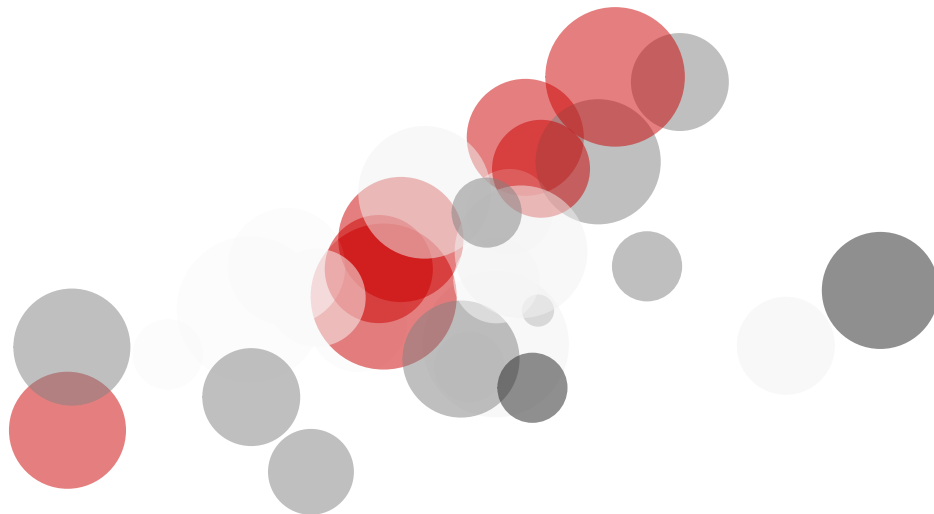


~~Tesla~~ engagement survey **organization-wide** feedback report  
compiled Tuesday, December 03, 2024 for:



## Contents

<b>1</b>	<b>Executive Overview</b>	<b>3</b>
<b>2</b>	<b>Background</b>	<b>4</b>
<b>3</b>	<b>Survey Structure</b>	<b>4</b>
3.1	Engagement Components: . . . . .	5
3.2	Engagement Motives: . . . . .	6
<b>4</b>	<b>Survey Findings</b>	<b>7</b>
4.1	<del>Tesla</del> -wide engagement levels . . . . .	7
4.2	<del>Tesla</del> -wide engagement components . . . . .	8
4.3	<del>Tesla</del> -wide engagement motives . . . . .	9
4.4	Individual indicators . . . . .	9
<b>5</b>	<b>Comparative Results</b>	<b>11</b>
<b>6</b>	<b>Summary</b>	<b>12</b>
<b>7</b>	<b>Actionable Recommendations:</b>	<b>12</b>
7.1	Energy: . . . . .	12
7.2	Focus: . . . . .	12
7.3	Dedication: . . . . .	12
7.4	. . . . .	13
7.5	MAKE ACTIONABLE!!!! (from Yang) . . . . .	13
	<b>Further Readings:</b>	<b>15</b>

## 1 Executive Overview

- The rate of participation of invited respondents was 80% - by industry standards, this is considered to be very strong
- The overall ~~Tesla~~-wide engagement level is roughly average
- The strongest engagement component was “Focus”, and this component was also on the positive side of the scale metric
- The component most in need of corrective attention was “Dedication”
- Interventions are best aimed at localized teams, but ~~Tesla~~-wide recommendations include:
  - ✓ this, and
  - ✓ that

The remainder of this report presents more detailed information regarding survey results and recommendations.

## 2 Background

This report contains summarized responses from 161 ~~Tesla~~ respondents who answered an 18-item questionnaire between April 18, 2023 and April 19, 2023. The questionnaire is administered and managed by a vendor organization, eRg. It is used as a diagnostic tool to help companies better monitor and take action on organization-wide levels of *employee engagement*. Employee engagement refers to workforce enthusiasm – the extent to which people are happy and excited to be a part of ~~Tesla~~.

The intention of surveys like this are to provide *aggregated*, summarized feedback reflective of the organization as a whole, as well as sizeable subgroups and functions within the larger organization. Individual experiences of engagement **are not** directly addressed via tools like this – this is because the results of these surveys are very carefully curated and presented such that confidentiality of any one individual’s response is maintained. It is therefore possible that **you**, personally, do not feel as though the broad summary results accurately reflect your personal opinion. The results of these surveys help organizations craft broad plans of action that are not specifically targeted toward any one individual.

