





What inspires people?

The Ci Survey 2001



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REMEMBER:

YOUR WORK IS MEANINGLESS

AND YOU'LL DIE HAVING ACHIEVED

COMPARATIVELY LITTLE.

YOU NEED A HOLIDAY.



Travelocity.co.uk
A Sabre Company



Focus Groups

- Oxfam
- The Body Shop
- Cap Gemini Ernst and Young (efocus)
- GlaxoSmithKline



INTRODUCTION

What makes an organisation inspiring?

- the nature of the work itself
- innovative products/services
- the leadership and vision of the organisation
- the quality of people
- quality of internal processes and work environment
- business success
- valuing its people



Web-based survey

- 45 attitude items measured importance and experience of key features of work relating to:
 - Impact and contribution
 - Innovation and growth
 - Trust and relationships
- Non-work activities
- Future career



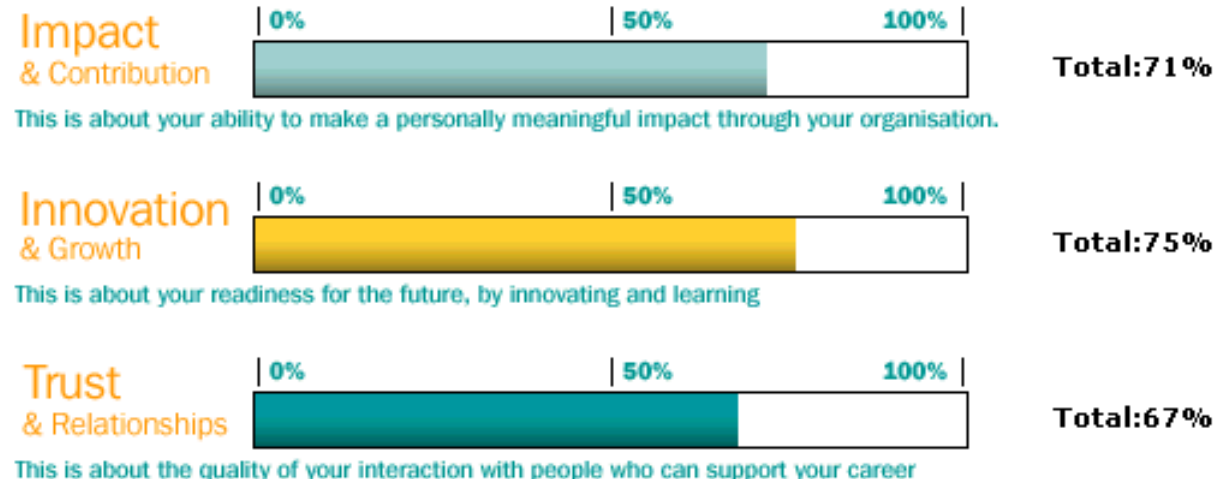
INDIVIDUAL FEEDBACK

What inspires you?

Your scores below will provide you with some insight into the three main areas that can contribute to both personal fulfilment and corporate success.

While you can look at your scores on each index in isolation, career success is likely to be based on having a balance across all three. All three are important.

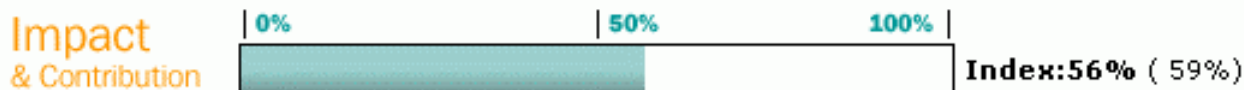
When considering your results, identify ways in which you can play to your strengths, as the basis for adding maximum value, which is the secret of a successful career.





COMPANY FEEDBACK

This page provides real-time analysis of Inspiration at Work survey responses. So far, a total of 133 responses have been received.



This is about your ability to harness individual contributions towards a common goal.



This is about your readiness for the future, by innovating and learning



This is about valuable relationships internally and externally.

