



**JUICE YOUR PEOPLE...
GET BETTER RESULTS**

[Title Page](#) | [Executive Summary](#) | [What We Learned](#) | [The Report Card](#) | [Geographic Trends](#) | [What's Next?](#) | [About Juice](#) | [PDF Version](#)

Juice Inc./Ipsos Reid Survey

A Report Card on the Canadian Work Environment

**A Survey Of Employed Canadians Reveals That
Only A Minority Give Their Employer An "A" Grade
In Five Different Work-Environment Evaluations**



[Title Page](#) | [Executive Summary](#) | [What We Learned](#) | [The Report Card](#) | [Geographic Trends](#) | [What's Next?](#) | [About Juice](#) | [PDF Version](#)

Another MyInternet System by [We-Create Inc.](#) All Rights Reserved



[Title Page](#) | [Executive Summary](#) | [What We Learned](#) | [The Report Card](#) | [Geographic Trends](#) | [What's Next?](#) | [About Juice](#) | [PDF Version](#)

Executive Summary

People behave a certain way because they feel a certain way. When people feel clear, they act with certainty. When they feel supported, they give you their extra effort. And when they feel valued, they offer their most valuable stuff.

This pattern is one we began to pay attention to more than 15 years ago as we were invited into the inner workings of more than 200 of North America's largest and most successful organizations. Employees act a certain way, because they feel a certain way. Robert Greenleaf calls this the Law of Psychological Reciprocity: "People are impelled to return to you the feelings you create in them."

We explored this feeling concept further and discovered there were five critical feelings required to create a productive work environment where employees are highly engaged and committed to their work. These feelings are:

"I Fit"

"I'm Clear"

"I'm Equipped/Supported"

"I'm Valued"

"I'm Inspired"

Research and experience supports the pattern we have identified, but we wanted to take it a step further. We wanted to ask the employees if these feelings contributed to a more productive work environment. And if they did, we wanted to understand which feelings were most important for higher levels of productivity.

[Title Page](#) | [Executive Summary](#) | [What We Learned](#) | [The Report Card](#) | [Geographic Trends](#) | [What's Next?](#) | [About Juice](#) | [PDF Version](#)

What we Learned

1. **Canadian employers scored a C+ on how workers feel in the workplace.** This is slightly better than satisfactory. There are competitive opportunities for Canadian companies to get more productivity from their existing employees while making it a better place for them to work. This leaves significant potential in developing your culture and improving engagement levels in your existing employees, rather than adding head count, or investing in capital expenditures or technology. If your leaders and managers focus on creating a better work environment for your people, you will achieve greater results.

We invite you to **benchmark your workplace environment against the national average** by visiting www.JuiceFactor.ca/benchmark.html and taking a quick survey to determine your organization's grade.

2. Only four in 10 employed Canadians (38%) give their employers an "A" for making them feel valued at their work, and only **three in 10** (32%) give them an "A" for making them **feel inspired**. When employed Canadians were asked if their employer makes them feel inspired – a productivity measure defined as achieving results and feeling productive and successful - the average grade was also a C+.

However, when rating themselves on how productive they are, 74% of employed Canadians said they were very productive. This indicates that people may be working hard and putting in lots of activity but they don't feel like they're achieving significant results. This is where the opportunity for productivity gains lie. Companies that understand how to inspire their employees and create the right feeling mix in their environment also get the greatest commitment, engagement and discretionary effort, which creates true productivity, not just activity. In fact, half of all respondents (53%) said **feeling more valued (38%) and inspired (15%) at work would make them the most productive.**

3. Finding the **"sweet mix" of feelings** to create the most productive environment is hard work, yet the **rewards are huge**. Leaders need to help managers understand that a large part of their role is to create these feelings in their employees. And managers need to know that whatever they think their job is, it has to include managing each of their employees' feeling mix. Leading organizations have unveiled the "sweet mix" among their employees by training their leaders and managers how to recognize what's important to their employees because they understand this is critical to creating an "A" environment.

The "Sweet Mix" of Employed Canadians

Employed Canadians told us what they needed to be the most productive. Here's what the breakdown would be among 100 employees:



Feeling	# employees
"I Fit"	9
"I'm Clear"	11
"I'm Equipped / Supported"	23
"I'm Valued"	38
"I'm Inspired"	15
Didn't Know	5

By understanding what is most important to each of your employees, you can create a more productive environment. What mix do your employees need?

A Look at the Numbers

- Four in 10 (38%) employed Canadians give their employers an “A” grade when they are asked to grade their employers on five work-environment statements. And when looking at the overall grade point average (GPA), employers receive a C+ average (2.93 GPA). These numbers represent a significant opportunity for employers to improve their workplace environments to gain more productivity.
- Employed Canadians who say they are “very productive” at work provide a significantly higher “Grade Point Average” than those who are either “somewhat productive” or “not so productive” (3.04 vs. 2.65 vs. 1.59). This indicates a strong culture creates greater results.
- Employed Canadians give their employers the least number of “A” grades (32%) when it comes to feeling Inspired – a work environment descriptor which includes achieving results and being productive – yet 74% of Canadians consider themselves to be “Very Productive”. Although workers may be working long hours and putting in lots of activity, they may not feel like they are achieving significant results.
- 38% of employed Canadians say “Feeling Valued” would make them most productive on the job, yet more than one in 10 (13%) graded their employers “Bad” (8%) or a “Complete Failure” (5%) in this area.

