

QUICK CHECK FACTS

INDUSTRY: MANUFACTURING  
LOCATION: SOUTH AFRICA  
PARTICIPANTS: 368  
LEVEL: COMPANY WIDE

SPECIFIC OBJECTIVES INCLUDED:  
Utilising an engagement survey tool to assess the current organisational culture and compare it with previous findings.

The findings were used to identify areas of improvement, aspects that have remained unchanged, and emerging challenges since the last survey rollout.



# Listening to Your Workforce: THE KEY TO A PURPOSE-DRIVEN ORGANISATION

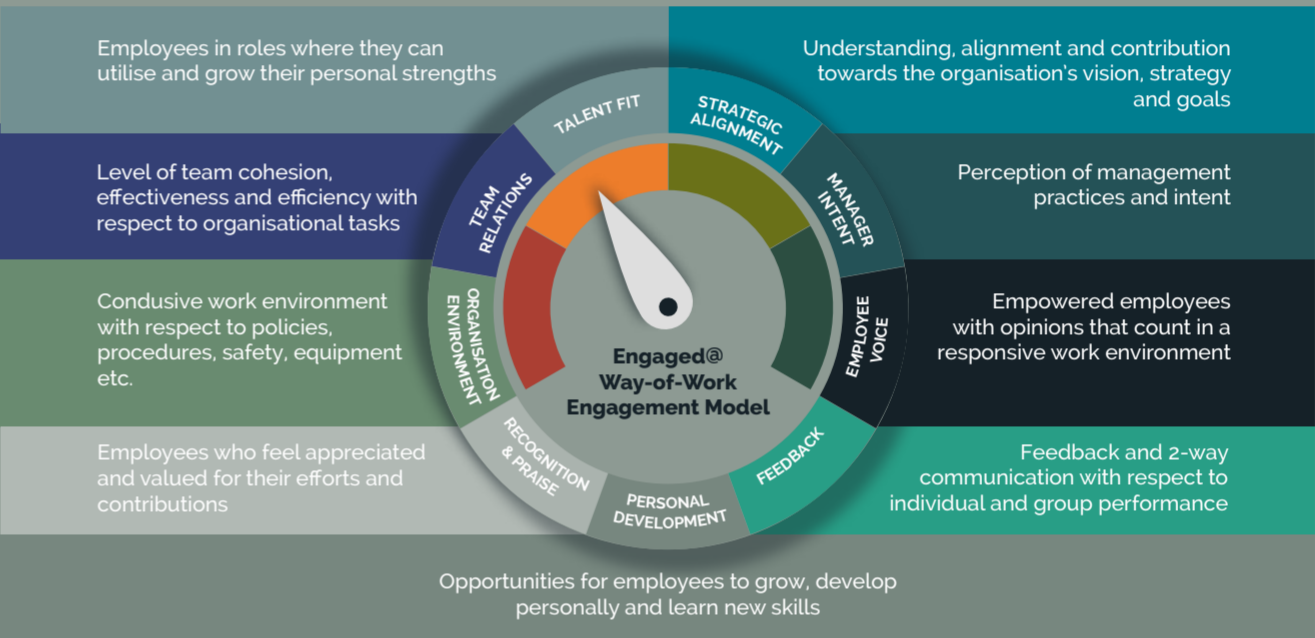
THE VALUE OF AN ENGAGEMENT SURVEY TO DIAGNOSE AND THEN SUPPORT AND EMPOWER ORGANISATIONS TO TRANSFORM INTO THRIVING AND PURPOSEFUL-DRIVEN WORKPLACES.

THE PROCESS FOLLOWED, SUMMARY OF KEY ANALYTICS PROVIDED, AND RECOMMENDATIONS MADE, ARE UNPACKED BELOW ACCORDING TO THE PHASES OF OUR M<sup>3</sup> MODEL:

ABOUT THE ENGAGEMENT SURVEY

Mindset's Engage EX platform has been scientifically designed to inspire an engaged and inclusive workforce and to build a winning culture. Empowering employees and leaders from the bottom up to improve engagement, productivity and retention with real-time data and actionable insights.

