

ARCH
PROFILE
MR 360

EES 360 (Employee Engagement Survey)

Company: Acme Company
Report for: John Sample
Date: May 10, 2022 at 12:55 pm

Table Of Contents

Table Of Contents	1
Introduction to EES 360	2
Result Details	3
Summary & Gap Analysis	15
Advice and Tips	20
List of Raters	21
Additional Materials	22

Introduction to EES 360

Employee engagement and employee satisfaction are often used interchangeably but they refer to two very different dynamics. An employee may very well be satisfied with his or her pay, benefits, or the type of projects he/she is assigned, but that doesn't necessarily mean that the person is *committed* to success or *invested* in his/her work. Engaged employees do more than get the job done; they go that extra mile to make sure a client is happy; they voluntarily put in extra hours to meet a deadline or help a colleague out; they take pride in their position. Most importantly, their own success is as important to them as the company's success. At the end of the work day, they may be tired and drained, but they wouldn't have it any other way – engaged employees love their job and wouldn't want to change a thing about it.

The objective of EES 360 is to obtain a “snapshot” of your current attitude toward your work, your job, and the organization. It gives you the opportunity to engage in some introspection; to gain a greater understanding of yourself, your professional role, and your work values. The 360 feedback aspect of this assessment also gives those you work with the chance to offer you some insight into your work approach and potentially bring to light some job issues that you may not be aware of. It is important to recognize that the feedback you will receive in this assessment is intended to help you grow as a professional.

Result Details

In this section of the report, you will find your overall Engagement Score, followed by the breakdown of your ratings for each of the questions in EES 360.

How to read the results

Engagement Score:

Your Engagement Score is based on a scale from 0 to 100. The higher the score, the more engaged you are at work, and the more satisfied you are with your job in general. Note that you will receive more than one engagement score. The first is based on your self-ratings (essentially, your perception of how engaged you are), while the ones that follow are based on the perception of your raters.

Ratings:

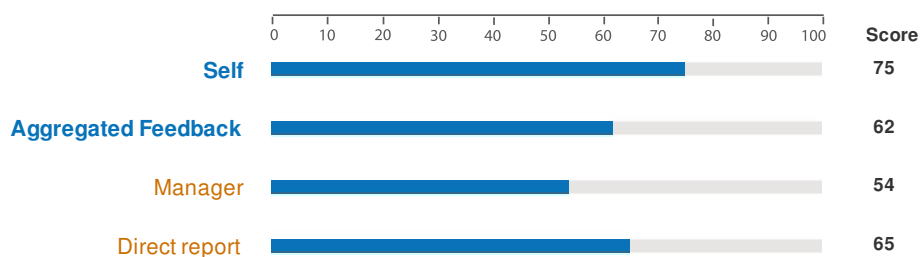
Each question on EES 360 is displayed individually, along with the answer options. The number of people who selected a particular response (e.g. "Describes this person well") is displayed as a percentage. If a greater percentage of people selected "Describes this person to some degree" or "Does not describe this person at all," consider whether it would be in your best interest to improve the skill, trait, or work approach depicted in the question.

Ratings are categorized according to the Reporting Relationship, starting with:

- Your self-rating
- The aggregated feedback rating - a composite score based on the responses of all your raters
- Your manager's rating
- Your peer rating - a composite score based on the responses of all your peers
- And any other reporting relationship you chose when you selected your raters (e.g. Direct Reports, Clients, etc.).

Employee Engagement Score

Degree to which a person is professionally and emotionally committed to his/her work.



For the most part, you are fairly invested in your job and committed to doing well. There is still room to improve in this area, but overall, you care about doing your job and on most occasions, will put in a dedicated effort to ensure that every task you take on is done to the best of your ability. It is clear that you want to succeed and that you are working for more than just a paycheck.

Question 1:

Willingly puts in extra effort to make sure a project gets done (working late, taking work home, etc.).

