



People1 CONSULTING

CONSULTANT SATISFACTION STUDY
SEPTEMBER 2019

TABLE OF CONTENTS

Our Approach	4
Executive Summary	5
Satisfaction	5
Focus Group Findings	7
Survey Results	8
Overview of Survey Categories	8
Leadership.....	9
Strategy and Execution.....	9
Client Focus	9
Consultant Engagement	9
Measurement.....	9
Business Results	9
Process Management.....	9
By Department.....	9
Key Findings.....	10
Exception Reporting.....	11
Open Ended Responses.....	12

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Note: This document is a mock-up of an engagement study created for a fictional company. This represents a sample of slices of data and analysis. A completed study would include every category in the table of contents.

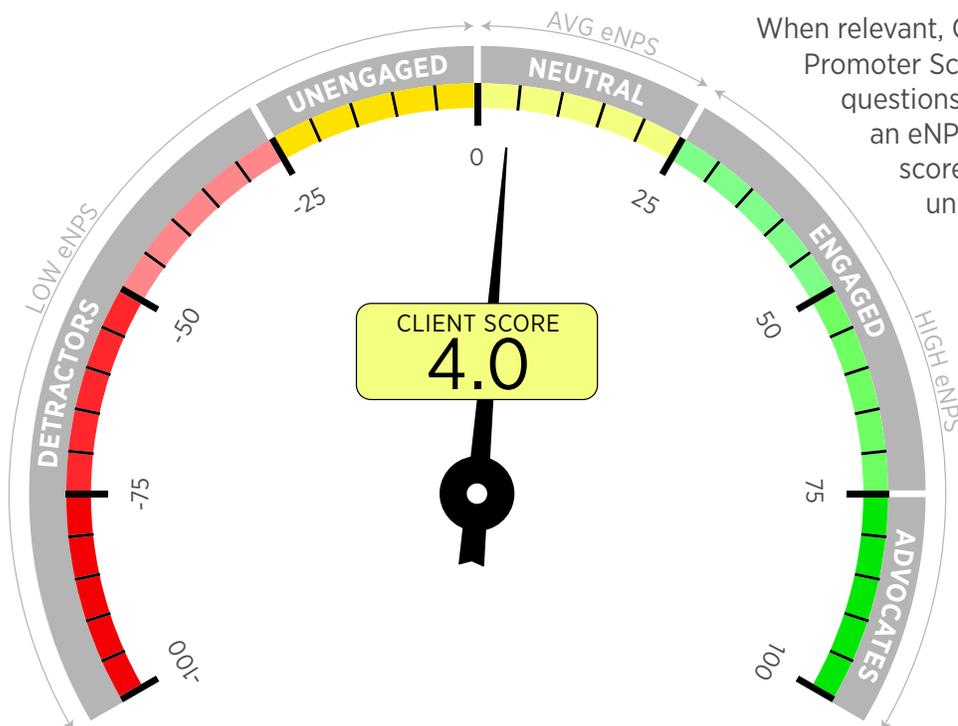
We utilize a series of tools including a powerful data analytics platform that allows us bifurcate and benchmark.

OUR APPROACH

These findings aggregate results from the following data inputs:

-  Executive interviews with senior management
-  Four focus groups with consultants
-  2018 Consultant Engagement Study
-  2019 Consultant Engagement Study

eNPS RANGES AND BENCHMARKING



When relevant, Optimize uses an Employer Net Promoter Score methodology to benchmark key questions. Unlike other scores in this survey, an eNPS ranking is not based on a “mean” score. It instead compares favorable vs. unfavorable scores.

QUESTION #24

Favorable	34%
- Unfavorable	30%
<hr/>	
= eNPS	4.0

EXECUTIVE SUMMARY

Overall, People1 consultants are happy with their working conditions, feel supported by management and appreciate the investments the company is making in human capital. Numerous improvements made in the last year are noteworthy, including better reporting. Satisfaction was high across the company, with the exception of the New York office (where consultants are satisfied, but scores were materially lower).

People1 consultants are in demand, and they are focused on skills acquisition. Across the practice, they feel their managers are providing access to resources, but also correlate their development with deployment on the right projects. They occasionally believe that business development over-promises or places them on projects that are not aligned with their skills sets.

