



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 help to explain what a charts data is showing you

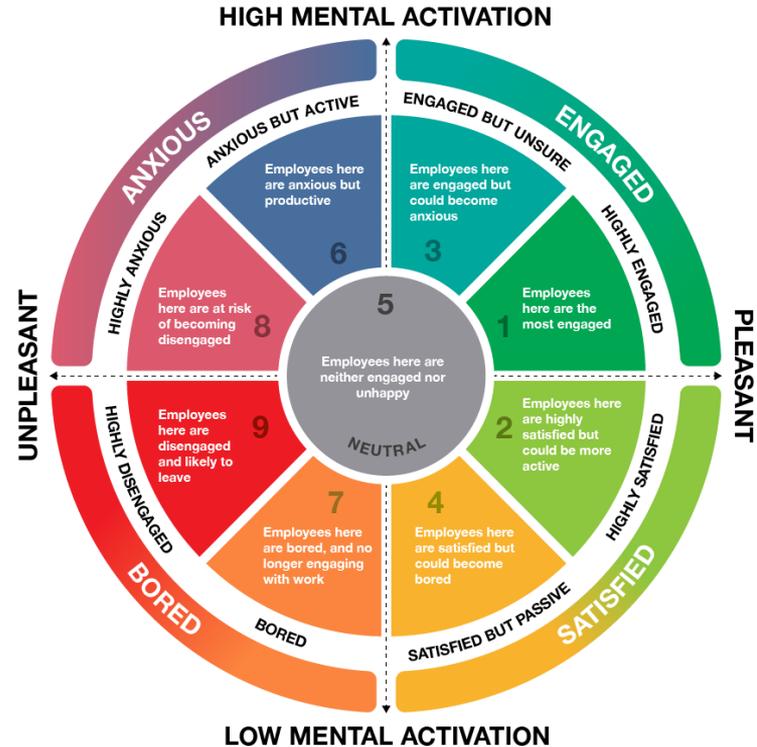
The 9 Zone Model (1 of 2)

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 Best Companies 9 Zone Model

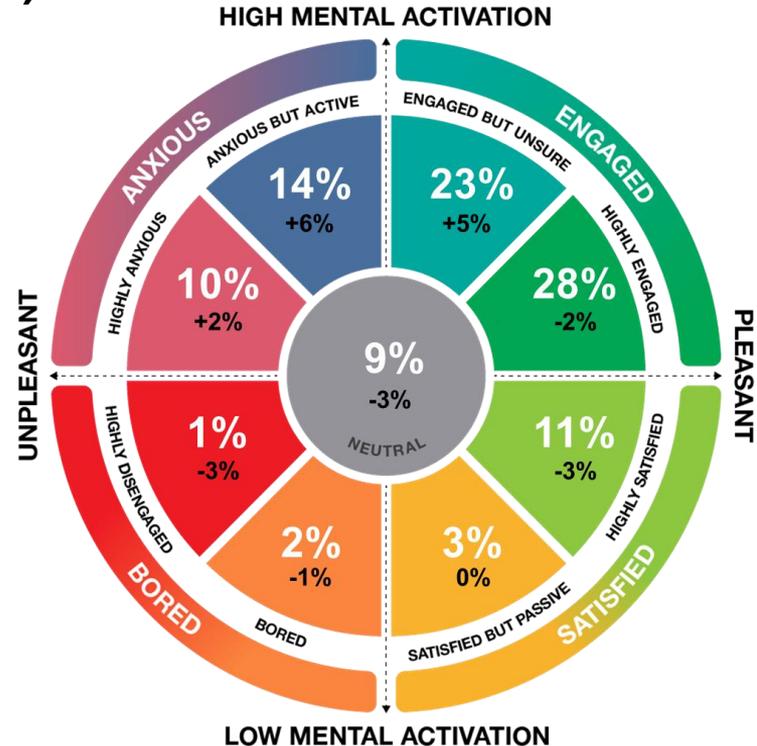
Your 9 Zone Model vs benchmarks (2 of 2)

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.



The Best Companies 9 Zone Model

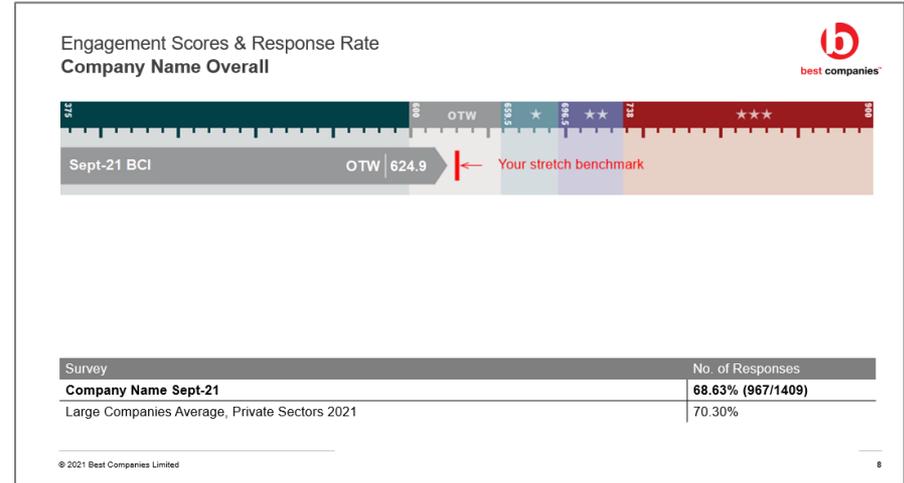
BCI scores

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. The BCI score the employment group has achieved will be shown on slide following this.

