The 8 factors of Organisational Health Model

The b-Heard survey is based on the 8 factors of workplace engagement and organisational health identified by Best Companies. To understand the model in detail, we break this model down to the '4 Pillars of Organisational Health'.

Pilar 1: Build and Maintain Cohesive Teams that Collaborate
This begins from Leadership; we must have a strong Leadership team, but we need to ensure this transcends down through the organisation. We need to empower managers to build their own cohesive teams and break silos down across the rest of the organisation.

Pillar 2: Create & communicate Organisation Clarity
Building cohesive teams is useless if we don't understand what we're all working towards. This pillar defines that we need to Create & Communicate Organisation Clarity, ensuring there is an understanding of why the organisation exists, its primary purpose, the mission we're on and a clear plan of how we are going to get there. It's defined by Leadership and can have a huge influence on the love and provide we feel for the company.

Pillar 3: Over communicate clarity via managers
Pillar 3 is about demonstrating the power of over communicating. In recent research, it's been suggested to hear and embed a message you must hear it 11 or 12 times. In today's over-stimulating world, we must repeat the organisational clarity message through managers to ensure everyone is reminded regularly of why, how, and what we're doing.

Pillar 4: Manage and measure performance around clarity
The 4th and final pillar is then ensuring as leaders and managers we manage and measure the performance of our teams around Clarity – bringing everything back to our primary purpose and the objectives we've laid out to help us in achieving that.

Alongside these key driving pillars, there are aspect we must keep at hygienic levels… such a growing our people **(Personal Growth),** maintaining high levels of Wellbeing, ensuring that colleague feel well rewarded **(Fair Deal),** while making sure that we are **Giving Something Back** to the local and wider community.
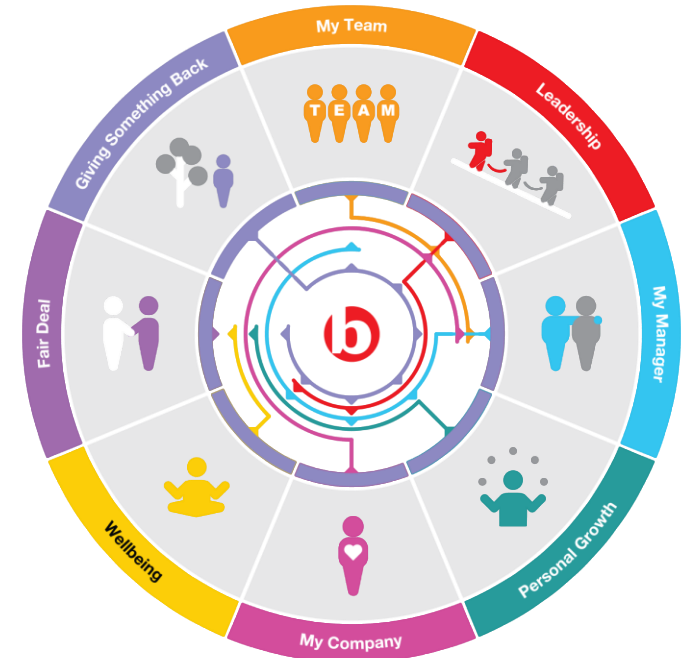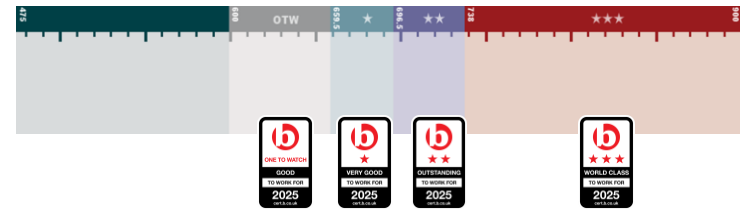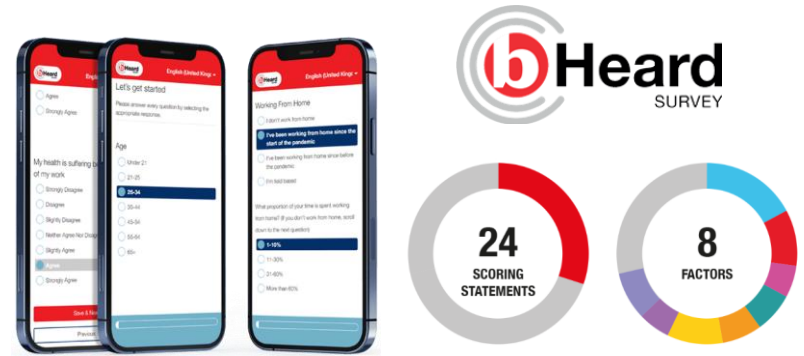
8 Factor Methodology

The b-Heard survey allows you to gain honest and insightful feedback by asking your employees to submit their responses both confidentially and securely – something crucial for gaining the maximum response rates.

