

Fusion Culture Report

13-Jan-2020

Fusion Sample Company



Structure

The Method

The Fusion Culture Program and associated reports have been developed following the research paper "Cultivating Management Culture", based on data associated with the STAR Workplace Program from 2008 -2018.

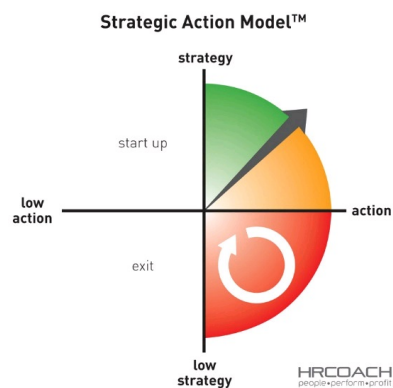
Data Analyss

To maintain integrity and consistency in data gathering, the results are independently compiled into the HR Coach Fusion web based benchmarking platform, which produces this report.

Intellectual Property

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Background



The Strategic Action Model was developed in 2003, following research on 5000 Australasian SME's. Assessments of over 700 Australasian businesses against this model in the period 2008 – 2019 have continued to validate this model to identify the attributes and core drivers of high performing businesses.

The measurement system is the underlying method of data analysis. For any workplace, the Fusion benchmark goal is 75% or above. Throughout this report, the bar graphs will assist you with your planning priorities, using the internationally recognised Risk Management System:

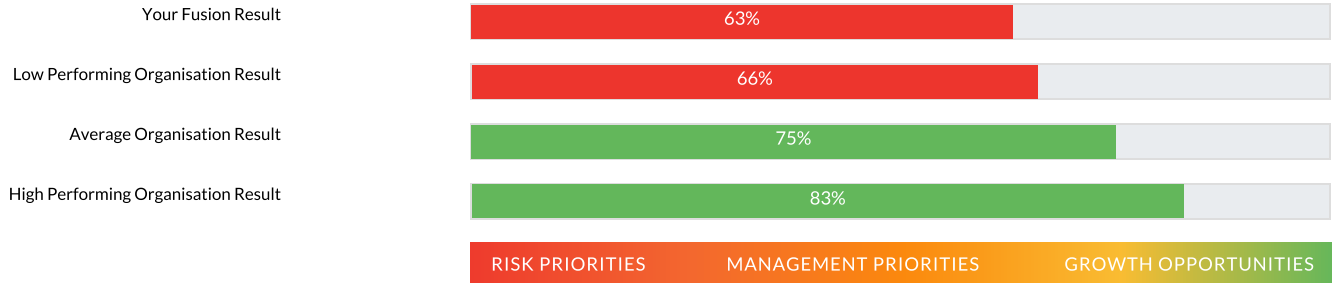
- "Green – Priorities for sustainability. This represents results that achieve a high rating of 75% or above. These are factors that show strength in your result. "
- "Amber – priorities for management. This represents results that achieve a rating of 67% - 74%. These are factors that require management attention/intervention. "
- Red – priorities for risk. This represents results that are less than 67%. These are factors that are high risk in your business.

Overall Result

This section collates the results of all the surveys into your Fusion Result. It is the overall benchmark for the business. The benchmark is a key annual measurement for the business to use if it is focused on sustainability, growth and profitability.

Your Fusion Result	63%
Low Performing Organisation Result	66%
Average Organisation Result	75%
High Performing Organisation Result	83%

Executive Summary





Process Information


Date Report Completed	13-Jan-2020	Position	
Nominated Industry Category -	Tourism/Hospitality	Number of Managers:	4
Gender		Number of Employees:	30
Number of Females:	12	Generation	
Number of Males:	6	Number of Alpha:	6
Number of Intersex:	6	Number of Gen Z:	12
Number of Other:	5	Number of Gen Y:	6
Number of Preferred not to say:	5	Number of Gen X:	5
		Number of Baby Boomers:	5
Longevity		Departments	
0-18 months :	9	Accounting:	5
18 months - 3yrs :	6	Operations:	20
3-5yrs :	7	Field:	9
5-7yrs :	6		
7+yrs :	6		
Locations			
New South Wales:	5		
Victoria:	16		
South Australia:	13		

Guide to Overall Result

This is an overall rating for the organisation, including both employee culture and management culture.

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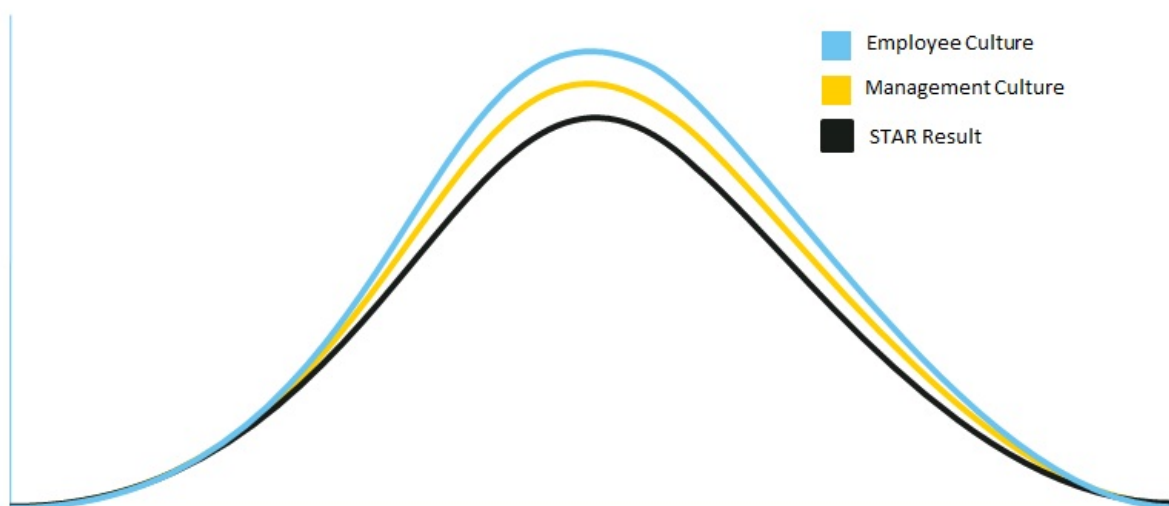
If the results are above 75%, your managers are demonstrating core behaviours with their teams, which are linked to high performing businesses. The employees are demonstrating core behaviours in their teams that are linked to high performing businesses. The results suggest that you have significant capability within your managers and team members to ensure alignment with your strategy, as long as they know and support the strategic direction of the business.
- 

If the results are between 67-74%, your managers and/or employees are frequently demonstrating core behaviours which are linked to high performing businesses. This behaviour needs to be demonstrated more frequently and effectively. Any underlying issues will be required to be addressed within 6 months to improve alignment to the strategic intent of the business.
- 

If the results are below 67%, your managers and/or employees are not demonstrating core behaviours which are linked to high performing businesses. You need to address these shortfalls within 3 months, focussing initially on any manager results below 67% - as managers need to lead and demonstrate the appropriate behaviour changes first.

Benchmark Comparisons

Throughout this report, the benchmark Fusion Results have been included. These benchmarks are updated annually, using the combined data available through the Fusion Program and the STAR Workplace Program. You will be able to compare your results to businesses that are high performing and low performing, as well as the average result. The benchmark data has been collated since 2008. This data can be used to benchmark your business to other organisations and creates valuable insight into your overall businesses' performance.



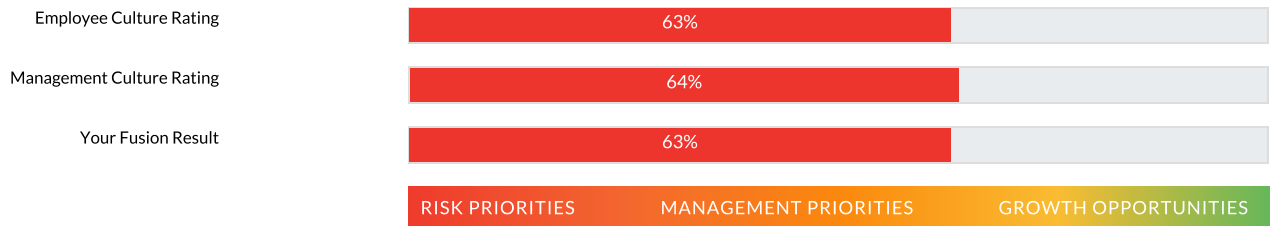
Impact of Employee and Management Culture to STAR Result

From a four year research review of the proprietary STAR Workplace data, the above pictorial graph demonstrates the genuine alignment between employee culture, management culture and overall STAR result. Where businesses seek to improve their STAR assessment results (to improve their sustainability and profitability), improving management and employee culture is essential.