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 a **world class** 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 **world class** levels of workplace engagement

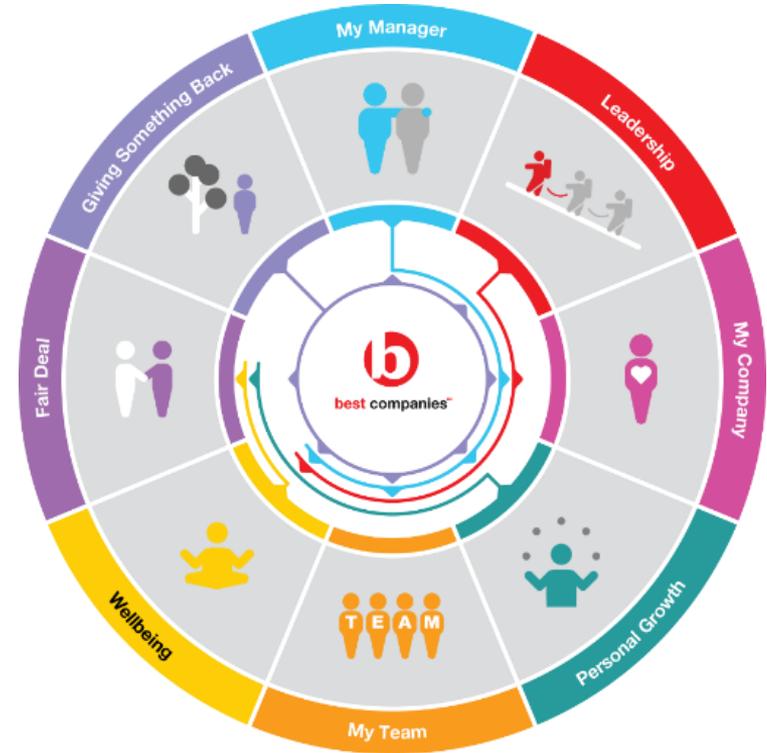
Our methodology

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 9-11.

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

The statements are adjusted to remove the influence of headcount on scores. These scores are then averaged to create 8 factor scores. The factor scores are then weighted so that each factor has an equal influence in producing a Best Companies Index (BCI) score for the organisation.



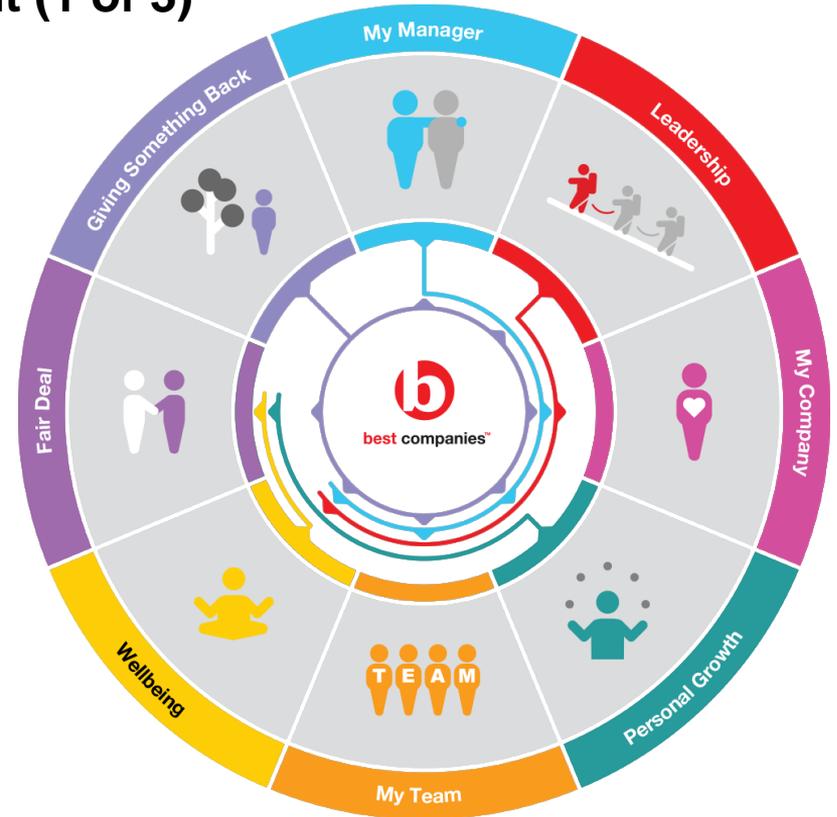
The 8 Factors of workplace engagement (1 of 3)

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.

