

# GALLUP

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SAMPLE PROFILE  
U.S. TERRITORY EXECUTIVE ANALYSIS  
OF RENEW '94 SURVEY  
DIMENSION SUMMARY  
GRAPHICS  
DETAIL REPORT

The Gallup Organization  
February 14, 1994

# DIGITAL

## U.S. TERRITORY RENEW '94 EMPLOYEE SURVEY

### Top 10 Statements by Score

	RESPONSE FREQUENCY					MEAN STD	
	SD	D	U	A	SA	MEAN	STD
59. When I make a commitment to my customer, I keep it.	20 0%	60 1%	100 1%	3321 42%	4457 56%	4.52	.59
8. During the last five working days, I completed a task or assignment.	104 1%	236 3%	109 1%	4032 50%	3530 44%	4.33	.76
22. In the last week, I have told a co-worker to let me know if I could help him or her.	41 1%	303 4%	111 1%	4323 53%	3315 41%	4.31	.72
69. I believe my efforts directly and positively impact the success of my work unit.	35 0%	120 1%	369 5%	4632 57%	2983 37%	4.28	.66
63. I have a good understanding of my customers' needs.	20 0%	174 2%	427 5%	4619 59%	2644 34%	4.23	.67
54. I understand how my work contributes to the company's profitability.	110 1%	317 4%	458 6%	4307 53%	2951 36%	4.19	.81
39. My co-workers treat me in a positive and accepting manner.	64 1%	207 3%	386 5%	4988 61%	2513 31%	4.19	.70
13. I have the right amount of independence from my immediate manager to do my job.	136 2%	357 4%	320 4%	4328 53%	3015 37%	4.19	.83
60. In the last week, I have praised someone within Digital for doing a good job.	46 1%	548 7%	358 5%	4310 54%	2691 34%	4.14	.83
26. I am very loyal to Digital.	164 2%	475 6%	1225 15%	2789 34%	3497 43%	4.10	.99

### Bottom 10 Statements by Score

18. I have the resources I need to meet the needs of my customers.	1276 16%	3118 39%	1226 15%	2124 27%	191 2%	2.60	1.12
36. Overall, our training programs are meeting my expectations.	1443 18%	2729 34%	1566 20%	2007 25%	180 2%	2.59	1.12
46. The environment at Digital supports teamwork.	1548 19%	2972 36%	1609 20%	1836 22%	196 2%	2.53	1.11
57. Promotions in Digital are based on performance.	1744 21%	2742 34%	1932 24%	1491 18%	220 3%	2.47	1.10
65. Senior management has a clear sense of direction for our company.	1879 23%	2276 28%	2819 35%	1011 12%	155 2%	2.42	1.03
40. Policies and decisions made by senior management are always consistent with our mission.	1529 19%	2869 35%	2848 35%	809 10%	71 1%	2.39	.93
34. Digital management does all it can to make Digital a better place for us to work.	1857 23%	3267 40%	1974 24%	956 12%	108 1%	2.29	.99
45. I feel the cooperation among territories, areas, countries, functions and corporate is excellent.	2469 31%	2843 35%	1854 23%	775 10%	97 1%	2.15	1.00
15. Senior management sticks to a decision long enough to see if it will work.	2718 33%	2527 31%	2023 25%	775 10%	91 1%	2.14	1.02
5. Processes and procedures at Digital allow me to meet my customers' needs in the most efficient manner.	2696 34%	3468 44%	871 11%	871 11%	55 1%	2.01	.97

## GALLUP EXECUTIVE ANALYSIS

February 10, 1994

- \* The Renew '94 Pilot Survey for the U.S. Territory for Digital had 8,179 respondents.
- \* The following areas (identified from the data) could be considered to be areas of strength or positivity within Digital.
  - \* Overall, customer service or commitment to customers seemed especially strong. This includes such issues as employees keeping their commitments to customers, understanding customers' needs, getting encouragement from management to be honest with customers, and overall, seeing co-workers respond quickly to the needs of customers.

As Digital moves forward as an organization, this is one area that must be preserved at all cost. Employees within Digital want to have the freedom to serve their customers in the best way they know how.

- \* Another area of strength within Digital could be considered to be teamwork which has strong implications for preserving the strength of customer service orientation. Employees indicate very clearly that they feel their efforts have a direct relationship to the success of their work unit. And very importantly, they are communicating to their colleagues the fact that they are willing to help in meeting the needs of customers and other Digital employees.
- \* Another area that is interesting in its strength is the belief employees have that, through their efforts, they can positively impact the success of their work units. They also indicate very clearly they have a good understanding of the relationship between their work and the overall profitability of Digital. Even with the changes going on within Digital, employees indicate that they feel their efforts can help in revitalizing Digital. Also, employees indicate they have a very high degree of loyalty toward the company. Employees indicate that they do wish to remain with Digital, but on the downside,

are not sure how future changes will affect their continued employment.

