

Pulse™

Sample Staff

2/18/19



HolyCow!
consulting
Organizational Intelligence You Can Use

Key Indicators

Overall Satisfaction

On the whole, I am satisfied with how things are with our staff.

Clearly agree	40%
On the fence	50%
Clearly disagree	10%
Rating of staff satisfaction level	Average

Overall Energy

As a staff, it seems we are just going through the motions of Diocese activity. There isn't much excitement about it.

Clearly agree	0%
On the fence	13%
Clearly disagree	88%
Rating of staff energy level	Very high

Satisfaction Trends

Compared with how I felt about my work in the Episcopal Diocese 3 years ago, today I feel

Less satisfied	25%
Same	13%
More satisfied	63%
Rating of staff satisfaction trend	Average

Percent of persons who said with the right changes it is very likely they would be more satisfied **71%**

Utilization

I often feel that I have something more to give this Diocese, but I don't know how to give it.

Clearly agree	44%
On the fence	33%
Clearly disagree	22%
Rating of staff utilization	Very low

Top Three Priorities

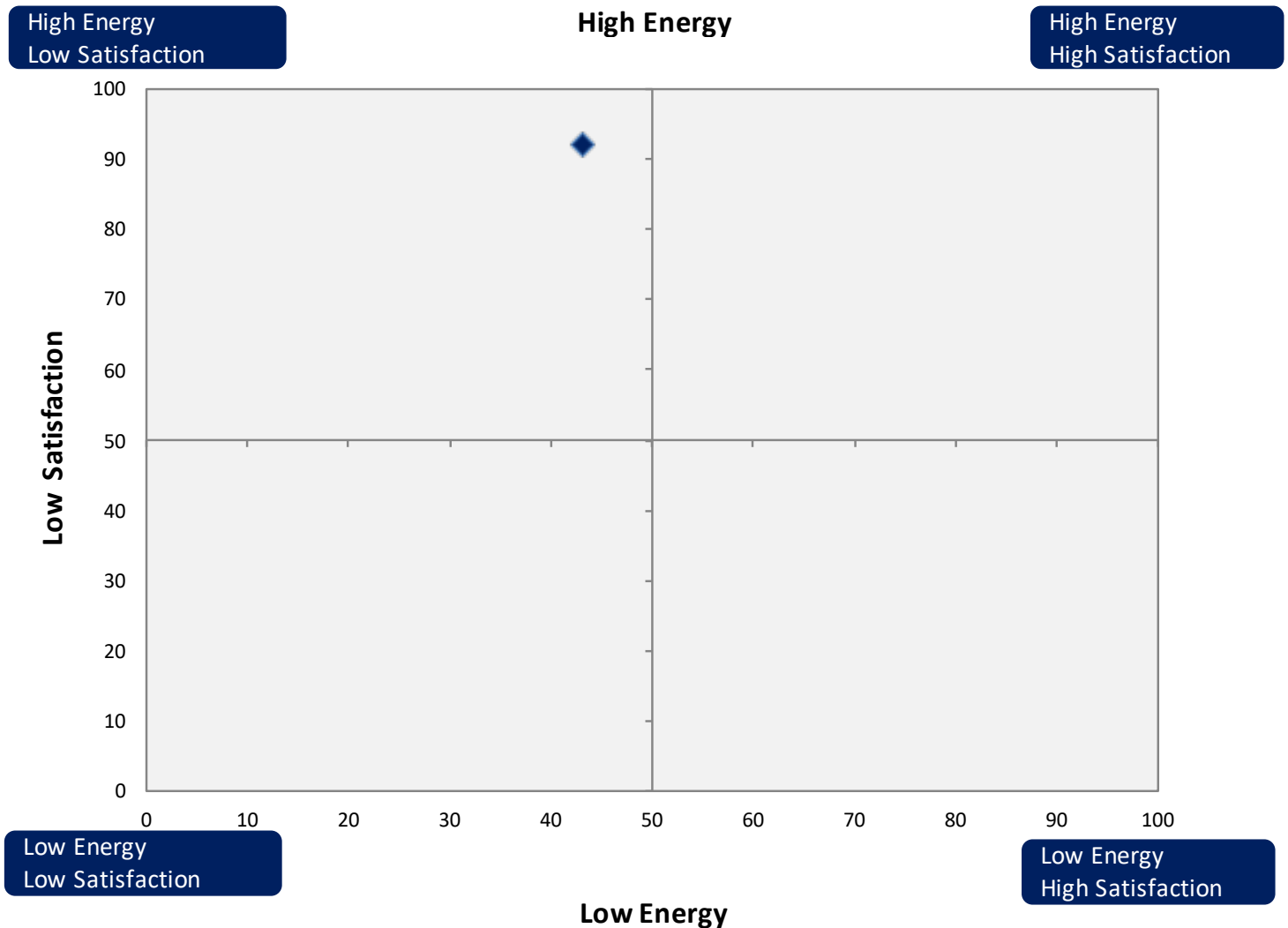
When asked what steps would most likely improve the effectiveness or quality of their work experience, staff members indicated the following priorities:

- | | |
|--------|--|
| First | Develop more clarity regarding expectations of staff members. |
| Second | Improve the assignment and scheduling of work. |
| Third | Provide more opportunities for the professional development of the staff. |

Survey Process Statistics

Number of respondents **10**

Energy-Satisfaction



The levels of satisfaction and energy have been found to be reliable indicators of the health and vitality of a staff. There are four quadrants on this map.

The **high energy-low satisfaction** quadrant is the chaos quadrant. Staff in this quadrant are often struggling to structure and channel their energy into a direction they feel good about.

The **low energy-low satisfaction** quadrant is the recovery quadrant. Staffs in this quadrant require major changes in order to regain a significant level of vitality and health.

The **low energy-high satisfaction** quadrant is the static quadrant. Staffs in this quadrant have normalized a low level of vitality in the church which enables them to be relatively satisfied.

The **high energy-high satisfaction** quadrant is the transformation quadrant. Staffs in this quadrant are sources of new meaning and purpose for their members. They may also serve as mentors to other staffs.

Drivers of Satisfaction and Energy

What Is a Driver?

Not every question on the assessment is of equal importance to respondents. The more important questions are called drivers. A driver is a question that reliably predicts whether staff members are having a more positive or more negative experience overall. If a respondent gives a higher score to a driver, it is very likely that he or she will also give a higher evaluation of his/her overall experience. If a respondent gives a lower score to a driver, it is likely that he or she will also give a lower evaluation of his/her overall experience. (On negatively worded drivers, the relationship is reversed; a higher score results in a lower score on overall satisfaction or energy.) The drivers of member satisfaction listed below are unique to your staff. The level of importance for the question is noted in the column to the right.

Another way of saying it is that the drivers are the lens through which members are viewing and evaluating their overall experience. They color how staff members see nearly everything related to the staff. Staff members tend to feel best about their staff experience when they feel positive in the areas identified by the drivers.