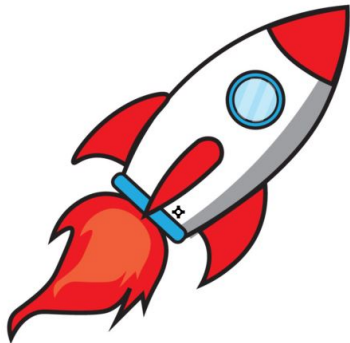
## 3 Survey Structure

An overall engagement score is simply the average (on a 1 → 6 scale) computed across 18 items. Scores greater than 3.5 indicate positive engagement whereas scores lower than 3.5 reflect disengagement.

In addition to this “overall” score, the survey also probes for three finer aspects of engagement, which are referred to as “components” throughout this report: 1) Energy, 2) Focus, and 3) Dedication. These components help organizations decide what actions *might be most effective* to help maintain, boost, or further support current overall levels of engagement.

In addition to the three components, there are also three motivational factors assessed – these also help organizations decide where to best place their resources toward attention, support, and assistance. These motivational forces gauge how employees tend to: 1) feel, 2) think, and 3) act.

### 3.1 Engagement Components:



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#### Energy:

High levels of energy and mental resilience while working. Giving extra effort even when not explicitly asked for - a workforce on the low end of this component may be described as being chronically tired or exhausted.

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#### Focus:

Being fully concentrated, focused, and happily engrossed in one's work. Time passes quickly and one has difficulties detaching oneself from work. Detachment occurs at the low end of absorption - mentally withdrawing from work.

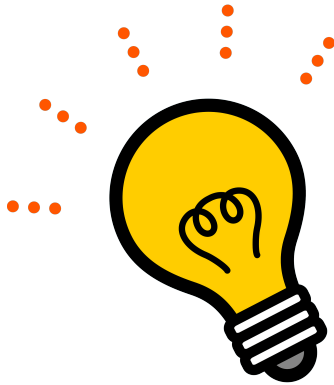


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#### Dedication:

Experiencing a sense of inspiration and pride from work. Being strongly committed to the company and having a desire to contribute. The low end of this includes cynicism - an “it doesn't really matter” sense of futility in contributions.

### 3.2 Engagement Motives:



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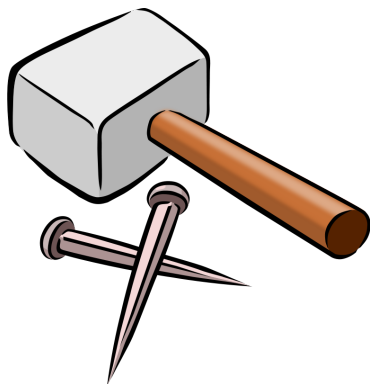
#### Thinking:

Collective thoughts about work. Positivity here includes beliefs that ~~Tesla~~ and ~~Tesla~~ agents care about employees' well-being. A workforce low on this motive is in danger of Psychological withdrawal (mentally "checking out").

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#### Feeling:

The "valence" of attitudes regarding work. On the high end are warm, positive feelings of attachment. The lower end here reflects more emotional distance between the workers and the workplace.



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#### Doing:

Exhibiting engagement-oriented behaviors. Workforces on the high end here are characterized by consideration and conscientiousness. When this motive is lacking, it may be reflected in tardiness or absenteeism.

The remainder of this report presents ~~Tesla~~-wide results both at the overall engagement level as well as at the levels of components and motives. These findings are derived from responses provided between April 18, 2023 and April 19, 2023.

## 4 Survey Findings

5 individuals' responses were excluded due to irregularities in response patterns. All graphical and statistical information presented below is therefore based on the responses of 156 ~~Tesla~~ employees.

