

3rd April, 2008

messagemedia Employee Opinion Survey

Dear Colleague,

I have great pleasure in presenting my findings and recommendations.

In the questionnaire there were 50 standard questions that could be answered by circling a number on a range of 1 through to 5. A score of 1 or 2 was negative, 4 or 5 was positive and 3 was average. Using our questionnaire, the maximum score a company could get would be straight 5's for all questions, giving them a total of 250 points. This forms the basis for our scoring system.

This scoring system clearly identifies how satisfied your employees are across the broad range of issues covered in the survey. We provide you with a score out of 250 and comparisons with the average Australian score as well as a score for gold medal performance. The score out of 250 is also expressed as a percentage, which gives you a benchmark of employee satisfaction and engagement.

We will also provide your scores by two broad engagement categories (Business and People) to help you quickly identify your areas of excellence and your opportunities to improve.

The measure of total satisfaction is out of a maximum of 250 points.

Your score is 189.4 or 76%

(There were 22 respondents.)

In 2007 your score was also 76%.

The average score across all Australian Industries is 68%.

The Gold Medal Standard is 75%

Congratulations – this is a Gold Medal Result!

The best things about working for messagemedia are:

Challenging work/job satisfaction,

Morale/happy work environment,

Fellow employees, and

Good future.

However, you still have some areas to improve on. This report will highlight your major challenges.



Now let's look at your scores against the Australian average:

Rank	Aust Avg	MM 2007 Score	MM 2008 Score	Question	Scale = 1	Scale = 5
1	4.25	4.47	4.77	I wish to develop new skills and responsibilities within the next 12 months:	No, not really	Yes, definitely
2	4.23	4.71	4.68	I really care about the future of our organisation:	No, not really	Yes, definitely
3	3.92	4.29	4.64	Do you feel you can contribute to improving messagemedia's performance?	A little	A lot
4	4.01	4.47	4.36	The quality of service to our customers is:	Low	High
5	3.81	4.53	4.36	There is open co-operation within my work area:	No, not really	Yes, definitely
6	3.50	3.59	4.36	messagemedia has clearly defined values:	No, not really	Yes, definitely
7	3.72	4.06	4.18	messagemedia as an employer is:	Poor	Excellent
8	3.80	3.75	4.18	Health and Safety is:	Very poor	Very good
9	3.57	4.00	4.14	The way messagemedia is changing is for the:	Worse	Better
10	3.73	4.35	4.14	I really enjoy working here:	No, not really	Yes, definitely
11	3.51	3.76	4.05	My job satisfaction is:	Very low	Very high
12	3.88	4.24	4.00	My work group knows exactly what results we are expected to achieve:	Not really	Yes, totally
13	3.05	3.71	3.95	messagemedia's management regularly spend time with us:	No, not really	Yes, definitely
14	2.86	3.71	3.91	The best people for the job are always selected:	No, not really	Yes, definitely
15	3.48	4.12	3.91	My respect for management in general in messagemedia is:	Very low	Very high
16	3.36	3.59	3.86	Quality improvement has been a big issue in the past 12 months:	Not really	Yes, totally
17	3.17	3.41	3.86	In messagemedia management shares its long term business plan:	Not really	Yes, totally
18	3.10	3.94	3.82	In messagemedia, morale is:	Very low	Very high
19	3.36	3.82	3.82	My team uses feedback from our customers to improve the quality of our work:	No, not really	Yes, definitely
20	3.13	4.06	3.82	There is open co-operation between different work areas:	No, not really	Yes, definitely
21	3.56	4.18	3.82	Management regards quality as important as quantity:	No, not really	Yes, definitely
22	3.71	3.88	3.77	My customers' needs are:	Not looked at	Understood & measured
23	3.34	3.59	3.77	I understand messagemedia's key performance indicators:	Not really	Yes, totally
24	2.98	3.59	3.77	I get a lot of feedback about my performance:	No, not really	Yes, definitely
25	2.93	3.35	3.76	Good performance is recognised and rewarded:	Rarely	Always
26	3.21	3.47	3.73	The future direction and strategy of messagemedia is:	Unclear	Shared & understood
27	3.28	3.88	3.73	I feel valued working here:	No, not really	Yes, definitely
28	3.16	4.06	3.73	Communication occurs with:	Hidden agendas	Honesty