Drivers of Staff Satisfaction

Members of your staff tend to feel more satisfied about their overall staff experience when they feel positive in the following areas:

Importance

Driver #1	We have a healthy tolerance of differences among staff members.	Very high
Driver #2	There is a disturbing amount of conflict among the staff members in our Diocese.	Very high
Driver #3	In the last year I have had opportunities at work to learn and grow.	Very high
Driver #4	The Bishop takes steps to deal with problem employees who are negatively impacting others.	Very high
Driver #5	Problems among staff members are usually resolved through mutual effort.	Very high

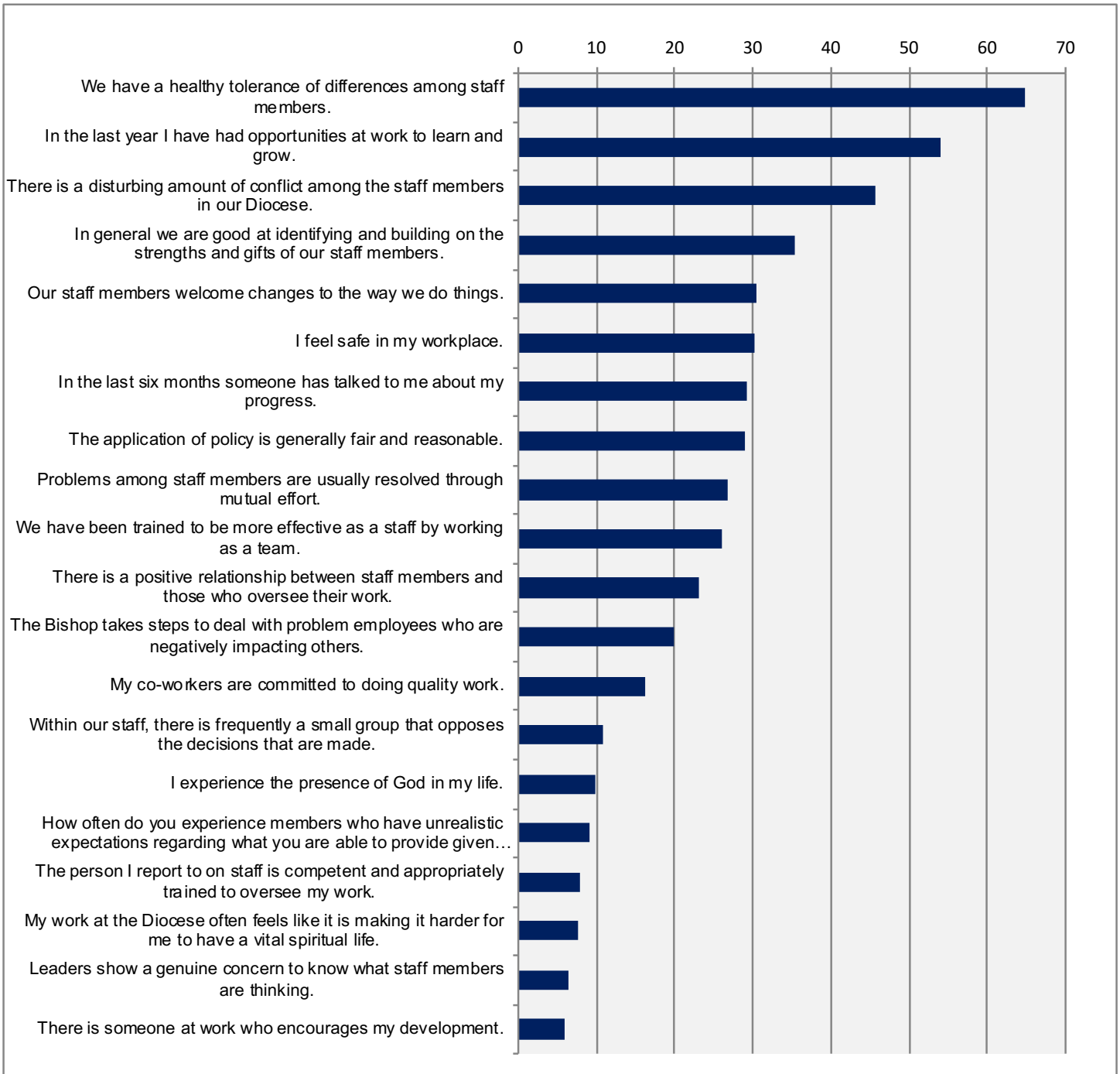
Drivers of Staff Energy

Members of your staff tend to feel more energized about their overall staff experience when they feel positive in the following areas:

Importance

Driver #1	We have been trained to be more effective as a staff by working as a team.	High
Driver #2	Within our staff, there is frequently a small group that opposes the decisions that are made.	High
Driver #3	Our staff members welcome changes to the way we do things.	Moderate
Driver #4	The application of policy is generally fair and reasonable.	Moderate
Driver #5	The work I do at the Diocese is important to my community and the larger world.	Moderate

Critical Success Factors for Improving Satisfaction



0 - 10	Noise	20-35	Significant	>50	Urgent
10 - 20	Low	35-50	Important		

Future Priorities

When asked what steps would most likely improve the effectiveness or quality of their work experience, staff members indicated the following priorities:

Rank	Priority	Mean	Rating
First	Develop more clarity regarding expectations of staff members.	3.71	Very High
Second	Improve the assignment and scheduling of work.	3.71	Very High
Third	Provide more opportunities for the professional development of the staff.	3.67	Average
Fourth	Develop better communication among the staff.	3.63	Low
Fifth	Do more to equip staff members to make better use of technology.	3.56	Average
Sixth	Provide more accountability for the work of staff members.	3.50	High
Seventh	Involve staff members in a planning process so that there is more clarity regarding long-term vision and direction.	3.44	Very Low
Eighth	Give more attention to building staff members into a team.	3.38	Low
Ninth	Improve supervisory skills of those managing others through training and coaching.	3.38	Low
Tenth	Provide more up-to-date equipment for staff members.	3.22	Low
Eleventh	Modify job responsibilities so that the work better matches the spiritual gifts of the staff member.	3.00	High
Twelfth	Provide more training to staff members on how to manage volunteers effectively.	3.00	Average
Thirteenth	Work to develop the spiritual vitality of the staff through spiritual discipline, retreats, and other shared experiences.	2.88	Low
Fourteenth	Provide better workspaces or workstations for staff members.	2.86	Average

