have a combination of both Managerial engagement and organisational clarity statements, this reinforces that the My Manager and Leadership factors are two of the three driving factors of engagement.

Very often the statements, 'I love working for this organisation', 'I would leave tomorrow if I had another job' and 'I feel proud to work for this organisation' will feature in your top 15. This is because they are pure engagement questions and sit within the My Company factor.

Focusing in and improving the strategic themes from your top 15 most correlated statements, will result in a significant increase of engagement levels within your organisation

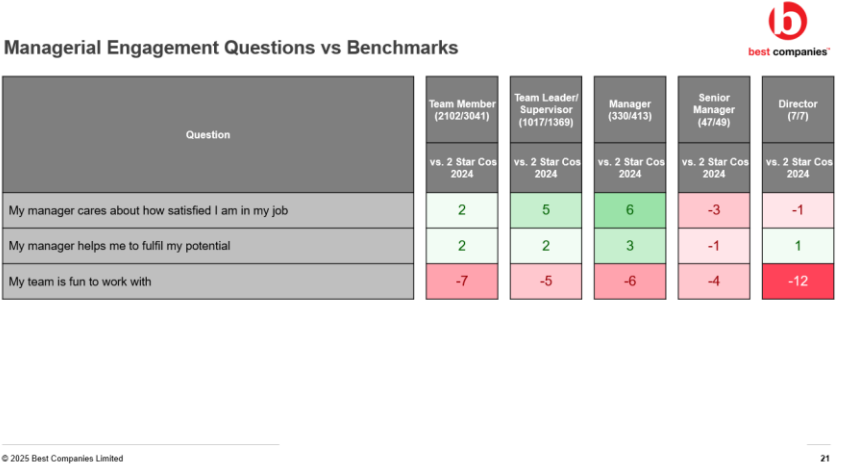
# Managerial engagement

Managerial engagement reflects how relationships between managers and their teams affect overall workplace engagement.

This table shows the questions which relate to managerial engagement that are most strongly correlated with overall engagement in your organisation/employment group and also appear in your top 15 most highly correlated questions.

The table is separated by job grade with the bracketed number in each column showing the number of survey responses within each job grade.

The numbers in the table show the percentage above or below the given benchmarks. The chart uses a like for like benchmark to ensure an accurate comparison to the demographic scores that are displayed. For example, your Team Member demographic will be compared to other Team Member's within the benchmark, as opposed to comparing your Team Member's to every job grade level within the benchmark.



**Managerial Engagement Questions vs Benchmarks**

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
My manager cares about how satisfied I am in my job	2	5	6	-3	-1
My manager helps me to fulfil my potential	2	2	3	-1	1
My team is fun to work with	-7	-5	-6	-4	-12

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In this example, Directors are scoring below the benchmark for the average of 2 Star directors within the statement 'My team is fun to work with' by 12%. Managers are scoring above this benchmark for 'My Manager cares about how satisfied I am in my job' by 6%

# MC<sup>3</sup> slides

Based on your survey results, our unique MC<sup>3</sup> framework helps you identify great management in your organisation, as well as opportunities for improvement.

MC<sup>3</sup> focuses on 4 key behaviours: motivating, considering, conversing and care. You will see the behaviours mapped across the top of the chart. The chart shows the results across the behaviours for the area surveyed and how well they are performing against MC<sup>3</sup> One to Watch, 1 Star, 2 star, and 3 star manager benchmarks.

Shades of blue indicate where performance matches that of a benchmark (as indicated in the key at the bottom of the slide).



In this example, the organisation's overall MC<sup>3</sup> score is 75.90 and is the equivalent of 1 Star levels, just 1% away from our 2 Star benchmark

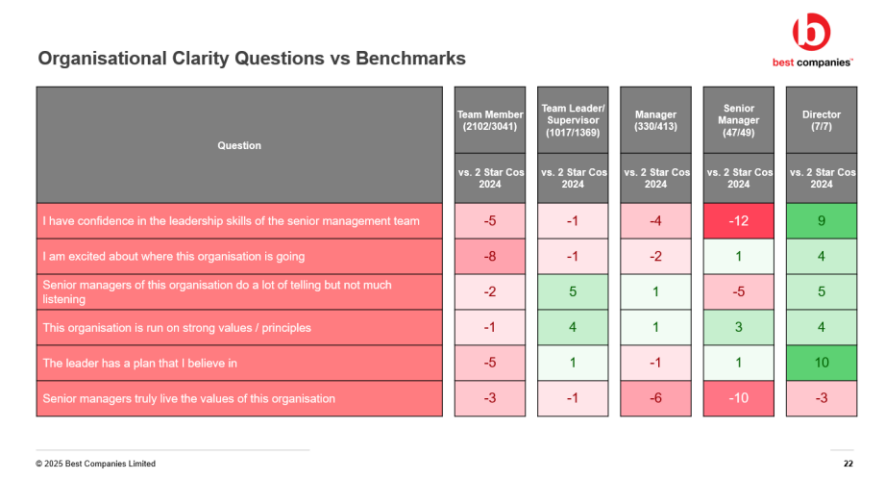
# Organisational clarity

Organisational clarity is one of the key themes that drives engagement in an organisation. It reflects how leadership, a clear strategy and good communication impacts an organisation.