You can see how each of the 8 Factors inter-correlate with each other, demonstrated in the 8 Factor Wheel on the right. Follow the colour line clockwise from the bottom of each factor to see which other factors are impacted by it.

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



The 8 Factors of workplace engagement (2 of 3)



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 stand alone 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.



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.

The 8 Factors of workplace engagement (3 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.



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.

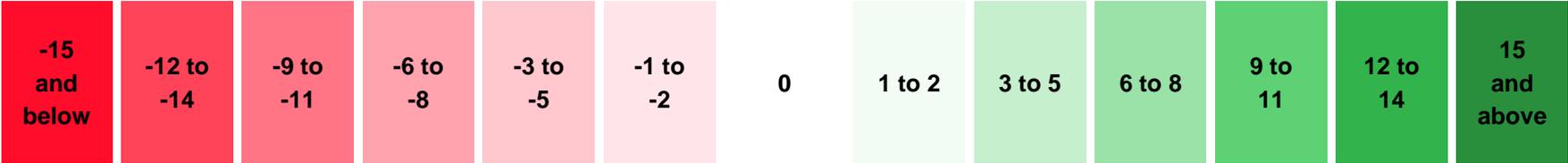


Giving Something Back or giving back to the local and wider community involves how we think about the environment and whether profit & budget concerns are the only thing driving the organisation. It is interesting to note that this is the only factor that impacts all of the other factors positively.

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.

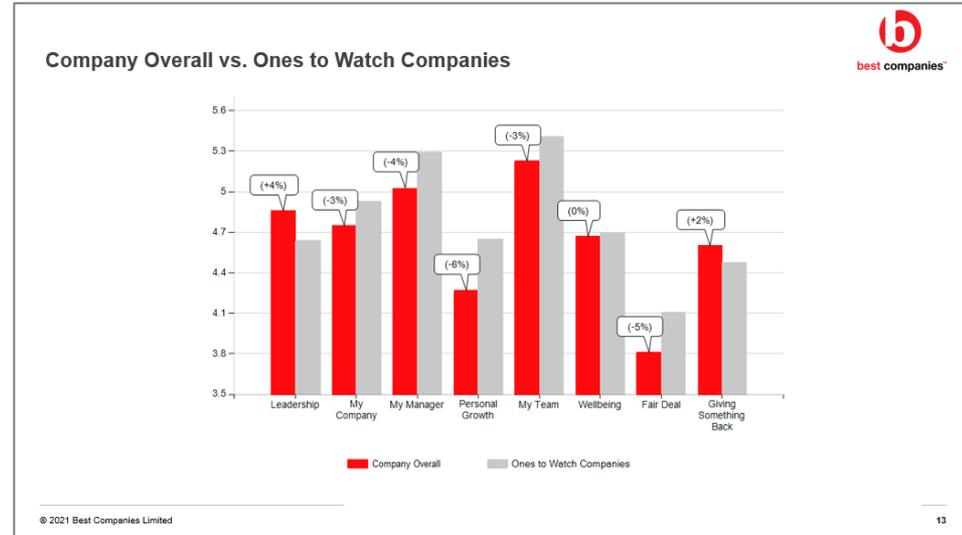
8 Factors versus benchmarks

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, 'Leadership' is performing well at 4% above the Ones to Watch level benchmark, with Personal Growth and Fair Deal being the areas presenting the largest opportunities for improvement

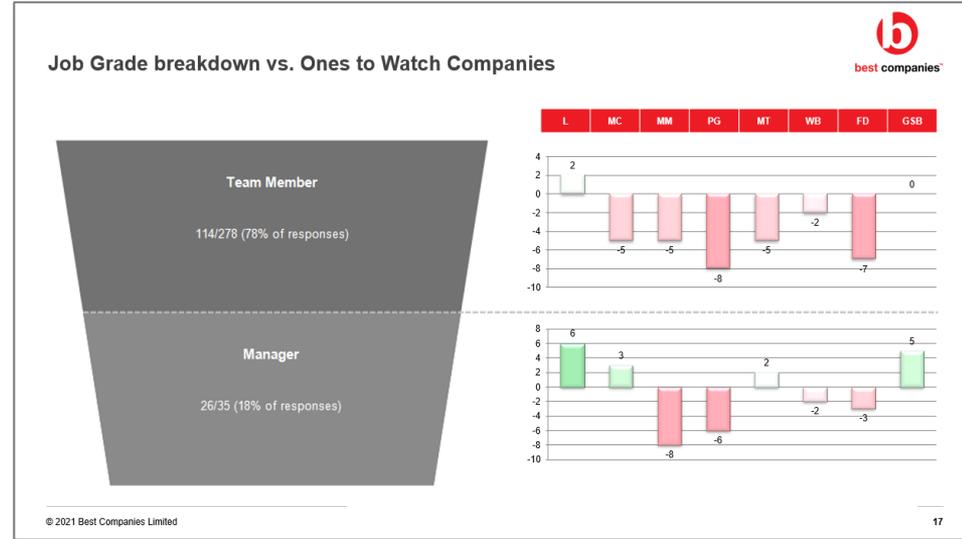
Job grade breakdown

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.



