



# DECISIONWISE

LEADERSHIP INTELLIGENCE®

## Employee Satisfaction Survey

Research-based // Valid // Reliable

**DECISIONWISE**  
LEADERSHIP INTELLIGENCE®

### Employee Satisfaction Survey

We need your feedback to continue improving our organization. It takes approximately 10 minutes to complete the survey. Your responses will be confidential. You will not be individually identified. When you're done, submit your responses by clicking "Submit" below. Thanks for your participation!

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	Don't Know
<b>My Job</b>						
1. I have the tools and resources I need to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I have received the training I need to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The amount of work I am expected to do is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I find enjoyment in the job that I perform.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My job provides me with a sense of meaning and purpose.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I have the freedom to choose how to best perform my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I feel challenged and stretched in my job in a way that results in personal growth.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The level of stress in my job is manageable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. My job is stimulating and energizing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Most days, I see positive results because of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I feel that I can speak up without fear of retribution or negative consequences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. It is easy to become absorbed in my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. My work gives me opportunities to learn and grow.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. My work is valued by this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Overall, I love my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>My Team</b>						
16. I enjoy working with the people in my work group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. There are people at work who care about me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. The people I work with take accountability for results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



## Measuring Employee Satisfaction

Employees need to have their basic needs met or engagement will suffer. Many of the survey items measure concepts that impact employee satisfaction. Some of these items include:

- I have received the training I need to do my job well.
- I have the tools and resources I need to do my job well.
- My supervisor treats people with fairness and respect.
- I clearly understand what my supervisor expects of me.
- My supervisor gives me regular feedback on how I am doing.
- There are opportunities for my own advancement in this organization.
- We work effectively across departments and functions.
- This organization communicates well with all employees about what is going on.

We find some interesting correlates when looking at satisfaction survey questions. For example, a low score on the item "I have the tools and resources I need to do my job well," is often identified as a negative driver of engagement.

## Open-ended Questions

Open-ended comments provide a wealth of qualitative information and provide detail on the reasons behind employee engagement survey scores. We recommend using two simple open-ended questions:

- What are the greatest strengths of our organization?
- What are the areas that need the most improvement in our organization?

Our research shows that using more than two open-ended questions significantly lengthens the time it takes to complete the survey and doesn't yield that much more good qualitative information.



## Employee Satisfaction Survey Sample Items

The DecisionWise Employee Satisfaction Survey contains a subset of research-based anchor questions that are designed to measure overall engagement. The other questions measure the factors that drive engagement and satisfaction in an organization. The survey is completely customizable to the needs of every organization.

My Job	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
2. I have the tools and resources I need to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Most days, I see positive results because of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. My work is valued by this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I have received the training I need to do my job well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. The amount of work I am expected to do is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My Team	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
15. The people I work with take accountability and ownership for results.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. The people I work with treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. My coworkers and I openly talk about what needs to be done to be more effective.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My Supervisor	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
21. My supervisor helps me understand how my work is important to the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. My supervisor is approachable and easy to talk to.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. My supervisor creates a motivating and energizing workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. My supervisor sets high expectations for our team's performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

My Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
35. The vision and goals of this organization are important to me personally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. This organization provides attractive opportunities for training and development.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. There are opportunities for my own advancement in this organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. My opinions are sought on issues that affect me and my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. This organization cares about employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. I would recommend this organization as a great place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



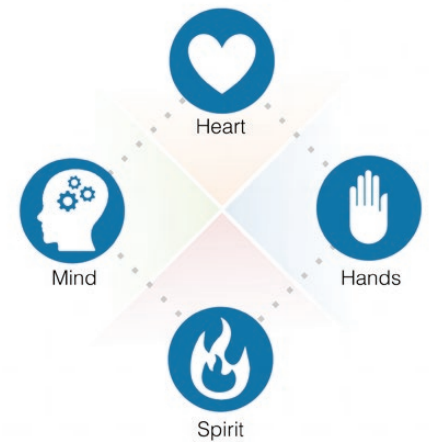
## What is Employee Engagement?

