

ENTERPRISE EXCELLENCE DIAGNOSIS



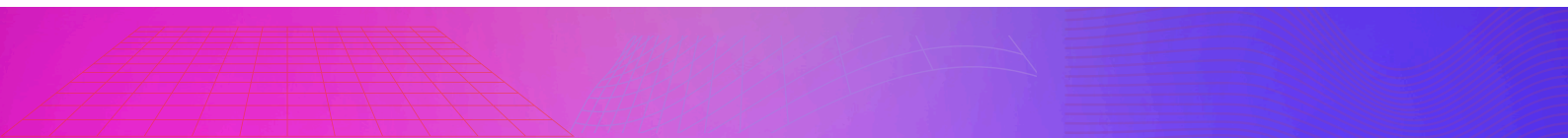


GREATNESS DIAGNOSIS

INTERNAL POTENTIALS REPORT



*SAMPLE COMPANY
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ANALYSIS GUIDE

GREATNESS DIAGNOSIS INTERNAL POTENTIALS REPORT

The Diagnosis of Excellence indicates how well the organization can operate in line with the practices of high-performing companies. This diagnostic is based strictly on the operating practices and patterns of companies that were able to consistently outperform the industry average – as identified in international research – and compares the measured company or organization against them.

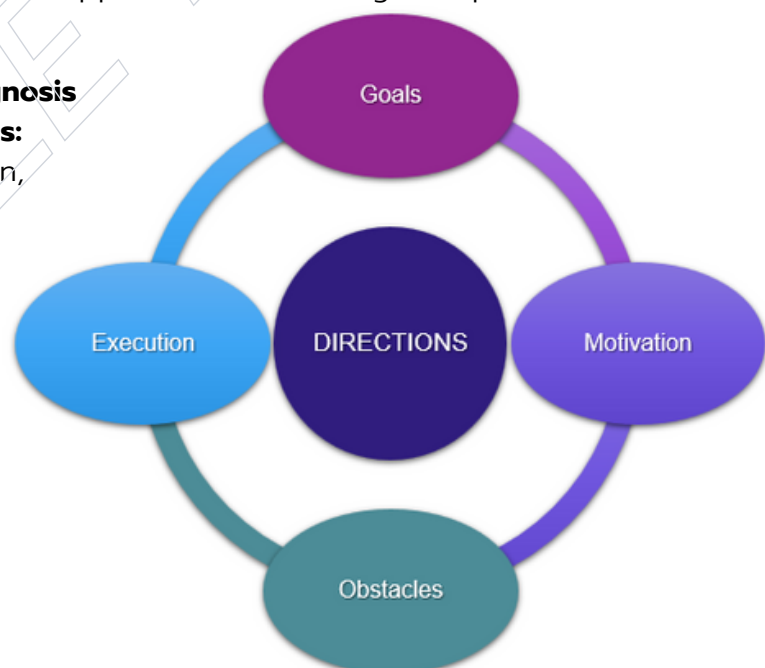
The common patterns found in the operation of excellent companies can be seen as the principles, the laws, so to speak, of effective organizational functioning, and are therefore timeless. Any deviation of the measured organization from this is an undiscovered organizational loss or, from another perspective, an opportunity for improvement.

The measurement provides a comprehensive picture of the level of development of the organization by examining 36 areas. It examines individual potential, teamwork and organizational impact (12 fields - 36 areas). The areas highlighted in red are the ones that deviate most from the practices of excellent companies, and at the same time where the greatest potential exists.

There is no such thing as 100% excellence of course, but the secret is to be a little better than others in your industry. The stakes are high, as international business research shows that organizations that approach excellence grow up to 4 times faster.

