

teamwork



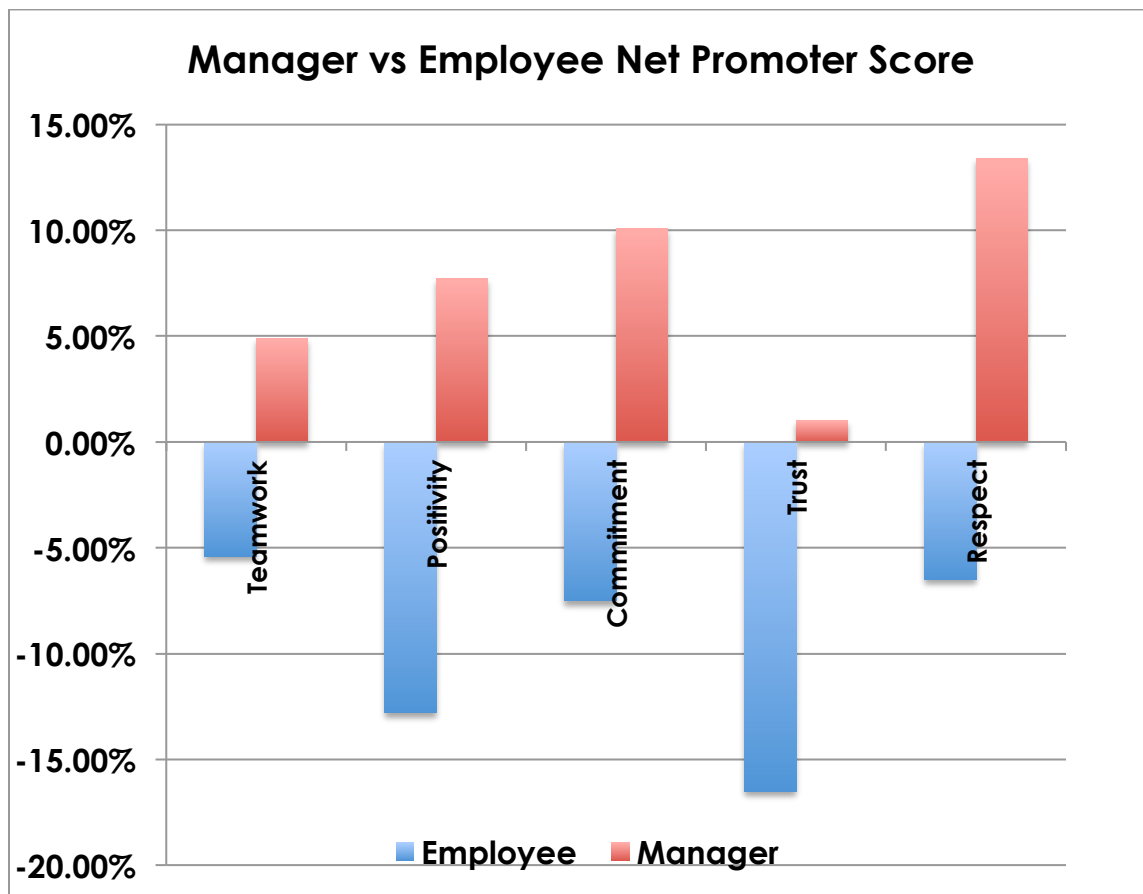
material minds

## manager-employee disconnect

Are managers seeing their workplace with rose-colored glasses? Our survey of teamwork and the attitudes about co-workers has shown that managers see their work much more positively than do their employees. Either something isn't getting through to management or they are ignoring problems. Whatever the cause, the result is that managers don't put in the programs that are necessary to improve teamwork at work.

We wanted to look at how knowledge workers view their organization in terms of teamwork and the people they work with. To do this we looked at five specific attributes of the workplace: Teamwork, Positivity, Trust, Commitment, and Respect.

The following chart uses the Net Promoter Score (NPS) methodology to show the real differences that exist.



We asked 500 knowledge workers, specifically full-time employees with at least an undergraduate degree to rate five statements as to whether they:

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

As the following chart shows, except for an inability to trust each other, there is a Net Promoter Score close to zero. On balance this means that there are only slightly more detractors than promoters in these organizations. For the most part, employees are moderately engaged in their work and not highly engaged nor disengaged.

	<b>NPS</b>
We work well together as a team	-1.20%
The people I work with are generally positive	-4.20%
My co-workers are committed to doing quality work	-0.20%
Employees generally trust each other	-9.20%
Employees are treated with respect	1.80%

The summaries that follow show the results of the survey in greater detail for each element of the survey.