Rank	Aust Avg	MM 2007 Score	MM 2008 Score	Question	Scale = 1	Scale = 5
29	3.41	4.06	3.73	The management style in messagemedia is about:	Giving orders	Teamwork
30	3.24	3.47	3.68	The pay and benefits here are fair compared to similar organisations:	No, not really	Yes, definitely
31	3.15	4.29	3.68	Everyone here "pulls their weight":	No, not really	Yes, definitely
32	3.16	3.53	3.68	All things considered, the pay and benefits are fair for the work I perform:	No, not really	Yes, definitely
33	3.70	4.12	3.68	Most of the time I can balance work and life commitments:	No, not really	Yes, definitely
34	3.06	3.47	3.64	My career path and development opportunities are:	Very poor	Very good
35	3.21	3.71	3.64	I get feedback on customer complaints:	Never	Regularly
36	3.26	4.24	3.55	In messagemedia trust exists at a:	Low level	High level
37	3.19	3.71	3.55	The work we get from others in messagemedia meets our requirements:	No, not really	Yes, definitely
38	3.59	3.35	3.55	My job security is:	Very low	Very high
39	2.95	3.94	3.55	Poor performance by people is challenged and corrected:	Rarely	Always
40	3.07	3.59	3.55	I am satisfied with communications:	No, not really	Yes, definitely
41	2.86	3.59	3.50	There is a strong motivation and incentive for people to perform better:	No, not really	Yes, definitely
42	3.12	3.65	3.48	Management here has double standards:	Yes, definitely	No, not really
43	3.10	3.71	3.45	Communication occurs mostly:	Via the "grapevine"	Straight from management
44	3.38	3.65	3.41	Internal relationships between management and employees are based on:	Conflict	Harmony
45	3.34	3.41	3.29	Waste (money, materials, time, human effort) in my work area is:	Not looked at	Understood & measured
46	3.26	2.56	3.27	Training is readily available for those who want it:	No, not really	Yes, definitely
47	3.77	3.82	3.27	Most of the time we cope with the workload:	No, not really	Yes, definitely
48	3.14	3.71	3.23	Waste (money, materials, time, human effort) could be reduced:	A lot	A little bit
49	3.42	3.47	3.23	We have the right equipment/technology to do a good job:	No, not really	Yes, definitely
50	3.57	2.81	2.95	I have received the training I need to do a quality job:	No, not really	Yes, definitely

Your Score out of 250 is 189.4 or 76%

Where you are ahead of the Australian averages by more than 0.4 this is a significant advantage. On a scale of 1 to 5 there are only 4 points, so 0.4 represents a 10% difference which is regarded as being statistically significant.

Not only do you have an overall score, but we also provide scores that measure two levels of engagement. They are Business Engagement and People Engagement. This will help you to quickly identify your areas of excellence and your opportunities to improve. These questions are further broken down into themes.

Category	Theme
Business Engagement	(Alignment, Customer, Improvement)
People Engagement	(Accountability, Benefits, Communications, Culture, Development, Leadership, Motivation, Teamwork, Wellbeing)

Aust Avg	MM 2008 Score	Themes, Subthemes & Questions
3.40	3.84	Business: Alignment
3.88	4.00	My work group knows exactly what results we are expected to achieve:
3.17	3.86	In messagemedia management shares its long term business plan:
3.34	3.77	I understand messagemedia's key performance indicators:
3.21	3.73	The future direction and strategy of messagemedia is:
3.57	3.90	Business: Customer
4.01	4.36	The quality of service to our customers is:
3.36	3.82	My team uses feedback from our customers to improve the quality of our work:
3.71	3.77	My customers' needs are:
3.21	3.64	I get feedback on customer complaints:
3.36	3.49	Business: Improvement
3.36	3.86	Quality improvement has been a big issue in the past 12 months:
3.56	3.82	Management regards quality as important as quantity:
3.34	3.29	Waste (money, materials, time, human effort) in my work area is:
3.14	3.23	Waste (money, materials, time, human effort) could be reduced:
3.42	3.23	We have the right equipment/technology to do a good job:
2.98	3.73	People: Accountability
2.86	3.91	The best people for the job are always selected:
2.98	3.77	I get a lot of feedback about my performance:
3.15	3.68	Everyone here "pulls their weight":
2.95	3.55	Poor performance by people is challenged and corrected:
3.26	3.83	People: Benefits
3.72	4.18	messagemedia as an employer is:
2.93	3.76	Good performance is recognised and rewarded:
3.16	3.68	All things considered, the pay and benefits are fair for the work I perform:
3.24	3.68	The pay and benefits here are fair compared to similar organisations:
3.11	3.58	People: Communications
3.16	3.73	Communication occurs with:
3.07	3.55	I am satisfied with communications:
3.10	3.45	Communication occurs mostly:

Aust Avg	MM 2008 Score	Themes, Subthemes & Questions
3.36	3.85	People: Culture
3.50	4.36	messagemedia has clearly defined values:
3.57	4.14	The way messagemedia is changing is for the:
3.10	3.82	In messagemedia, morale is:
3.26	3.55	In messagemedia trust exists at a:
3.38	3.41	Internal relationships between management and employees are based on:
3.54	3.66	People: Development
4.25	4.77	I wish to develop new skills and responsibilities within the next 12 months:
3.06	3.64	My career path and development opportunities are:
3.26	3.27	Training is readily available for those who want it:
3.57	2.95	I have received the training I need to do a quality job:
3.26	3.77	People: Leadership
3.05	3.95	messagemedia's management regularly spend time with us:
3.48	3.91	My respect for management in general in messagemedia is:
3.41	3.73	The management style in messagemedia is about:
3.12	3.48	Management here has double standards:
3.60	4.14	People: Motivation
4.23	4.68	I really care about the future of our organisation:
3.92	4.64	Do you feel you can contribute to improving messagemedia's performance?
3.73	4.14	I really enjoy working here:
3.28	3.73	I feel valued working here:
2.86	3.50	There is a strong motivation and incentive for people to perform better:
3.38	3.91	People: Teamwork
3.81	4.36	There is open co-operation within my work area:
3.13	3.82	There is open co-operation between different work areas:
3.19	3.55	The work we get from others in messagemedia meets our requirements:
3.67	3.75	People: Wellbeing
3.80	4.18	Health and Safety is:
3.51	4.05	My job satisfaction is:
3.70	3.68	Most of the time I can balance work and life commitments:
3.59	3.55	My job security is:
3.77	3.27	Most of the time we cope with the workload:

Now let's look at the breakdown by demographic:

Employment Type	No Of Surveys	Score %
Casual	1	Insufficient response
Permanent	21	75%



Let me give you some specific comparisons with other organisations:

Company	Score %
Spencer Travel	87%
Canberra Airport	78%
Aeronautical Engineers Australia	76%
Fletcher Construction Engineering	76%
messagemedia	76%
Subaru Australia	75%
Gold Medal	75%
Walton Construction	75%
Sandoz	72%
St Hilliers	72%
Group GSA	71%
Ella Baché	70%
TriMas Corporation	70%
Media Monitors Australia	69%
Australian Average	68%
Dover Fisheries Pty Ltd	68%
Racing & Wagering Western Australia	68%
Hannanprint NSW Pty Lyd	68%
Bathurst Regional Council	67%
National Government Agency	67%
Victorian Government Agency	66%
McMillan Print Group	62%
Port Corporation	58%



We also sought feedback on 3 workplace priorities. Employees were encouraged to make four selections from a broad menu, their first choice has been allocated 4 points, second choice 3 points, etc:

What four things would most change messagemedia for the better?

Rank	Item	Score	
1	More people to do the work	40	
2	Higher wages	21	
3	Better equipment/technology	20	
4	Generally happy with the organisation	17	
5	Make people feel valued	14	
6	Develop career opportunities	12	
7	Effective leadership	10	
8	Better planning of work	10	
9	Employing the right people	10	
10	More training	9	
11	Clearer future direction / goals	8	
12	More trust	7	
13	More recognition	7	
14	Treating people with respect	6	
15	Monetary reward scheme	5	
16	Greater job security	4	
17	Better quality / Less waste	4	
18	Improve morale	4	
19	Remove double standards	4	
20	Improve communications	3	
21	Better work/life balance	3	
22	Make people accountable	0	
23	Better safety	0	
24	Job satisfaction	0	
25	Improved customer service	0	
26	More teamwork	0	
27	Reduce red tape/bureaucracy	0	

The top four items are normally “higher wages”, “effective leadership”, “employing the right people” and “more people to do the work”.