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	1 (100%)	0	0	0	0
Aggregated Feedback	4	1 (25%)	1 (25%)	2 (50%)	0	0
Manager	1	0	0	1 (100%)	0	0
Direct report	3	1 (33.3%)	1 (33.3%)	1 (33.3%)	0	0

Question 2:

Takes initiative and introduces new ideas.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	0	1 (100%)	0	0
Aggregated Feedback	4	0	2 (50%)	2 (50%)	0	0
Manager	1	0	0	1 (100%)	0	0
Direct report	3	0	2 (66.7%)	1 (33.3%)	0	0

Question 3:

Shows pride in his/her accomplishments at work.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	0	1 (25%)	1 (25%)	2 (50%)	0
Manager	1	0	0	1 (100%)	0	0
Direct report	3	0	1 (33.3%)	0	2 (66.7%)	0

Question 4:

Is motivated to do his/her best.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	2 (50%)	1 (25%)	1 (25%)	0	0
Manager	1	0	1 (100%)	0	0	0
Direct report	3	2 (66.7%)	0	1 (33.3%)	0	0

Question 5:

Is comfortable talking to management about work-related issues.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	0	0	1 (100%)	0
Aggregated Feedback	4	0	2 (50%)	1 (25%)	0	1 (25%)
Manager	1	0	0	1 (100%)	0	0
Direct report	3	0	2 (66.7%)	0	0	1 (33.3%)

Question 6:

Approaches each task and project with enthusiasm.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	0	1 (100%)	0	0
Aggregated Feedback	4	0	1 (25%)	2 (50%)	1 (25%)	0
Manager	1	0	0	1 (100%)	0	0
Direct report	3	0	1 (33.3%)	1 (33.3%)	1 (33.3%)	0

Question 7:

Strives to get his/her work done well.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	1 (100%)	0	0	0	0
Aggregated Feedback	4	1 (25%)	2 (50%)	1 (25%)	0	0
Manager	1	0	1 (100%)	0	0	0
Direct report	3	1 (33.3%)	1 (33.3%)	1 (33.3%)	0	0

Question 8:

Cares about the quality of his/her work.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	1 (100%)	0	0	0	0
Aggregated Feedback	4	1 (25%)	2 (50%)	1 (25%)	0	0
Manager	1	0	1 (100%)	0	0	0
Direct report	3	1 (33.3%)	1 (33.3%)	1 (33.3%)	0	0

Question 9:

Willingly goes above and beyond the call of duty.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	2 (50%)	0	1 (25%)	1 (25%)	0
Manager	1	0	0	1 (100%)	0	0
Direct report	3	2 (66.7%)	0	0	1 (33.3%)	0

Question 10:

Actively improves his/her performance or looks for ways to work more efficiently.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	1 (25%)	1 (25%)	1 (25%)	1 (25%)	0
Manager	1	0	0	0	1 (100%)	0
Direct report	3	1 (33.3%)	1 (33.3%)	1 (33.3%)	0	0

Question 11:

Offers suggestions to management to improve company operations.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	0	1 (100%)	0	0
Aggregated Feedback	4	0	2 (50%)	0	2 (50%)	0
Manager	1	0	0	0	1 (100%)	0
Direct report	3	0	2 (66.7%)	0	1 (33.3%)	0

Question 12:

Eagerly takes on new assignments or responsibilities.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	0	3 (75%)	1 (25%)	0	0
Manager	1	0	0	1 (100%)	0	0
Direct report	3	0	3 (100%)	0	0	0

Question 13:

Accepts and uses constructive criticism or feedback to improve performance.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	1 (100%)	0	0	0	0
Aggregated Feedback	4	0	2 (50%)	0	1 (25%)	1 (25%)
Manager	1	0	1 (100%)	0	0	0
Direct report	3	0	1 (33.3%)	0	1 (33.3%)	1 (33.3%)

Question 14:

Takes responsibility for his/her mistakes.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	1 (100%)	0	0	0	0
Aggregated Feedback	4	2 (50%)	1 (25%)	0	0	1 (25%)
Manager	1	0	1 (100%)	0	0	0
Direct report	3	2 (66.7%)	0	0	0	1 (33.3%)

Question 15:

Makes it clear through his/her words and actions that he/she is interested in moving up in the company.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	2 (50%)	1 (25%)	1 (25%)	0	0
Manager	1	0	0	1 (100%)	0	0
Direct report	3	2 (66.7%)	1 (33.3%)	0	0	0

Question 16:

Is a good role model for other employees.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	0	1 (25%)	1 (25%)	0	2 (50%)
Manager	1	0	0	1 (100%)	0	0
Direct report	3	0	1 (33.3%)	0	0	2 (66.7%)

Question 17:

Enjoys his/her work.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	0	2 (50%)	0	2 (50%)	0
Manager	1	0	0	0	1 (100%)	0
Direct report	3	0	2 (66.7%)	0	1 (33.3%)	0

Question 18:

Willingly offers help or guidance to others.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	1 (100%)	0	0	0	0
Aggregated Feedback	4	0	2 (50%)	1 (25%)	1 (25%)	0
Manager	1	0	0	1 (100%)	0	0
Direct report	3	0	2 (66.7%)	0	1 (33.3%)	0

Question 19:

Works hard to meet the goals that management sets for him/her.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	2 (50%)	2 (50%)	0	0	0
Manager	1	0	1 (100%)	0	0	0
Direct report	3	2 (66.7%)	1 (33.3%)	0	0	0

Question 20:

Gets actively involved in meetings.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	1 (100%)	0	0	0
Aggregated Feedback	4	3 (75%)	0	1 (25%)	0	0
Manager	1	0	0	1 (100%)	0	0
Direct report	3	3 (100%)	0	0	0	0

Question 21:

Would make a good spokesperson for the company.

		Describes this person well		Describes this person to some degree		Does not describe this person at all
		1	2	3	4	5
Rater Category	Number of Raters					
Self	1	0	0	1 (100%)	0	0
Aggregated Feedback	4	0	1 (25%)	1 (25%)	1 (25%)	1 (25%)
Manager	1	0	0	1 (100%)	0	0
Direct report	3	0	1 (33.3%)	0	1 (33.3%)	1 (33.3%)

Question 22:

If you would like to make any additional comments regarding this person's performance, please enter them below:

Self:

- I am currently taking courses to improve my management skills and emotional intelligence.

Manager:

- I would like to see John participate more in meetings. He has good ideas but doesn't share them very often. He certainly does his job well, but could push himself more.

Direct report:

- John is an amazing manager. I look up to him, as many of my teammates also do. He sets a good example for all of us.
- Technical skills are reasonably good. He has room to learn and grow. The problem is that he is not willing to learn from his mistakes or his team. I guess he's trying to make himself look good, but it's his team that makes things happen. He tends to forget this often.
- Very good at his job...not so good at leading others. Needs some work on his people skills.

Summary & Gap Analysis

Summary Table

In the Summary table, you will find a compilation of all the scores on the 360 assessment from the participant (Self), all raters combined (Aggregate), and other rater categories (e.g., Managers, Direct Reports, Peers, Internal Clients, External Clients).

This is useful for the participant and coach as a quick summary of the person's overall behavior, performance, thinking style or emotional responses.

For your convenience, we have color-coded the results. The cut-off points are to some degree arbitrary, but they are based on our coaching experience with leaders and employees. You can, of course, adjust the thresholds if you wish, based on your own desired benchmarks.

Color-coding legend for Summary Table

Color	Legend
Green	Green indicates an excellent result. Improvement may still be possible in order to take a skill to an even higher level, but overall it is great as is.
Yellow	Yellow indicates a good result, which means there is some room for improvement. This would be considered a medium priority issue.
Orange	Orange indicates a development area with quite a bit of room for improvement. This would be considered a medium to high priority issue.
Red	Red indicates a significant development area that the participant needs to work on, if relevant to his or her role. This should be considered high priority.

Summary table (Compilation of scores)	Self	Aggregated Feedback	Manager	Direct report
Employee Engagement Score	75	62	54	65

Gap Analysis Table

The purpose of the gap analysis table is to highlight discrepancies among the ratings, specifically:

- Between Self and Aggregate
- Between Self and other rater categories (e.g., Manager, Peer, Clients, Direct Reports)

If there are discrepancies between ratings, what does this indicate?