Facilities-Equipment Index

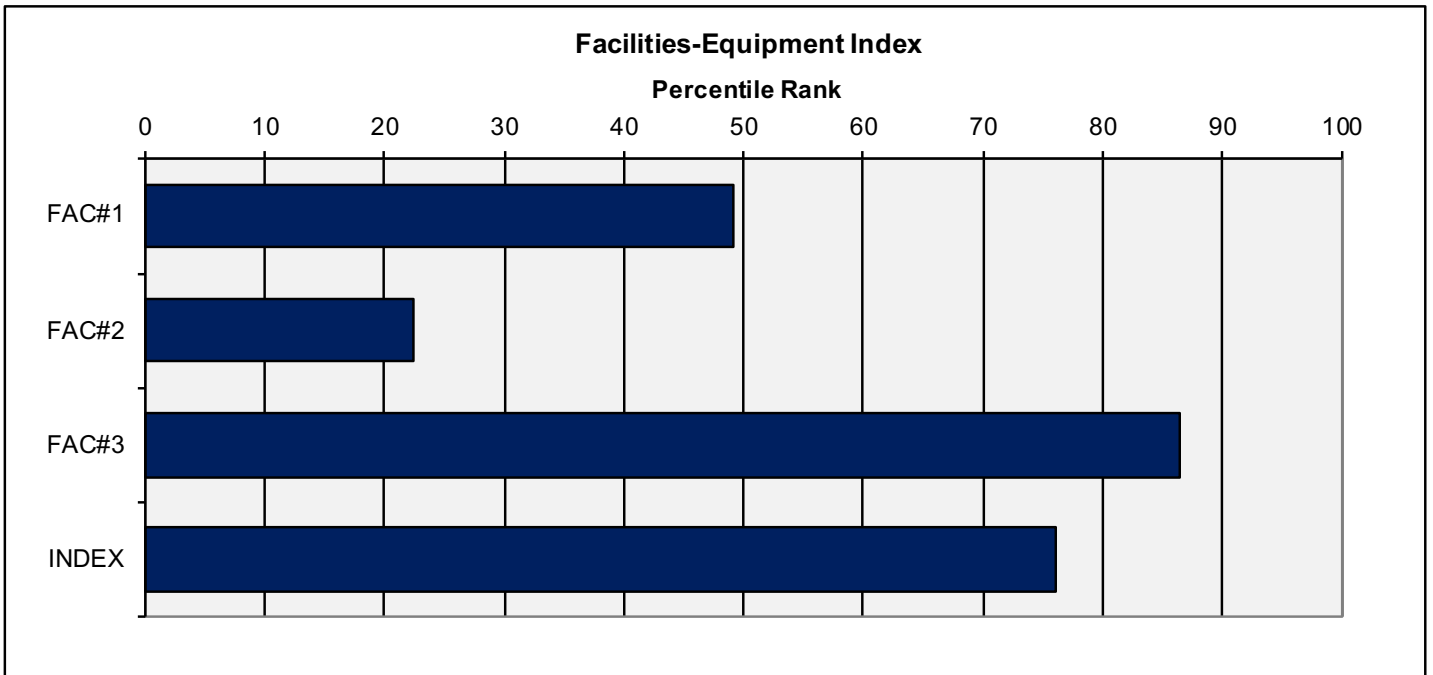
Question Text

- FAC#1 I have the technology, materials and equipment I need to do my work effectively.
- FAC#2 I feel safe in my workplace.
- FAC#3 I have been trained to know what to do in emergencies such as a fire or a threat of violence.

Staff Responses (These are the scores from your staff.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
FAC#1	0%	0%	10%	10%	70%	10%
FAC#2	0%	0%	0%	20%	50%	30%
FAC#3	0%	10%	10%	20%	30%	30%

Comparative Profile (These show how your scores compared with those from other staffs.)



Flexibility Index

Question Text

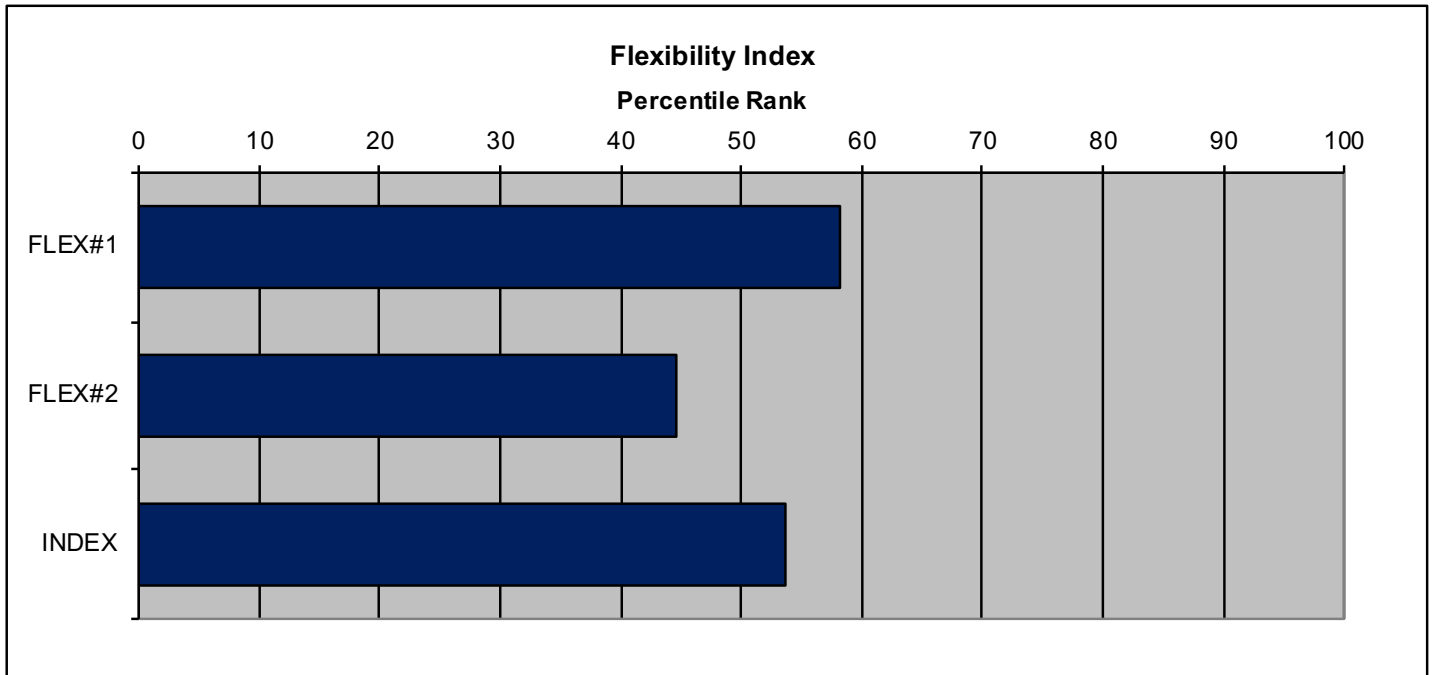
FLEX#1 We intentionally adapt our work to meet the changing needs of our members.

FLEX#2 Our staff members welcome changes to the way we do things.

Staff Responses (These are the scores from your staff.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
FLEX#1	0%	0%	0%	22%	67%	11%
FLEX#2	0%	0%	33%	33%	33%	0%

Comparative Profile (These show how your scores compared with those from other staffs.)