The survey invites your employees to respond to statements about their wellbeing, pay and benefits, personal growth, team, the leadership and much more. Starting with 24 mandatory 'core' statements, you can choose to have up to 70 to use within your survey, selecting from a bank of over 120 different options, as well as potentially your own company specific statements, to make it bespoke to your organisation.

The 24 mandatory 'core' statements generate your Best Companies Index score. Statements are recorded on a seven-point scale that allows for more granularity in the data we receive compared to a simple agree/disagree response scale or a five-point scale.

We award accreditation based on the unique BCI score generated by your b-Heard survey. Your BCI score is scored on a fixed scale of 0 - 1000 and if high enough, you will receive either a 'One to Watch' status, or 1 – 3 Star accreditation.

8 Factor Methodology

Academically rigorous and continually developed, our 8 factor methodology is proven to get to the heart of what people want and expect from their working lives.

This unique system looks for patterns, connections and correlations between employee responses, taking you beyond just identifying how your employees feel – it uncovers why they feel that way.

- Holistic view of engagement allows for clearest insight into employee health

- Easily identify drivers, strategically and tactically

- Focus on areas that will have the most impact on engagement levels
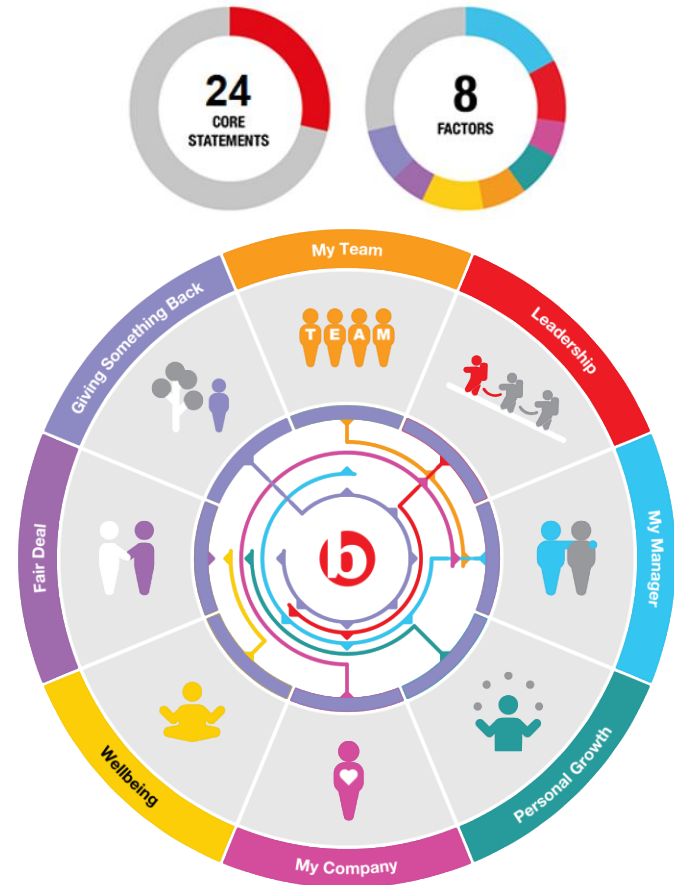
Core Statements

These statements are the 24 mandatory 'core' statements that are automatically included in your survey.

All 'core' statements are a particularly good measure of their workplace factor and are therefore all strong predictors of engagement. You can obtain reliable factor scores and a BCI score from these survey statements alone.

- ❑ I feel that I lack support from my manager
- ❑ My manager cares about how satisfied I am in my job

- ❑ I love working for this organisation
- ❑ I would leave tomorrow if I had another job

- ❑ I am inspired by the person leading this organisation
- ❑ I have confidence in the leadership skills of the senior management team
- ❑ The leader of this organisation runs this organisation based on sound moral principles
- ❑ Senior managers of this organisation do a lot of telling but not much listening