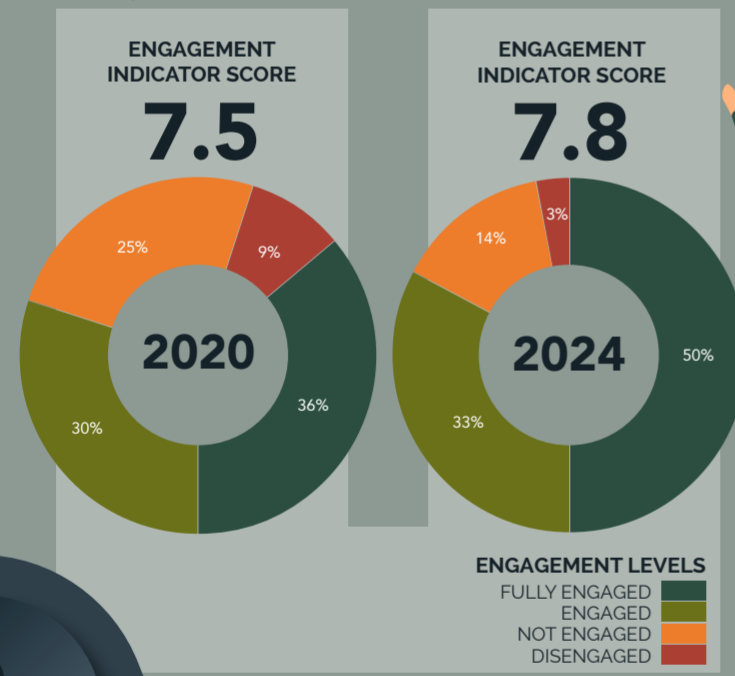
The validated **Engaged@Way-of-Work Engagement Model** measures the aspects in the work environment that have a direct impact on the levels of engagement in the organisation by grouping employee feedback into 9 scientifically researched dimensions or drivers.



## 1. MAP

ANALYSE AND UNDERSTAND THE CONTEXT AND IDENTIFY/DESIGN THE SOLUTION.

INDICATORS



Of those who participated, 3% stated they were disengaged, which is a 6% improvement since the previous survey done in 2020.

Engaged employees have slightly increased since the previous survey by 3%.

This was also the case for not engaged employees who improved from 25% (2020) to 14% (2024).

Since 2020, the fully engaged employees has significantly increased from 36% to 50%.



QUALITATIVE THEMES

WHAT WOULD YOU LIKE THE ORGANISATION TO **STOP** DOING?

**FAIRNESS AND EQUITY IN THE WORKPLACE**  
**STOP** unequal hiring practices.  
**STOP** unfair treatment and discrimination based on race and gender.

WHAT WOULD YOU LIKE THE ORGANISATION TO **START** DOING?

**HIRING AND RECRUITMENT PRACTICES**  
**START** hiring from within the company before recruiting externally.  
**HIRE** experienced managers and ensure probation periods for key positions.

WHAT WOULD YOU LIKE THE ORGANISATION TO **CONTINUE** DOING?

**INNOVATION AND TECHNOLOGY**  
**CONTINUE** to invest in new technologies.  
**CONTINUE** striving to be the best amongst the competitors and creating opportunities for the community.

## 2. MEASURE

MEASURE AND REPORT ON THE CURRENT CONTEXT AND CRITICAL BEHAVIOURS VIA A MULTI-METHOD APPROACH.

SUMMARY OF FINDINGS

MAINTAIN	ENHANCE	IMPROVE
Clearly communicate expectations to align employees with organisational strategies, vision, and goals. Foster a safety-first workplace culture. Encourage managers to treat direct reports with respect and dignity.	Build a supportive workplace with policies, safety measures, and tools for active involvement. Provide training to enhance skills and knowledge. Promote change readiness and resilience.	Recognise and praise good work. Create a safe environment for employees to voice opinions. Position employees to utilise and grow their unique skills.

SUMMARY OF ENGAGEMENT SURVEY RECOMMENDATIONS

RECOGNITION & PRAISE	EMPLOYEE VOICE	PERSONAL DEVELOPMENT
Establish a biannual Recognition and Praise program, such as awards ceremonies or peer nominations. Consider introducing an "Employee of the Month" initiative with varied categories. Ensure managers provide regular feedback and acknowledgment to direct reports.	Conduct regular one-on-one manager check-ins to discuss concerns comfortably. Enhance psychological safety with a no-repercussions culture for voicing opinions. Foster inclusive decision-making. Promote transparent communication through an open-door policy and information sharing.	Review and update individual development plans. Prepare a skills audit to identify areas to develop. Offer tailored workshops to improve or refresh skills. Create a mentorship program where artisan skills may be transferred.

POST ENGAGEMENT SURVEY ACTION PLAN  
PLAN TO ADDRESS KEY ITEMS IDENTIFIED IN THE ENGAGEMENT SURVEY

PHASE 1	PHASE 2	PHASE 3	PHASE 4
Focus Group Preparation (Group and BU)	Business Unit Action Planning (Focus Groups)	Consolidate Insights and Present Consolidated Action Plan	Group / Exco Sign-off and Implementation
1	2	3	4

Engagement is critical for performance and retention.  
Surveys provide insights, but action drives transformation.  
Leadership involvement is essential for success.  
Ongoing measurement ensures long-term impact.

## 3. MOBILISE

CREATE VALUE THROUGH THE MOBILISATION OF THE TEAM OR THE INDIVIDUAL TO ACHIEVE THE DESIRED STATE.

THE ENGAGEMENT SURVEY ENABLED EMPLOYEES TO FEEL THAT THEIR VOICES WERE RECOGNISED AND PROVIDED A CLEAR PICTURE OF BOTH PROGRESS AND PERSISTENT CHALLENGES IN THE BUSINESS.



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