Areas of measurement of our diagnosis based on key business bottlenecks:

- Development of goals and vision, linkage to strategy, alignment of organizational goals
- Strength of motivations and drivers
- Factors hindering performance
- Maturity of execution



GREATNESS DIAGNOSIS INTERNAL POTENTIALS REPORT

The diagnosis examines the organization along three dimensions:

The first dimension is the individual potentials:

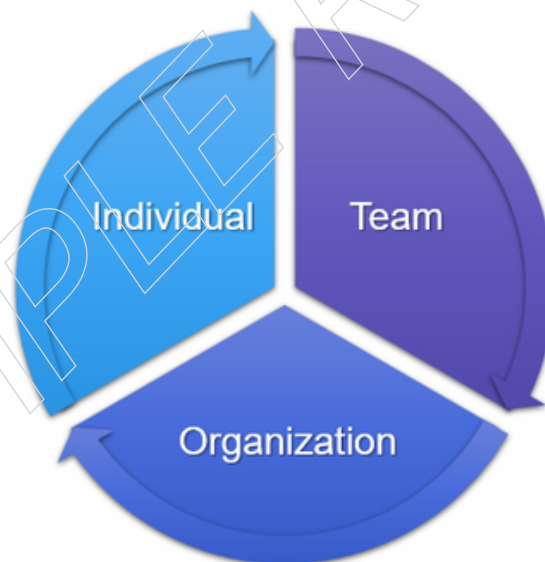
How well are the individual potentials in the organization being used?
How well can the organization develop the potential of individuals?

The second dimension is the teamwork:

How effective is the team's work?
How good is the teamwork level in the organization?
Can the team members work together, are the right systems in place?

The third dimension is the functioning of the organization:

How well is the organization's strategy known and accepted and how likely is it to be executed?
How well developed is the organization's culture?
To what extent does it support individual and teamwork?

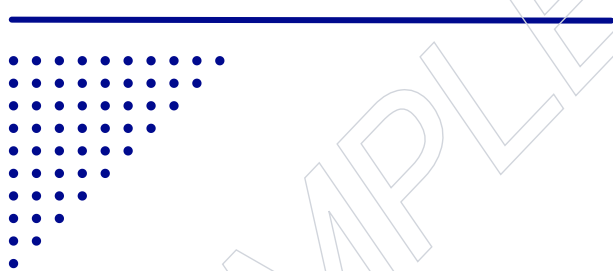


The Diagnosis does not provide a complete picture of the organisation. Some areas may require a deeper investigation. The examined areas are oriented towards typical points. The answers to the questions show the subjectivity of the respondents. In the case of a large number of fillings, on the other hand, precise conclusions can be drawn for development interventions.

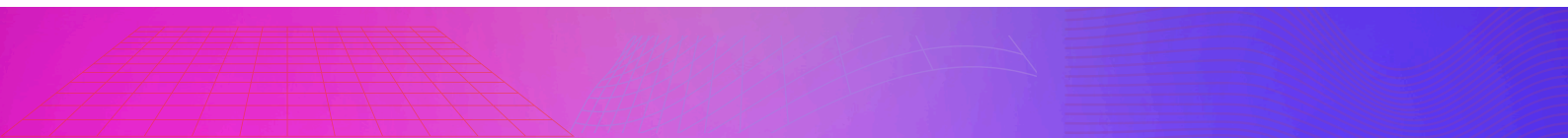


ENGAGEMENT & RETENTION DIAGNOSIS

EMPLOYEE SATISFACTION REPORT



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ENGAGEMENT & RETENTION DIAGNOSIS

EMPLOYEE SATISFACTION REPORT

New HR trends and phenomena (well-being, quiet quitting, employer branding, talent retention, changing work environments) **now require sophisticated satisfaction surveys from organizations.**

Unlike traditional satisfaction surveys, this analysis shows exactly to what extent some factors are important to employees and how satisfied they are with them. It is also important to look at employees separately by organizational level, generation and years on the job. This information allows for pinpointed cost-saving interventions.