In 2007 the top four items for messagemedia were: “more people to do the work”, better planning of work”, better equipment/technology” and “more training”.

What are the four worst things about working for messagemedia?

Rank	Item	Score	
1	Excessive workload	30	
2	Generally happy with the organisation	25	
3	Inadequate equipment/technology	21	
4	Work is poorly organised	17	
5	Not feeling valued	14	
6	Not enough work/life balance	12	
7	Lack of training	9	
8	Poor pay	8	
9	Lack of trust	7	
10	Slow decision-making	7	
11	Poor cooperation between different work areas	6	
12	Lack of job security	6	
13	Ineffective leadership	6	
14	Poor communication	5	
15	Poor career and development opportunities	5	
16	Not enough teamwork in my work area	4	
17	Unnecessary favouritism to some employees	4	
18	Double standards	4	
19	Red tape/bureaucratic processes	3	
20	Low morale	3	
21	Too many poor performers on the payroll	3	
22	Not being treated with respect	2	
23	No recognition or feedback	2	
24	The future is uncertain	0	
25	Health and safety	0	
26	Too much waste/inefficiency	0	
27	Lack of job satisfaction	0	

The top four items are normally “poor pay”, “poor communication”, “excessive workload” and “ineffective leadership”.

In 2007 the top four items for messagemedia were “generally happy with the organization”, lack of training’, excessive workload” and “inadequate equipment/technology”.

What are the four best things about working for messagemedia?

Rank	Item	Score	
1	Challenging work/job satisfaction	33	
2	Morale/happy work environment	17	
3	Fellow employees	16	
4	Good future	15	
5	Ability to take initiative/make decisions	15	
6	Good employer	15	
7	Conditions of employment/benefits	11	
8	Work/life balance	11	
9	Career path/development opportunities	10	
10	Teamwork	10	
11	Good management	9	
12	People feel valued	8	
13	Job security	7	
14	Hours of work	7	
15	Location/convenience	7	
16	Being treated with respect	6	
17	Pay	4	
18	Training/learning opportunities	3	
19	Interaction with customers	3	
20	High level of trust	3	
21	Reasonable workload	1	
22	Overtime availability	0	
23	Being part of a prestigious organisation	0	
24	Communications	0	
25	Work travel opportunities	0	
26	Modern equipment/technology	0	

The top four items are normally “fellow employees”, “hours of work”, “challenging work/job satisfaction” and “job security”.

In 2007 the top four items for messagemedia were: “fellow employee”, “hours of work”, “challenging work/job satisfaction” and “job security”.



The next part of the survey asked five specific questions and provided a number of options from which participants could select four. These have been weighted 4 votes for first choice, three votes for second choice, etc. The top four responses are as follows and the complete tables are attached.

How can we improve communications?

Rank	Item	Score
1	CONSULT & LISTEN: Get staff input, no decisions behind closed doors, tell us before not after	34
2	COMMUNICATIONS ARE GOOD: Okay as is, doing fine, generally pretty good, getting better	33
3	THROUGH EFFECTIVE MEETINGS: Sharing information, more updates, feedback, don't waffle	27
4	INVOLVE EVERYONE: Not the select few, stop being selective, get everyone involved	18
5	BE HONEST & FRANK: Open, upfront, no lies/no secrets, put the cards on the table, less sidestepping	17
6	CREATE TRUST: Treat employees better, show respect, less "them and us", change attitudes	17
7	DIFFERENT WORKGROUPS TALKING: Sharing information between work areas, reduce isolation, more networking, break down walls	15
8	SOCIAL FUNCTIONS: Barbecues, morning teas, happy hours, get people meeting informally	11
9	PUT THINGS IN WRITING: Bulletins, memos, noticeboards, newsletters	9
10	LESS MEETINGS: There are too many, they start and finish late, they are a waste of time	8
11	MANAGEMENT BEING VISIBLE & AVAILABLE: Be seen, more visits, show an interest, open door policy	7
12	USE EMAIL	0
13	NEED MORE COMMUNICATION RESOURCES: eg. mobile phones/radios, computers	0

How can our managers be more effective?