- ❑ The training in this job is a great benefit to me personally
- ❑ There are limited opportunities for me to learn and grow within this organisation
- ❑ This job is good for my own personal growth
- ❑ I am bored with the work I do
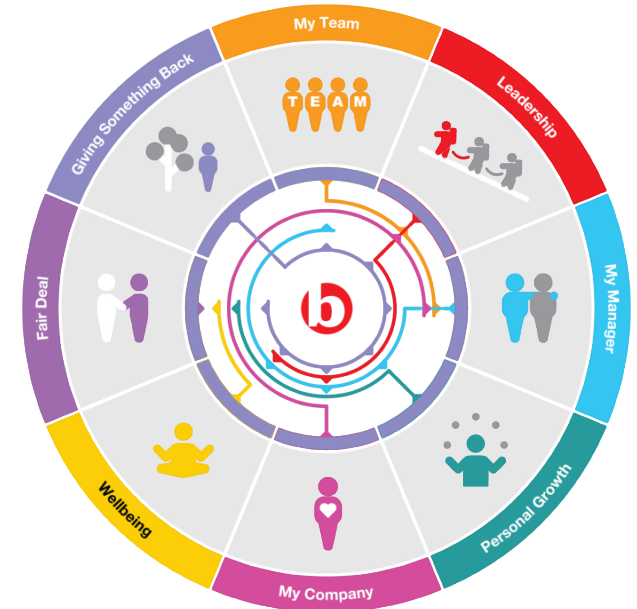
Core Statements Continued…

- ❑ I feel a strong sense of family in my team
- ❑ My team is fun to work with
- ❑ People in our team don't care much for each other

- ❑ I am under too much pressure at work to perform well
- ❑ I am happy with the balance between my work and home life
- ❑ My health is suffering because of my work

- ❑ I feel I receive fair pay for the responsibilities I have in my job
- ❑ I am paid fairly for the work I do relative to people in similar positions in similar organisations

- ❑ This organisation has a strong social conscience
- ❑ I believe this organisation does not do enough to protect the environment
- ❑ I think this organisation should put more back into the local community
- ❑ This organisation is keen to help people from disadvantaged backgrounds
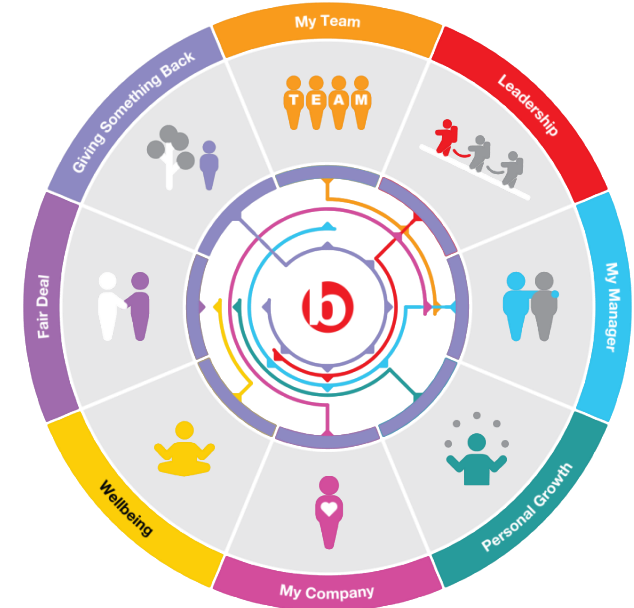
*Best Companies reserves the right to add in additional statements for research purposes, these statements will not be reported on within the Workplace Insight tool

Mandatory Statements

Open ended statements

Three open-ended questions have been created to make digesting your employees' comments easier, while providing insight into what topics your employees are talking about and segmenting them into specific themes and workplace factors. Viewing comments is only available within Workplace Insight Pro packages.

❏ What makes this a great workplace?
❏ What would make this a better workplace?
❏ Which improvement would make the greatest difference to you personally?

Affect Model

As part of the b-Heard survey, all respondents are asked to place themselves on two axis of 0-10, on a scale of "Stressed" to "Calm", and "Bored" to "Enthusiastic". Their responses will place them onto Best Companies' 9 Zone Model, providing an overall picture of engagement within your organisation.

On a scale of 0-10, please adjust the position of the slider to show how you've felt about work recently, where 0 = Stressed, 10 = Calm

On a scale of 0-10, please adjust the position of the slider to show how you've felt about work recently, where 0 = Bored, 10 = Enthusiastic

*All open-ended statements and Affect Model questions are mandatory.
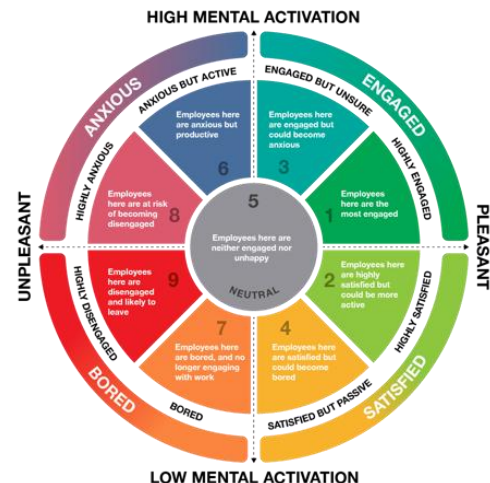
Mandatory Statements Continued…

Research & Development questions

These statements provide a unique insight into your engagement levels and are used to help develop the survey question set. These statements don't contribute to your BCI score and the results are not headcount adjusted.