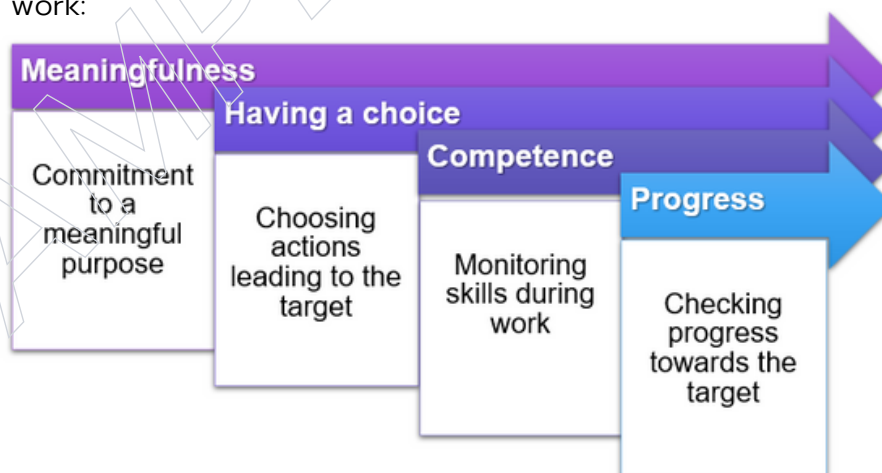
A key issue for retention is the ability to measure the health of your organization on an ongoing basis. Motivation gaps and low engagement show up in overtime, turnover, absenteeism – and these are the real profit vampires.

The majority of people spend a significant part of their lives at work, so organizations have a moral responsibility to create the right conditions. Also, it is the organization's own self-interest. Satisfied employees give the organization a good reputation, increasing the chances of attracting and retaining a well-qualified workforce, they are motivated and more likely to perform to expectations and even to put in extra effort to achieve organizational goals.

Intrinsic work motivators (motivation coming from the work itself)

Based on years of research on work motivators such as Thomas', work engagement means, in short, how much energy and effort we put into our work. By work, we mean two things: the tasks and activities we do, and the purpose of those tasks and activities. Research has shown that work itself is one of the biggest sources of motivation.

This part of our work engagement diagnosis measures the "rewards" and feelings coming from work:



ENGAGEMENT & RETENTION DIAGNOSIS

EMPLOYEE SATISFACTION REPORT

- **Feeling of meaningfulness.**
How meaningful do employees feel their work?
- **Sense of choice.**
How much freedom do employees have?
How much freedom of choice do they have in their work?
- **Sense of competence.**
To what extent is the work in harmony with the individual's competencies?
If it is not in harmony, it either causes stress or boredom.
- **Sense of progress.**
To what extent do employees feel they are making progress
and moving towards their goals?
Most people have strong performance motivation.
Therefore, a sense of progress is a source of pleasure.

**These psychological rewards maintain commitment to the job
and provide the energy to perform at a high level.**

Meaningful purposes, self-determination, a sense of competence and development/progress help to unleash the inner drive. This does not provide as a spectacular motivational boost as, for example, the promise of a big bonus. The latter, on the other hand, is limited and can lead to dependency. It takes more time and requires stronger leadership skills to put intrinsic motivation to work, but its impact is more lasting and contributes greatly to being seen as a good place to work by our employees.

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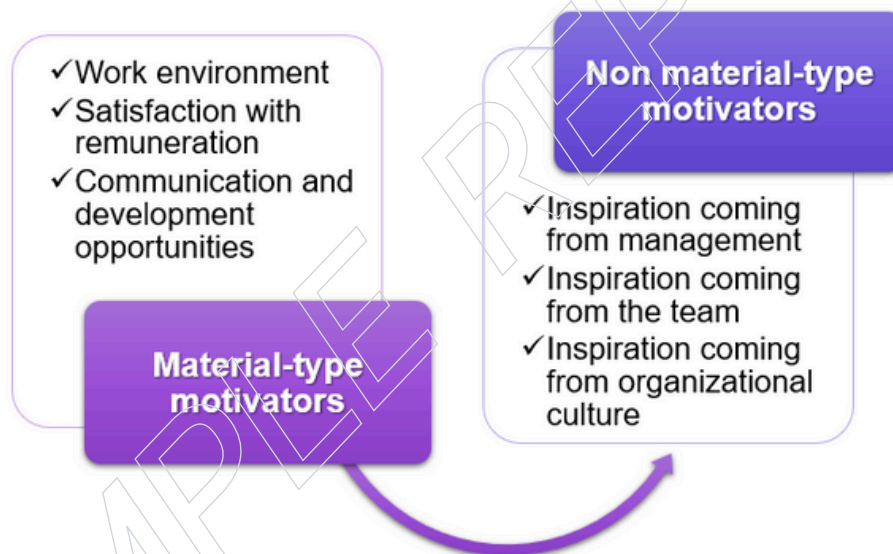
EMPLOYEE SATISFACTION REPORT

