

## Summary of Coaching Lab "Findings" March 24, 2009

The Coaching Lab environment is an opportunity for participants to ask questions or develop queries in an open forum that can be answered by "drilling"(applying multiple search criteria) through the data available to get answers or clarify conditions. In addition to the Open forum, time was provided so that more private examination of the data could be undertaken at each table. The following represent the major "findings" during this open forum portion of this event:

### **1. Remove Compensation Item to Determine Difference - Result: 0.07**

In an effort to determine the impact of dissatisfaction with compensation, we removed the items that directly impacted on these scores. The result was an increase of only 0.07 on the overall satisfaction scores. This is highly significant because it attests to the importance of non-compensation issues on employee satisfaction.

### **2. Focus on Compensation to Determine Differences - Full-time versus WAE - Result: 0.6**

When considering ONLY compensation, WAE satisfaction scores were above the Full-time workforce by 0.6 points.

### **3. Focus on everything BUT compensation - Full-time versus WAE - Result: 1.2**

When everything BUT compensation was considered, the WAE satisfaction scores were above the Full-time workforce by 1.2 points.

### **4. What differences are there between Red, Green, and Blue Quality of WorkLife Indexes?**

As was expected, the dominant colors ranked differently: Green at 5.9, Blue at 5.3, and Red at 5.1. The difference between the lowest (Red) and highest (Green) may contribute another 0.8 to potential dissatisfaction. Since the dominant workforce color is Red, this may have a significant overall impact. Many of the items needing attention have an underlying current that wants/seeks greater clarity in work assignments.

### **5. What impact does Rumor/Gossip have on Quality of WorkLife Indexes - Result: 0.6**

*CapacityWare*<sup>TM</sup> automatically tracks a comparison between items that are "personal - include Me, My, or I in the item) versus those items that are "impersonal" in nature. A workforce culture is largely determined by the "*ProZones*" between people (the impersonal) rather than the

personal. The fact that rumor and gossip fuel the relationships is adding to the negative workforce culture by slightly over a half point.

**6. Is there an identifiable Demographic that causes critical item polarity? Result: Tenure**

The only demographic that represented a reasonably consistent polarity between upper and lower scores was returned by the "Over 10 years" tenure group. It is common for more senior members of the workforce to become less optimistic than more recent hires for reasons that range from visibility and attention to potentially adjusted compensation (often needed to attract new hires).

**7. What satisfaction differences exist - Supervisors and Non-supervisors? Result: 0.02**

Non-supervisors appear to be 0.02 more satisfied than supervisors. As a practical matter, when rounded to the nearest tenth, both satisfaction numbers are identical at 5.1!

## Summary

The ability to "drill" into the data and get answers to questions does two things: It enables planning based on facts rather than opinions (unfortunately opinions are stronger at first), and it begins to evaporate myths that often cloud decision-making.

At the conclusion of the Coaching Lab portion of the Event, the questions was directly asked, "will the information available to us at this time enable us to move forward with planning solutions or is there additional information that needs to be collected before we can proceed?" The air was filled with silence. The data available **IS** sufficient to proceed, notwithstanding additional information that may be needed to clarify best solutions for established teams.

As the Data Collection Team is activated, they will be concerned with the data that needs to be collected, based on team activity, to help determine if the focus on solutions is achieving the results expected. These seven data "findings" will be a useful filter for them and others to help determine if adequate progress is being made.