Here we show the statements relating to organisational clarity that are found in the top 15 most highly correlated questions for your organisation.

The table is separated by job grade with the bracketed number in each column showing the number of survey responses within each job grade.

The numbers in the table show the percentage above or below the given benchmarks. The chart uses a like for like benchmark to ensure an accurate comparison to the demographic scores that are displayed. For example, your Director demographic will be compared to other Directors within the benchmark, as opposed to comparing your Directors to every job grade level within the benchmark.




In this example, we can see that our team members are scoring below the benchmark of 2 Star organisations across all this organisations Organisational Clarity statements.

# 8 factor statements

These tables show how your organisation has responded to statements for each of the 8 factors of workplace engagement. In this example we are focusing on the Leadership factor.

The tables are separated by job grade with the bracketed number in each column showing the number of survey responses within each job grade.

The numbers in the table show the percentage above or below the given benchmarks. The chart uses a like for like benchmark to ensure an accurate comparison to the demographic scores that are displayed. For example, your Senior Manager demographic will be compared to other Senior Managers within the benchmark, as opposed to comparing your Senior Managers to every job grade level within the benchmark.



**Leadership vs Benchmarks (1 of 2)**

Question	Team Member (2102/3041)	Team Leader/ Supervisor (1017/1369)	Manager (330/413)	Senior Manager (47/49)	Director (7/7)
	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024	vs. 2 Star Cos 2024
Senior managers truly live the values of this organisation	-3	-1	-6	-10	-3
I am inspired by the person leading this organisation	-9	1	3	4	9
I have confidence in the leadership skills of the senior management team	-5	-1	-4	-12	9
My organisation makes a positive difference to the world we live in	-1	9	7	5	8
The leader of this organisation runs this organisation based on sound moral principles	-5	5	5	5	8

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In this example, Directors responded more positively (by 9%) to ‘I am inspired by the person leading this organisation’ than the equivalent 2 Star benchmark target. On the other hand the Senior Managers appear to have a challenge around confidence in the skills of other senior management team members against this benchmark (-12%)

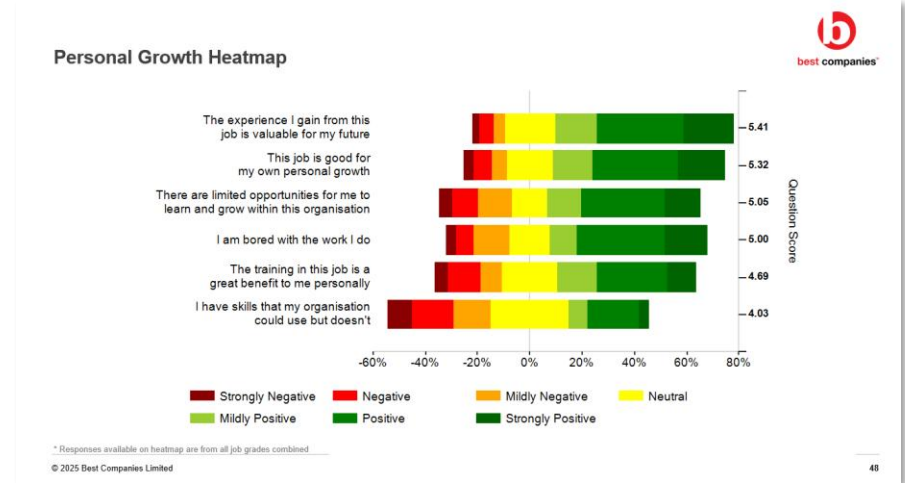
# Heat maps (1 of 2)

The benefit of heat maps is that they allow you to visualise the response pattern for the statements. You will see how the majority responded and the spread of the responses. It gives you a better idea of how many people responded at each point.

Whether the heat map shows a positive or a negative picture overall it's possible to identify areas for improvement.

For example, on a heat map where all responses are towards the positive end of the spectrum it is still possible to identify opportunities. 'Mildly positive' and 'positive' responses are of course a good thing but you will be aiming to look at ways to increase the amount of 'strongly positive' responses.