Morale Index

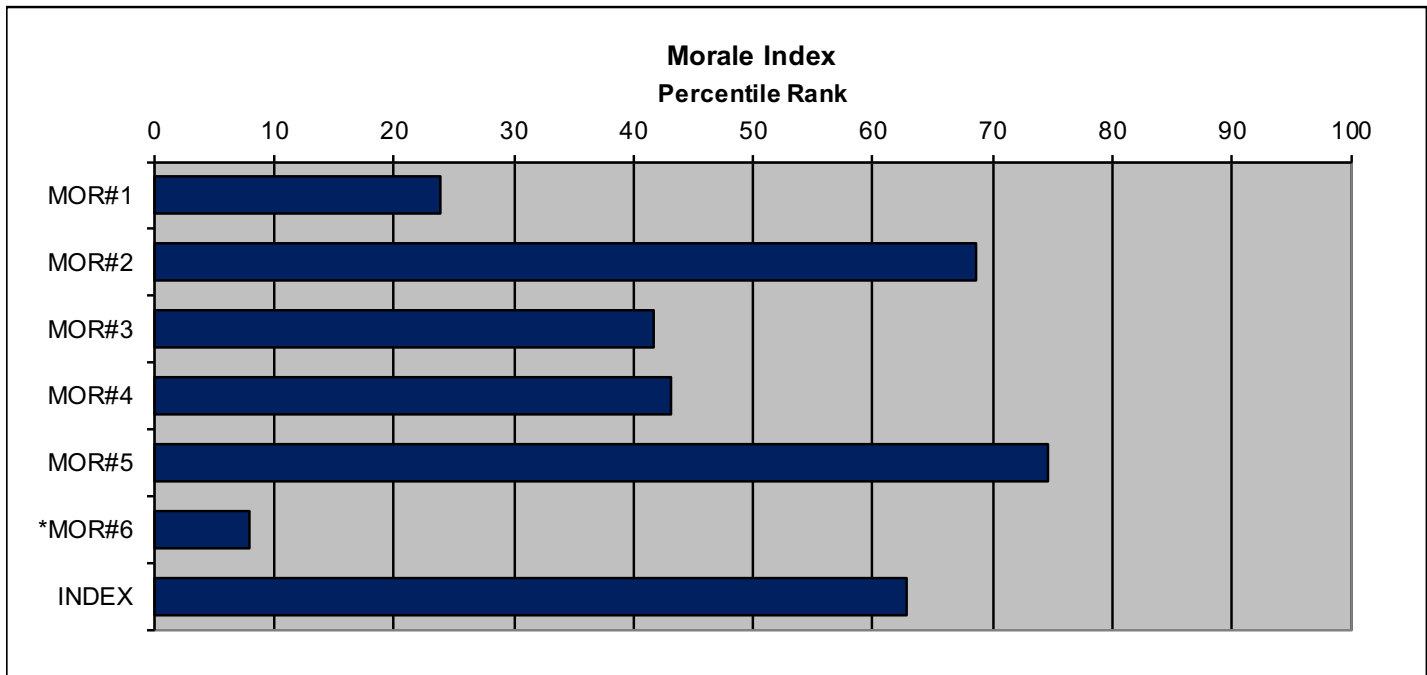
Question Text

- MOR#1 In the last seven days I have received recognition or praise for doing good work.
- MOR#2 My supervisor or someone on the staff seems to care about me as a person.
- MOR#3 The work I do at the Diocese is important to my community and the larger world.
- MOR#4 On the whole, I am satisfied with how things are with our staff.
- MOR#5 The Bishop takes steps to deal with problem employees who are negatively impacting others.
- *MOR#6 As a staff, it seems we are just going through the motions of Diocese activity. There isn't much excitement about it.

Staff Responses (These are the scores from your staff.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
MOR#1	0%	25%	13%	0%	50%	13%
MOR#2	0%	0%	0%	10%	30%	60%
MOR#3	0%	0%	0%	10%	50%	40%
MOR#4	0%	10%	0%	50%	40%	0%
MOR#5	17%	0%	0%	17%	33%	33%
*MOR#6	25%	63%	13%	0%	0%	0%

Comparative Profile (These show how your scores compared with those from other staffs.)



Teaming Index

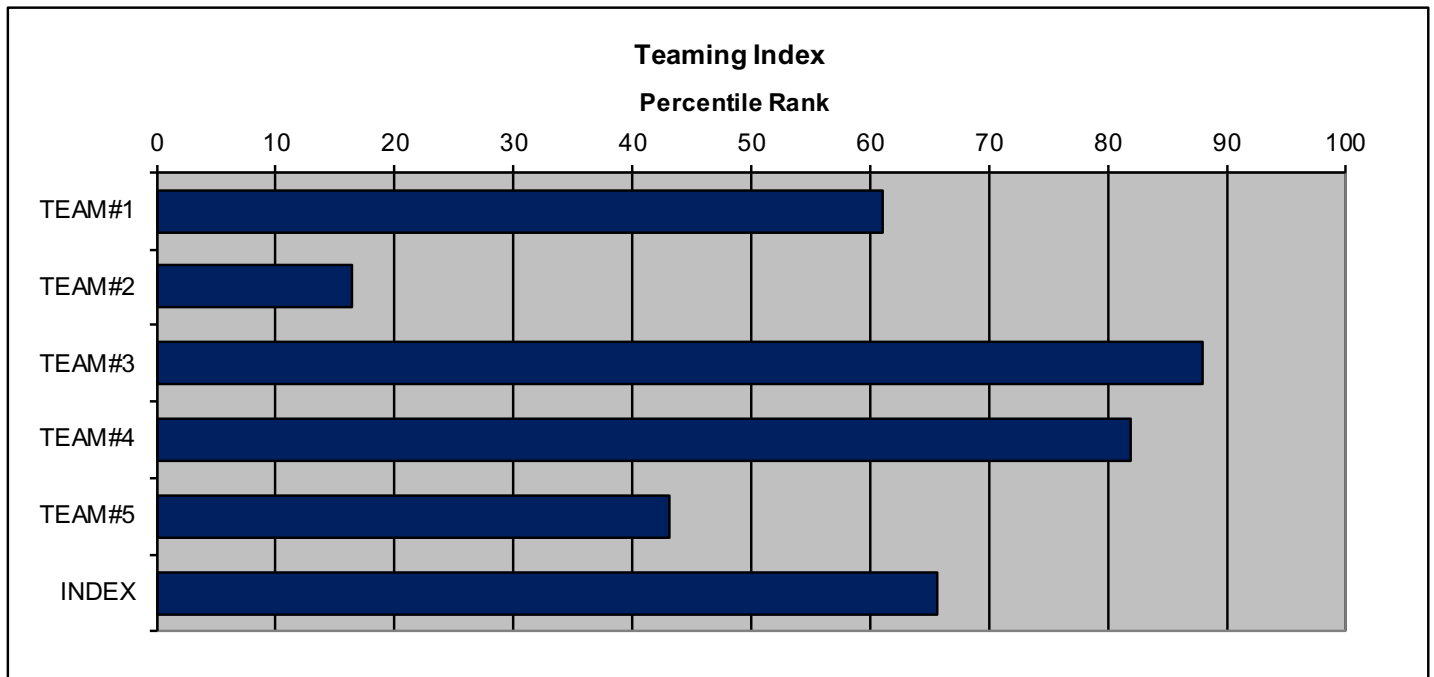
Question Text

- TEAM#1 We have been trained to be more effective as a staff by working as a team.
- TEAM#2 My co-workers are committed to doing quality work.
- TEAM#3 Leaders show a genuine concern to know what staff members are thinking.
- TEAM#4 Meetings are effectively used to make good decisions in a timely manner.
- TEAM#5 In general we are good at identifying and building on the strengths and gifts of our staff members.

Staff Responses (These are the scores from your staff.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
TEAM#1	11%	0%	22%	11%	44%	11%
TEAM#2	0%	0%	0%	40%	30%	30%
TEAM#3	0%	0%	0%	22%	56%	22%
TEAM#4	0%	0%	0%	50%	30%	20%
TEAM#5	0%	0%	11%	44%	44%	0%

Comparative Profile (These show how your scores compared with those from other staffs.)