\* There are some areas of concern that employees have expressed through the Renew '94 Pilot Survey for the U.S. Territory. These are issues they would feel are critical for change.

\* An overriding issue with employees seems to be with senior management. There are concerns that senior management makes decisions, but does not stick to them long enough to see if they will work. Employees question policies and decisions as not being consistent with the mission of Digital, and there is some confusion about what this mission is to the extent that the perception of employees indicates senior management does not necessarily have a clear sense of direction for the company. There are concerns about the commitment of senior management to quality as well as to Digital's stated core values.

Another area of concern for employees are the resources they have available to meet the needs of their customers. Remember that customer service orientation issues were rated quite high by employees. They also identified various processes and procedures in place at Digital that sometimes get in the way of meeting the needs of customers. This can cause some turmoil in employees when they want to meet the needs of customers but don't feel they have the support to do so in a manner that they can feel good about. Employees have some concerns about not knowing whom to call within Digital for help with a customer.

\* Other areas of concern involve training and 1) whether or not the ongoing training they receive meets their needs, and 2) overall, whether or not training programs are meeting their expectations.

\* Another concern involves recognition and praise. Many employees do not necessarily feel they are recognized for excellence in performance.

\* There were some sales-specific concepts measured within the Renew '94 Employee Survey. These are concepts adminis-

tered to sales-related employees. The issues identified there as being in an appropriate range include:

Employees understanding what they have to do to meet their goals. Apparently since these are sales-related people, they do have a clear-cut understanding of what their goals are.

- \* Areas of concern, however, involve many different issues. They include goal and account assignments being made fairly. There are concerns that whatever system is in place to make goal and account assignments, it is not fair. Whether this represents favoritism or inaccurate goals is yet to be seen, but this is a concern.
  
- \* Another area of concern involves the time that these individuals have to spend with customers. Clearly, they feel that it is not enough and do not believe the systems at Digital allow them or free them up to spend time with customers.
  
- \* Overall, there are concerns about receiving enough support from unidentified people within Digital to make their sales. Whether these are support people or senior management is not clear at this time, but these employees do say their immediate managers may not be as effective as they would like them to be in helping remove barriers to make a sale. And indeed, whether managers give sales people effective ideas on how to make sales, products, or strategies, etc.

# ***Survey Purpose***

- Give managers direct information about specific areas where local action can improve satisfaction and company performance.
- Provide a channel for upward escalation of issues to support middle managers.
- Provide a starting point for revitalizing the lines of communications within and across organizations.
- Create a platform from which the company can begin to rebuild positive work environments and relationships.
- Engage all employees in the effort to improve satisfaction.

# ***Survey Success Criteria***

- Action plans are developed at all levels of management and communicated to employees
- Progress on action plans is monitored
- All managers are held accountable for meeting action plan deliverables
- Action plans will be part of the business planning process
- Employees see improvement in identified areas of concern and the next survey cycle demonstrates the improvements

# GALLUP

## SURVEY METHODOLOGY AS A TOOL FOR MANAGEMENT

Survey research is probably the most frequently used method of research in use today. Surveys may be used for describing, explaining, and exploratory research. Survey methodologies are excellent in measuring attitudes and orientations of large groups of people. As a tool, surveys are neither good nor bad (assuming appropriate questions and research methodology)--but what can place a value on the survey is the use of the information. Thus, within Digital, every one has a responsibility to use the Renew '94 Survey to its fullest potential.

Gallup annually conducts many employee audits for organizations worldwide. The goals of the audit are--

- 1) To help companies understand the morale, attitudes, behaviors, and perceptions of employees, and
- 2) To become proactive in the change process--to help employees find more satisfaction in their work, leading to increased productivity.

Always the goal on an employee audit is action; that is, action with results in helping every one become proactive to the change process and working toward higher levels of satisfaction and increased productivity.



Here are some examples of Gallup clients and their experiences with survey research:

- \* A large firm on Wall Street chose to survey all of the stockbrokers around the country. After participation in the employee audit, it was shown that many of the concepts explored in the survey had a significant and positive relationship to individual broker productivity. That is, how much the broker was actually accounting for in any given year in dollar volume.

The same client utilized the results at the branch level to determine some of the salient issues at a particular branch whenever it was necessary to hire a new branch manager. Thus, the new branch manager was able to read the data and know something about the branch before actually setting foot in the branch.

- \* Another client which had hundreds of fast food restaurants chose to survey all of the managers and co-workers in a subset of their stores. They were able to document that, overall, a positive job satisfaction rating was significantly related to profit within the store and controllable costs.

This study focused on relationship between job satisfaction and productivity and allowed the manager to pinpoint the appropriate behaviors for change.