Rank	Item	Score
1	MANAGEMENT IS GOOD: Getting better, I'm pretty happy with them, they're okay, no complaints, this is not a problem	26
2	BETTER PEOPLE SKILLS & SHOW RESPECT: Remove rudeness, be caring, show an interest, be understanding/loyal, give support	24
3	COMMUNICATE BETTER/KEEP US INFORMED: Talk to us and listen, share information, keep us up-to-date, be open/honest	22
4	GIVE US THE RIGHT RESOURCES: We need more/better equipment/materials/suppliers to do the job effectively	20
5	PROVIDE GOALS, DIRECTION & PURPOSE: Tell us what's expected, clearer planning, give us the big picture, set priorities	17
6	PROMOTE TEAMWORK: Cooperation, break down barriers, working together, less "them and us", improve morale, challenge negative attitudes	15
7	ORGANISE WORK BETTER: More planning, attention to detail, think ahead, reduce red tape and bureaucracy	14
8	BE VISIBLE & IN TOUCH: Accessible, hands-on, approachable, be out and about, stop being desk-bound, make themselves known	11
9	LESS FAVOURITISM/DOUBLE STANDARDS: Have consistency, fairness, no special treatment, one set of rules for all	9
10	GIVE PEOPLE FEEDBACK & MAKE EVERYONE ACCOUNTABLE: Recognise good performance, punish bad performance, use appraisals	9
11	PROVIDE MORE TRAINING & DEVELOPMENT: Better quality training, more training, more delegation/empowerment/responsibility/skills	8
12	GET SOME NEW ONES: Get rid of the bad ones, make them more accountable, appoint them on merit, get ones with expertise	8
13	SHOW LEADERSHIP/ACT DECISIVELY: Make timely decisions, cut through red tape, resolve issues, stop procrastinating, delegate more	6
14	OUR MANAGERS NEED TRAINING: Send them back to management school, our supervisors/managers need training in leadership skills	6

How can we improve productivity?

Rank	Item	Score
1	MORE PEOPLE TO DO THE WORK: Need more staff, employ more people, increase staffing levels	33
2	BETTER RESOURCES TO DO THE JOB: Update technology, need new equipment, more resources	25
3	IMPROVE MORALE/MAKE PEOPLE FEEL VALUED: Create a culture of trust and support, show respect, have positive attitudes	22
4	CONTINUOUS IMPROVEMENT/LESS REWORK: Working smarter, "get it right first time", improve processes/systems, reduce waste	19
5	CLEARER DIRECTION/GOALS/TARGETS: Share the strategic plan, set priorities and follow up on results	19
6	INCENTIVE PAY/BONUS: Productivity pay, gain sharing, more money, rewards for good performers	16
7	PRODUCTIVITY IS GOOD: There are no issues	15
8	BY EVERYONE PULLING THEIR WEIGHT: Employ the right people to start with, make people accountable, remove deadwood	14
9	BETTER PLANNING & ATTENTION TO DETAIL: More forward planning, think ahead, be organised, do the little things right	11
10	MORE TEAMWORK/LESS THEM AND US: Common goals, see the big picture, departments working together, remove the barriers, more trust	10
11	TRAINING: More training, better training, employee development, more skills and responsibilities, more delegation/ empowerment	7
12	REDUCE RED TAPE/BUREAUCRACY: Useless paperwork, form filling, streamline administration, remove unnecessary functions	4
13	BETTER EFFORT FROM SUPPLIERS/SUBCONTRACTORS: Pick the best ones, monitor their performance, they could lift their game	4
14	MORE STABILITY/LESS RESTRUCTURING: Less interference from outside, less politics, more stability, less unnecessary changes	1

How can we ensure that people here "pull their weight"?