How Your Fusion Result is Calculated

This result provides the organisation with an understanding of the willingness of the organisation to make strategy happen. This is an important result to review when looking at future strategy and contribution the workforce wants to make.

Total Fusion Result Calculation

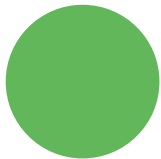


Guide to the Employee and Management Culture Overall Results

This result provides the organisation with an understanding of the willingness of the organisation to make strategy happen. This is an important result to review when looking at future strategy and contribution the workforce wants to make.

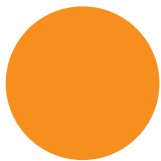
Employee Culture Rating

Management Culture Rating



If the results are above 75%, your employees are demonstrating core behaviours within their teams, which are linked to high performing businesses. The results suggest that you have significant capability within your team members to ensure alignment with your strategy, as long as they know and support their manager/s.

If the results are above 75%, your managers are demonstrating core behaviours with their teams, which are linked to high performing businesses. . The results suggest that you have significant capability within your managers to ensure alignment with your strategy, as long as they know and support the strategic direction of the business.



If the results are between 67-74%, your managers employees are frequently demonstrating core behaviours which are linked to high performing businesses. This behaviour needs to be demonstrated more frequently and effectively. Any underlying issues will be required to be addressed within 6 months to improve alignment to the strategic intent of the business.

If the results are between 67-74%, your managers are frequently demonstrating core behaviours which are linked to high performing businesses. This behaviour needs to be demonstrated more frequently and effectively. Any underlying issues will be required to be addressed within 3 - 6 months to improve alignment to the strategic intent of the business.



If the results are below 67%, your employees are not demonstrating core behaviours which are linked to high performing businesses. You need to address these shortfalls within 3 months, focussing initially on any manager results below 67% - as managers need to lead and demonstrate the appropriate behaviour changes first.

If the results are below 67%, your managers are not demonstrating core behaviours which are linked to high performing businesses. You need to address these shortfalls within 3 months, or employee behaviour and performance are unlikely to improve.

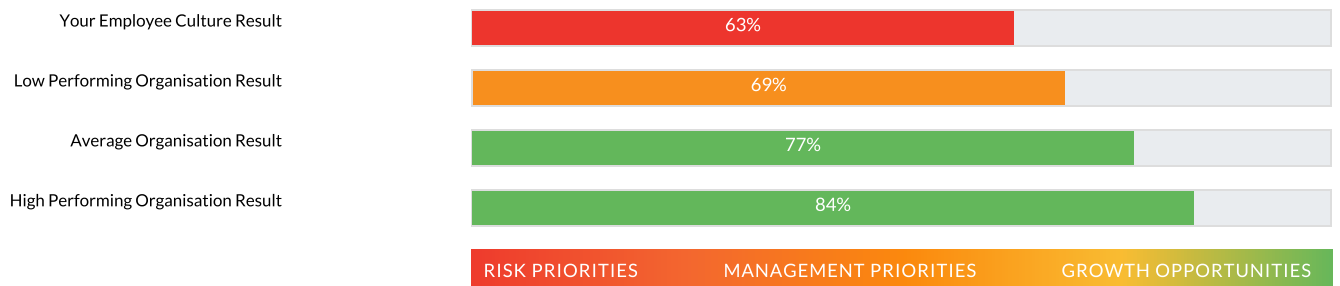
Employee Culture

This result provides the organisation with an understanding of the willingness of the organisation to make strategy happen. This is an important result to review when looking at future strategy and contribution the workforce wants to make.

Key Findings

Your Employee Culture Result	63%
Low Performing Organisation Result	69%
Average Organisation Result	77%
High Performing Organisation Result	84%

Employee Culture Benchmark



Employee Culture



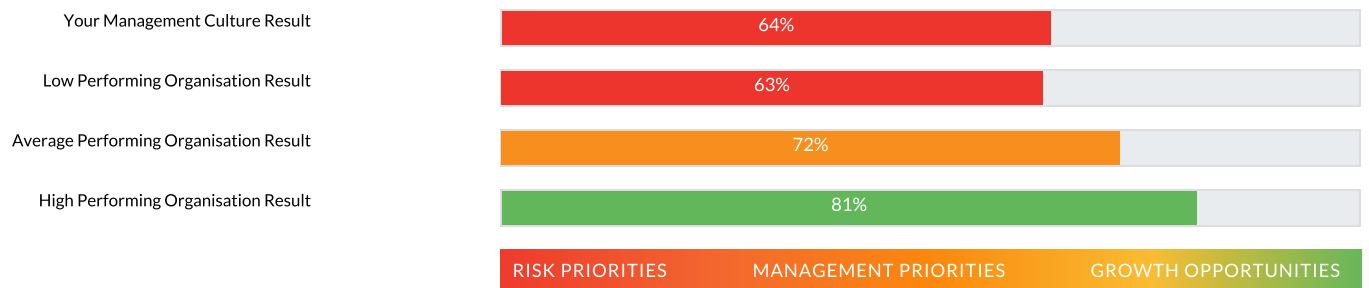
Management Culture

This result provides the organisation with an understanding of the willingness of the organisation to make strategy happen. This is an important result to review when looking at future strategy and contribution the workforce wants to make.

Key Findings

Your Management Culture Result	64%
Low Performing Organisation Result	63%
Average Organisation Result	72%
High Performing Organisation Result	81%

Management Culture Benchmark



Management Culture



Fusion Culture Report

- Employee Culture Detailed Analysis

Employee Culture - Detailed Analysis

Top 5 Indicators

Below is a sample of the top 5 indicators for Employee Culture in your business. It is important to review these indicators with the Employee Culture Data Report in the Appendix.

- | | |
|---|-----|
| 1. Employees treat the assets of the business as their own | 69% |
| 2. Employees are empowered/authorised to resolve customer complaints | 68% |
| 3. Employees are honest and trustworthy | 68% |
| 4. Employees freely contribute to making the business better | 68% |
| 5. Team members are motivated to support others to achieve performance outcomes | 68% |

Top 5 Indicators - Employee Culture

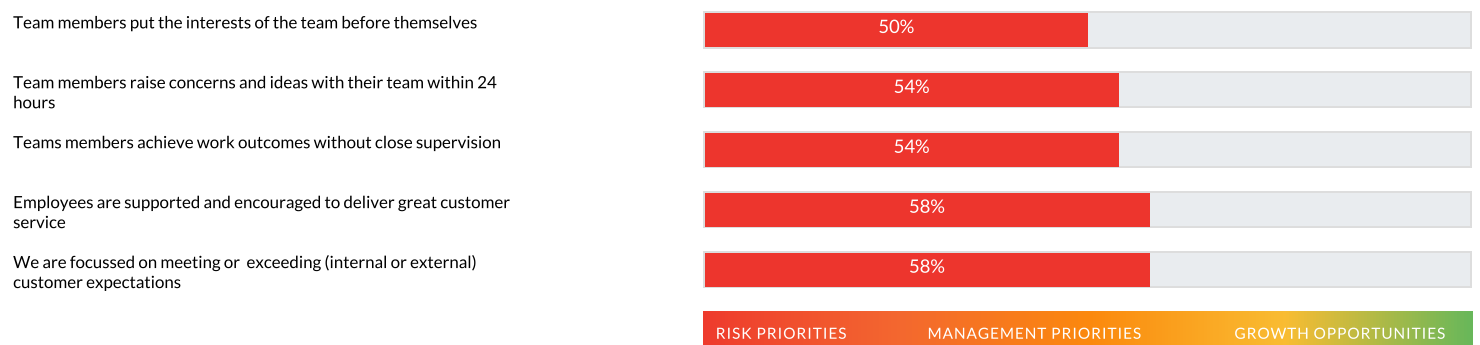


Bottom 5 Indicators

Below is a sample of the bottom 5 indicators for Employee Culture in your business. It is important to review these indicators with the Employee Culture Data Report in the Appendix.