- \* Another organization with multiple radio stations conducted a survey on every employee within those radio stations. Once again, the results of the survey indicated various behaviors and their significance to overall profitability of the radio station.

Managers were able to target certain issues for change, knowing the impact those efforts would have upon individual productivity.

- \* One large hospital utilized this survey approach with all employees within the hospital. One interesting outcome was the relationship of one of the concepts on the survey to infection rates.

By giving a baseline reading with regard to how often employees of the hospital washed their hands, the hospital was able to implement a hand-washing campaign and to determine that, after implementation, the infection rate for patients decreased.

- \* One television station utilized a pattern analysis from survey questions to help catch a thief. The station had had a break-in prior to the survey being administered; and after an analysis of the pattern responses, it was determined the theft was possibly due to an employee rather than an external person.
  
- \* Another study conducted by Gallup on behalf of a large insurance company utilized survey methodology to determine the various characteristics of safe drivers. The goal of the research was to answer a question, such as, "What are the internal characteristics of safe driving that go across age and gender groups?" This study, conducted on a large sample of safe and unsafe drivers, revealed very clearly characteristics of safe drivers.
  
- \* Yet another study conducted in a high tech manufacturing company provided information for management and employee work teams to understand the behaviors related to satisfaction with the job, satisfaction with the work team, and those relationships to overall quality and productivity. This study was completed on employees in a large manufacturing plant in Europe.

**PRELIMINARY REPORT  
FOCUS GROUPS**

**DIGITAL**

During the week of November 29, focus groups were conducted for Digital within the following sites:

Merrimac  
Maynard  
Hudson  
Marlboro  
Palo Alto

Santa Clara  
Atlanta  
Colorado Springs  
Mexico City

During the week of December 6, focus groups are to be conducted in--

Ottawa  
U.K.  
France  
Hong Kong

The following summary presents some of the major findings of the focus group process:

A focus group consisted of a group of six to ten participants and lasted approximately two hours. Each focus group was tape-recorded for further analysis. Each session consisted of individual contributors or supervisors/managers. The positions involved in the focus groups included:

Engineers  
Sales people  
Support people  
Scientists  
Sales managers

Legal  
Financial  
Human resources  
Training  
Others

In other words, a whole range of functions within the Digital environment.

Focus groups started with a "Focus on You," which asks each person to respond to the following four questions:

- 1) The name they like to be called,
- 2) How long they have been with Digital,
- 3) What they get paid to do, and
- 4) A recent success.

After the "Focus on You," various questions were presented by the Gallup consultant. These questions included:

- 1) What words, phrases, adjectives would you use to describe Digital's culture today,
- 2) What words best describe the behaviors that occur on a good workday,
- 3) What makes the workplace stressful,
- 4) How is the company organized,
- 5) How would you describe the management, philosophy, and style of the company,
- 6) How much responsibility do employees have,
- 7) What kinds of decisions can employees make,
- 8) What can employees do to improve the quality of service for customers,
- 9) How important is the quality of service or product for the individual employees,
- 10) How close are the relationships among people in the company,
- 11) Is there a family atmosphere,
- 12) Are managers more bosses or supporters of people,

- 13) Do people go out of their way to help each other,
- 14) What makes a good team,
- 15) What motivates teams,
- 16) What is the single best indicator of quality of work life?

Of course, as responses to the questions were stated, the Gallup consultant had the leeway to follow up any individual thought or concept.

Among the focus groups conducted in the United States, it became evident that people have a great deal of pride in what they do. They truly enjoy their work, and most feel the products of Digital are the best available in the industry. People express a high degree of responsibility to do their work well and make sure the customers' needs are met, whether those customers are internal or external.

People are open within Digital; they want to make a difference. Overall, people feel Digital has excellent products; they have friends at work, and it is a nice company to work for. They would like more incentive pay.

Some of the words that people used to describe the culture at Digital included:

Stressful  
Merging  
Paralysis  
Constant change

No recognition  
Reorganization  
Bureaucratic  
Intellectually stimulating

Academically oriented  
Slow to react  
Engineering driven  
Match customer requirements with engineering

Has credibility issue with regard to customers  
Smart people  
High integrity  
Do the right thing

Fast-paced  
Moving from independency to more dependency  
People trying to fix the old Digital, instead of  
supporting the new one  
More competitive marketplace

Getting easier to do business with  
A need to move faster  
Create a sense of urgency  
Reduce layers to make decisions faster

People have needs to know why changes are occurring  
Secretive  
People covering their rear ends  
Uncertain about where headed

Need to be more focused  
Out of touch with marketplace  
Very ethical  
Political

Too many layers of management  
Feel people can't get information they need to sell

People felt a big need to know more about what's happening within Digital. Almost every person indicated they could live with downsizing and felt it was probably long overdue.

What they were having trouble processing was the idea of just not knowing. They know there are more cuts coming, and they would like management to just get on with it, get them over with, so that everybody can get back doing what they should be doing.

