

the **GREAT** **WORKPLACE**

BUILDING TRUST AND INSPIRING PERFORMANCE

Frequently Asked Questions

**MICHAEL BURCHELL
AND JENNIFER ROBIN**

**GREAT
PLACE
TO
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WHAT DIFFERENTIATES THE BEST WORKPLACES FROM THE REST, AND WHAT IMPLICATIONS DOES THIS HAVE FOR BUSINESS PERFORMANCE AND EMPLOYEE ENGAGEMENT?

These are the central questions that the Great Place to Work® Institute has been researching for more than twenty-five years. It turns out that what distinguishes the best companies to work for is the higher level of trust employees have in management, the pride employees take in their work, and the sense of camaraderie they experience with their colleagues. Further, independent research confirms that the “best companies to work for” are also more productive and profitable than their stock market peers. As firms work to maximize competitive advantage, the role of creating a great workplace has taken on increasing significance. Using exercises, case studies, best practices, and a self-assessment, *The Great Workplace: Building Trust and Inspiring Performance* program aims to equip managers at all levels with the essential tools and framework for applying the lessons from this research.

WHAT IS THE PROGRAM DESIGNED TO ACHIEVE?

As part of the program, participants will . . .

- Examine the essential elements of a Great Place to Work®, especially the crucial role of trust;
- Build an understanding of the key role that managers play in building a great workplace;
- Identify opportunities and generate ideas for ways managers can make change within their scope of responsibility; and
- Become familiar with tools that can be used to make a positive impact in improving the workplace.

WHAT SPECIFIC SKILLS OR KNOWLEDGE DOES THE PROGRAM COVER?

This program is driven by an understanding of the Great Place to Work® Model, an accessible and indispensable framework for building great workplaces. Through a basic understanding of the model, illustrative best practices, and structured exercises, participants leave with an understanding of what it takes to create a great workplace and the ideas, inspiration, and action plans to begin creating one.

WHAT INDIVIDUAL COMPONENTS DOES THE PROGRAM INCLUDE?

Through a combination of lecture, self-reflection, small group exercises, and large group discussion, this program includes:

- Defining a great place to work;
- Examining trust building and breaking behaviors;
- A self-assessment;
- Exploring best practices of the best companies;
- Learning from several case studies; and
- Creating a short-term action plan for behavior change.

WHAT COMPONENTS DO I HAVE TO PURCHASE TO BEGIN?

The Facilitator's Guide package includes a Facilitator's Guide, Participant Workbook, PowerPoint presentations for full-day and half-day programs, a poster of the Model, and a sample self-assessment. Trainers must purchase a self-assessment (online or paper version), Participant Workbook, and take-away card for each participant. Trainers may wish to purchase *The Great Workplace: How to Build It, How to Keep It, and Why It Matters* as background information on the Model.

FOR WHOM IS THE PROGRAM DESIGNED?

While managers at all levels will find the content of this program useful in building trust in the workplace, this program is particularly useful to front-line managers who have daily interactions with employees. Additionally, human resource professionals will find the content useful in designing policies and practices that maximize trust-building in the organization.

HOW LONG IS THE PROGRAM?

The program is offered in convenient half-day and full-day formats. The half-day design provides an overview of the content, some further practice, and an opportunity to engage in the self-assessment. One half day is the minimum amount of time required for this program; less than four hours does not provide adequate time to apply the Model and go through the self-assessment. The longer, full-day version provides participants an opportunity to engage more fully and deeply in best practices and case studies of the best companies to work for.

HOW MUCH PREPARATION TIME DOES IT TAKE TO FACILITATE?

Trainers should devote an initial three to five days of preparation in order to:

- Practice delivering the presentation and content aspects of the program;
- Identify potential questions to assist in group facilitation and answers to likely questions from participants;
- Review and understand the best practices and case studies included in the materials;
- Read *The Great Workplace: How to Build It, How to Keep It, and Why It Matters*—the companion book to this training program; and
- Explore additional reference materials, articles, and resources available at the associated websites.

In addition, trainers should commit to a longer, ongoing plan of learning that can include reading books from the leaders of identified “best companies to work for” or attending an Institute conference or seminar in order to keep current with new best practices and examples.

Finally, for each new client organization, the trainer will want to commit up to half a day in order to understand the client's mission, strategy, values, culture, and how this training program fits into other training programs and culture change initiatives.

DO I NEED ANY SPECIAL SKILLS TO FACILITATE THE PROGRAM?

Trainers with two to three years of training and facilitation experience will find this training program fairly easy and straightforward. Beyond facilitation skills, trainers will want to have developed a body of knowledge regarding recognized best companies in order to offer stories and perspective.

WHAT'S UNIQUE OR DIFFERENT ABOUT THIS PROGRAM?