External motivators (extrinsic motivation)

Extrinsic motivation is based on rewards that managers give as incentives for good work, e.g. pay rises, bonuses, favourable appraisals. These are called extrinsic motivations because they do not come from the job itself and are controlled by others.

Note: Extrinsic rewards only provide a basic level of motivation. If people are motivated only by extrinsic rewards, they are more concerned with getting those rewards than with doing a good job. They tend to perform just "well enough" to get the rewards, rather than enjoy the work.

Based on Gallup Institute's engagement surveys covering 140 countries, the analysis distinguishes:



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HUMAN NEGATIVE SELF-INTEREST DIAGNOSIS

ORGANIZATIONAL SELF-DECEPTION



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HUMAN NEGATIVE SELF-INTEREST DIAGNOSIS ORGANIZATIONAL SELF-DECEPTION REPORT

The diagnosis brings an important new perspective to the issue of organizational effectiveness.

It shows how a little-known problem – self-deception – can prevent any organization from achieving excellence.

When we live in the trap of self-deception, we see reality in a distorted way, becoming therefore a barrier to our own performance. The biggest problem, however, is that we fail to see it.

Imagine what would happen to your organization if everyone invested in the success of the people around them? What would happen to silos? What would happen to the organizational culture? What would happen to performance? What would happen to results? And why doesn't it happen? Despite its potential, what is holding organizations back?

How many times have we created the ideal organizational structure over and over again in the recent years, while breakthroughs in efficiency haven't happened?

Why is it that the workplace that was coveted a year ago is now producing a frustrated, burnt-out, unmotivated workforce?

Could it be that a manager's personal interests or conflicts within the organization are preventing the effective achievement of corporate goals?

Among multinationals with the same global strategy and technology, one is excellent and the other is not. What causes one to be successful?

**The answer to the above questions is an open secret:
behind the phenomena we can find the attitudes and the mindset of employees.**

Because just as behaviours determine results, mindset and attitude determine behaviour. But most organizations do not pay attention to this level. Instead, they focus on behaviour, even though developing the right attitude and mindset is essential for lasting change.

HUMAN NEGATIVE SELF-INTEREST DIAGNOSIS ORGANIZATIONAL SELF-DECEPTION REPORT

This is the most common dilemma faced by senior managers:


How can all the wasted negative energy that is spent on blame, internal conflicts and lack of accountability be used to achieve organizational goals?

Decades of human research have revealed that behind most organizational problems a common phenomenon can be found, which was initially called resistance, and later self-deception.

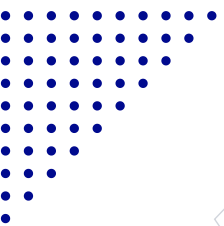


Our Human Negative Self-interest Diagnosis helps organizations to assess the extent to which and the areas in which this phenomenon is prevalent in the day-to-day life of the organization.

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TIME MANAGEMENT DIAGNOSIS INTERNAL POTENTIALS REPORT



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ANALYSIS GUIDE

TIME MANAGEMENT DIAGNOSIS

ORGANIZATIONAL EFFECTIVENESS REPORT

The diagnosis analyses and supports individual, team and organizational performance from the task and time management perspective.

Time is one of the most limited resources in the organizational environment and managing it effectively can provide significant benefits to the organization.

- It helps to optimize workflows and activities. Proper time management and prioritisation allows staff to work more efficiently.
- It helps to minimize time wastage and “time robbers”. And efficient use of time helps to increase productivity.
- Time management helps to prevent stress caused by time pressure and overwork. It improves well-being and retention at work.
- Timely planning and prioritisation allow the organization to respond quickly to market changes, customer needs and challenges.