People felt they were having to spend more time being politically aware in the organization than spending time doing their jobs in a productive manner. Each time a reorganization occurs, people lose some faith and credibility in the senior management teams--do they really know what they are doing?

It seems to the people that this is an unfocused approach and one that creates a lot of turmoil in their day-to-day lives. Individuals talked about having an inordinate number of managers within the last year or two--and in each case, they felt a need to make sure that a particular manager knew what they did in some detail so that, if cuts do occur again, that manager can make an informed decision as to whether or not a particular person stays with the organization. People seem to be spending more and more time justifying their jobs, rather than doing them.

Another interesting observation emerged in that several people within the organization do not know the mission of Digital, nor do they really know what Digital is in business for. Some people indicated they did not know if Digital was a hardware company, a software company, or a solutions company. Indications were that Digital is all three . . . that's fine, just let us know so we can get on with our jobs and make sure we are successful at whatever we do.

It is interesting to note that many people felt many decisions are filtered by people who want to make sure their rear ends are covered. They feel they are shifting and changing priorities. Organizational boundaries work against each other in creating layers so that customers are not served effectively. The focus seems to be internal rather than external. They also feel the sales force is penalized when changes are made. There is very little follow-through or recognition when people do a good job, and people feel that, in part, the company has missed many marketing opportunities for products.

Also of interest is the comment of one person who said, "If I express my ideas and vision, will anybody listen?"

Some groups talked about barriers to sales. A customer wanted to do business with Digital, yet was unable to make contact with anybody from Digital that could sell him or her the products and services desired. This came to the attention of someone within one of the focus groups, and he/she took it upon him/herself to help this particular customer. It took five or six phone calls internally to find someone that would even help the customer get what he/she needed. And, it turned out that that help came in the form of a paper for the internal Digital person to fill out so that someone else could contact the customer.

As a follow-up to this apparent difficulty to do business with Digital, the Gallup consultant asked, if Gallup came to you today and said, "help us solve our information processing so that Gallup office worldwide can all have at their fingertips the information that we collect worldwide on a continual basis, what would you do? Almost everybody in the focus groups felt this was something that Digital could help with, so the Gallup consultant asked for a name of someone to contact within Digital to explore this option. People were not able to provide the name of a person.

At one point, many of the individuals in the focus group talked about the way they got their business done internally within Digital was to have a network relationship. Now, that many of their people are gone from Digital, the network relationship dependencies that people have developed over the years are not serving them as well in getting their work done. They find they are spending a lot of time trying to reestablish relationships and networks so that work can be done again efficiently.

Concerns were expressed about decisions being made by corporate that may not be in touch with the field; that is, the customers. Individuals felt cutting-edge products were developed and are never really well understood within Digital and thus become very difficult to sell, adding more barriers to sales.

Please keep in mind that one of the requirements for people to get into the focus groups was that they be among the best or highest-performing individuals within the company. Thus, focus groups represent not a random selection of people, but rather, a concerted



effort to get the best that Digital has to offer. It is felt that these were top-performing, talented individuals. Concern was also expressed with regard to the number of meetings people go to. People felt they had to go, if only for political reasons.

What seemed missing was a focus or guidance from senior leadership in where Digital is going and what it is going to look like when it gets there. People were able to live and cope with the day-to-day uncertainties; however, they seemed starved for information about what is going on. They would like to know more about what is happening within Digital, even if it happens to only be the opinions of their managers. They recognize that, in some cases, managers don't know what is going on with regard to the change process, but would still like some idea of what they can expect. The changes are happening so fast that people do not have time to digest and adjust to one organizational change before the next one comes through. At this point, one could say that people need--

- 1) communication
- 2) focus
- 3) recognition for excellence
- 4) stability in relationships
- 5) understanding of the mission and values of Digital
  
- 6) the direction of Digital
- 7) what it is that Digital is trying to achieve in the marketplace
- 8) what products and/or services does Digital want to become known for

People are concerned about credibility being lost with customers. People want more of an effort to coordinate the resources of Digital to meet the needs of the customer as most felt the customer base was loyal. People want Digital to take a direction and stick with it, then trust the employee to make it work.

Finally, please remember that this summary is preliminary, as not all the focus groups have been completed.

**PRELIMINARY REPORT  
FOCUS GROUPS**

**DIGITAL**

**ADDENDUM  
(December, 1993)**

At this point in time, two additional focus groups have been completed. They were in Reading, England, and in Mexico City. Once again, please keep in mind that Digital participants were asked to be participants--based on their being exceptional performers for Digital. Secondly, the same script, or set of questions, was followed for all focus groups.

What is remarkable is the similarities between the responses of the focus group participants in Mexico City and Reading when compared to the responses in the United States. For example,

- \* In Reading, concerns were expressed about communication, that it is only vertical and not horizontal. Indications were that participants only know their people in their own function and what is going on, everyone is acting in an independent fashion with regard to activity.