Rank	Item	Score
1	MAKE PEOPLE ACCOUNTABLE: Appraisals/regular feedback, work plans for everyone, set standards/targets/deadlines	43
2	THIS IS NOT A PROBLEM HERE: Most people do pull their weight, 99% of people are doing the right thing	39
3	PAY FOR GOOD PERFORMANCE: Financial reward, performance based pay, bonuses, incentives, money, reward the good performers	31
4	TEAMWORK & PEER PRESSURE: Peer appraisals, encourage employees to make each other accountable	19
5	IMPROVE MORALE & MOTIVATION: Make people feel valued/purposeful, treat people with respect, build a positive climate	15
6	EMPLOY THE RIGHT PEOPLE TO START WITH: Choose employees with attitude and team skills, look for the right personality	10
7	SHARE THE WORKLOAD EVENLY: Ensure work is allocated equally, no double standards/favouritism	10
8	SACK NON-PERFORMERS: Dismiss them, get rid of people who don't pull their weight	4
9	STRICTER SUPERVISION: Give direction, be out more, take notice, handle slackness immediately, more surveillance	3
10	USE DISCIPLINE & WARNINGS: Counselling, reprimands, punish them, "lift your game or leave", "fit in or move on"	0

In my section, the main cause of waste (money, materials, time, human effort) is:

Rank	Item	Score
1	NOT ENOUGH PEOPLE TO DO THE WORK: Need more staff, "too many chiefs not enough indians", we're stretched to the limit	36
2	HUMAN EFFORT/REWORK: Doing jobs twice, double handling, carelessness, human error, fixing other people's mistakes	32
3	POOR RESOURCES: Can't do the job professionally, need better technology/equipment/materials/maintenance, too much downtime	29
4	POOR PLANNING/DISORGANISATION: Lack of direction, unclear instructions, incomplete briefs, inadequate paperwork, changing direction midstream	22
5	TIME WASTING/TIME DELAYS: Not managing time effectively, unproductive meetings, waiting for decisions, slow follow-up, chasing information	21
6	POOR PERFORMANCE BY SUPPLIERS/SUBCONTRACTORS: We need to manage them more effectively, they could make our life a lot easier	9
7	UNPRODUCTIVE PEOPLE: Laziness, people with bad attitudes, poor effort, apathy, misuse of work time	8
8	CONSTANT RESTRUCTURING: Outside interference, constant reorganisations, too many reviews/inquiries, waste of resources	8
9	TOO MUCH RED TAPE/BUREAUCRACY: Too much regulation, accounting for things instead of doing things, form filling	7
10	THERE IS NONE: It's not apparent to me, we're doing fine, there's not much waste here	6
11	NO LEADERSHIP/POOR MANAGEMENT: Ineffective supervisors/managers, management not in touch, management indecision	4
12	WASTE OF MONEY: Lots of dollars are wasted, materials are not used, we spend money on unnecessary things	4
13	LACK OF TEAMWORK/TOO MUCH INFIGHTING: Conflict, bitching, lack of motivation, lack of cooperation between workgroups	0
14	TOO MUCH PAPERWORK: Unnecessary reports and form filling, duplication, paper wars, paper trails, printing everything, destroying trees	0



The final part of the survey asked for written comments about the best and worst behaviours that employees have seen by colleagues. I have included all the comments to give you an idea of what people are thinking.

What are the best behaviours that you've seen by colleagues in the last 12 months in messagemedia that have impressed you?

-
- : Collaboration; cooperation; teamwork (inter-team, not so much intra-team); friendly environment; support; help when aiming for a common goal.
-
- : Honour and respect from certain managers.
-
- : People getting on with it; making things happen by taking the initiative and taking ownership.
-
- : Teamwork; open communication.
-
- : Friendly and cohesive behaviour.
-
- : People being constantly available to answer questions; people being friendly, open and trying their best to help you out while getting their work done.
-
- : Care is taken to look after customers.
-
- : People taking initiative and challenging common practices to bring about a positive change; people doing overtime, coming in at odd hours or dropping everything to address critical issues; people helping others.
-
- : New managers have brought professionalism and the potential for MM to grow into a much larger company. We needed structure and this is being done. Keep it up!
-
- : Frank and honest feedback; people giving positive feedback when due; people helping each other out.
-
- : Great teamwork in sales and CP; people's real willingness to go outside their personal comfort zone; people ensuring that everybody feels part of the MM team.
-
- : Teamwork; people going the extra mile to help others; respect amongst peers.
-
- : Hard work; people having a strong passion for the job.
-
- : Those who go the extra mile and take on others' duties; the care factor of messagemedia employees.
-
- : Dedication; enthusiasm; passion.
-
- : Courteous manners; productive meetings; generally having a good time/creating a good atmosphere.
-
- : I have witnessed many colleagues being helpful, open, honest and generally happy around the office, making it a pleasant environment to work in.
-
- : The friendliness of all staff.
-

What are the worst behaviours that you've seen by colleagues in the last 12 months in messagemedia that have upset you?