- | | |
|---|-----|
| 1. Team members put the interests of the team before themselves | 50% |
| 2. Team members raise concerns and ideas with their team within 24 hours | 54% |
| 3. Teams members achieve work outcomes without close supervision | 54% |
| 4. Employees are supported and encouraged to deliver great customer service | 58% |
| 5. We are focussed on meeting or exceeding (internal or external) customer expectations | 58% |

Bottom 5 indicators - Employee Culture



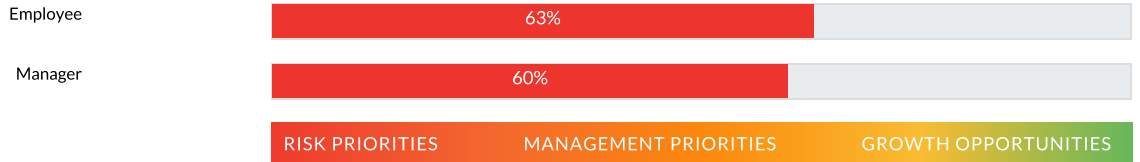
Employee Culture - Detailed Analysis

Employee Culture Results by Position

Employee - 63%

Manager - 60%

Employee Culture - by Position



The following subset graphs are designed to assist your organisation with identifying areas of strength or improvement. Where the number of respondents is 5 or less, information will not be displayed as it is statistically too small of a response for effective subset reporting.

Gender

Males 62%

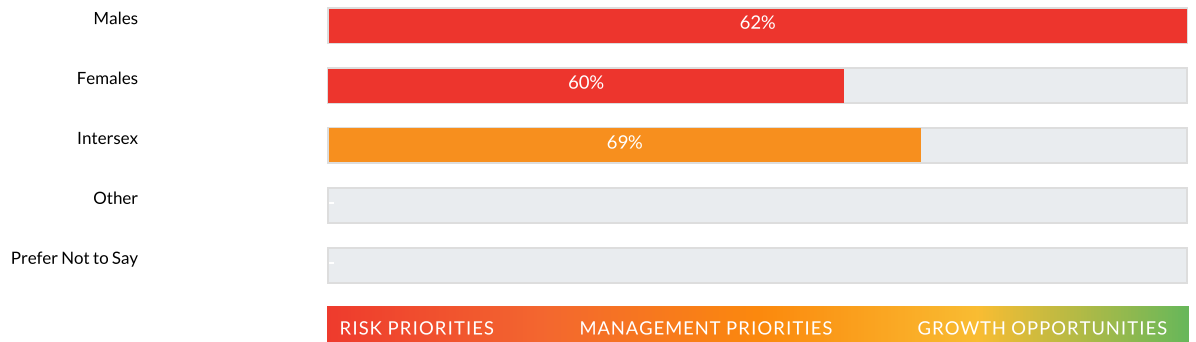
Females 60%

Intersex 69%

Other -

Prefer not to say -

Employee Culture - by Gender

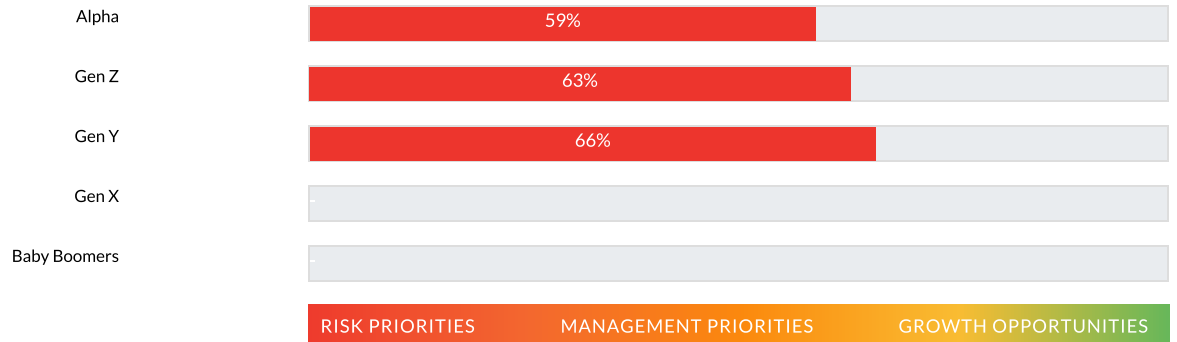


Employee Culture - Detailed Analysis

Generation

Alpha (2006 -)	59%
Gen Z (1989 - 2006)	63%
Gen Y (1978 - 1988)	66%
Gen X (1965 - 1977)	-
Baby Boomers (-1964)	-

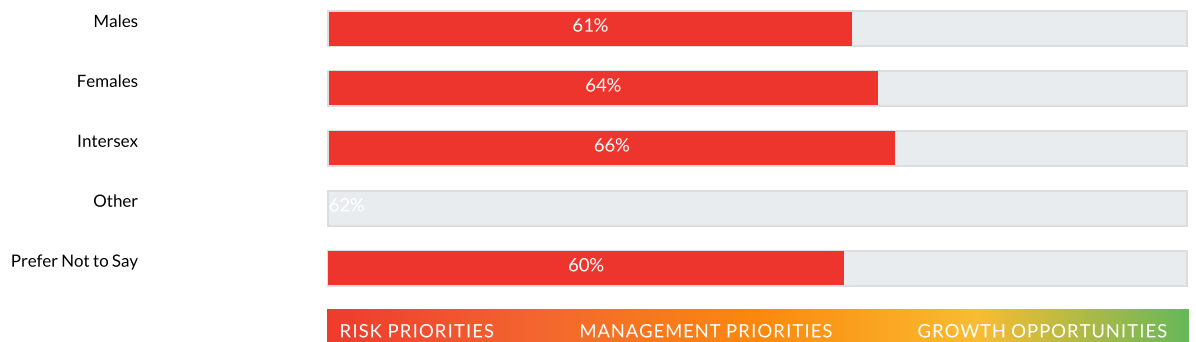
Employee Culture - by Generation



Longevity

0-18 months	61%
18 months - 3yrs	64%
3-5yrs	66%
5-7yrs	62%
7+yrs	60%

Employee Culture - by Longevity

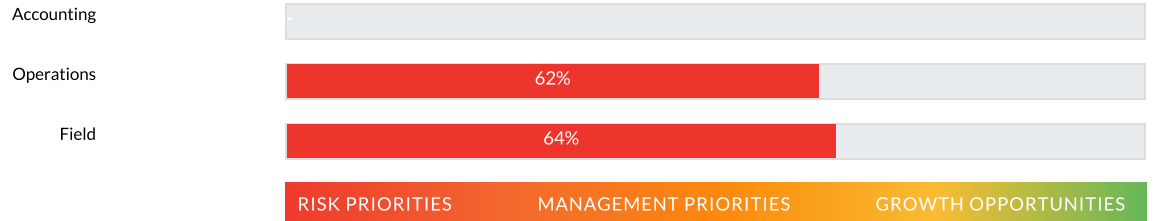


Employee Culture - Detailed Analysis

Department

Accounting: -
 Operations: 62%
 Field: 64%

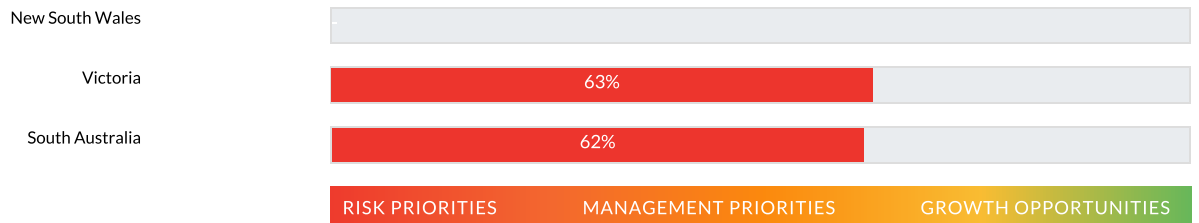
Employee Culture - by Department



Location

New South Wales: -
 Victoria: 63%
 South Australia: 62%

Employee Culture - by Location



Fusion Culture Report

- Management Culture Detailed Analysis

Management Culture - Detailed Analysis

Top 5 Indicators

Below is a sample of the top 5 indicators for Management Culture in your business. It is important to review these indicators with the Management Culture Data Report in the Appendix.

- | | |
|--|-----|
| 1. Managers create a motivating environment for people in their team | 76% |
| 2. Managers provide the work team with a definite sense of direction and purpose. | 73% |
| 3. Managers provide me with fair and honest feedback on my performance on a regular basis. | 69% |
| 4. Managers ask open ended questions to understand issues/tasks that I am familiar with. | 68% |
| 5. Managers put the interests of the business and the team before themselves. | 68% |

Top 5 Indicators - Management Culture



Bottom 5 Indicators

Below is a sample of the bottom 5 indicators for Management Culture in your business. It is important to review these indicators with the Management Culture Data Report in the Appendix.