Managers feel especially concerned that, when decisions are made, they go out on E-Mail to everyone at the same time and it is difficult for them to deal with the questions from other people within Digital; that is, the people they manage.

In Reading, the importance of networking was stressed; but once again, concerns were expressed over who was in the network due to possibilities of people leaving the organization.

- \* In Reading, there were concerns about recognition and, if given, it is very quietly done so that no one else knows. It is not generally used as a motivator unless the manager him/herself chooses to do so which they felt was rare.

They feel the customer is very important and deserves the highest quality service and products. Many felt they spent 50 percent of their day dealing with customer complaints. In fact, many felt customer needs were not taken into account often enough in the decision-making process within Digital.

These are individuals who really care about the customer and really care about Digital. They want to do their jobs well and remain very loyal to the company, and it is interesting that they have a high degree of loyalty to the company, even dealing with all of the changes. This is very similar to the sentiments found in the United States.

- \* One concern they all had was whether or not this survey will be acted upon. They indicated they have done this in the past and nothing happened.

Feedback is not enough—it is action that must follow.

What we must keep in mind is that action is going to come from everyone within Digital, not just management.

- \* In Mexico City, respondents indicated very clearly their loyalty toward Digital; they feel proud of the Digital products and see that Digital has better quality products than their competitors.

But, they don't feel this information is getting out to the customer. They feel Digital is not aggressive enough in advertising and marketing to customers. They feel Digital is well below the percent of marketshare, where they should be, and that it is actually losing part of its marketshare.

- \* There are concerns about the customer orientation that people have within Digital toward the customer. They indicate customers are not getting what they request and would like to see more resources go toward serving the customer.

Their concerns indicate that the frequent changes of the general director of the company in Mexico have affected the organization's efficiency and overall direction. They are concerned that the best people are leaving the company.

- \* Once again, in Mexico City, communications came up as a big issue, as well as recognition. People feel they are not getting enough information to do their jobs, nor are they getting the kinds of motivational recognition they need to continue doing a good job for the customer.

Part of this communication issue is raised in the form of coordination. With six divisions that form the company, sentiments were expressed that it is really divided into six mini companies. Some projects that have to cross those divisions do not go well, even when each person involved has done his/her part, due to the inability to coordinate efforts across those six divisions.

- \* There are concerns that the company is too bureaucratic, too rigid, indicating that the flexibility necessary to respond to the needs and demands of customers is not there. Participants felt that Digital gave them great opportunities for learning and personal development, but do not see opportunities for advancement within the organization for themselves.

- \* As with the United States and the UK, there were concerns about which direction the company is going which translates into they really don't know the strategy or the general objectives of the company. Long-term planning is not being done with regard to the participants, or at least they are not hearing about it. They feel Digital is more reactive in a short-term format than thinking ahead.

- \* And, once again consistent with the United States and the UK, there are concerns about people having the technology; that is, computers, internally to do their work

well. They see this as kind of a paradox in terms of a company that sells computers, but yet the employees of the company do not necessarily have that technology available.

## **FOCUS GROUP PHILOSOPHY AND RATIONALE**

Gallup feels that focus groups are a vital part of developing relevant and appropriate survey questions for use within any given environment. Focus groups are essential for overall credibility of the process. The following are reasons for utilizing a focus group methodology:

1. The intent of the focus groups is to allow a free-flowing interaction among participants. Each idea expressed may be reinforced by another person, or it may cause a person to identify related issues for discussions. The interaction is important.
2. Focus groups allow the associates from Gallup to understand the issues that people are facing within Digital on a day-to-day basis. And indeed, who can tell better the kinds of issues people are facing than the people who are actually facing them.
3. Focus group methodology emphasizes participation from people within Digital who are successful performers at the job they are currently doing. Successful and talented people--people who are good at what they do--talk differently from people who are less successful in their particular jobs. Successful people point toward more relevant issues that they face within the organization.
4. Focus groups allow a large number of employees at all different levels to have input into the survey design, the concepts measured--and actually into the questions that will be utilized in this process. There will be between 300 and 400 people world-wide with this kind of input. This helps the overall credibility of the process.