The index scores above reflect three vital areas of organisational success: impact, innovation and trust. These relate directly to three characteristics of an 'inspiring company': BIG (impact), SMALL (innovation) and CONNECTED (trust). For comparison, the average from the entire survey is shown (in brackets).



THE INSPIRATION AT WORK SURVEY

“ Good survey, easy to use with interesting questions. Really made me think! ”

Non-Profit Organisation, UK

“ Completing the survey has made me realize the importance of a performance review: I receive no information about my performance from either the client or the company management and will ask the management to conduct reviews. ”

Computer Software and Services, USA

“ My compliments: your survey is carefully constructed and fun to do. ”

Construction, Netherlands

“ It was an interesting survey. It gave me an opportunity to take a look at where I work and why I like it! ”

Banking, USA



SURVEY SAMPLE

Ci Survey 2001

(Inspiration at Work)

Ci Survey 2000

(ePeople)

2,000+	Respondents	1,164
46%	MBA	22%
66%	Male	65%
	Average Age	
37.5 years	<i>Male</i>	30.1 years
35.2 years	<i>Female</i>	29.1 years
	Location	
41%	<i>USA/Canada</i>	11%
32%	<i>Western Europe</i>	53%



Voluntary activity

- 36% of all respondents spend time contributing to voluntary activities on an unpaid basis in their own time
- 44% of North Americans compared to 30% of Western Europeans
- Volunteers older than non-volunteers



VOLUNTARY ACTIVITY

Making a difference

- in people's lives
- in education
- in the community
- in the environment

***'Helping others
makes you feel
good about life'***



Comparing work and non-work

- *“Each of them has a role in my life...I would not be able to compare them.”*
- *“These intangible rewards have a longer lasting impact than the short-term temporal benefits from paid work.”*
- *“I have found that in charitable work you get back more than you give. It is not the same in the business world - at all!”*
- *“The rewards are similar but much more immediate than at work.”*
- *“Both are of great importance to me, and I need both rewards.”*



SURVEY RESULTS

What is most important?

- Having work that is stretching and challenging
- Having work that is worthwhile and meaningful
- My organisation delivers high quality products and/or services
- My managers act fairly & their actions match their words
- My managers make full use of my skills and experience
- My managers recognise the value of my contribution



SURVEY RESULTS

What's experienced most?

- My organisation is widely recognised as a successful organization
- Having work that is stretching and challenging
- My managers give me the freedom to achieve results my own way
- My managers hold me accountable for my results
- My organisation delivers high quality products and/or services



SURVEY RESULTS

The Experience gap

Importance	Experience	
93%	40%	My managers are clear and decisive in times of change
85%	35%	My managers regularly give me coaching and/or feedback
86%	36%	My managers regularly talk to me about my progress
97%	48%	My managers make full use of my skills and experience
89%	41%	My managers seek to understand my personal career goals
85%	39%	I can see good future career opportunities at my employer