### 4.1 ~~Tesla~~-wide engagement levels

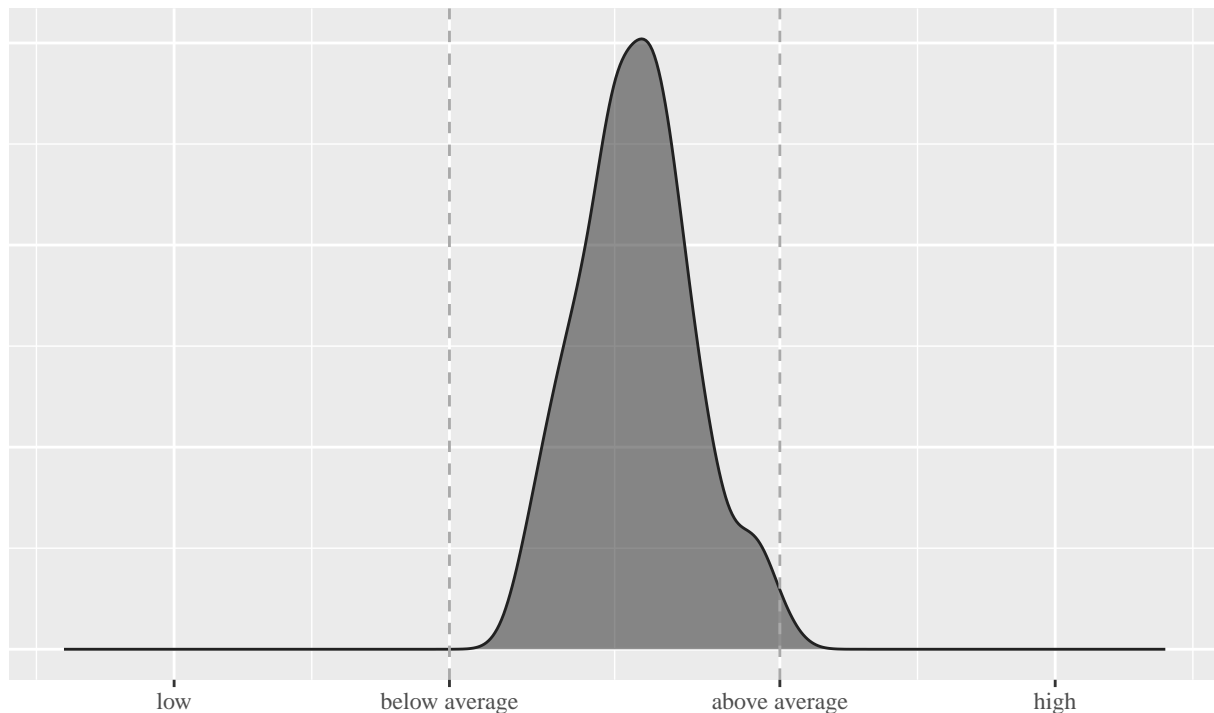


Figure 1: Overall engagement rating

The location of Figure 1 (centered on a value of 3.52) reflects the overall engagement level at ~~Tesla~~. The width of the figure demonstrates agreement (narrower reflects a similarity of feelings across employees, wider distributions implicate more disagreement across employees). Compared to the scale midpoint, the overall engagement level at ~~Tesla~~ is roughly average.\* Regarding the spread of responses, ~~Tesla~~ respondents did exhibit a moderate degree of disagreement regarding their sentiment.

\*In addition to absolute standing (relative to the 1 → 6 response scale), organizations are also commonly interested in how their employees feel *relative to other companies' employees*. For clarity of presentation, this company-wide report focuses only on *absolute* rather than *comparative* results. This exclusive presentation of absolute results in the **organization-wide** feedback report is a standard that is applied to all eRg client organizations.

