REACH BRIEFING

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REACH Consulting Services (RCS) and the OrgDev Institute (ODI) collaborated to study evidence of utility offered by the REACH Culture Survey. In this REACH Briefing, scales (including the REACH Quotient, its clusters and characteristics) reported by the REACH Culture Survey were analyzed for evidence of correlation with engagement-related outcomes.

- ODI gathered responses from 726 participants who completed the REACH Culture Survey as part of organizational development initiatives.
- The REACH Culture Survey reveals the extent to which specific REACH characteristics are promoted in the workplace culture based on the observations of internal stakeholders, including employees and their leaders, supervisors and managers.
- Within the REACH Culture Survey, participants are asked to rate the presence of a REACH culture based on the extent to which leaders, supervisors and managers promote specific characteristics aligned with the REACH framework. These same characteristics are evaluated individually as skills or competencies within the REACH Profile and REACH 360 surveys. Each characteristic is rated on a 5-point scale and supported by optional comments, offering a simple and practical assessment of REACH at the team, department/unit and organizational levels.
- The REACH Culture Survey is comprised of 22 items, presented in five sections, and collected anonymously. Among the sections, four of these (involving 16 of the items) are intended to measure characteristics aligned with each of the REACH Profiles:
    - four Counseling characteristics, measuring the effectiveness with which leaders promote a supportive culture (one that prioritizes "the who" concerns, such as is aligned with Counselor profile)
    - four Coaching characteristics, measuring the effectiveness with which leaders promote an inspirational culture (one that prioritizes "the why" concerns, such as is aligned with Coach profile)
    - four Driving characteristics, measuring the effectiveness with which leaders promote a directive culture (one that prioritizes "the what" concerns, such as is aligned with Driver profile)
    - four Advising characteristics, measuring the effectiveness with which leaders promote a consultative culture (one that prioritizes "the how" concerns, such as is aligned with Advisor profile)
- The 16 characteristics are averaged to derive a REACH Quotient (RQ) score, with a population mean of 3.56, median of 3.63 and standard deviation of .74.

- In addition to the REACH characteristics, participants were surveyed regarding their overall engagement, including six specific facets:
  - net promoter likelihood
  - enjoyment in the job
  - respect for leadership
  - impact of their team
  - value offered by the organization
  - intention to remain in their role

These six facets are averaged to report an Engagement Index within the REACH Culture Survey's report.

- This Engagement Index and its facets were analyzed for correlation with the RQ, its clusters and characteristics. Specifically, participants' responses to portions of the survey addressing the Engagement Index and its facets were compared with responses to portions of the survey addressing the 16 characteristics. The following table shows correlation coefficients for the Engagement Index and its facet ratings as associated with the other REACH Culture Survey sections.

Scale	Correlation (r) with Engagement Ratings						
	Index	EC1	EC2	EC3	EC4	EC5	EC6
REACH Quotient (RQ)	.75**	.69**	.62**	.65**	.42**	.44**	.56**
REACH Clusters							
Counseling Cluster	.67**	.65**	.57**	.60**	.36**	.39**	.49**
Counseling Characteristic 1	.43**	.43**	.34**	.41**	.23**	.24**	.29**
Counseling Characteristic 2	.58**	.57**	.51**	.48**	.29**	.33**	.40**
Counseling Characteristic 3	.58**	.56**	.51**	.49**	.28**	.37**	.45**
Counseling Characteristic 4	.57**	.52**	.47**	.52**	.33**	.28**	.42**
Coaching Cluster	.73**	.68**	.62**	.63**	.38**	.41**	.55**
Coaching Characteristic 1	.63**	.61**	.56**	.52**	.31**	.41**	.46**
Coaching Characteristic 2	.50**	.47**	.42**	.47**	.31**	.26**	.35**
Coaching Characteristic 3	.58**	.50**	.50**	.53**	.29**	.32**	.44**
Coaching Characteristic 4	.66**	.62**	.54**	.51**	.35**	.37**	.52**
Driving Cluster	.61**	.54**	.49**	.54**	.36**	.35**	.46**
Driving Characteristic 1	.39**	.35**	.28**	.33**	.25**	.27**	.28**
Driving Characteristic 2	.50**	.47**	.43**	.44**	.29**	.25**	.38**
Driving Characteristic 3	.53**	.45**	.39**	.51**	.29**	.31**	.37**
Driving Characteristic 4	.55**	.50**	.48**	.47**	.32**	.31**	.45**
Advising Cluster	.64**	.58**	.51**	.53**	.37**	.41**	.50**
Advising Characteristic 1	.46**	.42**	.36**	.36**	.26**	.33**	.37**
Advising Characteristic 2	.49**	.42**	.37**	.44**	.29**	.33**	.36**
Advising Characteristic 3	.56**	.53**	.48**	.47**	.27**	.29**	.46**
Advising Characteristic 4	.62**	.55**	.50**	.48**	.43**	.42**	.48**
Index = Engagement Index (average of EC1-EC6)							
EC1 = Recommend organization as a great place to work (Net Promoter)							
EC2 = Enjoy our work							
EC3 = Respect our team leaders							
EC4 = Team has a measurable impact on the organizational mission							
EC5 = Organization offers value to those it serves							
EC6 = Intention to remain (Retention Outlook)							

