

Date: 00/00/2015
To: Dan C. Eyoh, CEO
XYZCorp, Inc.
Re: on Fire at Work Workplace Culture Assessment

Dear Dan:

I want to personally thank you for investing in the **on Fire at Work** Workplace Culture Assessment (**OFAW-a**). This report provides the results collected from the employees who responded.

I'd like to congratulate XYZ's leadership on their commitment to creating an **on Fire** workplace for your employees. It's exciting! And the changes you make in moving to create an **on Fire** workplace will have an incredible impact not just on your employees and company but for your customers, suppliers and community as well. It's no surprise that **on Fire at Work** organizations have a tendency to become fire starters themselves.

We asked the XYZ workforce to assess your workplace based upon the **7 key pillars of work culture** that I describe in my ground breaking book, **on Fire at Work: How Great Companies Ignite Passion in Their People without Burning Them Out**.

Keep in mind that there are no right or wrong scores in this process. This assessment gives you a baseline against which to make decisions now and judge progress later.

We look forward to answering your questions about your results as well as working with you to build an **on Fire** workplace full of **on Fire** performers!

Sincerely,

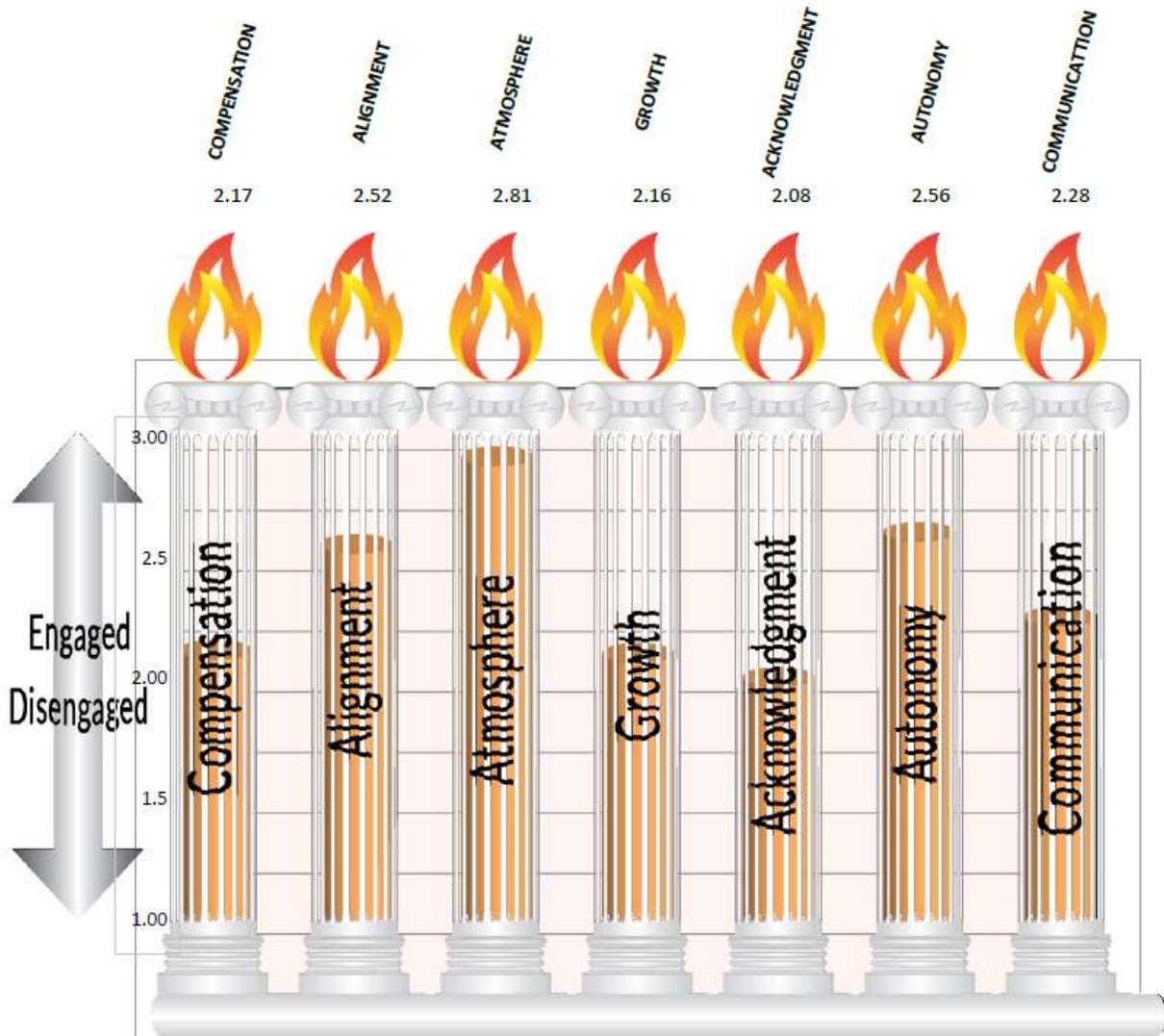
Eric

The 7 Pillars of Workplace Culture

- I. Compensation—money, perks, benefits, and work/life balance
- II. Alignment—meaningful work at a company with values that mirror their own
- III. Atmosphere—a workplace that provides a safe, upbeat, enjoyable experience
- IV. Growth—opportunities to learn new skills and advance in their careers
- V. Acknowledgement—feeling appreciated, rewarded, and sometimes even celebrated
- VI. Autonomy—encouragement to think and act independently and make decisions
- VII. Communication—being informed about relevant company issues and knowing the company is actively listening to their ideas and wants honest feedback

OFAW-a Results Chart:

This chart is a graphical description of your assessment against the background of the 7 Pillars. Overall your assessment shows that XYZCorp, Inc. is Engaged and an on Fire Workplace. As you see, there are several areas where you can seek improvement. Please review the Culture Detail on the Following pages for ideas on where to start.



OFAW-a Workplace Culture Detail:

The following information provides more detail on each of the Pillars assessed with some direction as to how you can improve your Engagement levels.

PILLAR I: Compensation

Your Score: 2.17 | Engaged

Congratulations! Your **on Fire at Work** Engagement Score indicates that your Compensation Plan encourages an **on Fire** workplace. The essential elements of an effective plan are

1. Transparency
2. Paying above average wages for your industry or niche
3. A direct relationship between what employees accomplish and what they earn.

While numerous studies point out that a great Compensation package, in and of itself, won't guarantee on Fire employees, a poor one will, over time, douse the flames of employee passion, commitment and engagement.

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to compensate employees in a manner that builds engagement, fosters esprit de corps and provides above average earnings tied to the value your employees bring to your organization, not just the industry norm.