❑ Nothing about this organisation could be improved

❑ My manager would rather avoid conflict than deal with issues

❑ My manager would challenge poor performance in my team

❑ Some departments / teams in this organisation don't work well with each other
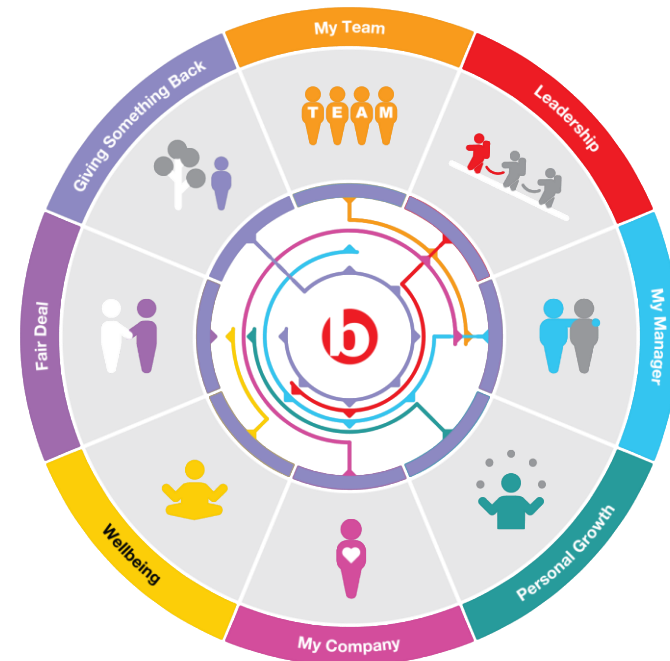
*All Research & Development questions are mandatory

Deeper Insight into the 8 Factors of Employee Engagement

While we need a minimum of 24 statements to calculate your BCI score, we believe it is beneficial to ask additional statements in order to get a deeper understanding of your employees' engagement levels.

For instance, one of the core statements relating to wellbeing measures whether employees are happy with their work-life balance. If there is unhappiness with work-life balance, without additional information this standalone statement doesn't explore why.

❑ My manager regularly expresses their appreciation when I do a good job

❑ I feel that my manager talks openly and honestly with me

❑ My manager cares about me as an individual

❑ My manager helps me to fulfil my potential

❑ My manager is an excellent role model for me

❑ My manager shares important knowledge and information with me

❑ I have confidence in the leadership skills of my manager

❑ My manager does a lot of telling but not much listening

❑ My manager motivates me to give my best every day

❑ My manager would be quick to respond if I showed signs of being under too much pressure

Deeper Insight Continued…

- ❑ What is expected of me in my work is made completely clear to me

- ❑ My manager takes an active interest in my wellbeing

- ❑ My manager ensures that I have the resources I need to do my job

- ❑ Sometimes I feel that my manager takes advantage of me

- ❑ I feel I can tell my manager when work is going badly

- ❑ My manager treats everyone fairly

- ❑ Senior managers truly live the values of this organisation

- ❑ This organisation is run on strong values / principles

- ❑ My organisation makes a positive difference to the world we live

- ❑ The leader has a plan that I believe in

- ❑ Senior Managers here are visible and approachable

- ❑ My organisation puts profits ahead of its people

Deeper Insight Continued…

❑ The experience I gain from this job is valuable for my future

❑ I have skills that my organisation could use but doesn't

❑ People in my team go out their way to help me

❑ Power struggles within my team have a negative impact

❑ I am happy with the pay and benefits I receive in this job

❑ I am paid fairly for the work that I do relative to others within this organisation

❑ Regardless of gender, people are paid fairly here

Deeper Insight Continued…

❑ I believe I can make a valuable contribution to the success of this organisation