Conflict Management Index

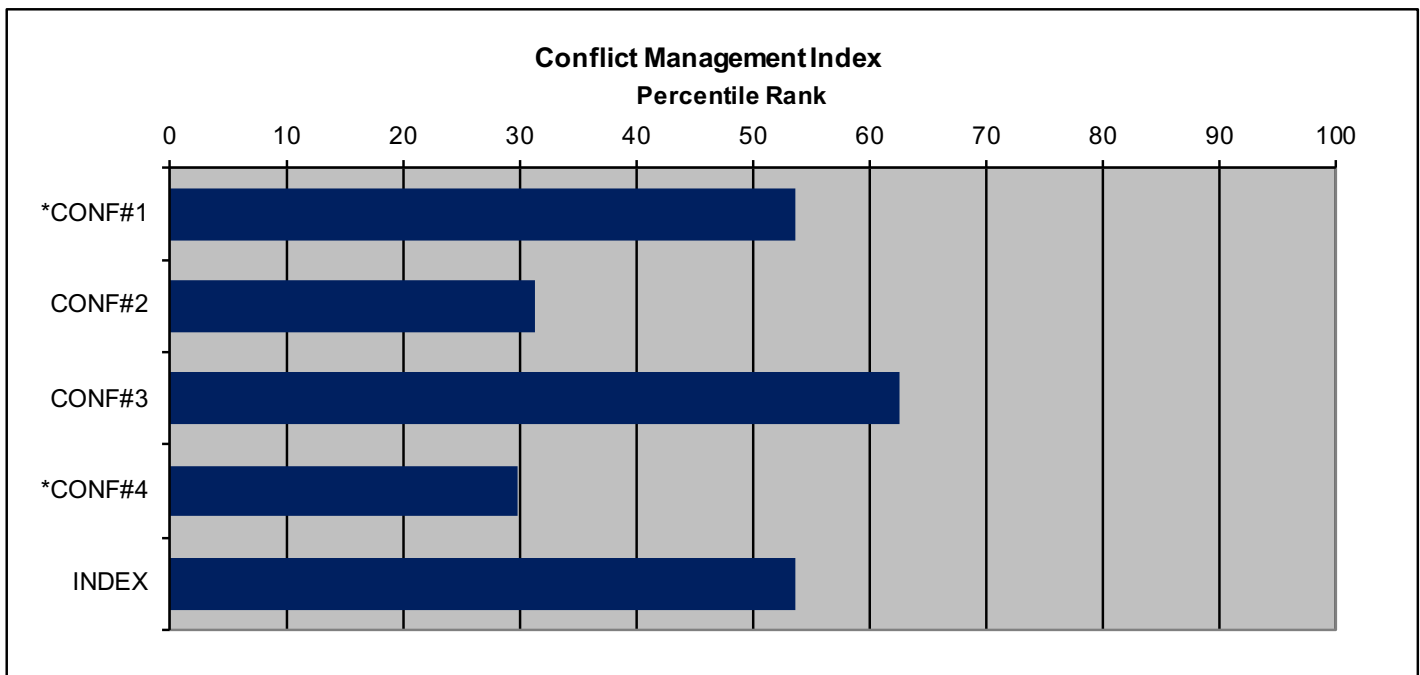
Question Text

- *CONF#1 There is a disturbing amount of conflict among the staff members in our Diocese.
- CONF#2 We have a healthy tolerance of differences among staff members.
- CONF#3 Problems among staff members are usually resolved through mutual effort.
- *CONF#4 Within our staff, there is frequently a small group that opposes the decisions that are made.

Staff Responses (These are the scores from your staff.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
*CONF#1	20%	30%	30%	10%	0%	10%
CONF#2	0%	0%	11%	44%	44%	0%
CONF#3	0%	11%	11%	11%	56%	11%
*CONF#4	38%	25%	0%	25%	13%	0%

Comparative Profile (These show how your scores compared with those from other staffs.)



General Management Index

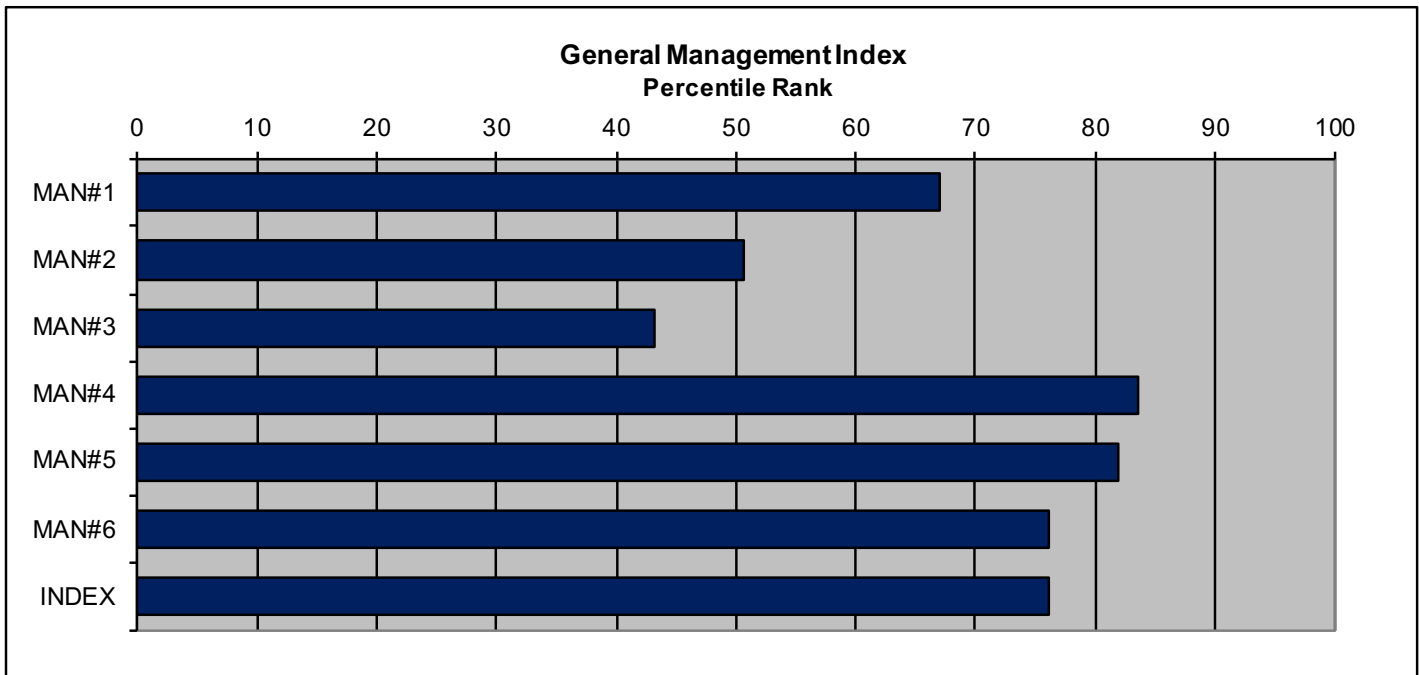
Question Text

- MAN#1 I know what is expected of me at work.
- MAN#2 There is a positive relationship between staff members and those who oversee their work.
- MAN#3 The application of policy is generally fair and reasonable.
- MAN#4 The person I report to on staff is competent and appropriately trained to oversee my work.
- MAN#5 The assignment of work is fair and balanced between the needs of the Diocese and the needs of the individual.
- MAN#6 I have the opportunity at work to do what I do best every day.