ANALYSIS GUIDE

TIME MANAGEMENT DIAGNOSIS ORGANIZATIONAL EFFECTIVENESS REPORT

The diagnosis measures the effectiveness of an organization's time management along 4 components:

Goals

The results reflect how specific goals are defined, to which extent they can be interpreted and the quality of their communication.

Priorities

The results reflect to which extent the importance of the goals is understood, the alignment of the goals on the individual – team – organizational levels, and the availability of the results and partial results related to the goals.

Time management conditions

The results reflect the availability of conditions relevant to time management. Thus the tools, information, processes and policies.

"Time robbers"

The results reflect the level of decision making, the adequacy of deadlines and the "willingness to cooperate" during implementation.

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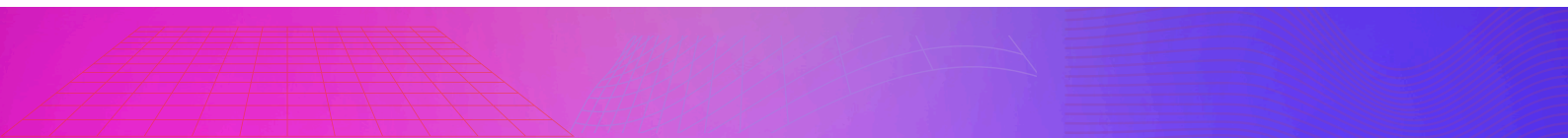


PSYCHOSOCIAL MEASUREMENT

ESG RECOMMENDATION



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INTRODUCTION

PSYCHOSOCIAL MEASUREMENT

ESG RECOMMENDATION

In many countries, employers are required by law to carry out regular risk assessments, including psychosocial risk assessments, at least annually. The frequency and detail of assessments may be influenced by the following factors:

1. **Workplace changes:** when there are significant changes in the workplace, such as the introduction of new technology, organisational restructuring or changes to work processes.
2. **Workplace accidents or health problems:** when there is a high incidence of accidents or health problems among workers, particularly those of psychosocial origin.
3. **Worker complaints:** where workers regularly complain about stress, harassment or other psychosocial problems at work.
4. **Changes in legislation:** When the legal environment changes and new legislation in the field of occupational safety and health comes into force.

Psychosocial assessments usually involve the use of questionnaires, interviews with workers and an assessment of working conditions and work organisation. Based on the results, employers must take measures to reduce risks and ensure the well-being of workers.

The link between ESG (Environmental, Social, and Governance) and psychosocial measurement is becoming increasingly important for companies, as both areas have a significant impact on sustainability and long-term business success.



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PSYCHOSOCIAL MEASUREMENT

ESG RECOMMENDATION

Our psychosocial measurement is based on recommendations from the International Labour Organization (ILO) and the European Agency for Safety and Health at Work (EU-OSHA).

Workplace psychosocial assessment should comprehensively cover different aspects of the work environment to identify potential risks and problems.

Our analysis focuses on the following main topics:



1. Work environment and working conditions:

- Working environment
- Work environment and workplace health and safety
- Workplace conditions and workplace safety and health
- Availability of work equipment.
- Workplace safety and health

2. Workload and pace of work:

- Workload
- Working hours
- Clarity of work processes
- Information needed for work



ANALYSIS GUIDE

PSYCHOSOCIAL MEASUREMENT

ESG RECOMMENDATION

3. Autonomy and control opportunities at work:

- Motivational impact of work
- Opportunities for renewal at work
- Opportunity for change
- Opportunity to influence

4. Organisational and management support and communication:

- Individual goals
- Performance appraisal
- Organisational trust
- Utilisation of innovative ideas

5. Workplace relations:

- How to deal with problems in the organisation
- Management support
- Team goals and shared vision
- Quality of employee relations

6. Organisational culture and values:

- Identification with corporate goals
- Corporate culture
- Shared values
- Interaction between culture and work

7. Stress and coping strategies:

- Clarity of workplace goals
- Time limits
- Workload and individual competences
- Culture of blame

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ORGANIZATIONAL SURVEY

OWN QUESTIONS



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