- | | |
|--|-----|
| 1. Managers identify improvement opportunities that have a positive commercial return. | 54% |
| 2. Managers accept personal responsibility for their actions and decisions | 59% |
| 3. Managers seek feedback from the team to improve their own performance | 59% |
| 4. Managers are approachable and friendly and demonstrates good management of their emotions. | 60% |
| 5. Managers implement business solutions which enhance the commercial outcomes for the business. | 62% |

Bottom 5 indicators - Management Culture



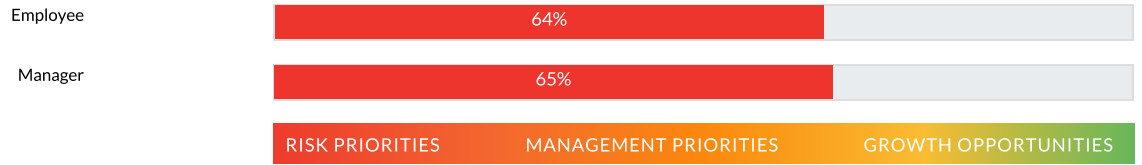
Management Culture - Detailed Analysis

Management Culture Results by Position

Employee - 64%

Manager - 65%

Management Culture - by Position



The following subset graphs are designed to assist your organisation with identifying areas of strength or improvement. Where the number of respondents is 5 or less, information will not be displayed as it is statistically too small of a response for effective subset reporting.

Gender

Males 64%

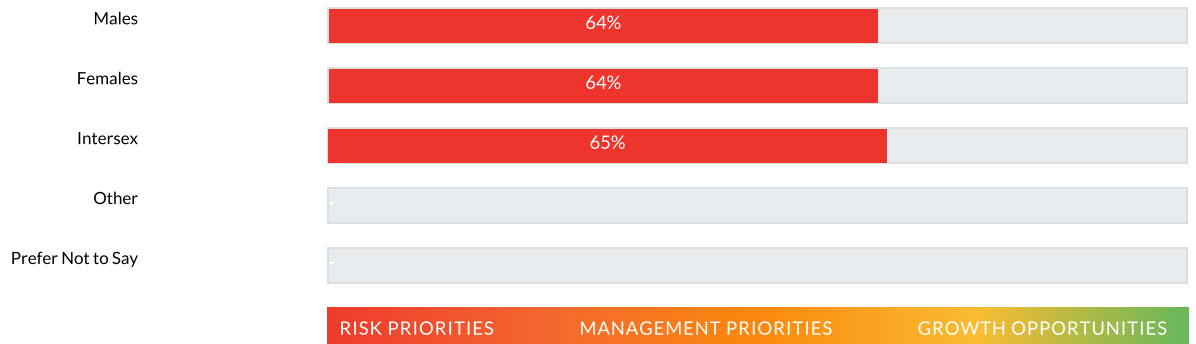
Females 64%

Intersex 65%

Other -

Prefer not to say -

Management Culture - by Gender

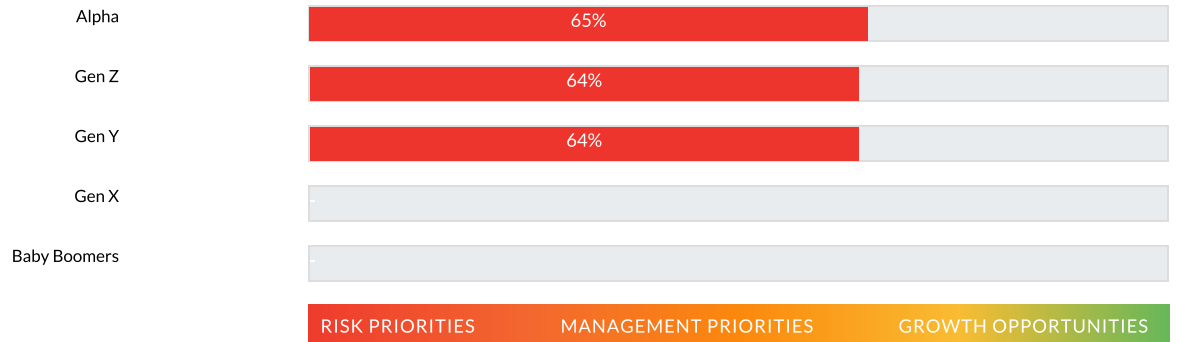


Management Culture - Detailed Analysis

Generation

Alpha (2006 -)	65%
Gen Z (1989 - 2006)	64%
Gen Y (1989 - 2006)	64%
Gen X (1965 - 1977)	-
Baby Boomers (-1964)	-

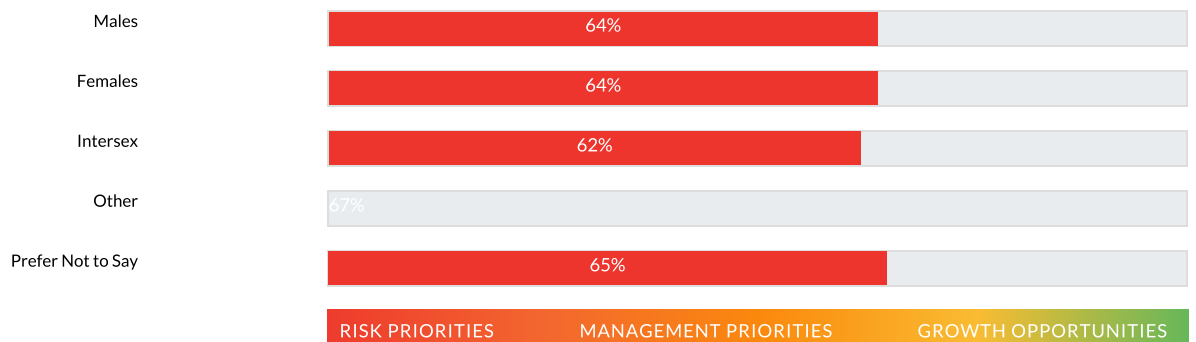
Management Culture - by Generation



Longevity

0-18 months	64%
18 months - 3yrs	64%
3-5yrs	62%
5-7yrs	67%
7+yrs	65%

Management Culture - by Longevity

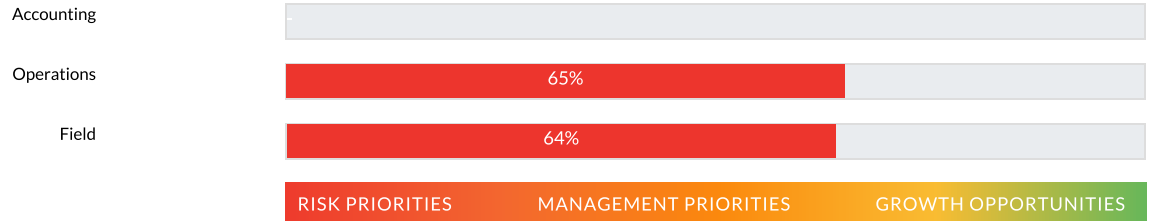


Management Culture - Detailed Analysis

Department

Accounting: -
 Operations: 65%
 Field: 64%

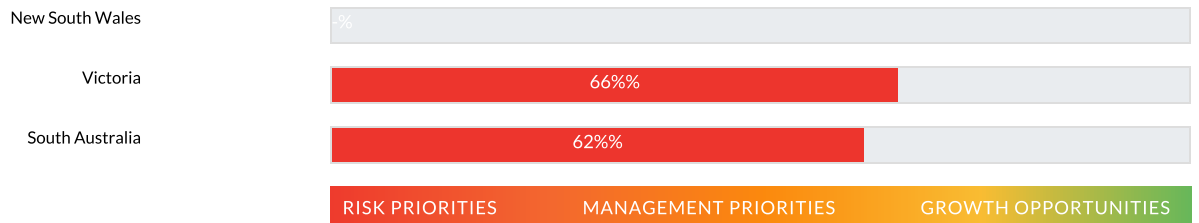
Management Culture - by Department



Location

New South Wales: -
 Victoria: 66%
 South Australia: 62%

Management Culture - by Location



Fusion Culture Report

- Employee Culture Detailed Data

Employee Culture Report - Summary

		TOTAL
Team Work	Team members work well together	68%
	Team members recognise and value the diversity and differences amongst their team	63%
	Team members raise concerns and ideas with their team within 24 hours	54%
	Team members resolve issues with their team in a timely and effective manner	64%
	Team members put the interests of the team before themselves	50%
	Total	60%
Customer Focus	We are focussed on meeting or exceeding (internal or external) customer expectations	58%
	We work together to deliver great customer service	65%
	Our systems and processes help us to deliver great customer service	60%
	Employees are supported and encouraged to deliver great customer service	58%
	Employees are empowered/authorised to resolve customer complaints	68%
	Total	62%
Work Team Motivation	Employees are motivated to meet or exceed work/task expectations	60%
	We have created an environment that employees find personally motivating	62%
	Team members are motivated to support others to achieve performance outcomes	68%
	Teams members achieve work outcomes without close supervision	54%
	Work teams frequently exceed work expectations	67%
	Total	62%
Loyalty to the Business	Employees put the interests of the business before themselves	63%
	Employees speak positively about the business	60%
	Employees freely contribute to making the business better	68%
	Employees are not seeking to leave the organisation	63%
	Employees are respected and valued	64%
	Total	63%
Honesty and Integrity	Employees work efficiently and effectively without supervision	65%
	Employees treat the assets of the business as their own	69%
	Employees raise any concerns or ideas within 24 hours with the right person	63%
	Employees do what they say they will do	64%
	Employees are honest and trustworthy	68%
	Total	66%
TOTAL Employee Culture		63%