There are a number of factors that can be at play. For example:

When there is a large discrepancy between a participant's self-ratings and the ratings of his or her evaluators:

- It could be an indication of low self-awareness. The participant's self-perception is not aligned with how he/she is perceived by other people. Oftentimes, such discrepancy indicates a "blind spot" that the participant needs to bring into his or her awareness, and address.
- It could be an indication of low self-esteem. The participant is under-valuing his or her skills and contribution.
- It could be an indication of overconfidence. The participant is over-valuing or over-exaggerating his or her skills and contribution.
- The participant could be playing it safe by discounting his or her skills, so that others do not think that he or she has an inflated ego.

When there is a large discrepancy between the different rater categories:

- It could be an indication that the participant behaves disparately depending on the circumstances. Essentially, the participant adapts his/her attitudes and behaviors based on who he/she is interacting with. This can be a conscious adaptation - and the intention may range from negative to positive. For example:
 - The participant may be deliberately engaging in socially desirable behavior in order to look good in front of the right people (e.g., supervisor, manager, clients).
 - The participant may recognize the importance of self-monitoring (e.g., being more casual with peers, but acting more professionally with a manager or client).
- It could be indication that the participant subconsciously changes his/her behavior because of the way he or she was raised, because of past experiences, or as a result of behavioral conditioning. For instance, he or she may be at ease with some people (e.g. peers), but feels intimidated when dealing with a supervisor or manager (e.g. is assertive with colleagues or direct reports, but holds back opinions/ideas and becomes acquiescent with an authority figure).

Thus, the purpose and value of the gap analysis is to reveal the dynamics of a participant's behavior. It can help to pinpoint when adaptive actions are at play and, with the help of a coach, the participant can identify the underlying cause of the discrepancy.

Color-coding legend for Gap Analysis Table

- A plus (+) sign indicates that the Self score is higher than the rater score.
- A minus (-) sign indicates that the Self score is lower than the rater score.

Color	Legend
Green	The difference between the Self score and rater score is negligible (difference of 5 points or less)
Yellow	The difference between the Self score and rater score is minor (difference of 5 to 10 points)
Red	The difference between the Self score and rater score is significant (difference of more than 10 points)

Gap analysis: Self scores vs. Rater categories	Self vs. Aggregated Feedback	Self vs. Manager	Self vs. Direct report
Employee Engagement Score	+13	+21	+10

Advice and Tips

Leaving your job if your morale is low isn't always an easy option - or the ideal option. Before you opt for that route, have a go at the following tips:

- **Get to the root of a lack of engagement.** What is it about your job that makes you feel that you have to drag yourself out of bed in the morning? Most importantly, what steps can you take to change what you don't like about your job? Take some time to think about the issues that are impacting your morale, and then write them down. For each issue, come up with at least two possible solutions that can make the situation more bearable. For example, if you don't like your salary, do more than just demand a raise. Take a broader approach: Ask your boss what you can do in order to improve your chances of getting a raise, like taking courses to upgrade your skills or making a lateral move in the company. Don't focus your energy on all the things you don't like about your job - focus on finding solutions.
- **Make a connection with other employees.** There's a reason why social support is an effective coping mechanisms: It allows you to receive encouragement, advice, and insight from people who may have gone through (or are going through) the same issues you are. This isn't to say that you should use this as an opportunity to get together and gripe about what you don't like about your job (unless venting helps!). Having friends at work can be one of those factors that can help you feel more enthusiastic about your job.
- **Find intrinsic reasons to keep working hard.** A good salary and some great perks can keep you motivated to a degree, but they won't make you like a job that you are not passionate about. Management certainly plays a key role in keeping staff motivated and engaged, but to rely entirely on your manager to keep you committed to your job is short-sighted - and doomed to result in disappointment. This is where intrinsic motivation plays a role. Intrinsic motivation is what makes difficult work days meaningful. What is it about your job, outside of the tangible factors, that makes it worth getting up for every morning? Perhaps the work you do is helping improve people's lives. Or maybe the challenges you are facing are helping you develop resilience. Rather than ask yourself why you put up with your job, ask yourself what it is about your job that makes putting up with it worth the effort.
- **Take breaks at regular intervals.** Sitting in front of a screen for hours on end, or working on a task without a break can be both physically and mentally draining. Research has shown that employees who take a break every 90 minutes improve their focus, ability to think creatively, and experienced a greater sense of well-being - all important factors that can contribute to employee engagement. Even shaking up your work routine a little can be refreshing.
- **Expand your skill set.** Take advantage of opportunities to learn something new, whether it's volunteering for a new project, asking to attend a business convention, moving to a lateral position in the company, or being a part of the opening of a new branch. If your company doesn't offer learning opportunities, take it upon yourself to pick up a new skill. Learn a new computer software, or take up a speed-reading or creative writing course that you can practice during your lunch break. Keep your mind busy with knowledge rather than on your discontent.
- **Make a daily list of your accomplishments.** An attitude of gratitude and a sense of achievement can really boost your morale. At the end of each work day, create a list of all of the things you managed to accomplish, even if it's something as simple as "Directed a client to helpful information," or "Was able to answer more emails today." In addition to your accomplishment list, start a gratitude list. Add things like, "I am so grateful to have enjoyable people to work with." "I am so grateful that I was able to help a client today." If you can find the good in a seemingly negative situation, you can change your attitude toward it. As author and motivational speaker Wayne Dyer put it, "If you change the way you look at things, the things you look at change."

List of Raters

The following is the list of raters that were selected to offer feedback through EES 360.

- john@test.com
- mary@example.com
- konstantin@test.com
- kate@example.com

Additional Materials

For additional resources that can help you improve engagement, job satisfaction, and morale, check out the suggested materials below.

Books:

Title: Hate your job? The Essential Guide to Improving Job Satisfaction Without Making a Career Change

Author: Michelle Wood

Publication year: 2014

Publisher: Michelle Wood (Kindle Edition)

URL: <https://www.amazon.com/Essential-Improving-Satisfaction-Without-Making-ebook/dp/B00JNCSVES>

Title: How to Love the Job You Hate: Job Satisfaction for the 21st Century

Author: Jane Boucher

Publication year: 2004

Publisher: Beagle Bay Inc

URL: <https://www.amazon.com/How-Love-Job-You-Hate/dp/0967959101>

Title: The Three Signs of a Miserable Job: A Fable for Managers (And Their Employees)

Author: Patrick Lencioni

Publication year: 2007

Publisher: Jossey-Bass

URL: <https://www.amazon.com/Three-Signs-Miserable-Job-Employees/dp/0787995312>

Title: Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT

Author: Paul L. Marciano

Publication year: 2010

Publisher: McGraw-Hill

URL: <https://www.amazon.com/Carrots-Sticks-Dont-Work-Engagement/dp/0071714014/>

Title: Fired Up or Burned Out: How to Reignite Your Team's Passion, Creativity, and Productivity

Author: Michael L. Stallard (with Carolyn Dewing-Hommes and Jason Pankau)

Publication year: 2007

Publisher: Thomas Nelson

URL: <https://www.amazon.com/Fired-Burned-Out-Creativity-Productivity-ebook/dp/B007V91MVE/>

Title: Help Them Grow or Watch Them Go: Career Conversations Employees Want

Author: Beverly Kaye and Julie Winkle Giulioni

Publication year: 2012

Publisher: Berrett-Koehler Publishers

URL: <https://www.amazon.com/Help-Them-Grow-Watch-Conversations/dp/1609946324>

Title: Quick Team-Building Activities for Busy Managers: 50 Exercises That Get Results in Just 15 Minutes

Author: Brian Cole Miler

Publication year: 2003

Publisher: AMACOM

URL: <https://www.amazon.com/Quick-Team-Building-Activities-Busy-Managers/dp/081447201X>