5. Focus groups allow Gallup to enculturate the survey into the Digital environment; that is, to learn how people talk about their environment, the language, the words they use, so that concepts can be explored utilizing Digital terminology and also paying attention to the Digital culture.
6. The focus groups allow respondents to talk about what is right with the organization as well as the concerns people have. These sessions do not degenerate into a gripe session, but rather, issues are explored, duly noted, and the next issue explored, and so on. People are asked various questions, such as: What do they like best about their job, what do they like least, what do they get paid to do, how do they know when they are doing a good job, what kinds of recognition they receive, what kinds of recognition they would like to receive, are among some of the types of questions explored in the focus group.
7. Focus groups allow respondents to go out and help sell the process to their colleagues. Indeed, we ask each person to go out and talk with their colleagues about everyone's responsibility—to not only fill out the survey when it is actually administered, but to participate in being part of the solutions to identified concerns. The process not only allows the identification of concerns and action plans developed, but also points to various concepts and issues that people in the organization feel very positive about. Thus, focus group participants are informed of this and are asked to go out and talk with their colleagues.
8. Of course, we can't and won't guarantee that every concept explored in the focus groups will get in the survey or that every concern a person suggests will get in the survey; and we tell people in the focus groups that this is so, and that they are a part of a rather large effort with regard to focus groups and that all of the information will be put together to see what are the dominant issues.
9. People are told that it takes a lot of courage to do a survey, such as the one Digital is doing. It takes courage in asking questions to which people may feel the answers are less than

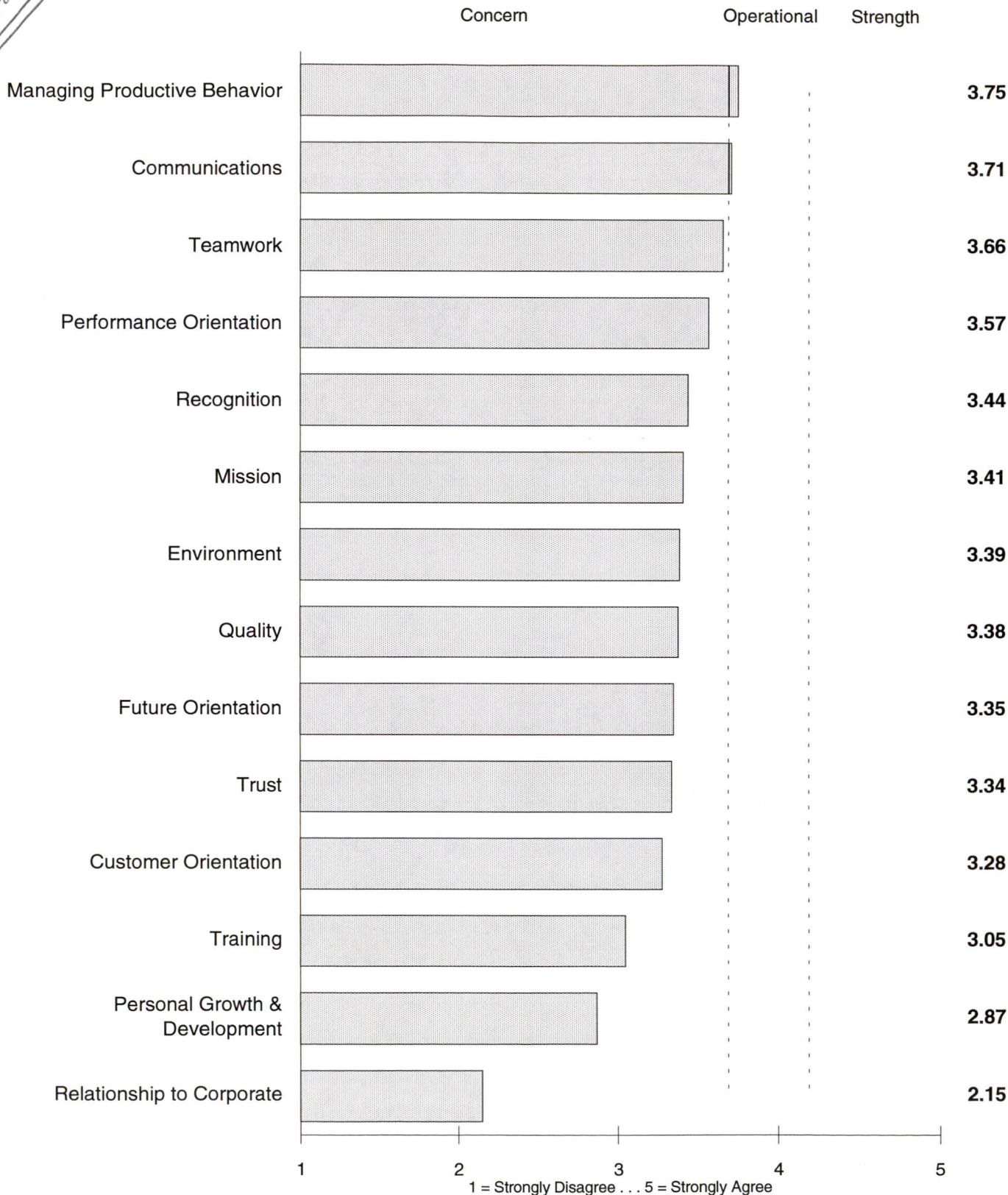
positive. And, it takes courage on the part of everyone to take the results and, in a positive and proactive manner, do something appropriate with them—that is, work to address some of the issues identified.