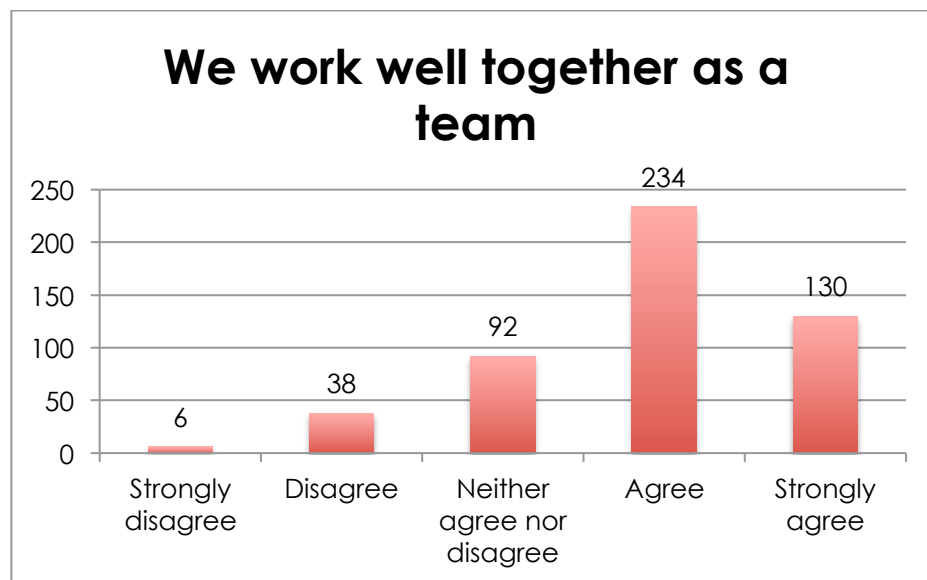
If you would like to find out what your employees think of these issues and want to join our research program, just get in touch with us. It takes very little time to participate and costs nothing.

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## teamwork

Most employees think that they work well together as a team. In fact 73% agree or disagree with the statement “We work well together as a team.” On average, this answer scored a 3.79 out of five.

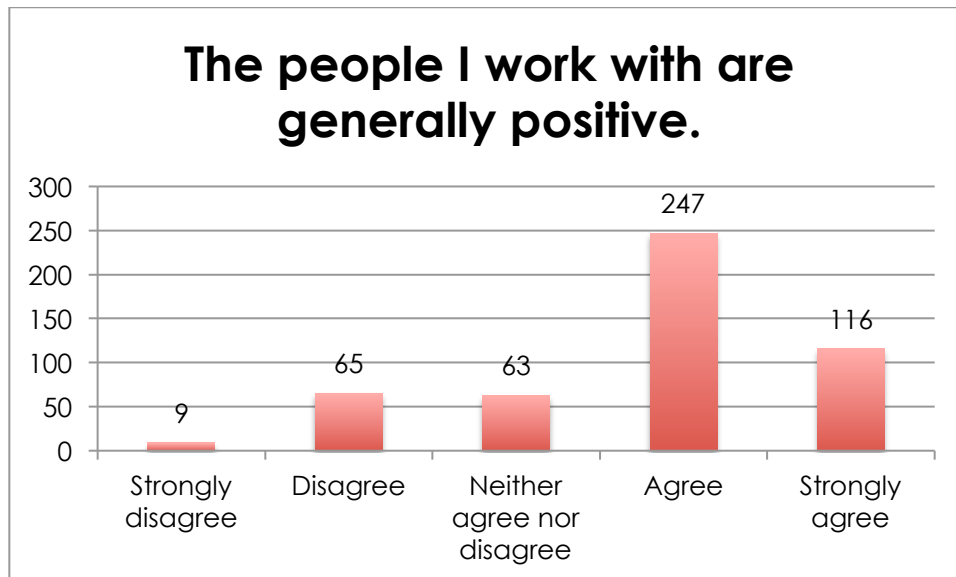
However if you use the Net Promoter Score methodology, on balance there are more Detractors than Promoters by a ratio of 136 to 130. (For a discussion on Net Promoter Score see the end of this document.) This computes to a Net Promoter Score of negative one percent, on balance a neutral number.



The big difference in this area is between managers and employees. Unfortunately, managers seem to think that teamwork is a lot better than employees do. While managers have a positive net promoter score of 2%, employees have a negative score of negative 3%.

