# Field Guide to **Execution**

The Energage Survey Statement

## "At [this company], we do things efficiently and well."

Survey Theme: **Perform**

## Why Execution Matters

An efficient organization makes good use of all of its investments, turning a higher profit with less expense. This survey statement measures employee perception of whether that's true for you. When people feel like part of a winning team, they feel empowered to do what needs to be done for the organization's mission.

Inefficiency causes more work for employees, and it results in poor performance for individuals, teams — and the organization as a whole. When employees see inefficient processes and procedures, it can be a big source of frustration for them. This is especially true when they have no way to address it.

### Execution at Top Workplaces vs. Average Organizations

| 52% | 75% | 91% |
|:---:|:---:|:---:|
| Average Organizations | Top Workplaces | Top 10% Top Workplaces |
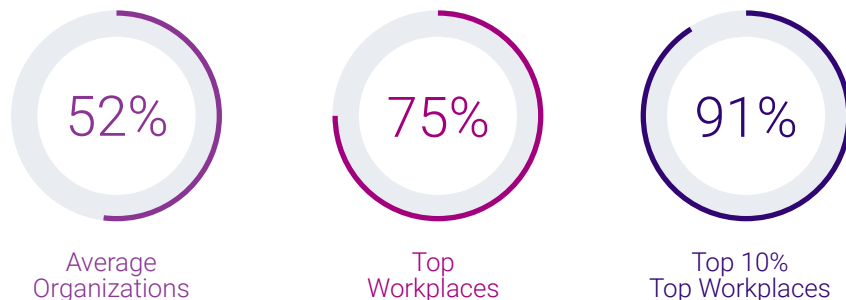
Only 52% of employees at average organizations responded positively to the Execution statement on the Energage Survey. But at Top Workplaces, this jumps to 75-91%.

## How to Help

### Quick Fixes

- Empower employees to share feedback on the processes they work with every day.

- Make sure employees have a way to call out when they don't have what they need to work effectively.

- Encourage departments to collaborate with each other to provide fresh eyes on common processes.

- Celebrate people who call out inefficiencies and improvement ideas.

### Big Picture Plans

- Create and communicate common rules for how to prioritize and hand off work.

- Facilitate forums and relationships that enable teams to share best practices.

- Set aside dedicated time and resources for process improvement.

- Implement a safe communication channel for healthy conversations about ways to improve efficiency and quality.

## What to Watch for

- Leaders who try to solve problems they don't actually interact with on a daily basis. Generally, the people closest to the problem are closest to the solution.

- Getting stuck in "tradition." Listen for phrases such as: "It's how we've always done it," or "It was like that when we started."

- Thinking the most efficient way is always the best way. Remember, you also need quality output, new ideas, and high morale to achieve your goals.

- Failing to document efficient processes. Clearly communicating what works can help reduce duplicate effort, and being open minded will encourage even more improvement.

## What Execution Sounds Like

"Our management team encourages us to submit ideas that will lead to better efficiency. Then they actually respond and take action on your ideas."

"Collaboration happens here on a consistent basis. We work seamlessly across teams to ensure work gets done. We're always improving our efficiency."

"Our company works very well as a team and that positivity is strongly supported and encouraged. This allows us to be efficient and achieve results."

"I feel connected because I can take ownership and value the differences in the decision making process with an open mind. This enables creative thinking and efficiency."

"Just because something has always been done a certain way doesn't mean it's the best way. We're open to change so we can be a better, more efficient organization."