❑ I feel proud to work for this organisation

❑ My work is an important part of my life

❑ I am excited about where this organisation is going

❑ I feel my job is secure

❑ Profit / budget concerns are the only things driving this organisation

❑ This organisation feels more reactive than proactive

❑ Some people here use intimidation to get what they want

❑ The economic climate makes me worried about my organisation's future

❑ Policies and procedures within this organisation are fair to everyone

Deeper Insight Continued…

❑ Most days I feel exhausted when I finish work

❑ My work interferes with my responsibilities at home

❑ My work deadlines are unrealistic

❑ I'm spending too much time working

❑ In times of personal crisis, this organisation would help me get back on my feet

❑ This organisation does not care about my mental wellbeing

❑ Help is available to support my mental wellbeing

❑ I have the flexibility to work in a way that suits me

❑ My organisation encourages charitable activities

Elevate Methodology Statements

What is Elevate?

Elevate is a transformative leadership development platform that empowers managers to build agile, high-performing teams while ensuring alignment to your organisation's goals. It provides a framework for next-gen performance management, allowing HR teams and senior leaders to put the accountability onto their people managers to build a future-ready and agile workforce.

Enables you to:

- Provide managers and leaders with a personal growth companion tailored to each manager's unique challenges, combining insights, expert resources, and ongoing feedback into a seamless, personalised experience.

- Build future-ready leaders by focusing on next-generation performance management, enabling managers to navigate change and foster resilience within teams.

- Re prioritise your L&D strategy by statistically understanding where development / training focus needs to be placed.
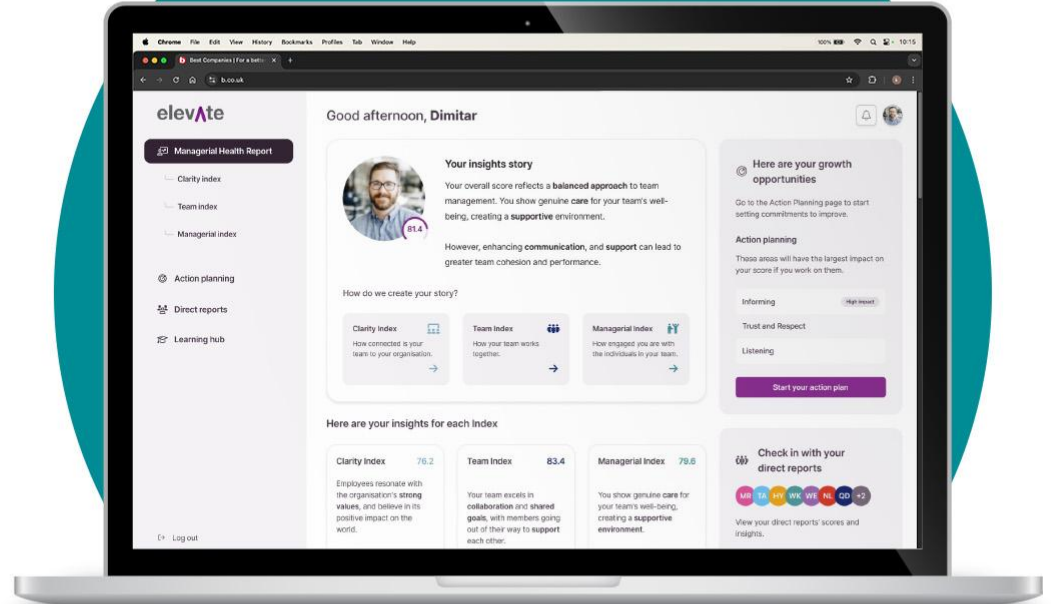
Implementing Elevate

Within the survey builder we recommend you focus your question set around the **3 indexes used within Elevate:**

- **Manager Relationships** – enables managers to be educated on the '4 key behaviours' a world class manager should be demonstrating to the individuals within their team. This will help managers build stronger connections with the individuals they manage; helping build the foundation of a high performing team.

- **Team Performance** – this framework will enable every manager within the organisation to understand whether their team is high performing, with feedback on questions like, 'There is clarity in my team around direction and priorities', 'At least one person in my team is underperforming' & 'Our team meetings are an effective forum for decision making'.

- **Organisational Clarity –** This part of the model helps managers understand how connected their team are to the organisation, improving clarity, while coaching managers to understand what they should be reinforcing down to their teams.