In the above example, Team Members and especially Managers are out performing the Ones to Watch level benchmark for Leadership, yet struggling across Personal Growth and My Manager respectively

SWOT analysis (1 of 3)

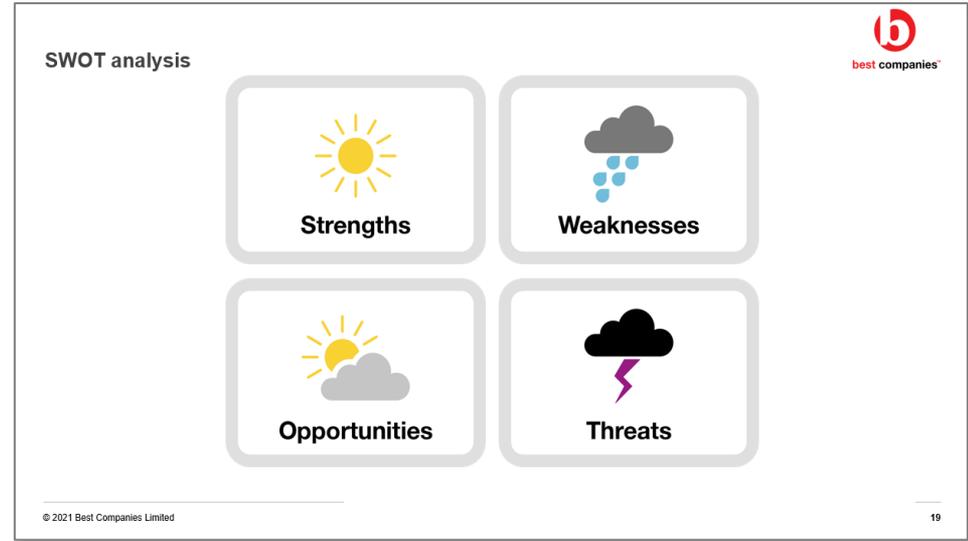
SWOT annotations within your data pack identify your Strengths, Weaknesses, Opportunities and Threats based on your data. You have the option to include this analysis in your data packs.

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 (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.



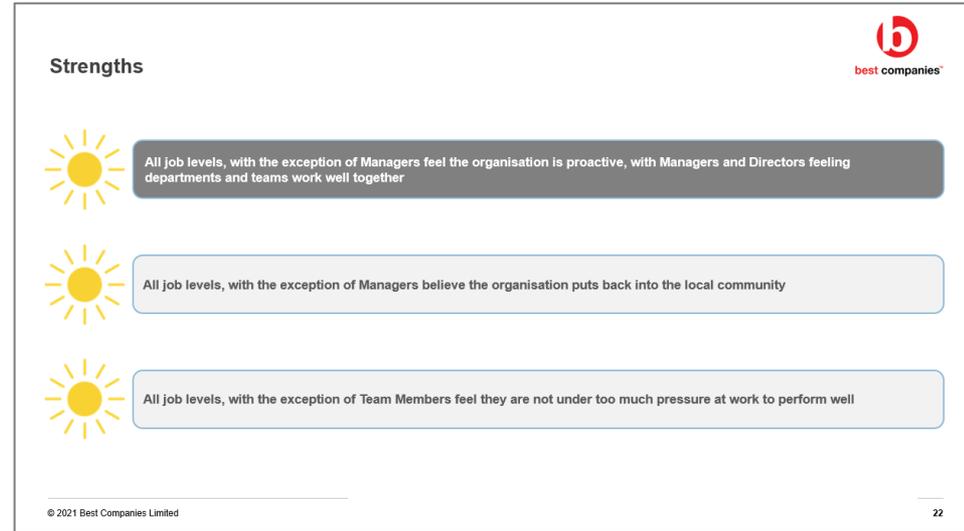
SWOT analysis (2 of 3)

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. We then split this down further to include which job grade demographics the strengths identify most with

SWOT analysis (3 of 3)