Staff Responses (These are the scores from your staff.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
MAN#1	0%	0%	0%	20%	40%	40%
MAN#2	0%	0%	0%	44%	33%	22%
MAN#3	0%	0%	11%	33%	44%	11%
MAN#4	0%	0%	0%	30%	10%	60%
MAN#5	0%	0%	20%	10%	20%	50%
MAN#6	0%	0%	10%	10%	40%	40%

Comparative Profile (These show how your scores compared with those from other staffs.)



Professional - Personal Development Index

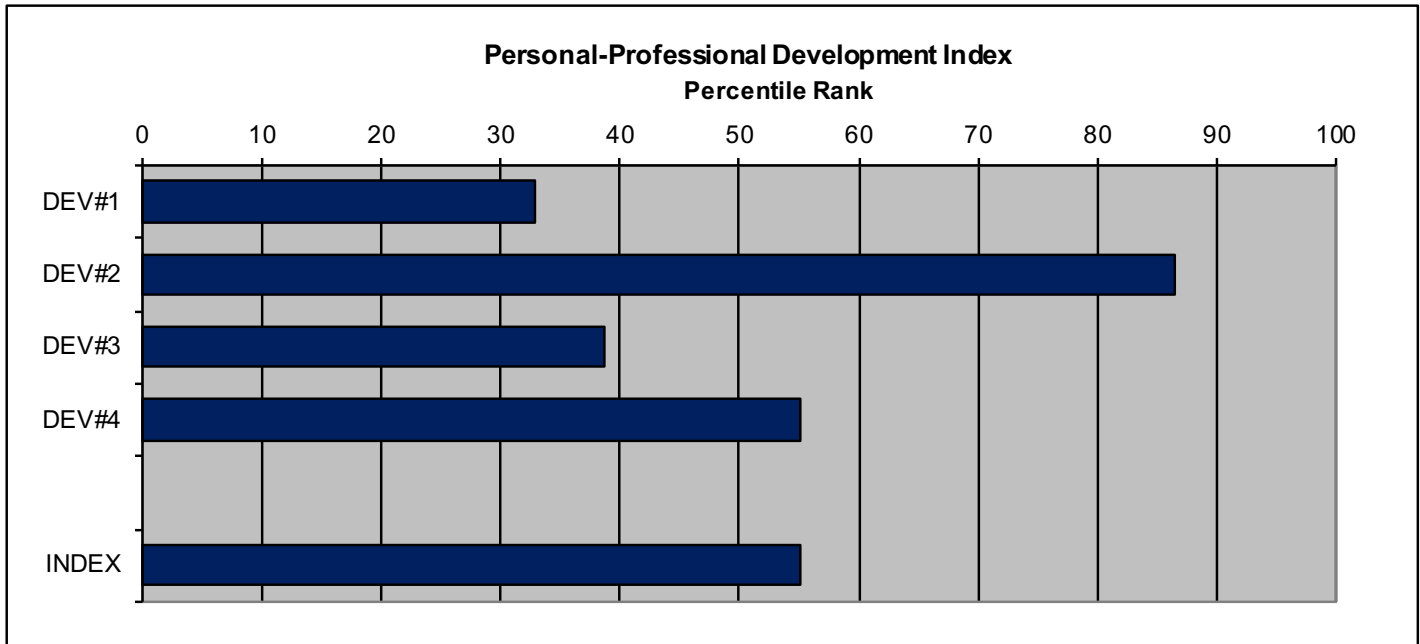
Question Text

- DEV#1 In the last year I have had opportunities at work to learn and grow.
- DEV#2 There is someone at work who encourages my development.
- DEV#3 In the last six months someone has talked to me about my progress.
- DEV#4 I am given regular opportunities to make significant achievements in my work.

Staff Responses (These are the scores from your staff.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
DEV#1	0%	10%	0%	20%	50%	20%
DEV#2	0%	0%	0%	33%	22%	44%
DEV#3	11%	33%	0%	0%	22%	33%
DEV#4	0%	0%	10%	20%	60%	10%

Comparative Profile (These show how your scores compared with those from other staffs.)



Member Challenges Index

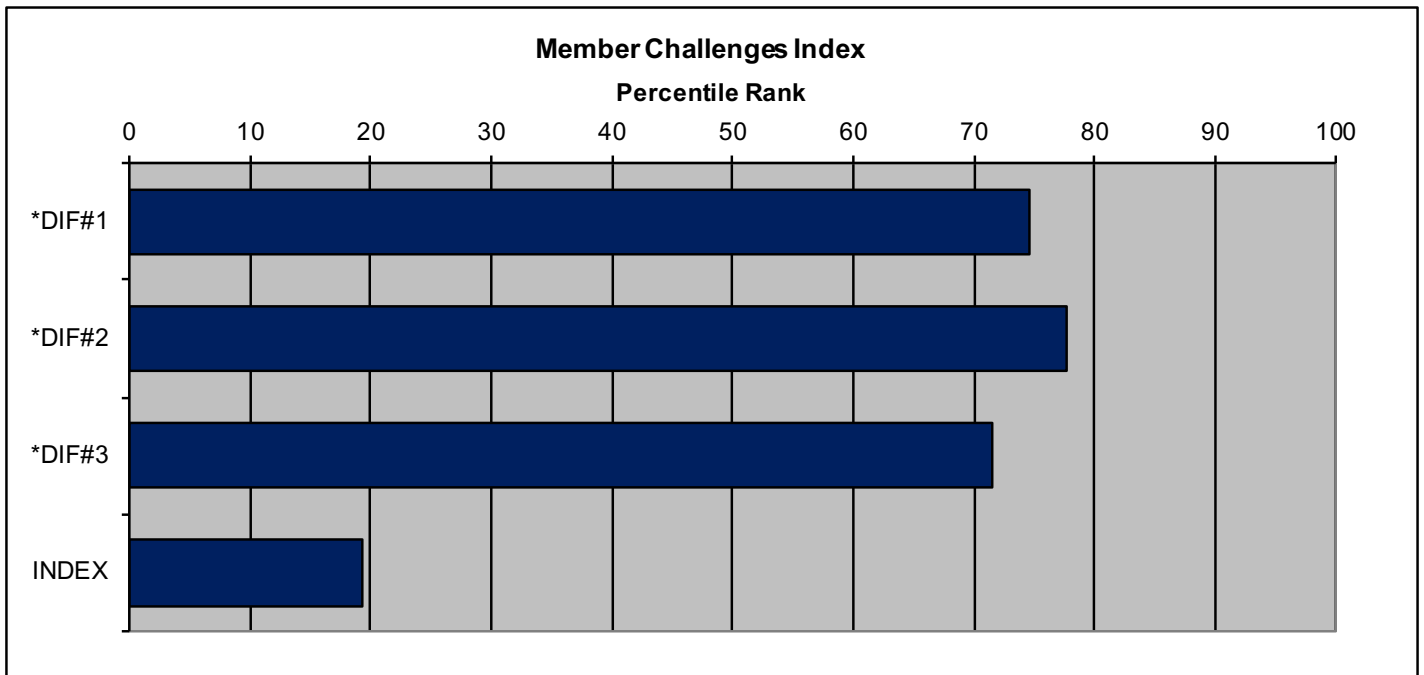
Question Text

- *DIF#1 How often do you experience anger from members over programs, policies, or procedures that you are responsible for implementing?
- *DIF#2 How often do you experience members who have unrealistic expectations regarding what you are able to provide given your own budget, time constraints, and scope of responsibilities?
- *DIF#3 How often do you find it necessary to spend an excessive amount of time recruiting members to work in your ministry area?