Including our **Managerial Engagement** questions has seen organisations increase their manager effectiveness by **14%** and **79%** of organisations who improved **manager effectiveness,** also improved their overall engagement levels seeing an average BCI increase of **25 BCI points.**
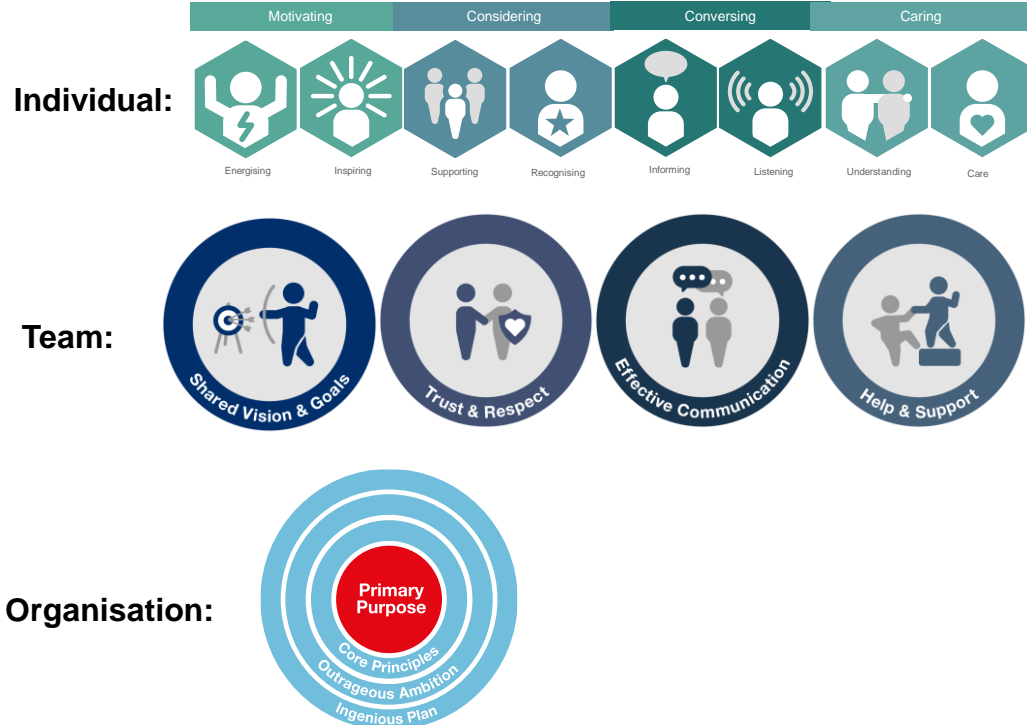
Organisations who include our **Organisation Clarity** questions see an increase in their company profitability by **189%**.

Organisations that used **Team Culture** to help managers align their teams to goals, were **twice as likely** to see an improvement in overall company **BCI score** and see an increase in their team performance by **17%.**
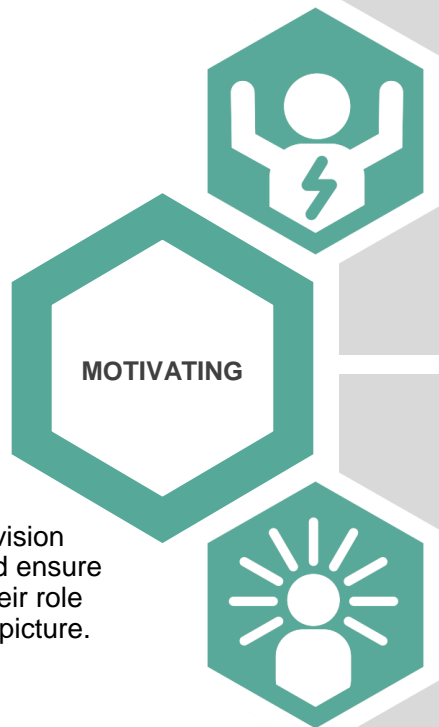
Elevate Methodology

Elevate will redefine expectations of people management by focusing a manager's efforts behind:

- Building strong relationships with the individuals they directly manage (**Individual**)

- Understanding how to build a high performing & agile team (**Team**)

- How to connect their team with the overall vision and goals of the organisation (**Organisation**)

Individual:

Motivating		Considering		Conversing		Caring	
Energising	Inspiring	Supporting	Recognising	Informing	Listening	Understanding	Care

Team:

Shared Vision & Goals · Trust & Respect · Effective Communication · Help & Support

Organisation:

Primary Purpose · Core Principles · Outrageous Ambition · Ingenious Plan

Managerial Insights: Motivating

elev∧te

Energising

- ❑ My Manager treats everyone fairly
- ❑ What is expected of me in my work is made completely clear to me
- ❑ My team is fun to work with*