Employee Culture Report - Position

		TOTAL	Employee	Manager
Team Work	Team members work well together	68%	66%	81%
	Team members recognise and value the diversity and differences amongst their team	63%	66%	38%
	Team members raise concerns and ideas with their team within 24 hours	54%	55%	50%
	Team members resolve issues with their team in a timely and effective manner	64%	66%	50%
	Team members put the interests of the team before themselves	50%	51%	44%
	Total	60%	61%	53%
Customer Focus	We are focussed on meeting or exceeding (internal or external) customer expectations	58%	62%	31%
	We work together to deliver great customer service	65%	63%	81%
	Our systems and processes help us to deliver great customer service	60%	61%	50%
	Employees are supported and encouraged to deliver great customer service	58%	56%	75%
	Employees are empowered/authorised to resolve customer complaints	68%	73%	25%
	Total	62%	63%	52%
Work Team Motivation	Employees are motivated to meet or exceed work/task expectations	60%	59%	63%
	We have created an environment that employees find personally motivating	62%	62%	63%
	Team members are motivated to support others to achieve performance outcomes	68%	66%	81%
	Teams members achieve work outcomes without close supervision	54%	56%	38%
	Work teams frequently exceed work expectations	67%	65%	81%
	Total	62%	62%	65%
Loyalty to the Business	Employees put the interests of the business before themselves	63%	62%	75%
	Employees speak positively about the business	60%	60%	56%
	Employees freely contribute to making the business better	68%	67%	75%
	Employees are not seeking to leave the organisation	63%	66%	38%
	Employees are respected and valued	64%	64%	63%
	Total	64%	64%	61%
Honesty and Integrity	Employees work efficiently and effectively without supervision	65%	66%	56%
	Employees treat the assets of the business as their own	69%	67%	88%
	Employees raise any concerns or ideas within 24 hours with the right person	63%	63%	63%
	Employees do what they say they will do	64%	65%	56%
	Employees are honest and trustworthy	68%	68%	69%
	Total	66%	66%	66%
TOTAL Employee Culture		63%	63%	60%

Employee Culture Report - Gender

		TOTAL	Male	Female	Intersex	Other	Prefer not to say
Team Work	Team members work well together	68%	67%	63%	67%	-	-
	Team members recognise and value the diversity and differences amongst their team	63%	63%	63%	75%	-	-
	Team members raise concerns and ideas with their team within 24 hours	54%	33%	58%	63%	-	-
	Team members resolve issues with their team in a timely and effective manner	64%	58%	69%	75%	-	-
	Team members put the interests of the team before themselves	50%	42%	54%	63%	-	-
	Total	60%	53%	61%	69%	-	-
Customer Focus	We are focussed on meeting or exceeding (internal or external) customer expectations	58%	58%	65%	46%	-	-
	We work together to deliver great customer service	65%	63%	56%	83%	-	-
	Our systems and processes help us to deliver great customer service	60%	54%	54%	79%	-	-
	Employees are supported and encouraged to deliver great customer service	58%	75%	52%	58%	-	-
	Employees are empowered/authorised to resolve customer complaints	68%	58%	77%	79%	-	-
	Total	62%	62%	61%	69%	-	-
Work Team Motivation	Employees are motivated to meet or exceed work/task expectations	60%	58%	56%	58%	-	-
	We have created an environment that employees find personally motivating	62%	79%	46%	58%	-	-
	Team members are motivated to support others to achieve performance outcomes	68%	54%	73%	67%	-	-
	Teams members achieve work outcomes without close supervision	54%	50%	48%	75%	-	-
	Work teams frequently exceed work expectations	67%	71%	67%	50%	-	-
	Total	62%	62%	58%	62%	-	-
Loyalty to the Business	Employees put the interests of the business before themselves	63%	63%	65%	71%	-	-
	Employees speak positively about the business	60%	63%	58%	67%	-	-
	Employees freely contribute to making the business better	68%	58%	65%	67%	-	-
	Employees are not seeking to leave the organisation	63%	58%	52%	79%	-	-
	Employees are respected and valued	64%	71%	58%	71%	-	-
	Total	64%	63%	60%	71%	-	-
Honesty and Integrity	Employees work efficiently and effectively without supervision	65%	92%	56%	63%	-	-
	Employees treat the assets of the business as their own	69%	63%	60%	92%	-	-
	Employees raise any concerns or ideas within 24 hours with the right person	63%	67%	65%	54%	-	-
	Employees do what they say they will do	64%	75%	67%	75%	-	-
	Employees are honest and trustworthy	68%	63%	52%	79%	-	-
	Total	66%	72%	60%	73%	-	-
TOTAL Employee Culture		63%	62%	60%	69%	-	-

Employee Culture Report - Generation

		TOTAL	Alpha	Gen Z	Gen Y	Gen X	Baby Boomer
Team Work	Team members work well together	68%	63%	65%	63%	-	-
	Team members recognise and value the diversity and differences amongst their team	63%	71%	60%	71%	-	-
	Team members raise concerns and ideas with their team within 24 hours	54%	54%	48%	54%	-	-
	Team members resolve issues with their team in a timely and effective manner	64%	71%	63%	63%	-	-
	Team members put the interests of the team before themselves	50%	54%	48%	54%	-	-
	Total	60%	63%	57%	61%	-	-
Customer Focus	We are focussed on meeting or exceeding (internal or external) customer expectations	58%	75%	63%	46%	-	-
	We work together to deliver great customer service	65%	50%	65%	79%	-	-
	Our systems and processes help us to deliver great customer service	60%	46%	63%	71%	-	-
	Employees are supported and encouraged to deliver great customer service	58%	50%	69%	58%	-	-
	Employees are empowered/authorised to resolve customer complaints	68%	75%	71%	67%	-	-
	Total	62%	59%	66%	64%	-	-
Work Team Motivation	Employees are motivated to meet or exceed work/task expectations	60%	58%	58%	50%	-	-
	We have created an environment that employees find personally motivating	62%	46%	63%	67%	-	-
	Team members are motivated to support others to achieve performance outcomes	68%	71%	67%	67%	-	-
	Teams members achieve work outcomes without close supervision	54%	29%	60%	63%	-	-
	Work teams frequently exceed work expectations	67%	67%	71%	46%	-	-
	Total	62%	54%	64%	59%	-	-
Loyalty to the Business	Employees put the interests of the business before themselves	63%	75%	56%	79%	-	-
	Employees speak positively about the business	60%	63%	52%	75%	-	-
	Employees freely contribute to making the business better	68%	63%	63%	75%	-	-
	Employees are not seeking to leave the organisation	63%	46%	60%	71%	-	-
	Employees are respected and valued	64%	58%	69%	58%	-	-
	Total	64%	61%	60%	72%	-	-
Honesty and Integrity	Employees work efficiently and effectively without supervision	65%	54%	77%	67%	-	-
	Employees treat the assets of the business as their own	69%	58%	58%	92%	-	-
	Employees raise any concerns or ideas within 24 hours with the right person	63%	50%	75%	63%	-	-
	Employees do what they say they will do	64%	67%	67%	75%	-	-
	Employees are honest and trustworthy	68%	58%	58%	79%	-	-
	Total	66%	57%	67%	75%	-	-
TOTAL Management Culture		63%	59%	63%	66%	-	-