Consultants feel very supported by their immediate supervisors (a very important indicator, as most people separate as a result of poor relationships with their manager).

LEGEND

Each answer is given a value:

- 7 = Strongly Agree
- 6 = Mostly Agree
- 5 = Somewhat Agree
- 4 = Neutral
- 3 = Somewhat Disagree
- 2 = Mostly Disagree
- 1 = Strongly Disagree

SATISFACTION

	OVERALL	BY LOCATION				BY TENURE			BY CREDENTIAL	
		CHICAGO	NEW YORK	LA	SF	<1 YR	2-5 YR	5 YR +	MBA	CPA
<i>Number of Respondents:</i>	200	40	45	80	35	50	100	50	100	100
How likely are you to refer People1 Consulting as a great place to work?	5.8	5.7	5.4	6.0	6.1	4.7	5.4	4.9	5.4	6.2
I have made friends at work.	5.7	5.6	5.3	5.8	6.1	5.0	6.0	6.1	5.8	5.9
I am satisfied with my ability to acquire new skills.	6.0	6.0	6.1	5.8	5.7	6.2	6.0	5.5	5.7	6.3

Consultants also trust senior management and the decisions they are making on behalf of the company. Visits to local offices are correlated with improved satisfaction. In open ended comments, consultants report that there is greater transparency which garners trust. New reporting systems (and dashboards) are providing a connection between management and consultants, and pushing down decision making in the organization. Better reporting is mitigating concerns about poorer business results.

As a result of these improvements, the category “leadership” demonstrated the greatest improvement over last year:

	2019 OVERALL	2018 OVERALL	YOY
<i>Number of Respondents:</i>	200	165	
Leadership	5.7	5.4	0.3
Strategy and Execution	5.4	5.3	0.1
Client Focus	6.1	6.2	-0.1
Consultant Engagement	6.1	6.0	0.1
Measurement	6.3	6.1	0.2
Business Results	5.6	5.8	-0.2
Process Management	5.4	5.5	-0.1

There are opportunities for improvement in “process management” which is the category with the lowest overall scores. Consultants note a lack of standard operating procedures (SOPs) and inconsistency across various field offices. They feel that when new initiatives are announced, the company does not support the initiatives with a clear project plan (and/or project manager). They also note a lack of visibility into projects, and their status.

LEGEND



= Positive variance of more than .3 to overall average



= Negative variance of more than .3 to overall average



FOCUS GROUP FINDINGS

35 consultants participated in three focus groups at the People1 Annual Summit. Participants represent a cross-section of consultants from different regions and practice areas. See all consultant comments [here](#).

Overall, consultants are satisfied with their ability to acquire new skills at People1. The organization's performance management and learning culture are considered best-in-class. However, opportunities for learning erode when consultants achieve senior status. As consultants rise in the organization, they would like more content around leadership development.

Consultants recognize and appreciate management's willingness to gain input from the field, and the People1 Annual Summit is viewed as a prime opportunity to collaborate and share perspectives with senior management. Consultants and staff would like to see senior managers in field offices more frequently.

Consultants feel supported on their engagements. People1's client review and project management methodologies are sound. One area of improvement is technology support, as the company's networks are often slow, and laptops are in disrepair. Recent software upgrades caused down-time and inefficiency.

Those issues notwithstanding, People1 consultants take pride in their work and believe the company's "Client First" mantra is practiced every day. Consultants feel their colleagues are "the best in the business" and that the suite of services is on point. Potential new practice areas could include HR consulting and employee engagement.

“ I have worked for three national firms, and I would put our people up against them any day of the week.”

—EMPLOYEE QUOTE

SURVEY RESULTS

OVERVIEW OF SURVEY CATEGORIES

200 consultants responded to the survey launched the week of April 1. Data was segmented by office, tenure and credential. Variances of greater or less than .3 are highlighted.