- The RQ showed strong, positive correlation with the Engagement Index and its facet ratings. Simply put, stronger employee engagement was found in teams, departments/units and organizations in which REACH characteristics were promoted.
- Participants' responses were analyzed for patterns based on average RQ Culture Survey outcomes. The following tables reveal response pattern differences for participants indicating that lower (below median) RQ is promoted in their organization, compared with participants indicating higher (above median) RQ is promoted.

Engagement Facet	RQ Culture Survey		
	Below Median	Above Median	Total
Likely to recommend the organization for employment			
Less likely (Ratings: 1-3)	188 (53%)	34 (9%)	222
More likely (Ratings: 4-5)	168 (47%)	330 (91%)	498
Total	356 (100%)	364 (100%)	720

- Based on the table above, participants describing their organization as exhibiting the characteristics associated with higher REACH were nearly 44% more likely** to recommend the organization to prospective employees.

Engagement Facet	RQ Culture Survey		
	Below Median	Above Median	Total
Likely to enjoy their work			
Less likely (Ratings: 1-3)	172 (49%)	42 (12%)	214
More likely (Ratings: 4-5)	181 (51%)	323 (88%)	504
Total	353 (100%)	365 (100%)	718

- Based on the table above, participants describing their organization as exhibiting the characteristics associated with higher REACH were nearly 37% more likely** to indicate they found enjoyment in their work.

Engagement Facet	RQ Culture Survey		
	Below Median	Above Median	Total
Likely to respect their leaders			
Less likely (Ratings: 1-3)	140 (40%)	18 (5%)	158
More likely (Ratings: 4-5)	213 (60%)	345 (95%)	558
Total	353 (100%)	363 (100%)	716

- Based on the table above, participants describing their organization as exhibiting the characteristics associated with higher REACH were nearly 35% more likely** to indicate they had a strong respect for their leaders.

Engagement Facet	RQ Culture Survey		
	Below Median	Above Median	Total
Likely to indicate their team has a measurable impact			
Less likely (Ratings: 1-3)	69 (20%)	18 (5%)	87
More likely (Ratings: 4-5)	282 (80%)	342 (95%)	624
Total	351 (100%)	360 (100%)	711

- Based on the table above, participants describing their organization as exhibiting the characteristics associated with higher REACH were 15% more likely** to indicate their team had a measurable impact on the organization's mission.

Engagement Facet	RQ Culture Survey		
	Below Median	Above Median	Total
Likely to indicate their organization offers value to its community			
Less likely (Ratings: 1-3)	63 (18%)	7 (2%)	70
More likely (Ratings: 4-5)	287 (82%)	348 (98%)	635
Total	350 (100%)	355 (100%)	705

- Based on the table above, participants describing their organization as exhibiting the characteristics associated with higher REACH were nearly 16% more likely** to indicate their organization offered value to the communities it serves.

Engagement Facet	RQ Culture Survey		
	Below Median	Above Median	Total
Likely to remain employed			
Less likely (Ratings: 1-3)	171 (50%)	45 (13%)	216
More likely (Ratings: 4-5)	172 (50%)	310 (87%)	482
Total	343 (100%)	355 (100%)	698

- Based on the table above, participants describing their organization as exhibiting the characteristics associated with higher REACH were nearly 37% more likely** to indicate an intent to remain employed with the organization.
- In light of these findings, it is clear that the extent to which leaders promote a REACH culture may offer significant implications for how employees engage in the workplace. That is, to the extent employees view their leaders as being supportive, inspirational, directive and consultative, they will be more likely to:
    - recommend their workplace to prospective employees,
    - find enjoyment in their work,
    - respect their leaders,
    - recognize the impact of their work, and
    - appreciate the organization's value.

Finally, and perhaps most practically and financially significant, employees in a REACH culture are less likely to consider other employment options, thereby increasing retention and overall organizational vitality.

* = Statistically significant at the 95% confidence level
** = Statistically significant at the 99% confidence level

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