-
- : Lack of loyalty; double standards; rudeness; destructive criticism; lack of trust.

 - : Disrespect; disregard for work that is done.

 - : The "I can't be stuffed doing it" behaviour; throwing arms up in the air and walking away from a conversation because the person is taking things personally.

 - : None by colleagues that haven't been the result of management decisions or directions.

 - : Immaturity.

 - : There is not a lot of visibility in what happens in management meetings. Rather, there is a lot of sugar coating and ineffective feedback in terms of performance.

 - : Poor quality of work; disrespect to other employees; micromanagement.

 - : People trivialising the importance of people's priorities and needs (perhaps due to a lack of understanding); poor communication and people not responding to urgent emails or simply being unavailable; poor attention to detail due to lack of time, which leads to human error; people disrespecting others by being noisy and disrupting people's work; people going to others' managers behind their backs (instead of trying to resolve the issue first with the person in question).

 - : None come to mind.

 - : People not fully understanding how each person's role contributes to the bigger picture; people not paying attention to answers, presuming that they already have the answer; people asking for feedback when they're not really interested; people hand-balling.

 - : Double standards by leaders; management's put downs and threats to employees' jobs; IT being plain rude, unapproachable, slow, and cold.

 - : Rudeness; bad manners.

 - : Lack of emotional restraint.

 - : Lack of responsibility; non-caring attitude; people being selfish to their own needs without considering the bigger picture; poor communication through email; double standards.

 - : Lack of recognition and appreciation.

 - : Lack of understanding that people have different perspectives; not everything can be discussed/explained by management - this would be a waste of time.

 - : Some behind the scenes bitchiness, minimal though; people taking credit where it is not due.

 - : Lack of information on each department's projects/goals.

Are there any comments you would like to make about any of your managers?

- : In terms of things that could be done to improve productivity, I found that MANY of the options in this section were applicable.

- : No.

- : We need to take our technology infrastructure, or lack thereof, more seriously.

- : Inconsistent, dictatorial and closed communication; close-minded attitudes with no clear direction.

- : They are very easy to get along with, they seem effective and I feel confident about their skills to manage my area.

- : Sometimes they have double-standards; they don't appreciate how much time and effort certain tasks take and believe that charging a client more for the service will justify this; they don't realise the importance and severity of certain issues until things "break", fixing issues as they arise rather than putting in preventative measures in place for the future; they don't regard non-core business in as high a regard and hence tend to overlook problems.

- : There are some very destructive personalities in the business.

- : Keep up the good work and keep supporting the staff for all of the long hours that they put in.

- : I respect all of the managers and I think they are good on the whole. The one thing that would make my job easier would be for them to be more decisive.

- : They are very good overall.

- : You need to make sure that we have accountable managers who do not "pass the buck". We notice that some managers are often not in the office or are out for long periods of time. The whole organisation should probably be aware of their whereabouts. Managers need to realise they are like the parents of messagemedia and that their actions follow suit in their teams. They need to set the example.

- : No.

- : I find them supportive, they match my own expectations of myself.

- : Management provide a great work environment in which we feel our opinions and thoughts are valued and taken on board - keep up the good work! I would suggest additional training for staff to improve productivity and knowledge.

- : More transparency on each department's priorities.

Management should read all of the written comments carefully. The point of this feedback is to understand the culture that you currently have and then to improve it.



Key Findings

I have carefully looked at all of the survey results. I believe there are a number of key issues which I will now identify. If we can make significant progress in these areas you would expect to see a more positive working environment, better attitudes, higher productivity and improved performance:

- Better workload management**

- Better equipment and technology**

- Better planning of work**



Where to from here?

This report should be released for discussion and comment. Management has a key responsibility to follow through on these issues, because "good managers look after people, people look after the business".

Your score of 76% is fantastic; it is a Gold Medal Result! This survey has identified the key changes needed to continuously improve.

Congratulations on doing the survey. It's a very healthy exercise to listen to the silent majority through a confidential process. Perhaps we should do it again in 12 months time to check your progress.

Yours faithfully,

PETER BERRY