## 4.2 ~~Tesla~~-wide engagement components

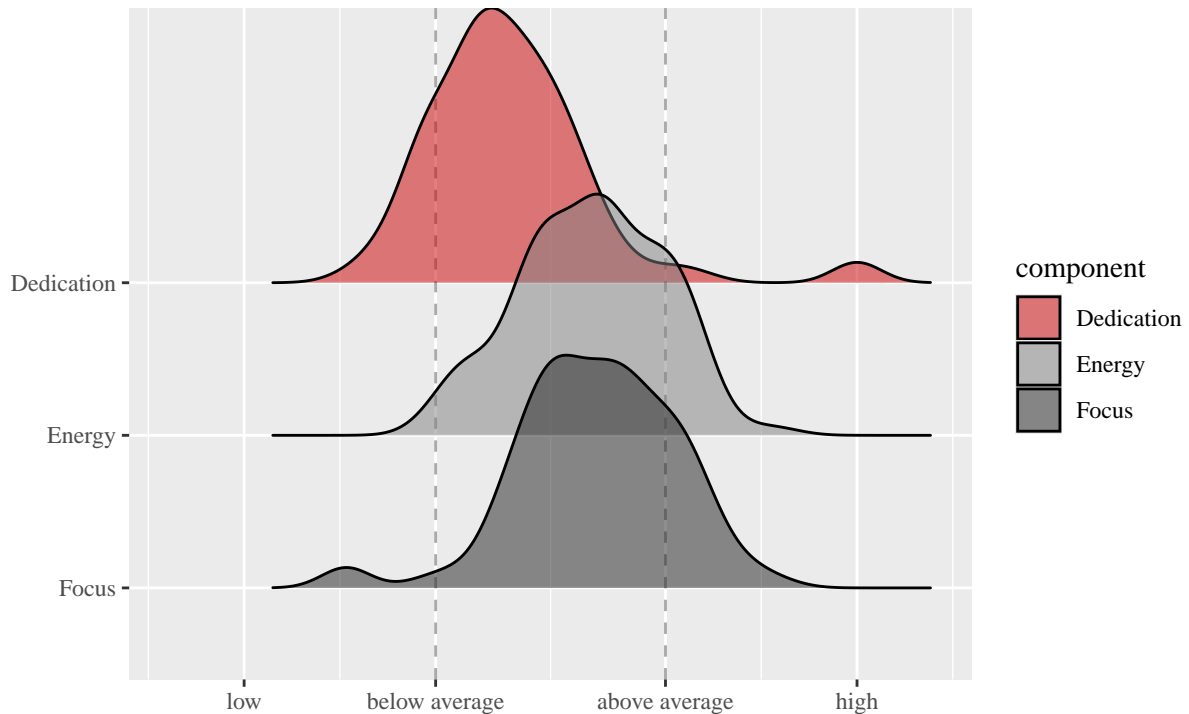


Figure 2: Component engagement rating

Figure 2 presents component ratings. The strongest engagement component was “Focus”, and this component was also on the positive side of the scale metric. The component most in need of corrective attention was “Dedication”. For description of the component elements, please see section 3.1. The implications and recommendations stemming from these results are presented in section 7.5.