DETAILED ANALYSIS

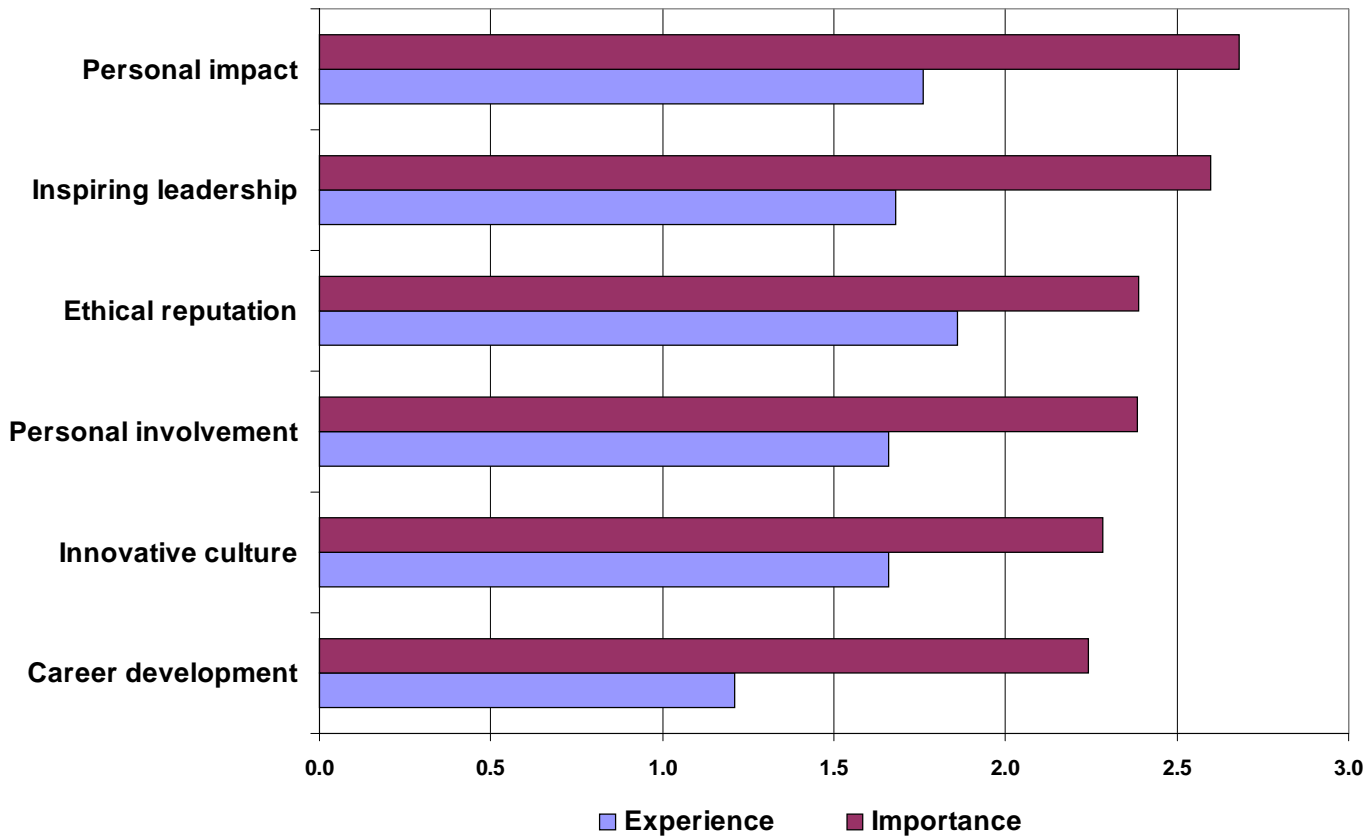
Six themes (scales)

- Personal impact
- Inspiring leadership
- Ethical reputation
- Personal involvement
- Innovative culture
- Career development



DETAILED ANALYSIS

Six themes (scales)