MOTIVATING

Inspiring

1. Motivating

Sell the direction and vision of the organisation and ensure others can see how their role impacts on the bigger picture.
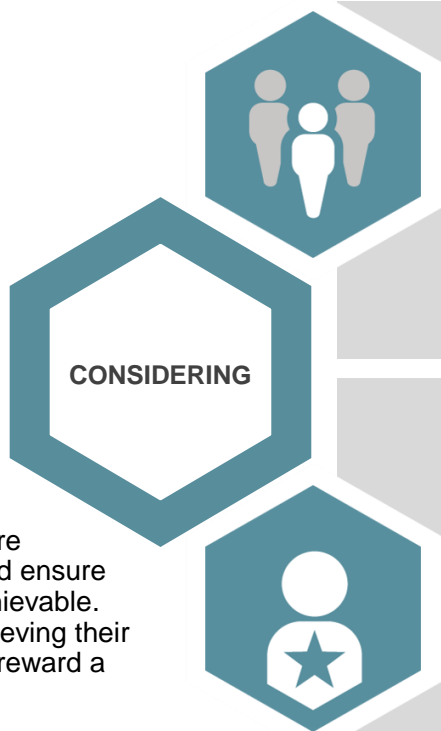
- ❑ My manager motivates me to give my best every day
- ❑ I have confidence in the leadership skills of my manager
- ❑ My manager is an excellent role model for me

*Statement included in our core 24 statements.

Managerial Insights: Considering
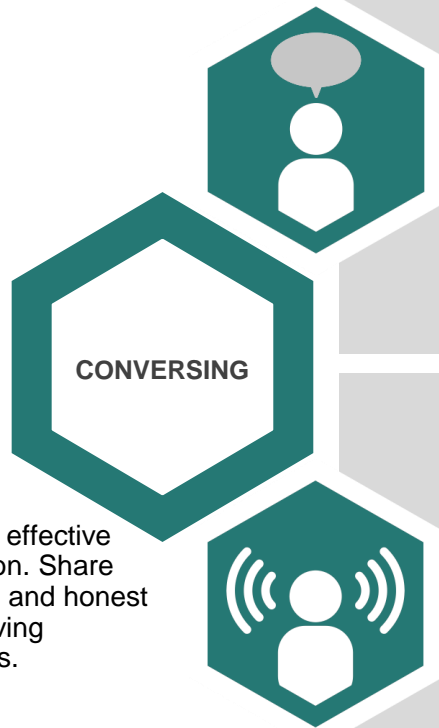
elevAte

CONSIDERING

Supporting

❑ My manager ensures that I have the resources I need to do my job

❑ My manager helps me to fulfil my potential

❑ I feel that I lack support from my manager*

Recognising

❑ My manager regularly expresses their appreciation when I do a good job

❑ Sometimes I feel that my manager takes advantage of me

2. Considering

Recognise what you are asking from people and ensure this is realistic and achievable. Support people in achieving their tasks. Recognise and reward a job well done.

*Statement included in our core 24 statements.

Managerial Insights: Conversing

Informing

- ❑ I feel that my manager talks openly and honestly with me
- ❑ My manager shares important knowledge and information with me

CONVERSING

Listening

- ❑ My manager does a lot of telling but not much listening
- ❑ I feel I can tell my manager when work is going badly

3. Conversing

Open the channels for effective two-way communication. Share information in an open and honest way. Be open to receiving information from others.

Managerial Insights: Caring

elevAte

Understanding

❑ My manager cares about me as an individual*

❑ My manager cares about how satisfied I am in my job

CARING

Care

❑ My manager takes an active interest in my wellbeing

❑ My manager would be quick to respond if I showed signs of being under too much pressure

4. Caring

Recognise people have
a life outside of work, respect their time for family, friends and outside interests/hobbies.

Show an interest in them as individuals and demonstrate care for their needs.

*Statement included in our core 24 statements.

Team Index

Team Index statements will provide you with additional insight into the team culture within your organisation. These statements will provide you with further insight into how your employees feel about their team meetings, support and trust within their team and how they feel in relation to team ability and dynamics

Trust & Respect

❑ I am confident in the abilities of everyone in my team

❑ There are some people in my team for whom I have no respect

❑ I have complete trust for everyone in my team

❑ At least one member of my team is underperforming

Shared Vision & Goals

❑ My team has no shared vision of what we are trying to achieve

❑ I am confident that we're all working together to achieve common goals

❑ There is clarity in my team around direction and priorities

❑ Internal politics often get in the way of finding solutions

Team Index

elevAte

Effective Communication

❑ People in my team are afraid to express their true feelings in team meetings

❑ In team meetings the difficult issues are never fully resolved

❑ Team meetings are lively and productive

❑ Our team meetings are an effective forum for decision making

Help and Support

❑ In my team we are too focused on our own work to spend time supporting one another

❑ People in my team are happy to ask each other for help

❑ I enjoy working with everyone in my team

❑ In my team we do everything we can to support each other

❑ People in my team avoid relying on each other for assistance

❑ People in my team are quick to give credit to others where due

Organisational Clarity

Organisational clarity is a strategic focus area that significantly drives high levels of employee engagement. It allows others to see how their role impacts the bigger picture and what the organisation is trying to achieve.