Employee Culture Report - Longevity

		TOTAL	0-18 months	18 months - 3yrs	3-5yrs	5-7yrs	7+yrs
Team Work	Team members work well together	68%	64%	58%	61%	88%	71%
	Team members recognise and value the diversity and differences amongst their team	63%	67%	63%	75%	46%	58%
	Team members raise concerns and ideas with their team within 24 hours	54%	53%	33%	54%	63%	71%
	Team members resolve issues with their team in a timely and effective manner	64%	58%	71%	68%	63%	63%
	Team members put the interests of the team before themselves	50%	44%	50%	54%	63%	42%
	Total		60%	57%	55%	62%	65%
Customer Focus	We are focussed on meeting or exceeding (internal or external) customer expectations	58%	72%	67%	46%	63%	38%
	We work together to deliver great customer service	65%	64%	54%	79%	75%	54%
	Our systems and processes help us to deliver great customer service	60%	64%	50%	71%	71%	38%
	Employees are supported and encouraged to deliver great customer service	58%	64%	58%	64%	46%	54%
	Employees are empowered/authorised to resolve customer complaints	68%	75%	67%	71%	54%	67%
	Total		62%	68%	59%	66%	62%
Work Team Motivation	Employees are motivated to meet or exceed work/task expectations	60%	53%	79%	50%	54%	67%
	We have created an environment that employees find personally motivating	62%	47%	71%	64%	63%	71%
	Team members are motivated to support others to achieve performance outcomes	68%	69%	67%	68%	67%	67%
	Teams members achieve work outcomes without close supervision	54%	36%	63%	68%	46%	63%
	Work teams frequently exceed work expectations	67%	75%	67%	46%	71%	75%
	Total		62%	56%	69%	59%	60%
Loyalty to the Business	Employees put the interests of the business before themselves	63%	69%	63%	71%	63%	46%
	Employees speak positively about the business	60%	56%	63%	71%	54%	54%
	Employees freely contribute to making the business better	68%	69%	50%	79%	79%	58%
	Employees are not seeking to leave the organisation	63%	56%	67%	64%	58%	71%
	Employees are respected and valued	64%	64%	83%	54%	63%	58%
	Total		64%	63%	65%	68%	63%
Honesty and Integrity	Employees work efficiently and effectively without supervision	65%	67%	83%	71%	42%	58%
	Employees treat the assets of the business as their own	69%	58%	54%	82%	67%	88%
	Employees raise any concerns or ideas within 24 hours with the right person	63%	61%	71%	64%	58%	63%
	Employees do what they say they will do	64%	69%	79%	68%	67%	33%
	Employees are honest and trustworthy	68%	56%	75%	75%	63%	79%
	Total		66%	62%	72%	72%	59%
TOTAL Management Culture		63%	61%	64%	66%	62%	60%

Employee Culture Report - Departments

		TOTAL	Accounting	Operations	Field
Team Work	Team members work well together	68%	-	65%	78%
	Team members recognise and value the diversity and differences amongst their team	63%	-	58%	64%
	Team members raise concerns and ideas with their team within 24 hours	54%	-	49%	53%
	Team members resolve issues with their team in a timely and effective manner	64%	-	63%	75%
	Team members put the interests of the team before themselves	50%	-	45%	67%
	Total	60%	-	56%	67%
Customer Focus	We are focussed on meeting or exceeding (internal or external) customer expectations	58%	-	53%	67%
	We work together to deliver great customer service	65%	-	63%	67%
	Our systems and processes help us to deliver great customer service	60%	-	56%	64%
	Employees are supported and encouraged to deliver great customer service	58%	-	61%	56%
	Employees are empowered/authorised to resolve customer complaints	68%	-	68%	69%
	Total	62%	-	60%	65%
Work Team Motivation	Employees are motivated to meet or exceed work/task expectations	60%	-	68%	50%
	We have created an environment that employees find personally motivating	62%	-	63%	67%
	Team members are motivated to support others to achieve performance outcomes	68%	-	73%	56%
	Teams members achieve work outcomes without close supervision	54%	-	53%	58%
	Work teams frequently exceed work expectations	67%	-	73%	64%
	Total	62%	-	66%	59%
Loyalty to the Business	Employees put the interests of the business before themselves	63%	-	64%	67%
	Employees speak positively about the business	60%	-	58%	56%
	Employees freely contribute to making the business better	68%	-	65%	67%
	Employees are not seeking to leave the organisation	63%	-	56%	72%
	Employees are respected and valued	64%	-	56%	72%
	Total	64%	-	62%	66%
Honesty and Integrity	Employees work efficiently and effectively without supervision	65%	-	66%	58%
	Employees treat the assets of the business as their own	69%	-	73%	67%
	Employees raise any concerns or ideas within 24 hours with the right person	63%	-	66%	64%
	Employees do what they say they will do	64%	-	61%	69%
	Employees are honest and trustworthy	68%	-	70%	67%
	Total	66%	-	67%	65%
TOTAL employee Culture		63%	-	62%	64%

Employee Culture Report - Locations

		TOTAL	New South Wales	Victoria	South Australia
Team Work	Team members work well together	68%	-	80%	54%
	Team members recognise and value the diversity and differences amongst their team	63%	-	52%	71%
	Team members raise concerns and ideas with their team within 24 hours	54%	-	50%	60%
	Team members resolve issues with their team in a timely and effective manner	64%	-	61%	71%
	Team members put the interests of the team before themselves	50%	-	55%	46%
	Total	60%	-	60%	60%
Customer Focus	We are focussed on meeting or exceeding (internal or external) customer expectations	58%	-	64%	46%
	We work together to deliver great customer service	65%	-	61%	71%
	Our systems and processes help us to deliver great customer service	60%	-	58%	60%
	Employees are supported and encouraged to deliver great customer service	58%	-	52%	67%
	Employees are empowered/authorised to resolve customer complaints	68%	-	67%	71%
	Total	62%	-	60%	63%
Work Team Motivation	Employees are motivated to meet or exceed work/task expectations	60%	-	59%	65%
	We have created an environment that employees find personally motivating	62%	-	56%	63%
	Team members are motivated to support others to achieve performance outcomes	68%	-	63%	67%
	Teams members achieve work outcomes without close supervision	54%	-	52%	58%
	Work teams frequently exceed work expectations	67%	-	84%	48%
	Total	62%	-	63%	60%
Loyalty to the Business	Employees put the interests of the business before themselves	63%	-	67%	63%
	Employees speak positively about the business	60%	-	64%	56%
	Employees freely contribute to making the business better	68%	-	70%	65%
	Employees are not seeking to leave the organisation	63%	-	61%	67%
	Employees are respected and valued	64%	-	69%	60%
	Total	64%	-	66%	62%
Honesty and Integrity	Employees work efficiently and effectively without supervision	65%	-	61%	69%
	Employees treat the assets of the business as their own	69%	-	70%	65%
	Employees raise any concerns or ideas within 24 hours with the right person	63%	-	64%	62%
	Employees do what they say they will do	64%	-	72%	62%
	Employees are honest and trustworthy	68%	-	63%	71%
	Total	66%	-	66%	66%
TOTAL employee Culture		63%	-	63%	62%

Fusion Culture Report

- Management Culture Detailed Data

Management Culture Sub Report - Summary

		TOTAL
Business Acumen	Managers ensure our team is aware of our financial performance by providing a regular updates.	65%
	Managers identify improvement opportunities that have a positive commercial return.	54%
	Managers implement process improvement strategies to reduce waste and improve effectiveness.	63%
	Managers ensure that any suggestions for improvement are aligned with the commercial goals of the business.	67%
	Managers implement business solutions which enhance the commercial outcomes for the business.	62%
	Total	62%
Self-Motivated	Managers do everything possible to ensure that we meet goals and deadlines.	63%
	Managers accept personal responsibility for their actions and decisions	59%
	Managers find opportunities for improvement, even when experiencing challenges.	65%
	Managers create a motivating environment for people in their team	76%
	Managers lead by positive example all of the time.	67%
	Total	66%
Quality of Communication	Managers ask open ended questions to understand issues/tasks that I am familiar with.	68%
	Managers listen to my input and asks questions for clarification.	63%
	Managers reflect my thinking and ensures that we are on the same, agreed page before moving forward.	63%
	Managers provide me with fair and honest feedback on my performance on a regular basis.	69%
	Managers are approachable and friendly and demonstrates good management of their emotions.	60%
	Total	65%
Team Leadership	Managers act with honesty and integrity and builds trust within the team.	63%
	Managers put the interests of the business and the team before themselves.	68%
	Managers provide the work team with a definite sense of direction and purpose.	73%
	Managers work with team members to find practical, immediate solutions for the day-to-day work challenges that surface.	64%
	Managers seek feedback from the team to improve their own performance	59%
	Total	65%
Quality of Planning and Being Organised	Managers communicate expectations into achievable goals and manageable steps.	63%
	Managers work to improve or implement new approaches and ideas that are proposed	63%
	Managers deliver on promises and commitments that they have made	63%
	Managers keep team members informed of changes as they surface	62%
	Managers focus on the right priorities all of the time	67%
	Total	64%
TOTAL Management Culture		64%