## positivity

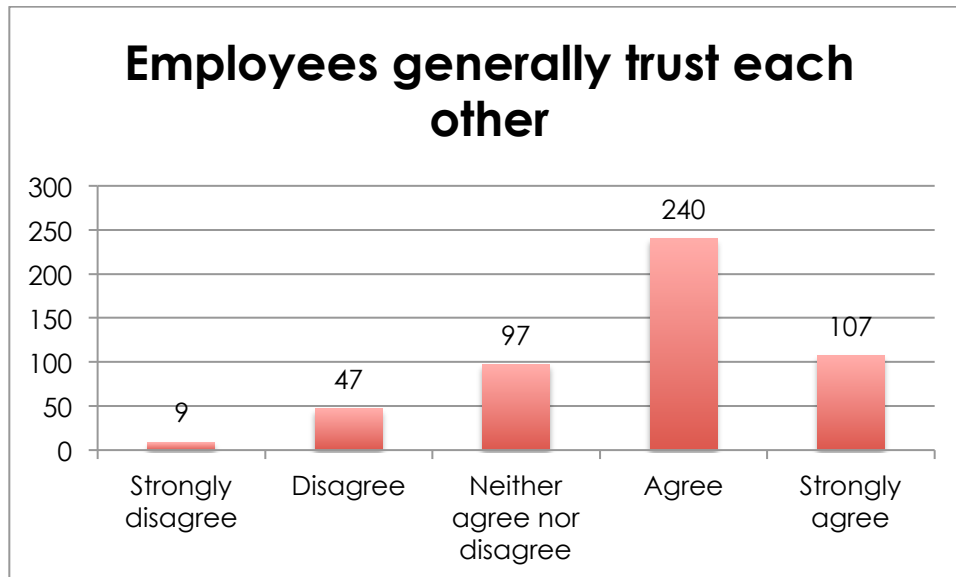
With an overall score of 3.79, most people agree or strongly agree that the people they work with are generally positive. But in fact this characteristic has a negative Net Promoter Score of 4%.



Once again though, managers have a more positive perception of the positive nature of employees, as do the employees themselves. Managers have a Net Promoter Score of plus 3% on this dimension while employees have a negative 8% score.

## trust

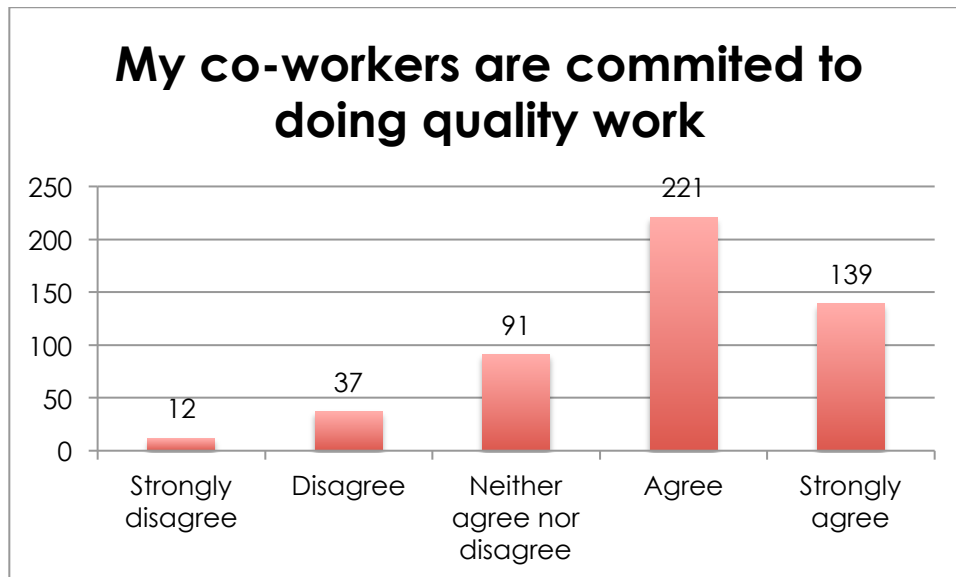
With the lowest score on the survey, trust is definitely an issue. Scoring 3.78 out of 5, and with an NPS of minus 9% there appear to be general trust issues at work among co-workers.



When you look again at managers versus employees, this is another area of concern. Management has an NPS of plus 1% on this dimension whereas employees have a negative 16%.