### 4.3 ~~Tesla~~-wide engagement motives

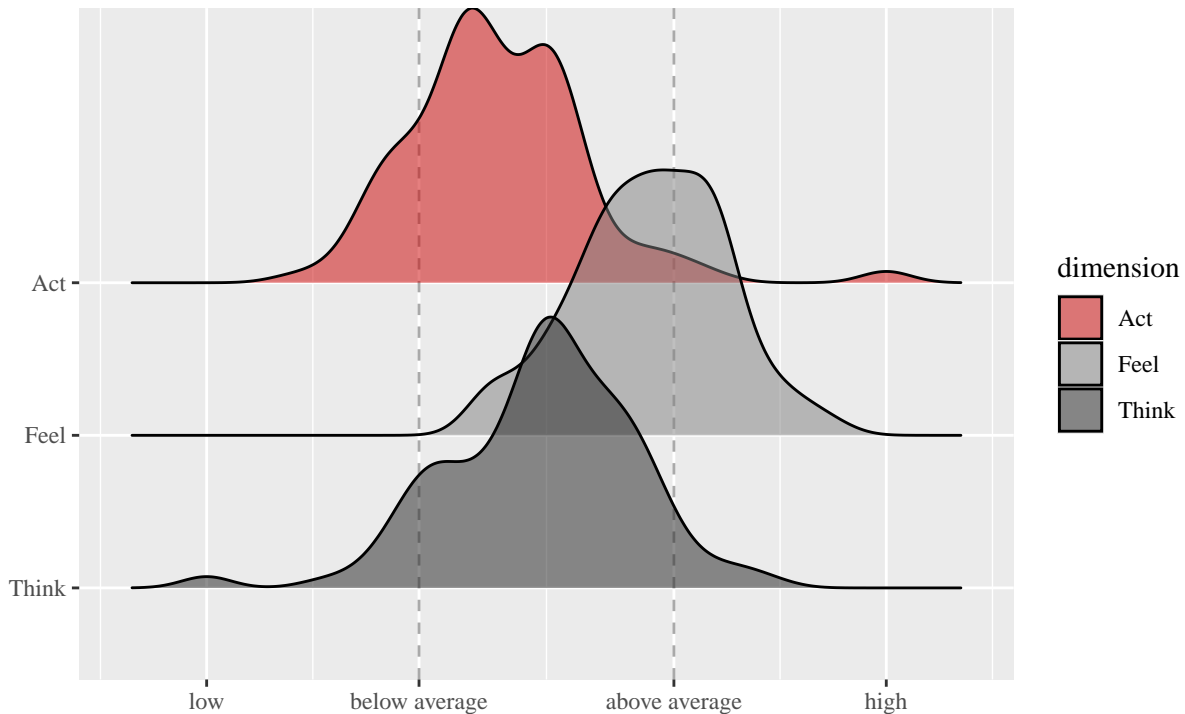


Figure 3: Engagement motive rating

Figure 3 presents motive ratings. The strongest engagement motive was “Feeling”, and this component was also on the positive side of the scale metric. The component most in need of corrective attention was “Acting”. For a description of the motive elements, please see section 3.2. The implications and recommendations stemming from these results are presented in section 7.5.

### 4.4 Individual indicators

Figure 4 presents individual item rating averages, from highest (top of Figure 4) to lowest rated item. The horizontal, grey-colored bars represent discrepancy in item response – the greater the width of these bars, the more discrepant are individual employee opinions. The narrower a bar is, the more the employees agree with the item’s rating.