This program is distinctive from other training programs on the market in three key ways:

1. The Model is well researched, accessible, and comprehensive. It has been in use for more than twenty years in more than forty countries around the world. Ongoing annual research in more than 4,500 companies confirms the efficacy of the Model. The language of the Model is easy to understand and accessible to a wide audience. The Model offers a comprehensive view of the workplace from the employee perspective.
2. The training program makes extensive use of best practices from the best companies. In this way, participants will examine practical examples of policies and practices that they can adapt to their own situations. And because these practices are "best in class," participants will be able to consider policies and programs known to be highly effective in creating a high-trust culture.
3. The program was developed and tested over a period of years by consultants at the Great Place to Work® Institute. Trainers can be assured that the program has been widely used in a variety of settings with companies of all sizes and industries, with results that meet the identified learning objectives.

WHAT IS THE ASSESSMENT DESIGNED TO MEASURE?

The *Great Workplace Leadership Assessment* allows participants to consider their own behavior in creating and sustaining a great place to work environment. In essence, it measures the manager's own perceptions of trust-building behavior.

HOW MANY AND WHAT TYPES OF QUESTIONS ARE USED?

Fifty-seven statements assess behaviors related to establishing credibility, demonstrating respect, ensuring fairness, fostering pride, and supporting camaraderie. Participants will note that the statements are clear, concrete, and easily understood.

HOW IS THE ASSESSMENT SCORED?

The assessment is scored on three aspects of each of the five dimensions of the Model (*Credibility, Respect, Fairness, Pride, and Camaraderie*), using a 3-point scale to indicate "strengths," "areas of potential," and "areas of opportunity."

HOW DO THE REPORTS REVEAL PARTICIPANT RESULTS?

Most self-assessments suggest that participants zero in on opportunity areas and create action plans based on them. While this does provide the sort of systematic review of data that can be helpful in one's personal development, it's not the whole story. There is something to learn from one's strengths, areas of potential, and areas of opportunity. The report presents those strengths, areas of potential, and areas of opportunity and then includes a guide for analysis and interpretation.

HOW HAS THE ASSESSMENT BEEN VERIFIED AND TESTED?

The development of the Great Workplace Leader Assessment took place in two phases: Item Generation/Content Analysis and Beta Testing. Each of these phases and the associated analyses are presented below.

ITEM GENERATION/CONTENT ANALYSIS

In this phase, statements were written and verified by subject-matter experts—Great Place to Work® consultants, project managers, and tenured team members. Statements were retained on the final survey if the majority of SMEs: (1) were able to re-categorize them into their intended dimensions, (2) agreed on the statement's ability to produce high Trust Index® scores in that manager's department, and (3) agreed that the statement was strong overall.

BETA TESTING

The first administration of the Great Workplace Leader Assessment was within two client companies of Great Place to Work® Institute. All managers at each site were invited to participate in return for a customized feedback report. Companies also received a white paper summarizing the responses for their organizations.

The survey was made available for two weeks at each site, and a total of 156 people responded. Reliability analysis was conducted and the self-assessment was scaled on the basis of initial data. All subscales are reliable, clearing the generally accepted threshold of 0.7.

Responses were heavily skewed, as is to be expected in a self-report instrument. Given the skew in the data, scaling decisions were made using an unbalanced standard deviation around the mean. Specifically, a strength was considered any scale score that ranged from 2.8 to 3.0, representing the mean plus one-half standard deviation. Likewise, an area of opportunity was deemed to be a scale score ranging from 1.0 to 1.9, representing two deviations from the mean. Areas of potential range from 1.9 to 2.8.

In sum, the Great Workplace Leadership Assessment was designed to help a leader reflect on his or her behaviors in the context of the Great Place to Work® Model. The assessment is based on the aspects of the Model over which the manager is most likely to have influence, is designed to assess consistency of behavior, and ultimately is meant to start a conversation about what it takes to be a great workplace leader. Scale properties are sound given these aims, with high reliabilities seen for each dimension and scaling appropriate to the natural tendency to inflate self-ratings. The Great Workplace Leader Assessment is an instrument that serves as the foundation of a manager's aspirations to create a great workplace.

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Experientially based activities are a common feature of Pfeiffer's training products. Additionally, Pfeiffer offers a variety of icebreakers, energizers, team games, and simulations to energize your training and enhance the learning experience. For questions about these and other Pfeiffer products, please contact us.

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E-mail: leadership@wiley.com

Phone: (U.S.) 866-888-5159; (Outside the U.S.) 317-572-3517

Mail: Electronic Product Sales, 10475 Crosspoint Blvd., Indianapolis, IN 46256

Fax: 317-572-4512

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E-mail: bbourque@wiley.com

Phone: 800-567-4797 ext. 54551

Mail: 6045 Freemont Blvd., Mississauga, ON L5R 4J3

Fax: 416-236-4448

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