Management Culture Sub Report - Position

		TOTAL	Employee	Manager
Business Acumen	Managers ensure our team is aware of our financial performance by providing a regular updates.	65%	68%	38%
	Managers identify improvement opportunities that have a positive commercial return.	54%	54%	50%
	Managers implement process improvement strategies to reduce waste and improve effectiveness.	63%	61%	81%
	Managers ensure that any suggestions for improvement are aligned with the commercial goals of the business.	67%	68%	56%
	Managers implement business solutions which enhance the commercial outcomes for the business.	62%	63%	50%
	Total	62%	63%	55%
Self-Motivated	Managers do everything possible to ensure that we meet goals and deadlines.	63%	62%	75%
	Managers accept personal responsibility for their actions and decisions	59%	60%	50%
	Managers find opportunities for improvement, even when experiencing challenges.	65%	68%	44%
	Managers create a motivating environment for people in their team	76%	74%	88%
	Managers lead by positive example all of the time.	67%	66%	75%
	Total	66%	66%	66%
Quality of Communication	Managers ask open ended questions to understand issues/tasks that I am familiar with.	68%	68%	69%
	Managers listen to my input and asks questions for clarification.	63%	59%	94%
	Managers reflect my thinking and ensures that we are on the same, agreed page before moving forward.	63%	63%	63%
	Managers provide me with fair and honest feedback on my performance on a regular basis.	69%	70%	63%
	Managers are approachable and friendly and demonstrates good management of their emotions.	60%	59%	69%
	Total	65%	64%	72%
Team Leadership	Managers act with honesty and integrity and builds trust within the team.	63%	62%	75%
	Managers put the interests of the business and the team before themselves.	68%	68%	69%
	Managers provide the work team with a definite sense of direction and purpose.	73%	73%	69%
	Managers work with team members to find practical, immediate solutions for the day-to-day work challenges that surface.	64%	61%	88%
	Managers seek feedback from the team to improve their own performance	59%	59%	56%
	Total	65%	65%	71%
Quality of Planning and Being Organised	Managers communicate expectations into achievable goals and manageable steps.	63%	63%	69%
	Managers work to improve or implement new approaches and ideas that are proposed	63%	65%	44%
	Managers deliver on promises and commitments that they have made	63%	65%	50%
	Managers keep team members informed of changes as they surface	62%	60%	75%
	Managers focus on the right priorities all of the time	67%	67%	69%
	Total	64%	64%	61%
TOTAL Management Culture		64%	64%	65%

Management Culture Report - Gender

		TOTAL	Male	Female	Intersex	Other	Prefer not to say
Business Acumen	Managers ensure our team is aware of our financial performance by providing a regular updates.	65%	58%	60%	75%	-	-
	Managers identify improvement opportunities that have a positive commercial return.	54%	46%	58%	54%	-	-
	Managers implement process improvement strategies to reduce waste and improve effectiveness.	63%	63%	60%	58%	-	-
	Managers ensure that any suggestions for improvement are aligned with the commercial goals of the business.	67%	79%	75%	58%	-	-
	Managers implement business solutions which enhance the commercial outcomes for the business.	62%	58%	71%	67%	-	-
	Total	62%	61%	65%	62%	-	-
Self-Motivated	Managers do everything possible to ensure that we meet goals and deadlines.	63%	50%	63%	71%	-	-
	Managers accept personal responsibility for their actions and decisions	59%	58%	58%	67%	-	-
	Managers find opportunities for improvement, even when experiencing challenges.	65%	46%	60%	79%	-	-
	Managers create a motivating environment for people in their team	76%	75%	75%	100%	-	-
	Managers lead by positive example all of the time.	67%	63%	58%	63%	-	-
	Total	66%	58%	63%	76%	-	-
Quality of Communication	Managers ask open ended questions to understand issues/tasks that I am familiar with.	68%	67%	63%	67%	-	-
	Managers listen to my input and asks questions for clarification.	63%	63%	60%	63%	-	-
	Managers reflect my thinking and ensures that we are on the same, agreed page before moving forward.	63%	83%	60%	71%	-	-
	Managers provide me with fair and honest feedback on my performance on a regular basis.	69%	58%	73%	71%	-	-
	Managers are approachable and friendly and demonstrates good management of their emotions.	60%	50%	67%	58%	-	-
	Total	65%	64%	65%	66%	-	-
Loyalty to the Team Leadership	Managers act with honesty and integrity and builds trust within the team.	63%	67%	69%	33%	-	-
	Managers put the interests of the business and the team before themselves.	68%	71%	65%	67%	-	-
	Managers provide the work team with a definite sense of direction and purpose.	73%	75%	75%	71%	-	-
	Managers work with team members to find practical, immediate solutions for the day-to-day work challenges that surface.	64%	67%	60%	54%	-	-
	Managers seek feedback from the team to improve their own performance	59%	63%	54%	46%	-	-
	Total	65%	69%	65%	54%	-	-
Quality of Planning and Being Organised	Managers communicate expectations into achievable goals and manageable steps.	63%	63%	67%	67%	-	-
	Managers work to improve or implement new approaches and ideas that are proposed	63%	75%	58%	58%	-	-
	Managers deliver on promises and commitments that they have made	63%	67%	65%	71%	-	-
	Managers keep team members informed of changes as they surface	62%	63%	65%	63%	-	-
	Managers focus on the right priorities all of the time	67%	79%	69%	63%	-	-
	Total	64%	69%	65%	64%	-	-
TOTAL Management Culture		64%	64%	64%	65%	-	-

Management Culture Report - Generation

		TOTAL	Alpha	Gen Z	Gen Y	Gen X	Baby Boomer
Business Acumen	Managers ensure our team is aware of our financial performance by providing a regular updates.	65%	58%	60%	75%	-	-
	Managers identify improvement opportunities that have a positive commercial return.	54%	50%	54%	54%	-	-
	Managers implement process improvement strategies to reduce waste and improve effectiveness.	63%	71%	50%	58%	-	-
	Managers ensure that any suggestions for improvement are aligned with the commercial goals of the business.	67%	83%	73%	50%	-	-
	Managers implement business solutions which enhance the commercial outcomes for the business.	62%	63%	69%	54%	-	-
	Total	62%	65%	61%	58%	-	-
Self-Motivated	Managers do everything possible to ensure that we meet goals and deadlines.	63%	46%	63%	79%	-	-
	Managers accept personal responsibility for their actions and decisions	59%	54%	63%	58%	-	-
	Managers find opportunities for improvement, even when experiencing challenges.	65%	67%	56%	67%	-	-
	Managers create a motivating environment for people in their team	76%	79%	67%	100%	-	-
	Managers lead by positive example all of the time.	67%	42%	69%	75%	-	-
	Total	66%	58%	64%	76%	-	-
Quality of Communication	Managers ask open ended questions to understand issues/tasks that I am familiar with.	68%	54%	73%	67%	-	-
	Managers listen to my input and asks questions for clarification.	63%	71%	50%	75%	-	-
	Managers reflect my thinking and ensures that we are on the same, agreed page before moving forward.	63%	63%	65%	75%	-	-
	Managers provide me with fair and honest feedback on my performance on a regular basis.	69%	63%	71%	79%	-	-
	Managers are approachable and friendly and demonstrates good management of their emotions.	60%	67%	58%	46%	-	-
	Total	65%	64%	63%	68%	-	-
Team Leadership	Managers act with honesty and integrity and builds trust within the team.	63%	88%	60%	38%	-	-
	Managers put the interests of the business and the team before themselves.	68%	71%	71%	67%	-	-
	Managers provide the work team with a definite sense of direction and purpose.	73%	88%	67%	75%	-	-
	Managers work with team members to find practical, immediate solutions for the day-to-day work challenges that surface.	64%	54%	60%	58%	-	-
	Managers seek feedback from the team to improve their own performance	59%	42%	71%	42%	-	-
	Total	65%	69%	66%	56%	-	-
Quality of Planning and Being Organised	Managers communicate expectations into achievable goals and manageable steps.	63%	67%	67%	63%	-	-
	Managers work to improve or implement new approaches and ideas that are proposed	63%	58%	67%	58%	-	-
	Managers deliver on promises and commitments that they have made	63%	67%	65%	67%	-	-
	Managers keep team members informed of changes as they surface	62%	67%	65%	63%	-	-
	Managers focus on the right priorities all of the time	67%	83%	67%	63%	-	-
	Total	64%	68%	66%	63%	-	-
TOTAL Management Culture		64%	65%	64%	64%	-	-