#### 4.4 Individual indicators

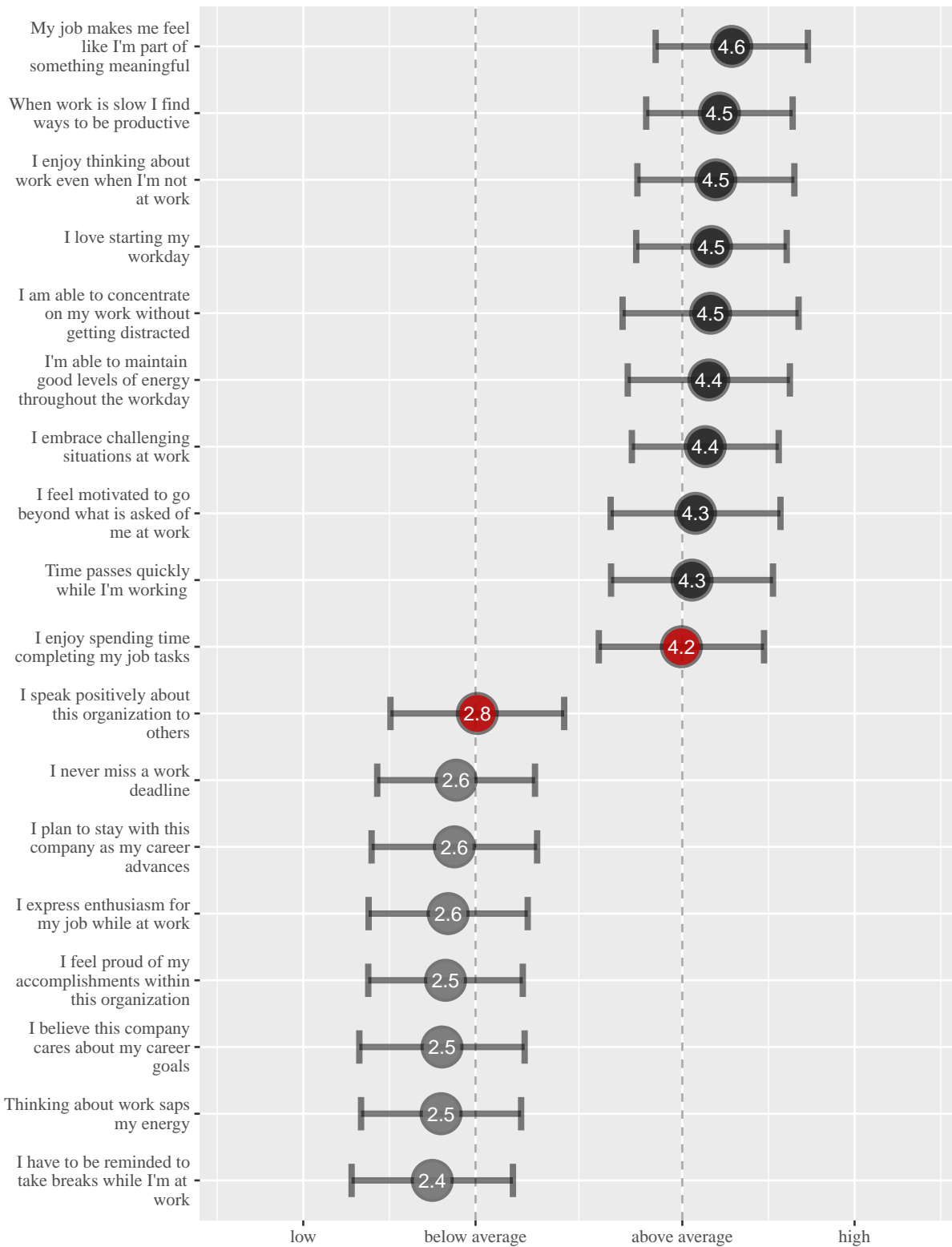


Figure 4: Individual item ratings (average and discrepancy)

## 5 Comparative Results

This report represents the second consecutive year ~~Tesla~~ has polled employees with the same questionnaire. It is therefore possible to consider the current results in relation to last years' results, as in Figure 5.