❑ My organisation makes a positive difference to the world we live in   **Primary Purpose**

❑ This organisation is run on strong values / principles   **Core Principles**

❑ I am excited about where this organisation is going   **Outrageous Ambition**

❑ This organisation feels more reactive than proactive   **Ingenious Plan**

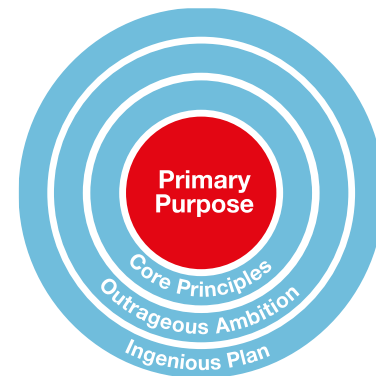❑ Some departments / teams in this organisation don't work well with each other   **Overall Organisational Health**

Additional Statements

Equality, Diversity & Inclusion

These statements will provide insight into employees' perception of fairness, equality and inclusivity at your organisation.

❑ I don't feel I have a voice in this organisation

❑ I feel I can be myself at work

❑ I feel included and respected at work

❑ Everyone has equal opportunities here

❑ Our recruitment process is fair to all

❑ Everyone is treated fairly here regardless of their differences

❑ I feel discriminated against at work

❑ Discriminatory remarks are not tolerated in this organisation

❑ My organisation would take effective action against discrimination

❑ I feel that my organisation takes diversity and inclusion seriously

*The scores you receive for these statements will not be headcount adjusted (HCA). Once sufficient data has been collected to perform our analysis of the influence of headcount on them, we will notify you and update your scores accordingly.

WHO-5 Wellbeing Questions

The WHO-5 is a measure of mental wellbeing. We'd like you to include these items to help us explore this area further. This will enable us to provide more insight to you in the future

❑ I have felt cheerful and in good spirits

❑ I have felt calm and relaxed

❑ I have felt active and vigorous

❑ I woke up feeling fresh and rested

❑ My daily life has been filled with things that interest me
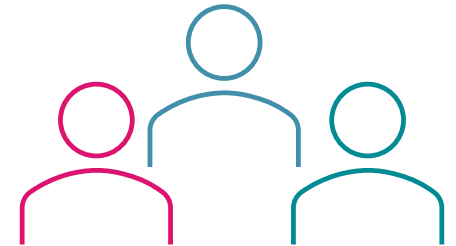
*WHO-5 questions are not available within the Workplace Insight Tool.

Customer Service

These statements measure an employee's perception of the quality of customer service that your organisation offers.

❑ This organisation provides a great service to its customers / clients

❑ We have the freedom to do what is needed to provide a great service for our customers / clients

❑ This organisation can be trusted by our customers / clients

❑ Delivering great service is rewarded here

❑ We are constantly seeking to improve the service we offer here

❑ I have the support I need to provide a great service

❑ Some people here do not understand the expectation of our customers / clients

Bespoke Statements

If you have opted for the Workplace Insight Pro package, you can include additional statements to generate further insight and feedback.

You will need to provide us with information on the areas you'd like to gather feedback on and what you would like to learn.
If you opt to include any bespoke statements, the statements will need to:

- Be relevant to workplace engagement
- Follow the same guidelines as all other questions in the survey
- Appear against a 7-point response scale.

We strongly recommend against having all positive or negative statements, as this introduces bias. Using a mixture of questions encourages respondents to read the questions more carefully.

This article here explains more about bespoke statements and how to create them.

*You can only include up to 15 bespoke statements.

Hybrid/Flexible Working

Sustainability/ Environmental Impact

Bonuses/Performance Rewards

Employee Retention

Employee and Manager 1-2-1's

Mental Health and Wellbeing

Employee Benefits/Perks

Company Frameworks/Values/ Strategy

Career Opportunities/Growth

Thank you

If you have any questions, please contact support@b.co.uk or call 01978 856 222