Staff Responses (These are the scores from your staff.)

	Never	Once in my career	Once a year	Twice a year	Once a month	Once a week	Every day
*DIF#1	22%	0%	22%	22%	22%	11%	0%
*DIF#2	22%	0%	22%	0%	33%	22%	0%
*DIF#3	20%	0%	20%	20%	40%	0%	0%

Comparative Profile (These show how your scores compared with those from other staffs.)



Spiritual Vitality Index

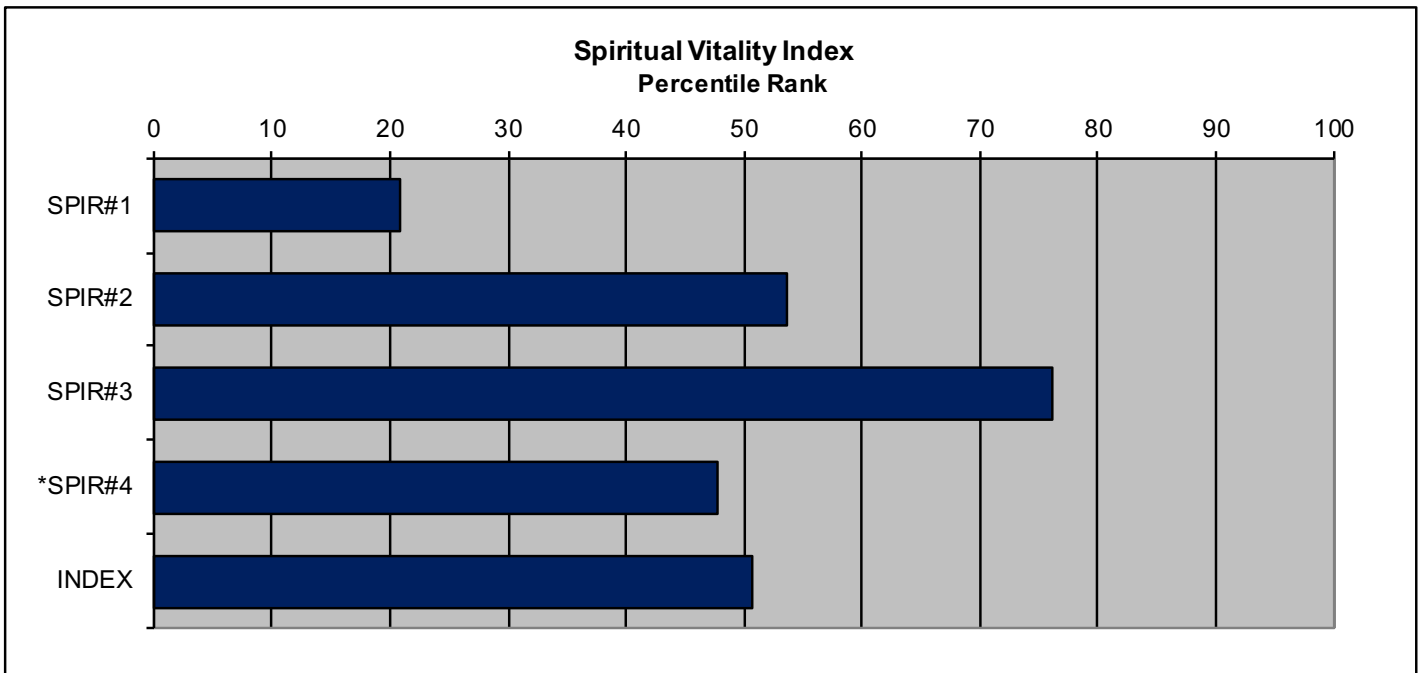
Question Text

- SPIR#1 I believe that God has called me to the work I am doing in the Episcopal Diocese.
- SPIR#2 I experience the presence of God in my life.
- SPIR#3 My spiritual experiences often impact the way I view life.
- *SPIR#4 My work at the Diocese often feels like it is making it harder for me to have a vital spiritual life.

Staff Responses (These are the scores from your staff.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
SPIR#1	0%	0%	0%	20%	30%	50%
SPIR#2	0%	0%	0%	20%	0%	80%
SPIR#3	0%	0%	0%	0%	40%	60%
*SPIR#4	10%	40%	30%	20%	0%	0%

Staff Responses (These are the scores from your staff.)



Respondent Characteristics

Age

My age is

Below 19	###
19 to 24	###
25 to 34	###
35 to 44	###
45 to 54	###
55 to 64	###
65+	###

Tenure

Approximately how many years have you worked at this Diocese?

Less than a year	0%
1 to 2 year	17%
3 to 4 years	17%
5 to 10 years	0%
11 to 15 years	17%
16 to 20 years	33%
20+ years	17%

Utilization

I often feel that I have something more to give this Diocese, but I don't know how to give it.

Strongly disagree	0%
Disagree	22%
Tend to disagree	33%
Tend to agree	0%
Agree	33%
Strongly agree	11%