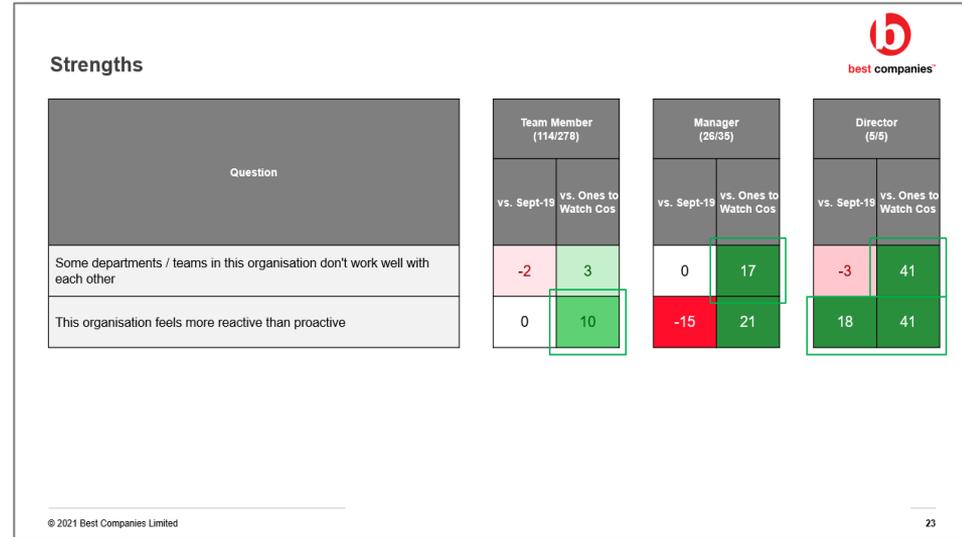
Each SWOT point we create is always backed up by illustrating the data we have used to come to that conclusion.

The data used for SWOT points will be 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 Managers and Directors have scored well against the given benchmarks for the statement 'Some department's / teams in this organisation don't work well with each other' however data at Team Member level isn't strong enough for this point to be selected for them.

The second statement 'This organisation feels more reactive than proactive' hasn't included Managers, as despite performing well against the Ones to Watch benchmark, has fallen significantly versus the previous survey.

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



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/key engagement driver statements, as you can see one of the statements most correlated to engagement for this organisation is ‘My manager cares about how satisfied I am in my job’. If you were only going to ask one question to establish how engaged or disengaged, your organisation is, this or ‘I would leave tomorrow if I had another job’ would be the question to ask.



Top 15 most highly correlated questions April-21

Most highly correlated questions	Pearson Correlation	Key
I would leave tomorrow if I had another job	0.801	Managerial Engagement
My manager cares about how satisfied I am in my job	0.792	Organisational Clarity
I love working for this organisation	0.788	Feedback & My Company Questions
I have confidence in the leadership skills of the senior management team	0.776	
My manager is an excellent role model for me	0.759	
I have confidence in the leadership skills of my manager	0.759	
My manager motivates me to give my best every day	0.747	
My manager helps me to fulfil my potential	0.741	
This organisation does not care about my mental wellbeing	0.733	
My manager does a lot of telling but not much listening	0.729	
My manager would be quick to respond if I showed signs of being under too much pressure	0.726	
Senior managers of this organisation do a lot of telling but not much listening	0.722	
I am excited about where this organisation is going	0.721	
This organisation is run on strong values / principles	0.721	
My manager cares about me as an individual	0.721	

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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 you top 15. This is because they are pure engagement questions and sit within the My Company factor.

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

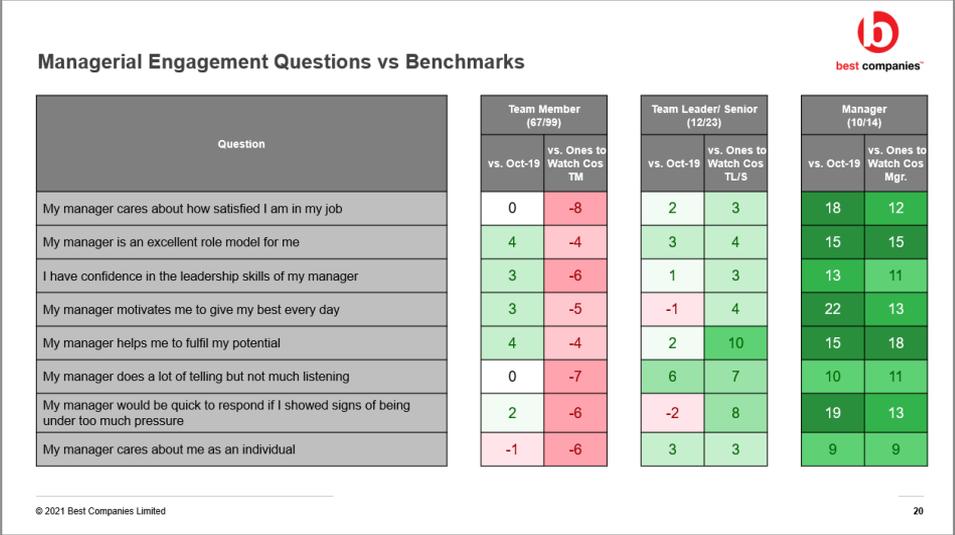
Managerial engagement

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.