	OVERALL	BY LOCATION				BY TENURE			BY CREDENTIAL	
		CHICAGO	NEW YORK	LA	SF	<1 YR	2-5 YR	5 YR +	MBA	CPA
<i>Number of Respondents:</i>	200	40	45	80	35	50	100	50	100	100
Leadership	5.7	5.7	4.5	5.5	6.0	6.1	5.8	6.3	5.7	5.7
Strategy and Execution	5.4	5.5	5.1	5.3	5.7	5.6	5.4	5.8	5.3	5.5
Client Focus	6.1	6.1	5.7	6.3	6.4	6.1	6.1	6.1	6.1	6.1
Consultant Engagement	6.1	5.9	5.6	6.2	6.2	6.3	5.8	6.5	5.9	6.2
Measurement	6.2	6.1	6.1	6.3	6.2	6.0	6.1	6.3	6.1	6.3
Business Results	5.6	5.5	5.3	5.8	5.8	5.7	5.5	5.5	5.6	5.6
Process Management	5.4	5.2	5.2	5.6	5.6	5.5	5.3	5.5	5.5	5.4

👁️ New consultants (less than a year) and veteran consultants (more than 5 years) or more engaged than those with tenure of 2-5 years. New consultants garner more attention during new hire orientation and on-boarding. Those that enjoy the flexibility of the job tend to be more satisfied.

KEY FINDINGS

SAN FRANCISCO OFFICE

	OVERALL	SF
	200	35
Participation Rate	65%	75%
Leadership	5.7	6.0
Strategy and Execution	5.4	5.7
Client Focus	6.1	6.4
Consultant Engagement	6.1	6.2
Measurement	6.2	6.2
Business Results	5.6	5.8
Process Management	5.4	5.6

- 👁️ The San Francisco office rates higher in every category. The office has strong leadership and a great culture. Relationships with business development are better than the other offices. CSDs are active in weekly debriefs with consultants that are deployed (and consultants are deployed more quickly).
- 👁️ Consultants do face unique challenges in this market including long commute times. Technology clients tend to make more fluid decisions that impact their work.



In exception reporting we are reporting responses to a question with a low rating, where we ask “tell us more.”

EXCEPTION REPORTING

41. WHEN PROJECTS ARE ASSIGNED, THE COMPANY DEPLOYS RESOURCES TO ENSURE THEIR SUCCESSFUL EXECUTION.

MEAN SCORE 5.2

You rated this question with a score lower than your colleagues. Would you like to tell us why?

- **LA MBA >5 Years Tenure** I am on the technology task force that implemented the ticketing system last year. It seemed like it was an afterthought. We rolled it out without a project plan.
- **Chicago CPA <1 Year Tenure** Our internal projects are taking too long to execute. I wonder if we need people dedicated to project management.

OPEN ENDED QUESTION RESPONSES

35. WHAT IS THE MOST MEANINGFUL IMPROVEMENT THAT HAS BEEN MADE IN THE LAST YEAR?

- New focus on training has been great.
- I see how my manager is trying to be more purposeful in sharing vision.
- There is more focus on accountability and that is serving us well.
- Loving the new training classes, a big upgrade from before.
- I appreciate that our senior management has visited our office.
- New training classes online.
- The new dashboard and seeing results makes me feel like I am part of something.
- Focus on consultant development.
- It is great that we can see all the numbers now.
- The transparency is great.
- I wasn't sold on my manager when I first got here but I see her really working on her communication.
- I don't think we have done anything that meaningful. Still work to do on sharing information.
- I was having a lot of system issues but they have been resolved.
- Management getting to field offices. It is great to see them and I appreciate the support.
- Communication across departments. You could never work on that enough .

36. HOW WOULD YOU DESCRIBE MORALE?

- Overall I think it is really good. There are always cross-departmental issues but I love our environment.
- We work together well. I would just like more support from business development in scoping projects.
- Mixed. There are a few negative people. I ignore them.
- Great. It is clear the company is investing in people.
- I build relationships at the social events. We should do more of them.
- I moved here from NY, and much better than in that office.
- It is good because our managers support us here. I feel like they have my back.
- It has improved since the company started to share more information with us.
- On balance, this is a great place to work. I just want to be put on challenging projects.
- I feel like I can acquire skills, especially when I am on the right team on the right project.
- The only time I have been unhappy was when the bus dev person over promised.
- Honestly, I did consider looking for another job because I was not learning much. This year is better, mostly because I am on the right project.