OF@W Reference

For more insight into creating effective compensation programs review **on Fire at Work**, Chapter Two: Compensation: Counterbalancing This and That

PILLAR II: Alignment

Your Score: 2.52 | Engaged

Congratulations! Your **on Fire at Work** Engagement Score indicates that your organization's Core Values are embodied in the beliefs and actions of your employees. The Core Values of you organization and those of your workers are **aligned** in a manner which encourages an **on Fire** workplace. Core values are lived, not posted on plaques or listed in the employee handbook. Values-based leadership means that you:

1. Hire according to your values
2. Train around those values
3. Reward strong values and act accordingly when your values are upheld and
4. Model those values to those you serve in both your organization and the marketplace.

It's impossible to achieve 100% alignment between your employees' and your organization's core values but it's a goal which all great companies aspire to and strive to achieve.

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to model, instill and reward strong values throughout your organization. It can take great courage to inculcate a strong, values-based culture but the pride and enthusiasm of your workers and the esteem with which the market holds your company is truly priceless.

OF@W Reference

For more insight into aligning and spreading strong corporate values into your culture review **on Fire at Work, Chapter Three: ALIGNMENT: Inculcating Core Values from the C-Suite to the Custodian's Supply Room.**

PILLAR III: Atmosphere

Your Score: 2.81 | Engaged

Congratulations! Your **on Fire at Work** Engagement Score indicates that you're committed to providing a compelling, safe and productive workplace environment. An **on Fire** Atmosphere is the heart and soul of an **on Fire** workplace. It ensures that employees are:

1. Safe
2. Well-equipped for the job they do
3. Surrounded by like-minded co-workers who value, accept and support each other
4. Managed by people they like, respect and trust
5. Having fun (creating fun the right way is a huge productivity booster)

The Atmosphere you provide meets these criteria and, as a result, your environment acts to attract, engage and retain an **on Fire** workforce.

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to provide a highly effective workplace environment for your employees. We're sure you'll agree it isn't always easy but the payoff of a great atmosphere is reflected in better hires and engaged, enthusiastic employees; the kind who are **on Fire at Work** and on Fire **to** work!

OF@W Reference

For more insight into how great companies create great Atmospheres read **on Fire at Work, Chapter Four: ATMOSPHERE: Ensuring Your Employees Are Safe, Well-Equipped, and Goofing Off!**

PILLAR IV: Growth

Your Score: 2.16 | Engaged

Congratulations! Your **on Fire at Work** Engagement Score underscores your organization's belief that growing your employees and growing your bottom line are synonymous. You provide the Growth opportunities to your workers that provide the high octane fuel necessary for **on Fire** workplace...