In this example, Team Members, whilst still falling short of the Ones to Watch Company Team Member benchmark, have experienced small yet significant improvements versus the last survey across many Managerial Engagement statements.

MC³ slides

Based on your survey results, our unique MC³ framework helps you identify great management in your organisation, as well as opportunities for improvement.

MC³ 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 MC³ 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). You can also see on this chart the percentage above (green) or below (red) an external benchmark that the organisation is, shown as a percentage.

All 19 MC³ statements are required to be included in your survey to see this slide in your data pack.



In this example, the organisation has achieved an overall Ones to Watch MC³ rating, with the Energising sub factor achieving a 1 Star rating. We can also see that the organisation is only 2% away (overall) from achieving a 1 Star rating

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 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.



Organisational Clarity Questions vs Benchmarks

Question	Team Member (67/99)		Team Leader/ Senior (12/23)		Manager (10/14)	
	vs. Oct-19	vs. Ones to Watch Cos TM	vs. Oct-19	vs. Ones to Watch Cos TL/S	vs. Oct-19	vs. Ones to Watch Cos Mgr.
I have confidence in the leadership skills of the senior management team	9	-7	13	8	17	2
Senior managers of this organisation do a lot of telling but not much listening	9	-5	13	14	21	9
I am excited about where this organisation is going	16	-2	18	9	27	11
This organisation is run on strong values / principles	9	3	15	15	20	12

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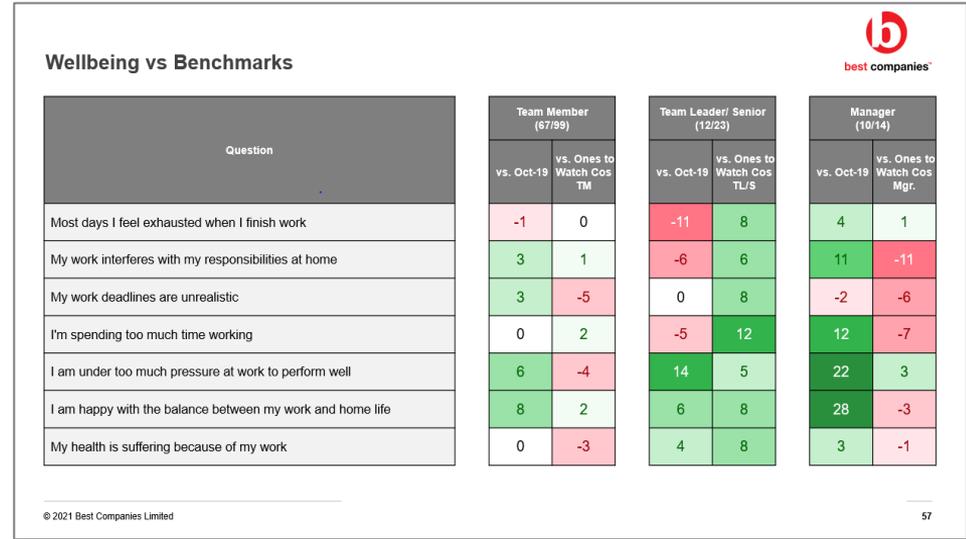
In this example, each job grade has seen highly significant improvements across all Organisational Clarity statements, with just the Team Member job grade falling short in places against the Ones to Watch Company Team Member stretch benchmark

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 Wellbeing 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 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.



In this example, Managers responded generally more positively to the Wellbeing factor overall than versus the previous survey although have slipped back slightly on the statement ' My work deadlines are unrealistic'

Feedback statements

Feedback statements are non-scoring statements and do not contribute to your BCI score. They give an indication of the context and the additional issues surrounding engagement.

The questions cover a number of topics including job security, the wider impact of managers and leadership messaging.

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 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.



Feedback vs Benchmarks

Question	Team Member (67/99)		Team Leader/ Senior (12/23)		Manager (10/14)	
	vs. Oct-19	vs. Ones to Watch Cos TM	vs. Oct-19	vs. Ones to Watch Cos TL/S	vs. Oct-19	vs. Ones to Watch Cos Mgr.
Help is available to support my mental wellbeing	1	1	2	10	8	7
What is expected of me in my work is made completely clear to me	4	-1	4	3	13	5
My manager takes an active interest in my wellbeing	2	-5	1	3	23	12
My manager ensures that I have the resources I need to do my job	2	-4	14	4	12	14
Sometimes I feel that my manager takes advantage of me	4	0	4	2	21	9
I feel I can tell my manager when work is going badly	1	-3	-3	1	9	8
My manager treats everyone fairly	3	-10	9	1	11	7

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In this example, Team Members have scored 'My manager treats everyone fairly' higher than they did in the previous survey, although as a job grade they are scoring significantly less than the Ones to Watch Company stretch benchmark