Transition Index

Question Text

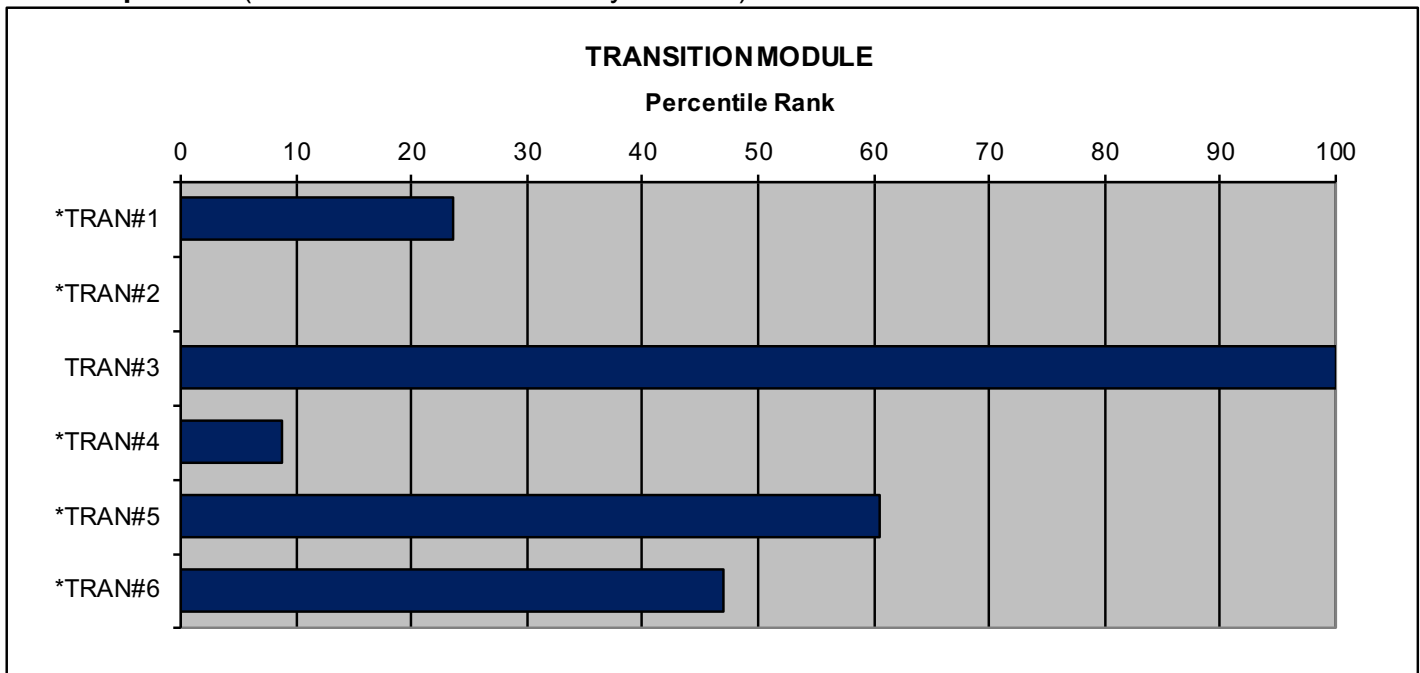
- *TRAN#1 Given the resignation announcement of our Rector, I am concerned about my future employment in this church.
- *TRAN#2 There are some staffing issues here that need to be resolved before a new Rector is called to our church.
- TRAN#3 The leadership is doing a good job communicating with the staff during the transition.
- *TRAN#4 There is another position on the staff that would be a better fit for my gifts and interests than my current position.
- *TRAN#5 How difficult do you believe it will be for members to adjust to the loss of the Rector and accept the leadership of the next Rector?
- *TRAN#6 How difficult do you believe it will be for the staff to adjust to the loss of the Rector and accept the leadership of the next Rector?

Staff Responses (These are the scores from your staff.)

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
*TRAN#1	0%	67%	33%	0%	0%	0%
*TRAN#2	25%	50%	0%	25%	0%	0%
TRAN#3	0%	0%	0%	0%	25%	75%
*TRAN#4	67%	33%	0%	0%	0%	0%

	Not difficult	Somewhat difficult	Moderately difficult	Very difficult
*TRAN#5	0%	75%	25%	0%
*TRAN#6	0%	100%	0%	0%

Staff Responses (These are the scores from your staff.)



Strategic Operations Module

These questions have been added to explore how the work of the staff is structured to execute a strategic plan.

	Strongly Disagree	Disagree	Tend to Disagree	Tend to Agree	Agree	Strongly Agree
I have a set of goals for my work that clearly specifies what I am to accomplish in the next year.	0%	11%	11%	22%	33%	22%
It is clear to me how the role I play on staff will help the Episcopal Diocese achieve its vision.	0%	0%	22%	33%	22%	22%
Staff meetings are effectively used to monitor progress in achieving the Diocese's vision.	0%	0%	22%	67%	0%	11%
As staff members make significant achievements in helping the Diocese realize the vision, they are recognized and celebrated.	0%	0%	0%	57%	43%	0%
The lay ministry teams that I relate to as a staff member have a clear set of goals for the next year that will help the Diocese achieve its vision.	0%	14%	0%	43%	29%	14%
As I work collaboratively with other staff members on various projects, our conversations and plans are clearly influenced by the vision for the Diocese.	0%	0%	29%	29%	43%	0%
My most recent performance review explored how my work helped the Diocese accomplish its vision.	0%	0%	50%	50%	0%	0%

Conflict Resolution Patterns Module

There are several basic ways that people deal with conflict. All these can be appropriate depending upon the situation and how frequently they are used. The table below lists five ways to deal with conflict.

In this section, staff members identify the patterns of conflict resolution used most frequently (and least frequently) by the staff.

Conflict Resolution Strategy	Least often	4th most often	3rd most often	2nd most often	Most often
AVOIDANCE – Let it pass, talk with others, or move away from the relationship.	0%	22%	11%	11%	56%
APPEAL TO HIGHER AUTHORITY – Refer the issue to a supervisor, board, or committee to make a decision.	0%	11%	33%	33%	22%
NEGOTIATE – Engage in a direct one-on-one conversation to seek a win-win solution.	11%	33%	11%	22%	22%
MEDIATE – Involve a third party to seek a win-win solution.	11%	11%	44%	33%	0%
POWER SOLUTION – Seek to have a person removed from a position or voted out of office.	78%	22%	0%	0%	0%

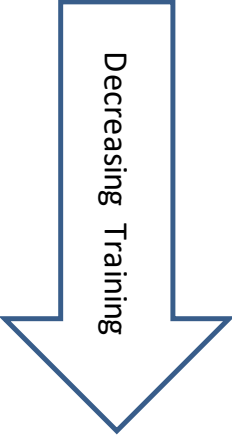
Frequency	Conflict Resolution Strategy	Mean
Most often	AVOIDANCE – Let it pass, talk with others, or move away from the relationship.	36.0
2nd most often	APPEAL TO HIGHER AUTHORITY – Refer the issue to a supervisor, board, or committee to make a decision.	33.0
3rd most often	NEGOTIATE – Engage in a direct one-on-one conversation to seek a win-win solution.	28.0
4th most often	MEDIATE – Involve a third party to seek a win-win solution.	27.0
Least often	POWER SOLUTION – Seek to have a person removed from a position or voted out of office.	11.0

Interpersonal Training Module

In addition to the training required to function well in their specific ministry areas, staff members often have received training, either formally (university or seminary coursework) or informally (conferences, workshops, seminars), on subjects related to interpersonal relationships.

In this section, staff members indicate how much training they have received, including formal coursework as well as more informal conferences, workshops, or seminars.

	Almost no training	Little training	Some training	Moderate training	Highly trained
How to listen empathetically (to understand rather than analyze).	19%	16%	19%	32%	13%
How to identify the particular giftedness in myself and others.	26%	23%	32%	10%	10%
How to confront and deal with problematic behavior in others.	13%	23%	26%	32%	6%
How to Identify irrational elements in my own thinking.	32%	13%	23%	13%	19%
How to manage and resolve conflict with others.	13%	16%	29%	29%	13%
How to function as a member of an effective team.	13%	10%	16%	35%	26%

Training Level	Interpersonal Skill	Mean
	How to function as a member of an effective team.	3.5
	How to manage and resolve conflict with others.	3.1
	How to listen empathetically (to understand rather than analyze).	3.0
	How to confront and deal with problematic behavior in others.	3.0
	How to Identify irrational elements in my own thinking.	2.7
	How to identify the particular giftedness in myself and others.	2.5