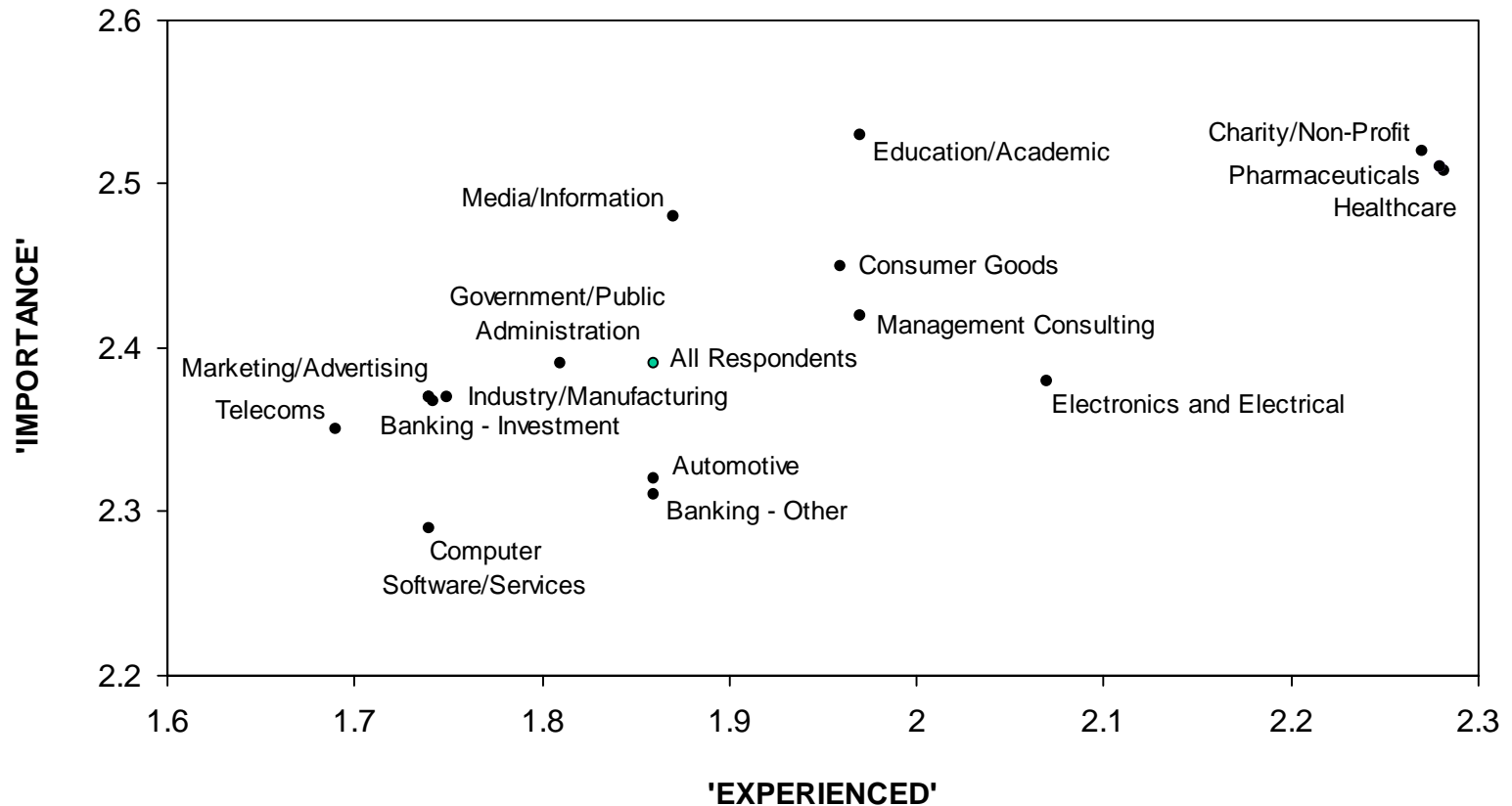
Predicting future career intentions

Multiple regression $R = 0.56$

	β
• Experience of personal impact	0.25
• Experience of ethical reputation	0.24
• Experience of career development	0.11
• Importance of personal involvement	-0.11
• Experience of inspiring leadership	0.09



Ethical reputation: selected sectors





Effective Career Discussions

- 62% reported that they had had a significant and valuable discussion about their career while at their present employer
- More discussions reported by younger respondents:
 - 66% of 25 to 34 year olds
 - 60% of 35 to 44 year olds
 - 56% of 45s and over



SETTING PRIORITIES

Impact of career discussion

Plan to:	Had one	Not had one
Leave in next 2 years	24%	32%
Stay longer than 2 years	47%	33%



SETTING PRIORITIES

Impact of career discussion on under-35s

Plan to:	Had one	Not had one
Leave in next 2 years	25%	39%
Stay longer than 2 years	47%	29%



CONCLUSIONS

Impact of career discussions

- Estimated 25% reduction in turnover
- Assume 38% do not have career discussion
- Assume replacement cost approx 1.5x salary
- Example: 10% current annual turnover and average total compensation \$66k
- \$9.5m annual saving for 10k professional staff