## commitment

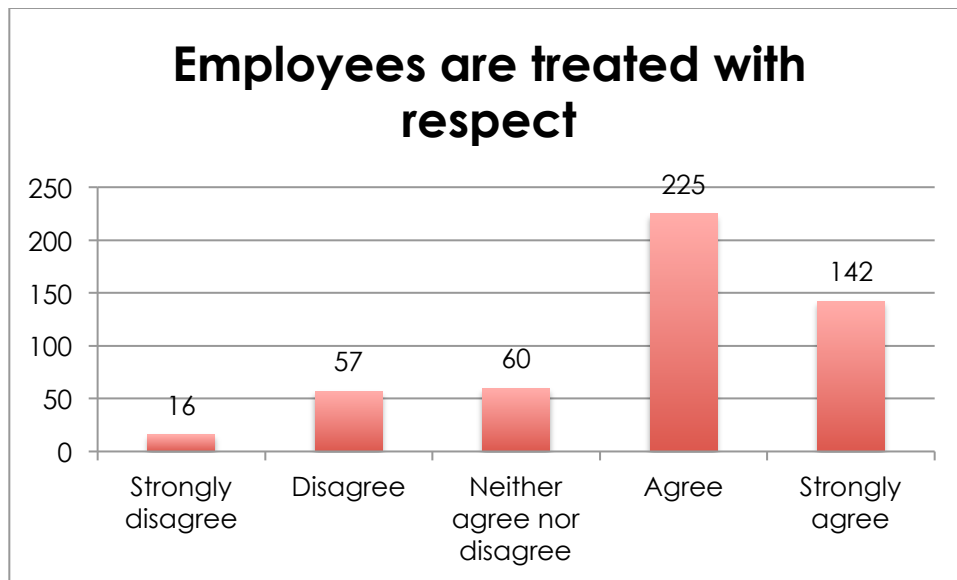
With an overall score of 3.88, most people agree or strongly agree that the people their co-workers are committed to doing quality work. And on balance the NPS is almost equal to zero with as many promoters as detractors.



Managers are much more positive about commitment with an NPS of 10% whereas employees don't see things the same way with a negative NPS of almost 8%.

## respect

Finally, when asked about respect, the score of 3.84 shows a moderate level of respect and overall there is even an NPS of positive 1.8%.



Managers are much more positive about respect with an NPS of 13% whereas employees don't see things the same way with a negative NPS of almost 7%.

In a surprising twist though, employees under 35 are more likely to see that there is a certain level of respect in the workplace than those over 35.



## methodology

Material Minds created a survey that asked 500 respondents to select between the following responses to a series of 5 questions.

- Strongly Agree;
- Agree;
- Neither Agree nor Disagree;
- Disagree; or
- Strongly Disagree

Scoring of the responses was done in accordance with principles established by Satmetrix, the developers of the Net Promoter Score. Their principles were used to develop a Net Promoter Score for each question and divide employees into three categories: Promoters, Passives, and Detractors.

Promoters (Strongly Agree) are loyal employees who will put in the extra effort to make sure that something is done in an exemplary manner.

Passives (Agree) are satisfied but unenthusiastic employees who will do their jobs but won't go the extra mile.

In most survey analysis, Agree and Strongly Agree are put together as positive responses however this is too easy a result to achieve in employee and customer satisfaction as these people have already 'opted in'. Since they are already believers, an Agree result is mere confirmation of their selection of the organization as an employer of provider. The fact remains that they are not highly engaged or committed. Since highly engaged and committed employees are the ones who produce superior results, those who merely agree are seen as passive responders.

Detractors (Neither Agree nor Disagree, Disagree, or Strongly Disagree) are unhappy employees who are actively disengaged, going through the motions and may even be sabotaging a company's success.

Net Promoter Score is calculated by taking the percentage of employees who are Promoters and subtract the percentage who are Detractors.

## material minds

Material Minds cultivates impassioned organizations, develops inspired leaders, and fosters engaged employees. We offer a suite of consulting, training, and coaching services designed to improve employee engagement and results.

### **Results Focused**

We deliver organizational development and leadership development programs for knowledge-based businesses that focus how your leaders can impassion, inspire and engage employees and drive revenue and profit growth.

### **Sustainable**

We help you develop new management and leadership practices that are reinforced through training that includes live coaching and online videos, articles, and written exercises.

### **Integrated**

Our programs link metrics and performance management into your strategic objectives.

### **Measurable**

Results are measured through exercises, surveys, metrics, and financial analysis to ensure that you are getting the growth and profitability that you expect.

If you would like to find out what your employees think of these issues and want to join our research program, just get in touch with us. It takes very little time to participate and costs nothing.

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