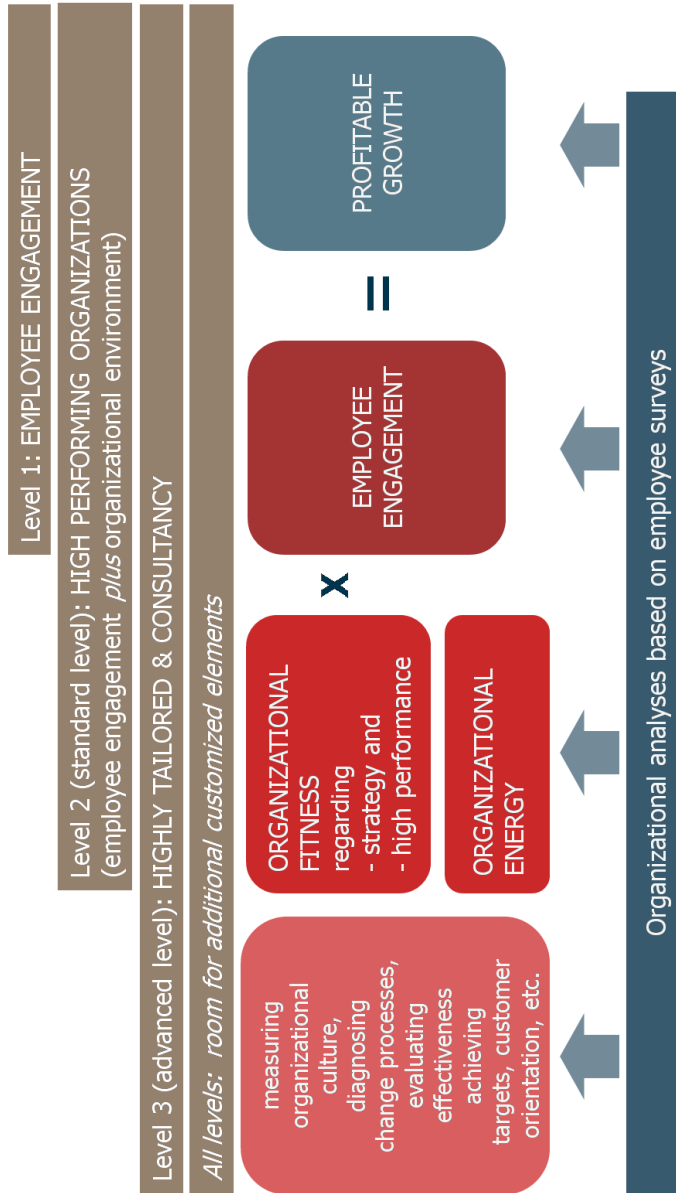


GfK Employee Research Overview



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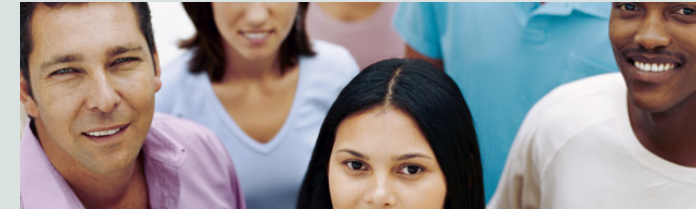


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Focus Organizational Research



EMPLOYEE RESEARCH To Create High Performing Organizations

About 20 years ago, employee surveys typically measured just working atmosphere. During the 1990s, surveys mostly focused on employee satisfaction. However, employee satisfaction alone proves to be an insufficient indicator in relation to corporate goals.

THE GfK MODEL

The GfK Trustmark model provides a scientifically sound methodology to measure **employee engagement**, its key drivers and their impact on organizational success. It also identifies necessary features an organizational environment needs to have to create **high performance organizations**. In addition, advanced employee research may address highly **company-specific issues**.

Level 1: The individual level - Employee engagement

Highly engaged employees directly influence organizational performance, e. g. productivity, profitability and customer loyalty.

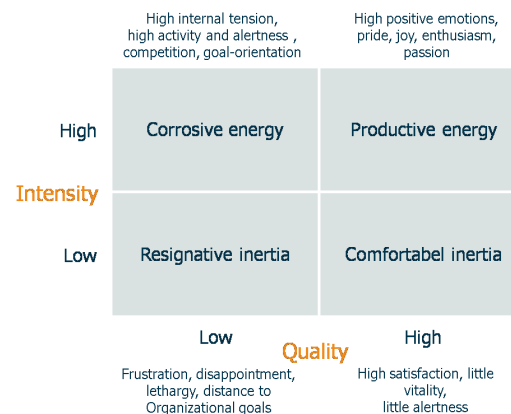
Level 1 focuses on measuring the current employee engagement, on identifying its key drivers and the extent of their particular influence on three essential social psychological dimensions:

- **cognitive** and
- **emotional connectivity** with the organization as much as
- the resulting **actual behavior**

Level 2 and 3: The organizational level - Creating high performing organizations

In order to enable high performing organizations and ensure that employees can perform as expected, an appropriate organizational environment is needed as well (level 2). The process of increasing organizational performance focuses on two strategies:

- Increasing **organizational fitness** in terms of
 - strategic readiness and
 - (financial) performance
- Increasing **organizational energy** that shows to which extent an organization is utilizing its potential to pursue its goals.

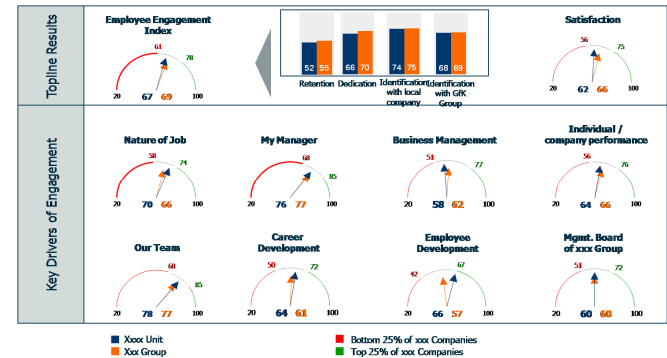


In addition, highly **company-specific issues**, e.g. the evaluation of organizational culture, customer orientation, leadership, change processes, or values may be the focus of interest (Level 3).

Procedure and output examples

- **Tested, implementation-oriented** process
- **Statistical analyses** that examine cause-effect relationships and provide means for forecasts
- Identification of the best leverage to **increase performance motivation**
- **Easy to understand customized reporting** focusing on what counts
- **Action portfolios** per organizational unit (and heatmaps for all) to focus action
- Continuous support during **implementation** (e. g. roadmaps, HR KPIs, etc.)

Dashboard



Action portfolio