The vertical axis on the right illustrates the overall mean/average score the question has achieved meaning the higher the score the better you have done on the statement. The highest possible score is 7.0



In this example, 'I have skills that my organisation could use but doesn't' has achieved a mid to low mean score of 4.03 out of 7, however what we can see is a large opportunity around the neutral responses in yellow



# Heat maps (2 of 2)

Each block of colour illustrates the response pattern that was left by the group. The colour key coincides with what response (out of a score of 7) each colour relates to. This is also broken down as follows:

**Strongly Negative** - mean score of 1

**Negative** - mean score of 2

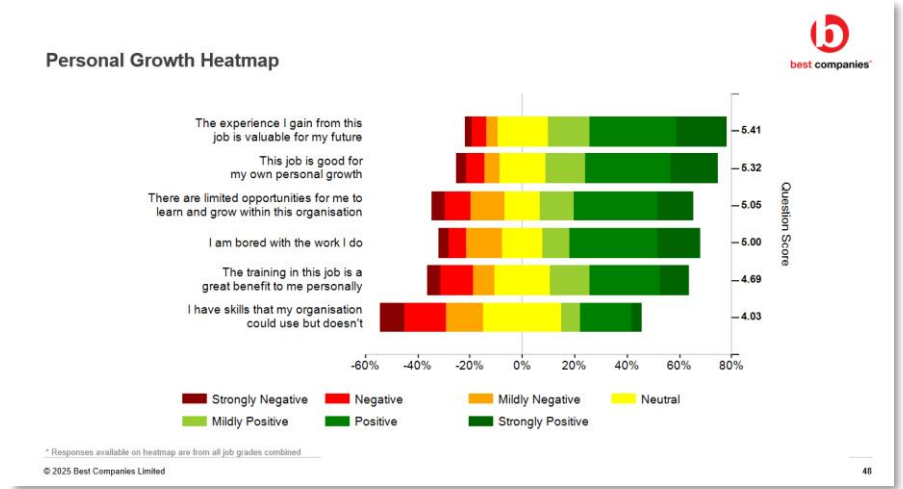
**Mildly Negative** - mean score of 3

**Neutral** - mean score of 4

**Mildly Positive** - mean score of 5

**Positive** - mean score of 6

**Strongly Positive** - mean score of 7



# Employment group breakdown

This table shows the responses across the 8 factors of workplace engagement for specific employment groups within your organisation.

The numbers in the table show the percentage above or below the given benchmarks.

### The 8 factors of workplace engagement:

- MT** My Team
- L** Leadership
- MM** My Manager
- MC** My Company
- PG** Personal Growth
- WB** Wellbeing
- FD** Fair Deal
- GSB** Giving Something Back

Employment Groups vs. 2 Star Companies 2024



Employment Group Name	No. of Responses	Mar-25 BCI Score	Factors							
			MT	L	MM	MC	PG	WB	FD	GSB
Exec Team	100% (7/7)	835.7 (3*)	27	28	26	22	11	19	41	14
HR Services	100% (30/30)	735.7 (2*)	14	15	6	12	4	23	9	4
Legal Department	93.33% (14/15)	678.8 (1*)	17	9	11	-3	-5	0	7	1
Collections Department	87.08% (809/929)	677.8 (1*)	7	7	8	6	2	3	1	-3
IT Department	93.10% (54/58)	636.5 (OTW)	1	-8	6	-6	4	-7	13	-8
Commercial Department	85.24% (52/61)	632.7 (OTW)	-1	5	-6	-1	3	-3	1	-8
Finance Division	81.48% (66/81)	631.4 (OTW)	4	-3	4	-8	1	1	-5	-8
Warehouse	66.90% (2471/3698)	571.9	-5	-11	-5	-10	-7	-12	-8	-10

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In this example we result, see that our Exec Team employment group is already achieving 3 Star levels of engagement. As a result, you can see that they are much further ahead than the 2 Star benchmark that the organisation is targeting. If we look at the Warehouse employment group, they have not achieved our minimum score for accreditation yet and have challenges around Wellbeing

# Glossary of terms

## **Accreditation**

Organisations that achieve a high enough BCI score may receive a Best Companies accreditation. See slide 7 for more information.

## **Best Companies Index (BCI) score**

Scored out of 1000, BCI is our exclusive and academically verified measure of engagement.

## **Benchmark**

A benchmark is a standard against which something is compared. We use benchmarks to summarise and contextualise survey results.

## **Correlation**

A statistical relationship between two or more variables, so if one variable changes, it is an indication that the correlated variables are also likely to change. This is different from causality in that the variables are not directly or indirectly causing the change.

## **Employment Group**

A section of your workforce such as an individual department. Your employment groups are defined by your organisations project manager as part of the survey set-up process.

## **Job grade**

Typically, a level of seniority within an organisation.

## **Managerial Engagement**

Management behaviour which has an overall effect on workplace engagement.

## **Organisational Clarity**

The way in which clear strategy and communication has an overall effect on workplace engagement.

## **Stretch benchmark**

A benchmark that is calculated from your organisation/employment groups BCI score, designed to 'stretch' you to the next level of engagement



# Thank you

If you have any questions or want any more information, please call us on **01978 856 222** or email [support@b.co.uk](mailto:support@b.co.uk)