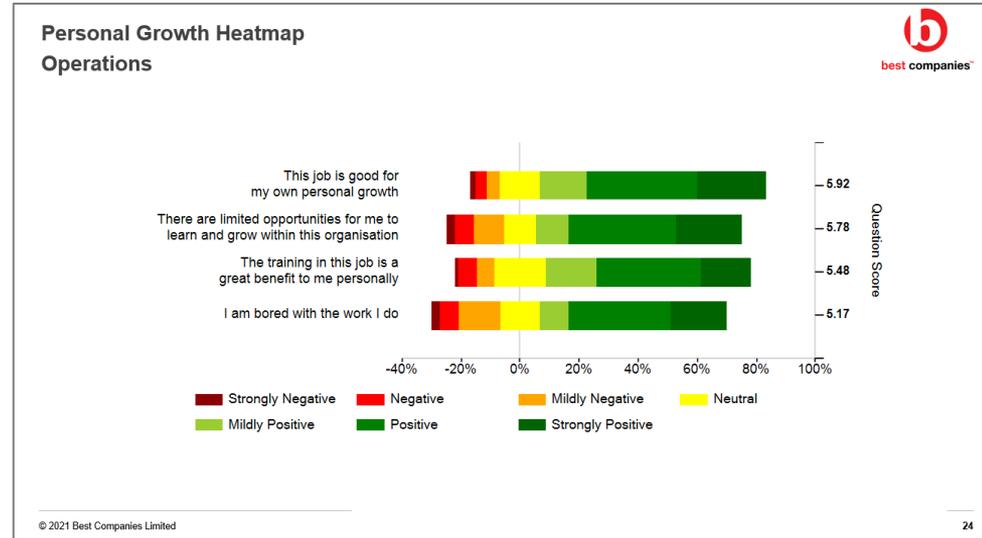
Heatmaps (1 of 2)

The benefit of heatmaps 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 heatmap shows a positive or a negative picture overall, it's possible to identify areas for improvement.

For example, on a heatmap 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 statement has achieved meaning the higher the score the better you have performed on that statement. The highest possible score is 7.



In this example, 'This job is good for my own personal growth' has achieved a relatively high statement score of 5.92/7, however there is still some room for improvement as there are a small number of responses within each of our negative options, several 'neutral' and some 'mildly positive' opinions that we could look to improve

Heatmaps (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:

It is important to remember that despite a statements phrasing, green always represents a positive result. For negatively phrased statements green represents your employees disagreeing with the statement.

Strongly Negative – mean score of 1

Negative – mean score of 2

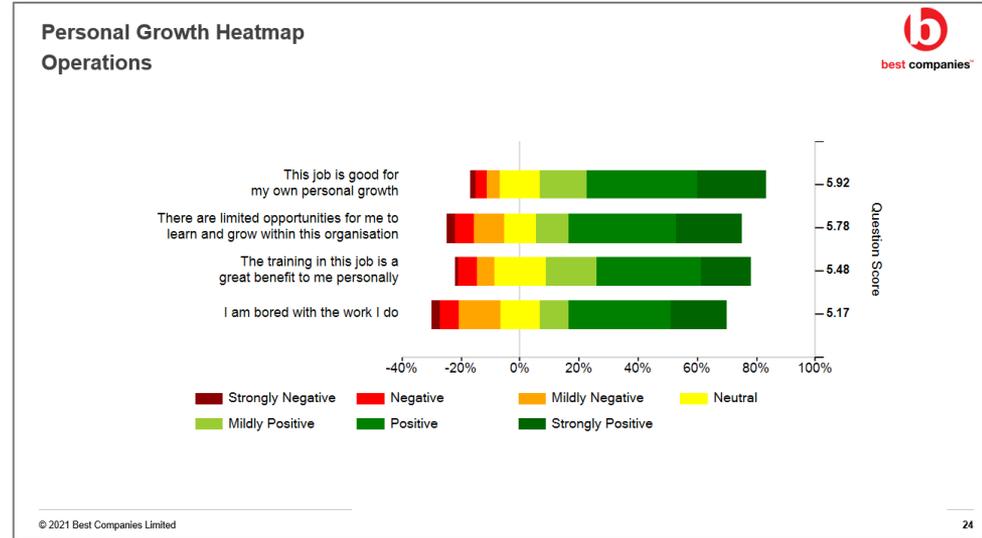
Mildly Negative – mean score of 3

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. This data is available against your natural stretch benchmark and also versus your previous survey (if applicable).