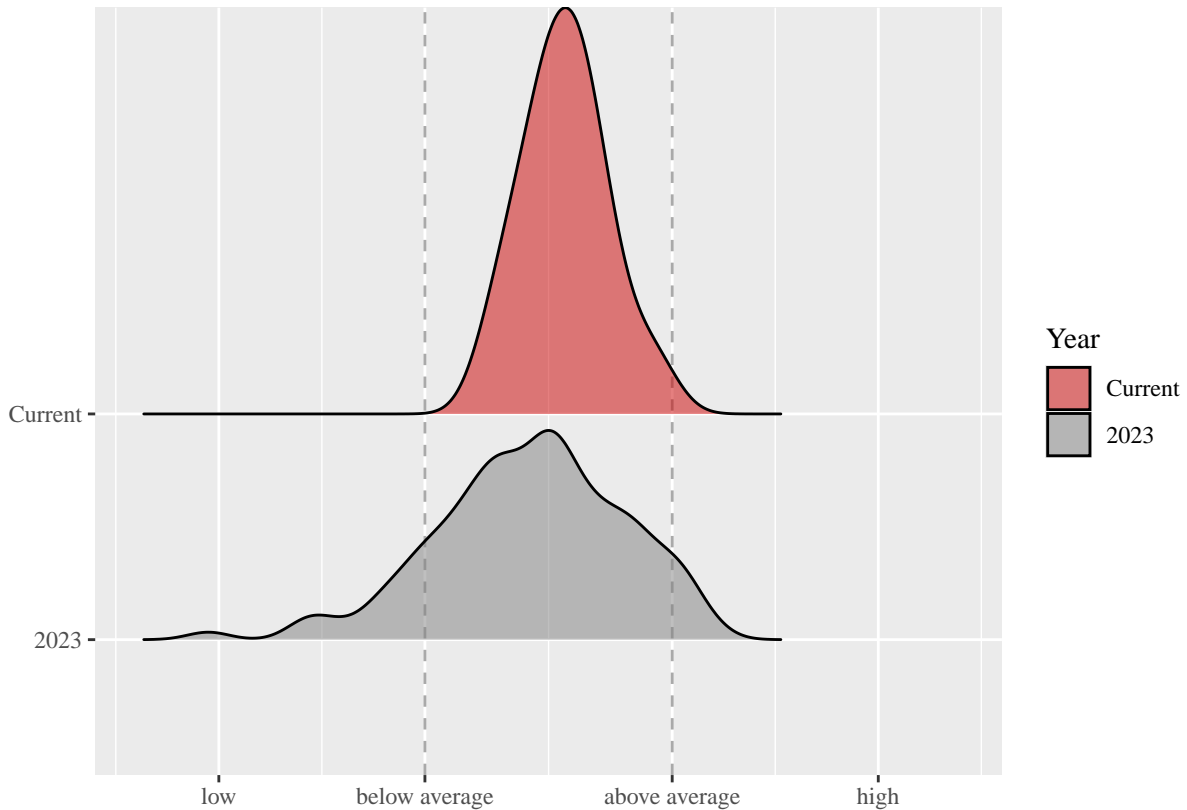


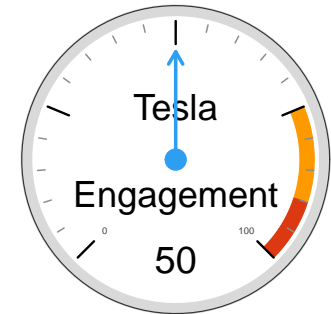
Figure 5: Overall rating (Current vs. Previous)

The current years' polling represents a gain in overall engagement, and the difference was also statistically meaningful ( $\mu_{Current} = 3.52$ ;  $\mu_{2023} = 3.38$ )<sup>†</sup>.

<sup>†</sup>Statistical significance is a function of not only mean difference, but also number of data points used to make comparisons (here 399) and the width of the Figure 5 distributions.

## 6 Summary

The overall engagement level at ~~Tesla~~ was roughly average. Stated a bit differently, if the optimal “engagement speed” at ~~Tesla~~ was 100, we would currently be cruising along at a speed of 50. This means that we are on the correct side of the fulcrum, but there is still substantial room for improvement.



## 7 Actionable Recommendations:

Focus was the highest scale, and above average in absolute value. Dedication was the lowest scale, and suboptimal in absolute value. These people need to feel valued more than they currently do. Dedicated employees feel valued. Providing opportunities to make contributions and make differences. Consider vertical scaling (giving more authority and responsibility). They should feel some significance for their contributions. Ensure that they understand the importance of their work for the final product (maybe focus on the customer/consumer). A dedicated employee persists through hardship to accomplish tasks.

### 7.1 Energy:

Getting regular exercise and enough sleep, 7 to 9 hours a night. Employee Health Promotion (EHP) programs *may* help<sup>1</sup>, if they are provided as a voluntary option and not imposed as a mandatory practice<sup>2</sup>. Cash incentives for participation in these programs tend to be more effective with men than with women<sup>3</sup>. The outcome most likely to be impacted with health-based interventions is absenteeism - employees who engage in these programs are less likely to miss work.

### 7.2 Focus:

### 7.3 Dedication:

These people need to feel valued more than they currently do. Dedicated employees feel valued. Providing opportunities to make contributions and make

differences. Consider vertical scaling (giving more authority and responsibility). They should feel some significance for their contributions. Ensure that they understand the importance of their work for the final product (maybe focus on the customer/consumer). A dedicated employee persists through hardship to accomplish tasks.

#### 7.4

#### 7.5 MAKE ACTIONABLE!!!! (from Yang)

- Each team lead wants to know which ratings have the lowest rating - WHAT CAN THEY DO TO IMPROVE THIS AREA?!?! Need suggestions from platform - Yang's clients only have data and not actionable suggestions. Why do the survey if there's no actionable recommendations. Item: "I believe meaningful actions will be taken after results"
- Follow-up to deep dive into topics/things they can change in the future
- Politics: managers just play a numbers' game – "*are the numbers better than last year?*"

Questions or concerns?



Please contact the survey administrator:

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### Further Readings:

1. Reif J, Chan D, Jones D, Payne L, Molitor D. Effects of a workplace wellness program on employee health, health beliefs, and medical use: A randomized clinical trial. *JAMA internal medicine*. 2020;180(7):952-960.
2. DeGroot T, Kiker DS. A meta-analysis of the non-monetary effects of employee health management programs. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*. 2003;42(1):53-69.
3. Terry PE, Grossmeier J, Mangen DJ, Gingerich SB. Analyzing best practices in employee health management: How age, sex, and program components relate to employee engagement and health outcomes. *Journal of occupational and environmental medicine*. 2013;55(4):378-392.