Employee engagement is an emotional state where employees feel passionate, energetic, and committed to their work. This translates into employees who give their hearts, spirits, minds, and hands to deliver a high level of performance to the organization.

## The Model

When we first look to join a company, we may be enticed by some salary promises, the company brand, or cool perks. Important? Of course. But these factors, we call them “satisfaction elements,” don’t increase engagement. Engagement goes beyond satisfaction. Engagement occurs when we find meaning, autonomy, growth, impact, and connection--MAGIC--in what we do.

The DecisionWise five-element model of employee engagement stems from two decades of research, gathering and analyzing feedback from tens of millions of employee survey responses in over 70 countries.





## 5 MAGIC Keys of Employee Engagement

Based on our extensive research using over millions of employee survey responses, we have found that there are five keys that drive employee engagement. We use one question as a direct measure and three supporting questions to measure each of the five MAGIC keys. This allows organizations to determine which of the five keys is driving or inhibiting engagement and understand how to take action to improve.

M

Meaning

Do employees find meaning and purpose in their jobs? Does their work make a difference for others?

Survey Item: My job provides me with a sense of meaning and purpose.

A

Autonomy

Do employees have freedom, self-governance, and an ability to make choices about their work?

Survey Item: I have the freedom to choose how to best perform my job.

G

Growth

Does the job provide development and growth opportunities. Does the work challenge and stretch employees to grow and improve?

Survey Item I feel challenged and stretched in my job in a way that results in personal growth.

I

Impact

Do employees feel like they are successful in their work? Do they see that their effort makes a difference and contributes to the success of the organization?

Survey Item: Most days, I see positive results because of my work.

C

Connection

Do employees have a personal connection with the people they work with, their boss, and the social community of the workplace?

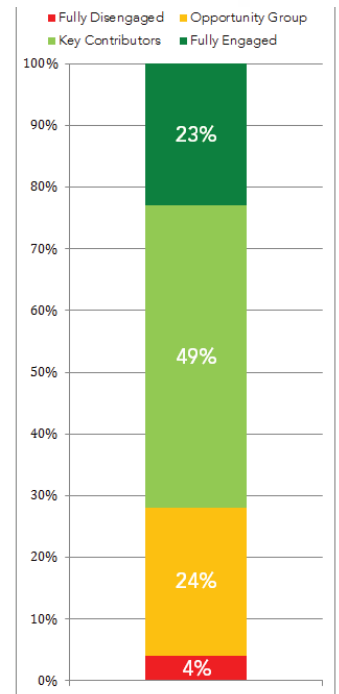
Survey Item: I feel like I belong here.



## Using Anchor Questions to Measure Engagement

Measuring the engagement levels of employees is a practice that has been refined at DecisionWise since 1996. DecisionWise uses a set of six anchor questions to measure the level of engagement in the workplace and additional questions to identify the drivers that lead to engagement. Some of these engagement anchor questions include:

- It is easy to become absorbed in my job.
- I would recommend Sample Company as a great place to work.
- My job is stimulating and energizing.



## Employee Engagement Index

Based on responses to the anchor questions, DecisionWise creates an Engagement Index that defines various groups of employees from Fully Disengaged to Fully Engaged. The results are further analyzed to show what items cause employees to feel the way they do.

The Employee Engagement Index helps us understand the attitudes and characteristics of employees in each of the groups. We've created a table that provides an overview of the thoughts, feelings, and intentions of employees based on their level of engagement. Which group best describes your organization's workforce?