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

The 8 Factors of workplace engagement:

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



Employment Groups vs. Ones to Watch Companies

Employment Group Name	No. of Responses	April-21 BCI Score	Factors							
			L	MC	MM	PG	MT	WB	FD	GSB
Leadership Team	64.29% (9/14)	810.4 (3*)	29	22	10	22	8	27	31	22
Accounts	60.0% (6/10)	729.8 (2*)	23	14	18	7	9	9	3	5
Marketing	80.0% (8/10)	723.5 (2*)	21	14	2	3	1	18	23	9
Admin	45.98% (40/87)	665.6 (1*)	9	7	0	0	2	2	6	6
Sales	60.53% (23/38)	603.0 (OTW)	3	-6	1	-12	-6	-2	-11	1
Service Department	41.23% (47/114)	559.9	-6	-12	-13	-12	-3	-9	-17	-3
Customer Service	27.66% (13/47)	444.6	-15	-33	-21	-29	-28	-9	-32	-13

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In this example, you can see how individual employment groups are listed in descending order based on BCI score. If we look at Sales for example, we can see the biggest opportunities for improvement exist around Personal Growth and Fair Deal

Glossary of terms

Accreditation

Organisations that achieve a high enough BCI score may receive a Best Companies accreditation.

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, 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.

Stretch benchmark

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

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.

Feedback questions

The feedback questions in the b-Heard survey don't contribute to the overall score, but provide interesting insights surrounding the context and issues affecting engagement.

Managerial Engagement

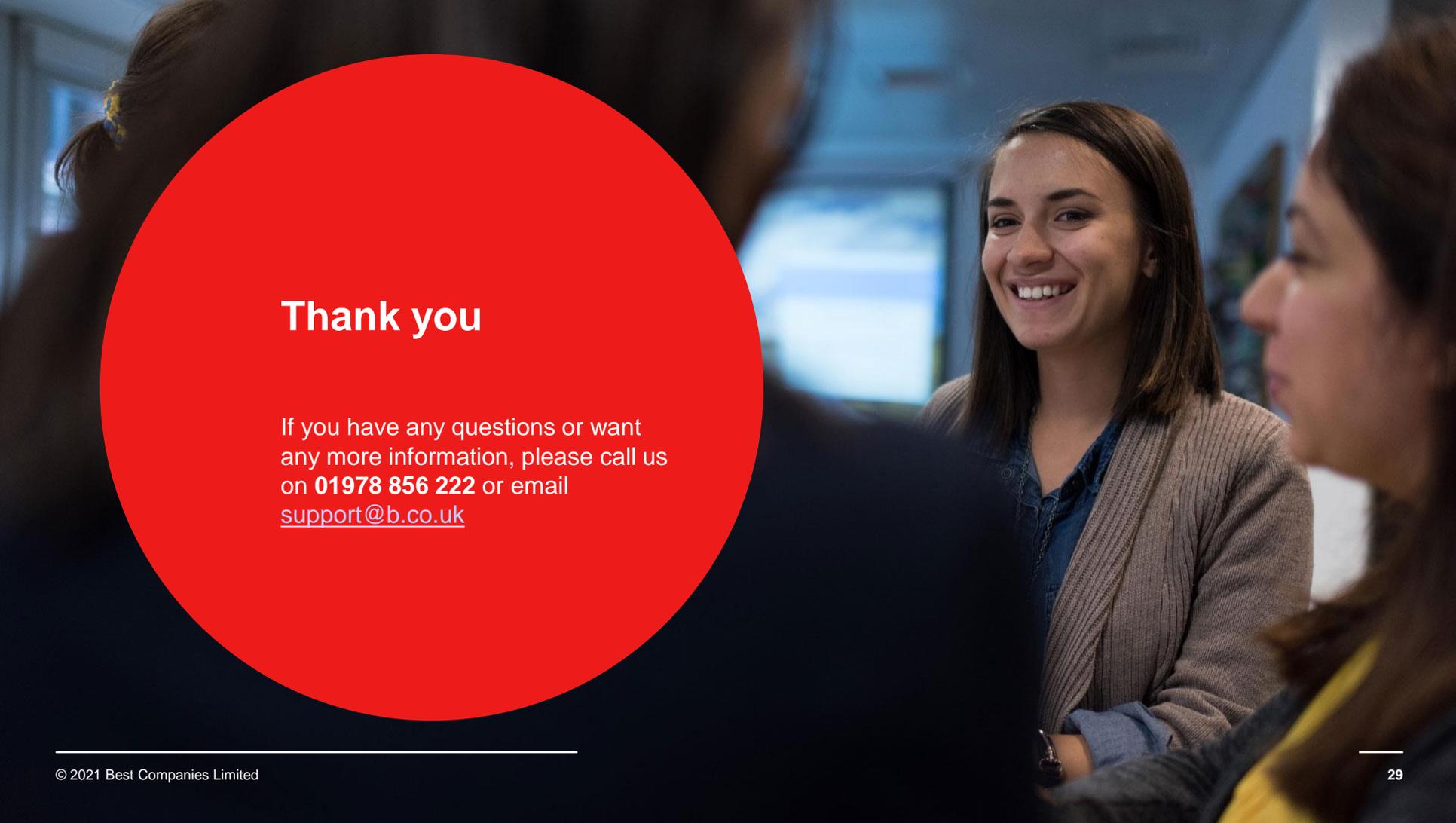
Management behaviour which has an overall effect on workplace engagement.

Organisational Clarity

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

Job grade

Typically a level of seniority within an organisation.



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