Interpreting the Results

- McLean & Company uses a **standardized 6-point scale** for data collection; respondents indicate their level of agreement to a statement by selecting one of the six points on each scale.
- The 6-point scale forces respondents to answer on one side of the scale or the other, providing the **richness of data** required to calculate true performance in each category.
- Performance is displayed in two ways: as **high impact scores** (% of respondents who said it was a moderate, major, or primary reason for deciding to leave) and **low impact scores** (% of respondents who said it was a minor, very minor, or had no effect on their decision to leave).

The scale is explained clearly in the survey. After each of the below is “on my decision to leave” except “This was a primary reason why I decided to leave”

<table>
<thead>
<tr>
<th>No Effect</th>
<th>Very Minor Effect</th>
<th>Minor Effect</th>
<th>Moderate Effect</th>
<th>Major Effect</th>
<th>Primary Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answer: 1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Low Impact</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High Impact</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Results are **color-coded according to the scores**:

- **Low Impact**
- **High Impact**

**Example Top-Box Graph:**

- Physical safety of the work environment
  - Low Impact: 46%
  - High Impact: 54%
Job Factors

<table>
<thead>
<tr>
<th>Factor</th>
<th>Low Impact</th>
<th>High Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship with my co-workers</td>
<td>36%</td>
<td>64%</td>
</tr>
<tr>
<td>Satisfaction with my role and responsibilities</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>Freedom to make decisions about how I did my work</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>Degree of involvement in decisions that affected my work</td>
<td>72%</td>
<td>28%</td>
</tr>
<tr>
<td>The degree to which my skills were used in my job</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>Opportunities for career-related skill development</td>
<td>82%</td>
<td>18%</td>
</tr>
<tr>
<td>Opportunities for career advancement</td>
<td>97%</td>
<td>3%</td>
</tr>
</tbody>
</table>

n = 45
## Manager Factors

<table>
<thead>
<tr>
<th>Factor</th>
<th>Low Impact</th>
<th>High Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust in my manager</td>
<td>81%</td>
<td>19%</td>
</tr>
<tr>
<td>My manager's trust in me to do my job well</td>
<td>83%</td>
<td>17%</td>
</tr>
<tr>
<td>Confidence in my manager's leadership abilities</td>
<td>84%</td>
<td>16%</td>
</tr>
<tr>
<td>Feedback from my manager</td>
<td>86%</td>
<td>14%</td>
</tr>
<tr>
<td>Support from my manager to help me achieve better results</td>
<td>89%</td>
<td>11%</td>
</tr>
<tr>
<td>Appreciation from my manager</td>
<td>89%</td>
<td>11%</td>
</tr>
</tbody>
</table>

n = 45
Compensation Factors

- Base pay: 52% Low Impact, 48% High Impact
- Variable pay: 68% Low Impact, 32% High Impact
- Health and dental benefits: 94% Low Impact, 6% High Impact
- Retirement Plan: 94% Low Impact, 6% High Impact
- Paid time off: 98% Low Impact, 2% High Impact

n = 45
Working Condition Factors

- **Scheduling/hours**: 52% Low Impact, 48% High Impact
- **Lack of a flexible work arrangement**: 68% Low Impact, 32% High Impact
- **Physical safety of the work environment**: 94% Low Impact, 6% High Impact
- **Poor work-life balance**: 94% Low Impact, 6% High Impact
- **Discrimination towards me based on gender, sexual orientation, age, religion, ethnicity, or disability**: 98% Low Impact, 2% High Impact

n = 45
Organizational Factors

- Concerns about the company's future: 81% Low Impact, 19% High Impact
- Change in company direction: 83% Low Impact, 17% High Impact
- Belief in the quality of product/service: 84% Low Impact, 16% High Impact
- Lack of trust in the executive leadership team: 86% Low Impact, 14% High Impact
- Unhealthy organizational culture: 89% Low Impact, 11% High Impact
- Poor inter-departmental relationships: 89% Low Impact, 11% High Impact

n = 45

Low Impact  High Impact
Personal Factors

- I didn't leave for a personal reason: 42%
- Family, lifestyle, or health considerations: 30%
- Changing my career path to something unrelated to this job: 21%
- Going back to school: 6%
- Relocation: 1%
- The commute: 0%
- Retirement: 0%

n = 45
Leadership Index

How likely would you be to recommend this organization to a qualified friend or family member as a great place to work?

Leadership Index Breakdown

<table>
<thead>
<tr>
<th>Category</th>
<th># of Respondents</th>
<th>% of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detractors</td>
<td>301</td>
<td>26.6%</td>
</tr>
<tr>
<td>Neutral</td>
<td>453</td>
<td>40.1%</td>
</tr>
<tr>
<td>Supporters</td>
<td>376</td>
<td>33.3%</td>
</tr>
</tbody>
</table>

Leadership Index Score = % Supporters - % Detractors

Leadership Index Score = 6.6
Previous Leadership Index Score = -2.2
Benchmark Average = -0.6
Your New Opportunity – Compensation

How does the compensation in your new role compare to the role you are departing?

- N/A – Not applicable: 13%
- Increase: 34%
- Same pay: 30%
- Decrease: 3%
- I do not yet have a new role: 20%

n = 45
How does the level of your new role compare to the role you are departing?

- N/A – Not applicable: 13%
- I am taking a promotion: 34%
- I am making a lateral move: 30%
- I am taking a demotion: 3%
- I do not yet have a new role: 20%

n = 45
Your New Opportunity – Search Timeline

How long ago did you start looking for a new opportunity?

- < 1 month: 5%
- 2 – 3 months: 4%
- 3 – 6 months: 17%
- 6 – 9 months: 17%
- 9 months – 1 year: 23%
- > 1 year: 4%
- I wasn't looking: 17%

n = 45
On the last question, you indicated that you weren’t looking for a new opportunity. What best describes how you heard about your new role?

- I was approached by a recruiter or head-hunter: 31%
- I was referred by a friend/family member: 25%
- I was approached by a previous manager/employer: 3%
- N/A – Not applicable: 42%

n = 8
Top 10 Reasons For Leaving

Percentage of respondents who said that these were a moderate, major, or primary reason for deciding to leave.

- Opportunities for career advancement: 36% Low Impact, 64% High Impact
- Opportunities for career-related skill development: 52% Low Impact, 48% High Impact
- Base pay: 52% Low Impact, 48% High Impact
- Trust in the executive leadership team: 68% Low Impact, 32% High Impact
- Annual bonus plan: 68% Low Impact, 32% High Impact
- The degree to which my skills were utilized in my job: 69% Low Impact, 31% High Impact
- Satisfaction with my work tasks and responsibilities: 72% Low Impact, 28% High Impact
- Lack of involvement in decisions that affected my work: 75% Low Impact, 25% High Impact
- Quarterly bonus/commission structure: 76% Low Impact, 24% High Impact
- Organizational culture: 77% Low Impact, 23% High Impact

n = 45