Management Culture Report - Longevity

		TOTAL	0-18 months	18 months - 3yrs	3-5yrs	5-7yrs	7+yrs
Business Acumen	Managers ensure our team is aware of our financial performance by providing a regular updates.	65%	61%	54%	79%	67%	63%
	Managers identify improvement opportunities that have a positive commercial return.	54%	47%	46%	57%	67%	54%
	Managers implement process improvement strategies to reduce waste and improve effectiveness.	63%	58%	54%	54%	67%	88%
	Managers ensure that any suggestions for improvement are aligned with the commercial goals of the business.	67%	81%	88%	46%	83%	33%
	Managers implement business solutions which enhance the commercial outcomes for the business.	62%	61%	67%	57%	63%	63%
	Total		62%	62%	62%	59%	69%
Self-Motivated	Managers do everything possible to ensure that we meet goals and deadlines.	63%	47%	63%	75%	75%	63%
	Managers accept personal responsibility for their actions and decisions	59%	58%	63%	54%	58%	63%
	Managers find opportunities for improvement, even when experiencing challenges.	65%	67%	63%	61%	67%	67%
	Managers create a motivating environment for people in their team	76%	75%	67%	93%	71%	71%
	Managers lead by positive example all of the time.	67%	50%	75%	79%	71%	67%
	Total		66%	59%	66%	72%	68%
Quality of Communication	Managers ask open ended questions to understand issues/tasks that I am familiar with.	68%	64%	71%	64%	67%	79%
	Managers listen to my input and asks questions for clarification.	63%	58%	50%	68%	67%	75%
	Managers reflect my thinking and ensures that we are on the same, agreed page before moving forward.	63%	64%	75%	71%	50%	50%
	Managers provide me with fair and honest feedback on my performance on a regular basis.	69%	61%	71%	82%	67%	67%
	Managers are approachable and friendly and demonstrates good management of their emotions.	60%	61%	58%	43%	79%	63%
	Total		65%	62%	65%	66%	66%
Team Leadership	Managers act with honesty and integrity and builds trust within the team.	63%	81%	63%	36%	71%	63%
	Managers put the interests of the business and the team before themselves.	68%	75%	67%	61%	58%	79%
	Managers provide the work team with a definite sense of direction and purpose.	73%	86%	58%	71%	71%	71%
	Managers work with team members to find practical, immediate solutions for the day-to-day work challenges that surface.	64%	58%	54%	64%	71%	75%
	Managers seek feedback from the team to improve their own performance	59%	53%	79%	39%	67%	63%
	Total		65%	71%	64%	54%	68%
Quality of Planning and Being Organised	Managers communicate expectations into achievable goals and manageable steps.	63%	69%	54%	68%	58%	63%
	Managers work to improve or implement new approaches and ideas that are proposed	63%	61%	75%	54%	63%	63%
	Managers deliver on promises and commitments that they have made	63%	64%	63%	64%	63%	63%
	Managers keep team members informed of changes as they surface	62%	69%	63%	57%	54%	63%
	Managers focus on the right priorities all of the time	67%	78%	71%	61%	71%	50%
	Total		64%	68%	65%	61%	62%
TOTAL Management Culture		64%	64%	64%	62%	67%	65%

Management Culture Report - Departments

		TOTAL	Accounting	Operations	Field
Business Acumen	Managers ensure our team is aware of our financial performance by providing a regular updates.	65%	-	56%	75%
	Managers identify improvement opportunities that have a positive commercial return.	54%	-	53%	58%
	Managers implement process improvement strategies to reduce waste and improve effectiveness.	63%	-	61%	58%
	Managers ensure that any suggestions for improvement are aligned with the commercial goals of the business.	67%	-	65%	69%
	Managers implement business solutions which enhance the commercial outcomes for the business.	62%	-	61%	61%
	Total	62%	-	59%	64%
Self-Motivated	Managers do everything possible to ensure that we meet goals and deadlines.	63%	-	65%	56%
	Managers accept personal responsibility for their actions and decisions	59%	-	61%	56%
	Managers find opportunities for improvement, even when experiencing challenges.	65%	-	64%	69%
	Managers create a motivating environment for people in their team	76%	-	75%	78%
	Managers lead by positive example all of the time.	67%	-	69%	64%
	Total	66%	-	67%	65%
Quality of Communication	Managers ask open ended questions to understand issues/tasks that I am familiar with.	68%	-	73%	61%
	Managers listen to my input and asks questions for clarification.	63%	-	64%	64%
	Managers reflect my thinking and ensures that we are on the same, agreed page before moving forward.	63%	-	63%	64%
	Managers provide me with fair and honest feedback on my performance on a regular basis.	69%	-	65%	86%
	Managers are approachable and friendly and demonstrates good management of their emotions.	60%	-	63%	56%
	Total	65%	-	66%	66%
Team Leadership	Managers act with honesty and integrity and builds trust within the team.	63%	-	64%	56%
	Managers put the interests of the business and the team before themselves.	68%	-	73%	56%
	Managers provide the work team with a definite sense of direction and purpose.	73%	-	73%	67%
	Managers work with team members to find practical, immediate solutions for the day-to-day work challenges that surface.	64%	-	58%	75%
	Managers seek feedback from the team to improve their own performance	59%	-	58%	75%
	Total	65%	-	66%	62%
Quality of Planning and Being Organised	Managers communicate expectations into achievable goals and manageable steps.	63%	-	68%	67%
	Managers work to improve or implement new approaches and ideas that are proposed	63%	-	58%	67%
	Managers deliver on promises and commitments that they have made	63%	-	65%	56%
	Managers keep team members informed of changes as they surface	62%	-	66%	64%
	Managers focus on the right priorities all of the time	67%	-	71%	64%
	Total	64%	-	66%	64%
TOTAL employee Culture		64%	-	65%	64%

Management Culture Report - Locations

		TOTAL	New South Wales	Victoria	South Australia
Business Acumen	Managers ensure our team is aware of our financial performance by providing a regular updates.	65%	-	64%	67%
	Managers identify improvement opportunities that have a positive commercial return.	54%	-	59%	46%
	Managers implement process improvement strategies to reduce waste and improve effectiveness.	63%	-	72%	56%
	Managers ensure that any suggestions for improvement are aligned with the commercial goals of the business.	67%	-	67%	71%
	Managers implement business solutions which enhance the commercial outcomes for the business.	62%	-	67%	54%
	Total	62%	-	66%	59%
Self-Motivated	Managers do everything possible to ensure that we meet goals and deadlines.	63%	-	66%	69%
	Managers accept personal responsibility for their actions and decisions	59%	-	55%	60%
	Managers find opportunities for improvement, even when experiencing challenges.	65%	-	67%	62%
	Managers create a motivating environment for people in their team	76%	-	69%	87%
	Managers lead by positive example all of the time.	67%	-	59%	75%
	Total	66%	-	63%	71%
Quality of Communication	Managers ask open ended questions to understand issues/tasks that I am familiar with.	68%	-	73%	63%
	Managers listen to my input and asks questions for clarification.	63%	-	64%	56%
	Managers reflect my thinking and ensures that we are on the same, agreed page before moving forward.	63%	-	63%	65%
	Managers provide me with fair and honest feedback on my performance on a regular basis.	69%	-	72%	65%
	Managers are approachable and friendly and demonstrates good management of their emotions.	60%	-	69%	52%
	Total	65%	-	68%	60%
Team Leadership	Managers act with honesty and integrity and builds trust within the team.	63%	-	66%	56%
	Managers put the interests of the business and the team before themselves.	68%	-	67%	63%
	Managers provide the work team with a definite sense of direction and purpose.	73%	-	72%	77%
	Managers work with team members to find practical, immediate solutions for the day-to-day work challenges that surface.	64%	-	70%	60%
	Managers seek feedback from the team to improve their own performance	59%	-	63%	56%
	Total	65%	-	68%	62%
Quality of Planning and Being Organised	Managers communicate expectations into achievable goals and manageable steps.	63%	-	67%	56%
	Managers work to improve or implement new approaches and ideas that are proposed	63%	-	69%	54%
	Managers deliver on promises and commitments that they have made	63%	-	63%	62%
	Managers keep team members informed of changes as they surface	62%	-	64%	62%
	Managers focus on the right priorities all of the time	67%	-	72%	58%
	Total	64%	-	67%	58%
TOTAL management Culture		64%	-	66%	62%