1. A growth agenda that's mutually agreed to with an established timetable
2. Learning that's tailored to how the individual learns best
3. Recognition of achievement
4. Continuous opportunities for even more growth

Your organization recognizes that a better future for your workforce translates to a better future for your company and an **on Fire** workplace today!

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to provide a strong growth trajectory for your employees that builds engagement, commitment and enthusiasm today and for the future.

OF@W Reference

For more insight into creating effective employee Growth programs review **on Fire at Work**, Chapter Five: GROWTH: Grow Them Big or They'll Go Home

PILLAR V: Acknowledgement

Your Score: 2.08 | Engaged

Congratulations! Your **on Fire at Work** Engagement Score indicates that your company understands the value of and strives to Acknowledge your workers. Acknowledgement ignites the enthusiasm of employees for their job and is an essential element in creating and sustaining an **on Fire** workplace. An effective program to Acknowledge employees:

1. Recognizes that Acknowledgement runs deeper than simple recognition
2. Is active, on-going, persistent and individualized
3. Encompasses all employees
4. Isn't just top down but encourages all to participate in creating a culture of acknowledgement.

Great companies integrate employee Acknowledgement into their culture and practice from the Boardroom to the mail room.

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to integrate a strong culture of acknowledgement throughout your organization. Acknowledgement goes beyond simple recognition for specific achievements and instills a sense of value and belonging throughout the workforce. What better way to foster an **on Fire** workplace than one in which each worker strives to fan the flames of commitment and engagement in every other?

OF@W Reference

For more insight into blending Acknowledgement into your workplace culture, review **on Fire at Work, Chapter Six: ACKNOWLEDGEMENT: What It Really Means to Put Your People First**

PILLAR VI: Autonomy

Your Score: 2.56 | Engaged

Congratulations! Your **on Fire at Work** Engagement Score indicates that you encourage a culture of Autonomy that is essential for generating **on Fire** performance from your workforce. Trust is the essential ingredient necessary for a policy of Autonomy to truly pay off in the workplace. You've learned that *leaders who are seeking on Fire performance from their employees need to be the ones to lead the charge and that you need to show trust in order to earn trust.*

In addition to trust, you understand that the essential elements of Autonomy involve:

1. Training that builds confidence above and beyond a worker's specific responsibilities
2. Fostering a spirit of Intrapreneurism under which employees are empowered to perform *as if it's their own company.*
3. Letting go especially knowing that this means accepting failure. You've screwed up yet managed to survive and thrive. So will your employees! Treat failures for what they are, simply opportunities for learning and growth!

You also understand that the biggest beneficiary of Autonomy is you. Employees who have been taught to act with autonomy and trusted to make appropriate decisions free you to be more Leader than Manager. The result, an **on Fire workplace full of on Fire performers!**

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to creating an Autonomy driven workplace culture. Look for more opportunities to trust your workers with greater authority and decision making responsibilities.

OF@W Reference

For more insight into creating an effective Autonomy-based workplace review **on Fire at Work, Chapter Seven: AUTONOMY: Building an Army of Intrapreneurs**

PILLAR VII: Communication

Your Score: 2.28 | Engaged

Congratulations! Your **on Fire at Work** Engagement Score indicates that your organization puts a premium on maintaining strong Communication with your workforce. Communication is the life blood of an **on Fire** workplace creating trust and engagement at every level.

Effective Communication programs:

1. Talk about the little as well as the big issues
2. Eliminate vagueness and get to the point

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3. Go both ways and encourage open ended questions from both sides of the conversation
4. Address individuals as well as the group
5. Recognize that "Because I said so" works as well with adults as it does with children.

While there is information that would be irresponsible to share at every level; the vast majority of information can, and should be shared. Organizations should strive for openness, availability and transparency in all their communications. It builds trust, commitment and engagement both within and without the organization.

Fan the Flames!

Keep up the good work! Your strong results indicate a deep commitment on the part of leadership to foster transparency and trust through open and comprehensive Communications with your employees. In fact, a leading HR consulting firm found that the number one factor affecting employee happiness is transparency. But then, you probably already know this!

OF@W Reference

For more insight into creating effective communication programs review **on Fire at Work, Chapter Eight:**

COMMUNICATION: The Inextricable Link between Transparency and Trust

OFAW-a Resources

The wholesale changes and even incremental improvements in corporate culture that creating an on Fire workplace require can be daunting. We can help!

The Book

- **on Fire at Work:** How Great Companies Ignite Passion in Their People without Burning Them Out

We recommend all managers and key staff responsible for implementing and improving cultural change be provided the book. Managers and leaders at every level whose buy-in is critical to facilitating change should also be provided a copy.

Contact us for bulk orders.

Eric Chester

- As a leading voice on engaging workers over the past 30 years, Eric is available to provide insight and practical, implementable ideas through keynote presentations, management seminars and C-level consulting.

Contact us for more information.