Fully Disengaged	Opportunity Group	Key Contributor	Fully Engaged
Bored and frustrated at work.	Generally feel underutilized.	Meet expectations.	Constantly learning and taking calculated risks.
Make sarcastic jokes about work.	Spend significant time taking care of personal needs.	Stick to what you know and take few risks.	Feel stretched beyond your comfort zone.
Speak poorly about the company and leaders.	Do just enough to get by and not get in trouble.	Respond well to leadership.	Take personal satisfaction in the quality of your work.
Look for ways to find blame.	Pay is a big reason why you stay.	Rarely stretched by assignments	Work can be stressful but is also rewarding and fun.
You quit, stay, and corrupt.	You're putting in the time.	Committed to your job.	You love your job!



200+ clients in 70 countries and 30 languages  
Over 14 million survey responses  
Coach executives around the world  
Train leaders on coaching skills  
"Turn Feedback into Results"





# What Clients are Saying.

"Thank you for the help you provided us during our journey to become one of the FORTUNE 100 Best Companies to Work For."

## - Senior Vice President of Talent Management

"THANK YOU once again for everything you've done to be a great partner over the past year related to our Employee Engagement Survey project! We appreciated your presentation to the executive team. It was so professionally done—you are truly experts in your field and it showed in the presentation content, the depth to which you understood our data and your ability to answer the questions that came your way. I continue to be impressed more and more every day and feel incredibly proud and pleased about my decision to choose DecisionWise as our survey vendor—while I always heard that you valued being a partner, not everyone knows what that means or does it even half as well as you do. Thank you for being a great partner to work with and for all of your advice and guidance during our follow-up session on action planning initiatives. You guys are amazing!"

## - Director, Organizational Development

"The best thing that happened to us was that our previous survey company went out of business. Not only did you do a great job gathering the data, but also interpreting the results. 10 out of 10 – Fantastic!"

## - Vice President of Human Resources



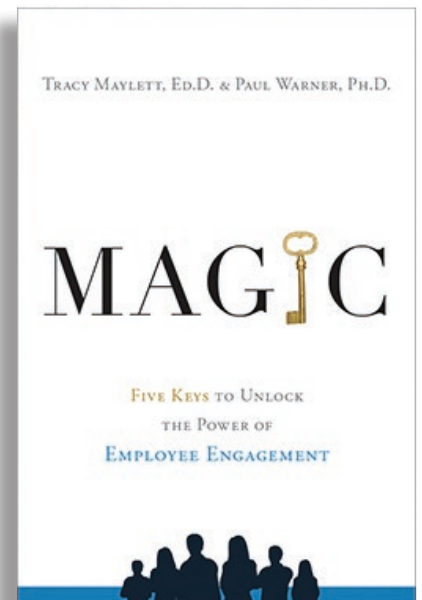


## We literally wrote the book on Employee Engagement

Learn more about MAGIC and Employee Engagement at [EngagementMAGIC.com](https://EngagementMAGIC.com).

The Engagement MAGIC Training is based on the concepts and research from the book **MAGIC: Five Keys to Unlock the Power of Employee Engagement**. The book provides a five-part approach to making organizations stronger, more profitable, and better places to work.

Employees and leaders intuitively know that when we find a place where we can throw our hearts, spirits, minds, and hands into our work, we are happier, healthier, and produce better results. Yet, most struggle to understand exactly why we engage in some environments and don't in others. MAGIC introduces the five MAGIC keys of employee engagement—Meaning, Autonomy, Growth, Impact, and Connection—and shows how leaders can help employees achieve higher levels of engagement, as well as how employees can be more successful by taking ownership of their own MAGIC.



### The Research

Based on over 14 million employee survey responses across 70 countries—the most extensive employee engagement survey database of its kind—MAGIC combines principles of psychology and motivation with solid business concepts. Written by internationally recognized experts in leadership and employee engagement, Dr. Tracy Maylett and Dr. Paul Warner, MAGIC provides actionable advice that will reduce employee attrition, encourage initiative, drive growth and profit, and increase personal engagement in one's work.

### Engaging Content

In this book, leaders and employees will find real-world case studies, exercises, assessments, thought-provoking questions, and suggestions that increase engagement on the individual, manager, and organizational levels.



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