The Grading System

As part of the survey, employed Canadians were asked to think about their current employer and work environment. They were then asked to grade their employer according to five different work environment statements using a standard report-card style grading system – where:

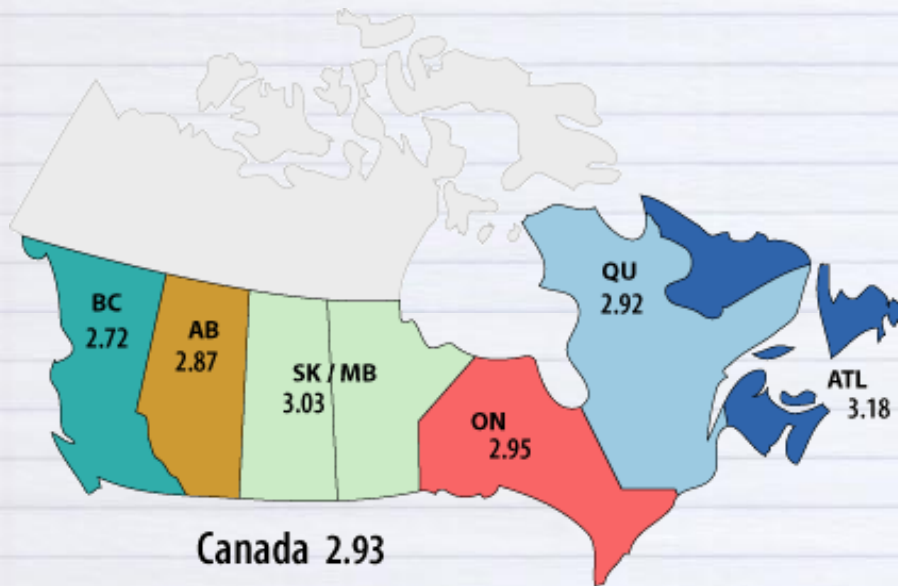
- A** means Excellent,
- B** means Good,
- C** means Satisfactory,
- D** means Bad and
- F** means a complete Failure.

The Report Card on the Canadian Work Environment

Feeling	Grade	Comments
"I Fit"	B-	You're doing what you're motivated and talented to do, and you feel you belong in the workplace.

"I'm Clear"	B-	You know what goals and outcomes are expected, and your employer makes sure you're clear about your progress and the company's big picture goals.
"I'm Equipped/Supported"	C+	You have the training, tools and systems that you need to succeed, you have the backing you need and the freedom and authority to do what you're responsible to do in your job.
"I'm Valued"	C+	You feel cared for as a person, and you feel recognized and respected.
"I'm Inspired"	C+	Your job has meaning and purpose, you feel like you make a difference, you achieve results and you feel productive and successful.
Overall	C+	

Canadian Geographic Trends



Region	Grade
Canada	C+
BC	C
AB	C+
SK/MN	B-
ON	C+
QU	C+
ATL	B



[Title Page](#) | [Executive Summary](#) | [What We Learned](#) | [The Report Card](#) | [Geographic Trends](#) | [What's Next?](#) | [About Juice](#) | [PDF Version](#)

What's Next - For Employers

1. As a leader, you need to help your managers understand how important it is to create this Five Feeling Mix in your employees.
2. Managers need to know that whatever they think their job may be, it has to include managing employees' feelings to create a more productive work environment.
3. What drives these feelings in people is effective conversation and frequent, informal feedback. The **quality of conversations** in your organization will **dictate the quality of your work environment**. Effective conversations encompass inquiry – where people seek to understand another's perspective, and directness – where people speak their truth to create a greater picture of reality.

What's Next - For Employees

1. Identify your own feeling mix. What do you need from your employer to make your workplace feel more productive? Communicate your needs to your manager – Do you need clearer expectations, more challenging work, training, more support?
2. Seek clarity in your conversations to ensure you understand what "next steps" need to take place.
3. Be direct in your conversations with your manager and team members. If you need more clarity, ask for it. If you don't receive regular feedback, begin to seek it out.

[Title Page](#) | [Executive Summary](#) | [What We Learned](#) | [The Report Card](#) | [Geographic Trends](#) | [What's Next?](#) | [About Juice](#) | [PDF Version](#)



**JUICE YOUR PEOPLE...
GET BETTER RESULTS**

| [Title Page](#) | [Executive Summary](#) | [What We Learned](#) | [The Report Card](#) | [Geographic Trends](#) | [What's Next?](#) | [About Juice](#) | [PDF Version](#)

About Juice Inc.

Juice Inc. works with companies to engage employees to increase commitment, improve productivity and achieve better financial results while creating an enjoyable work environment for their employees. For more information, visit www.JuiceFactor.ca

About Ipsos-Reid

Ipsos-Reid is Canada's leading provider of public opinion research, with more than 300 researcher professionals and support staff in Canada. To learn more, or to get a copy of the original data report, visit www.ipsos.ca.

About the Research

These are the findings of an Ipsos-Reid/Juice Inc. survey conducted from September 17th to September 24th, 2004. For the survey, a representative randomly selected a sample of 1002 adult working Canadians who are either working full-time or part-time for an employer (and not self-employed) were interviewed by telephone. With a sample of this size, the results are considered accurate within + 3.1 percentage points, 19 times out of 20, of what they would have been had this entire population been polled.

| [Title Page](#) | [Executive Summary](#) | [What We Learned](#) | [The Report Card](#) | [Geographic Trends](#) | [What's Next?](#) | [About Juice](#) | [PDF Version](#)

Another MyInternet System by [We-Create Inc.](#). All Rights Reserved