# Digital Equipment Corporation - Renew '94

## U.S. Territory

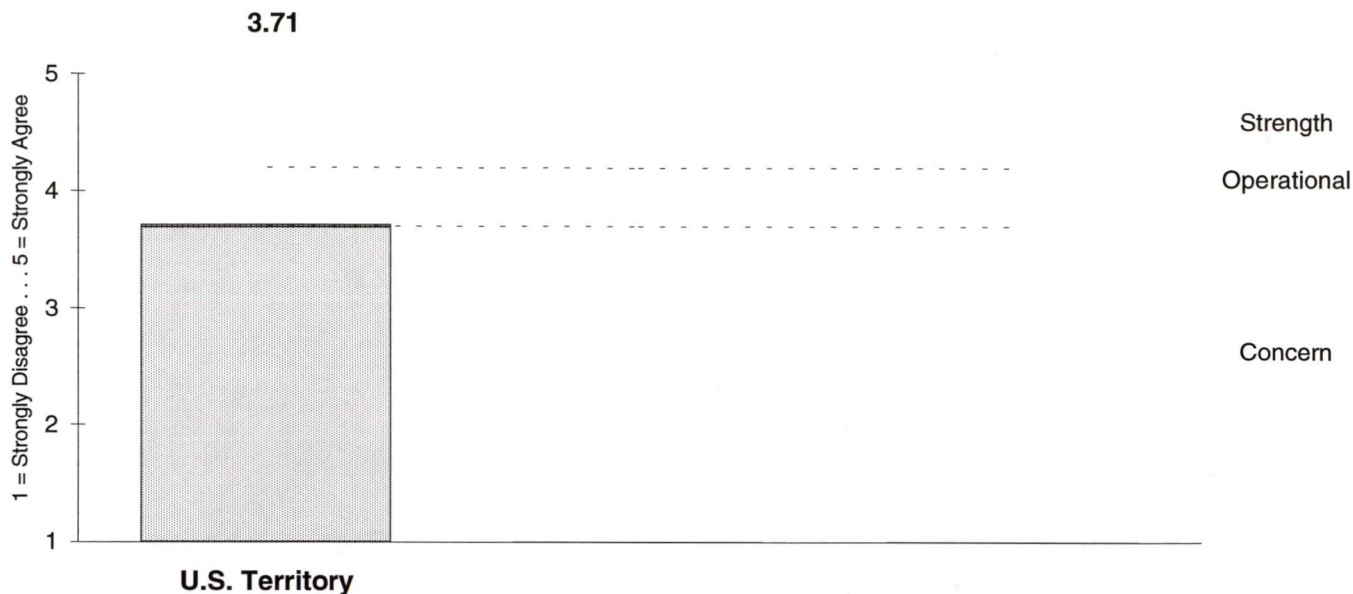
*3.7 = a strength*



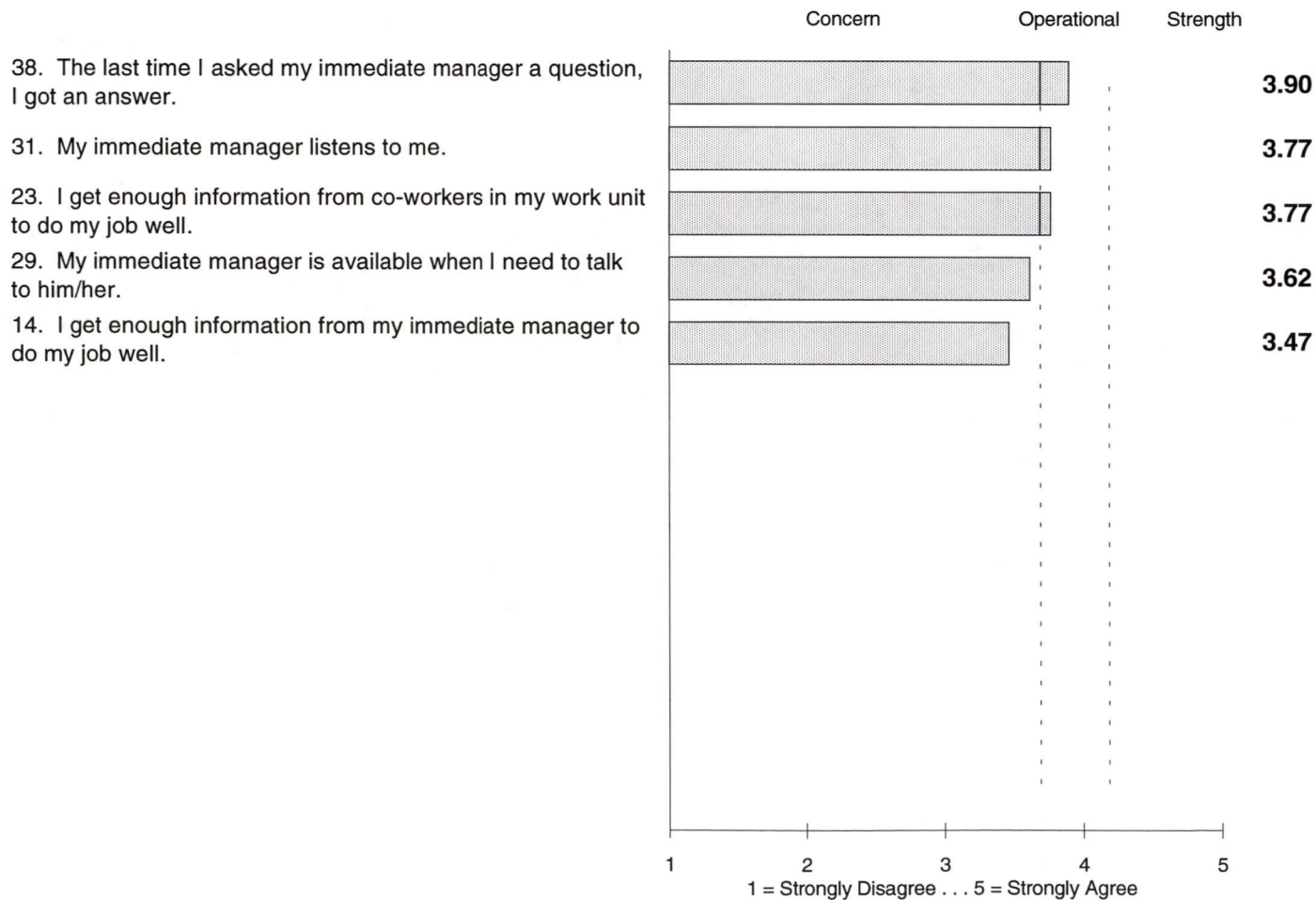
Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00

# Digital Equipment Corporation - Renew '94

## COMMUNICATIONS



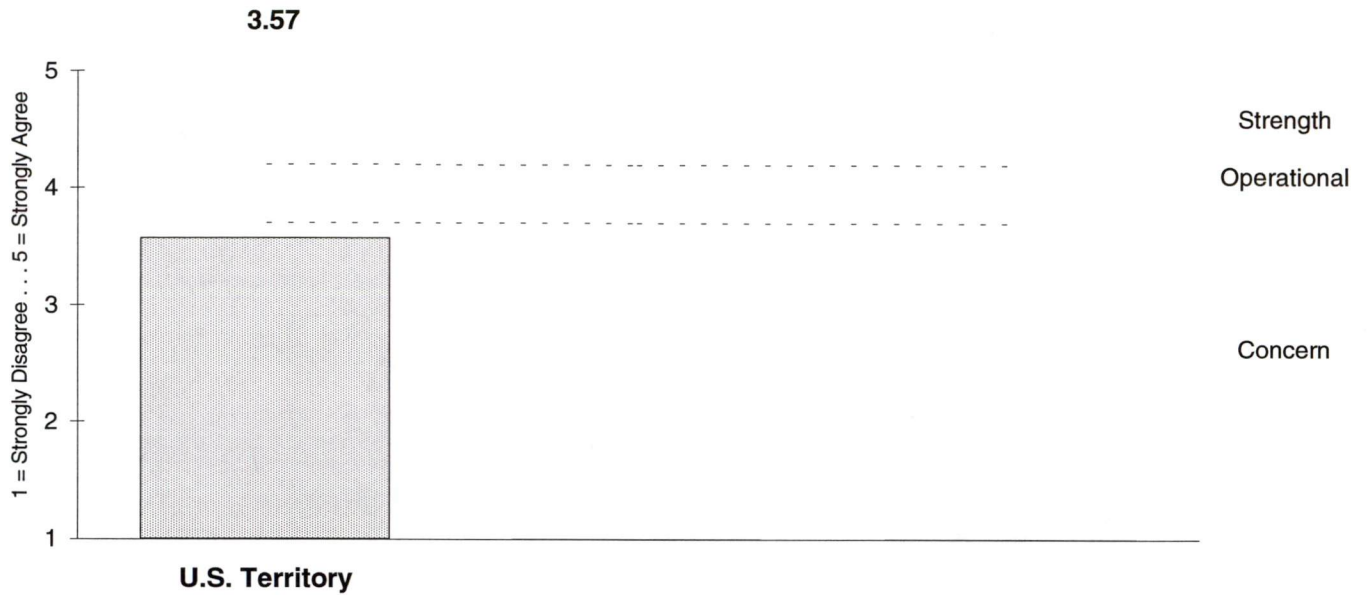
### Communications Specifics



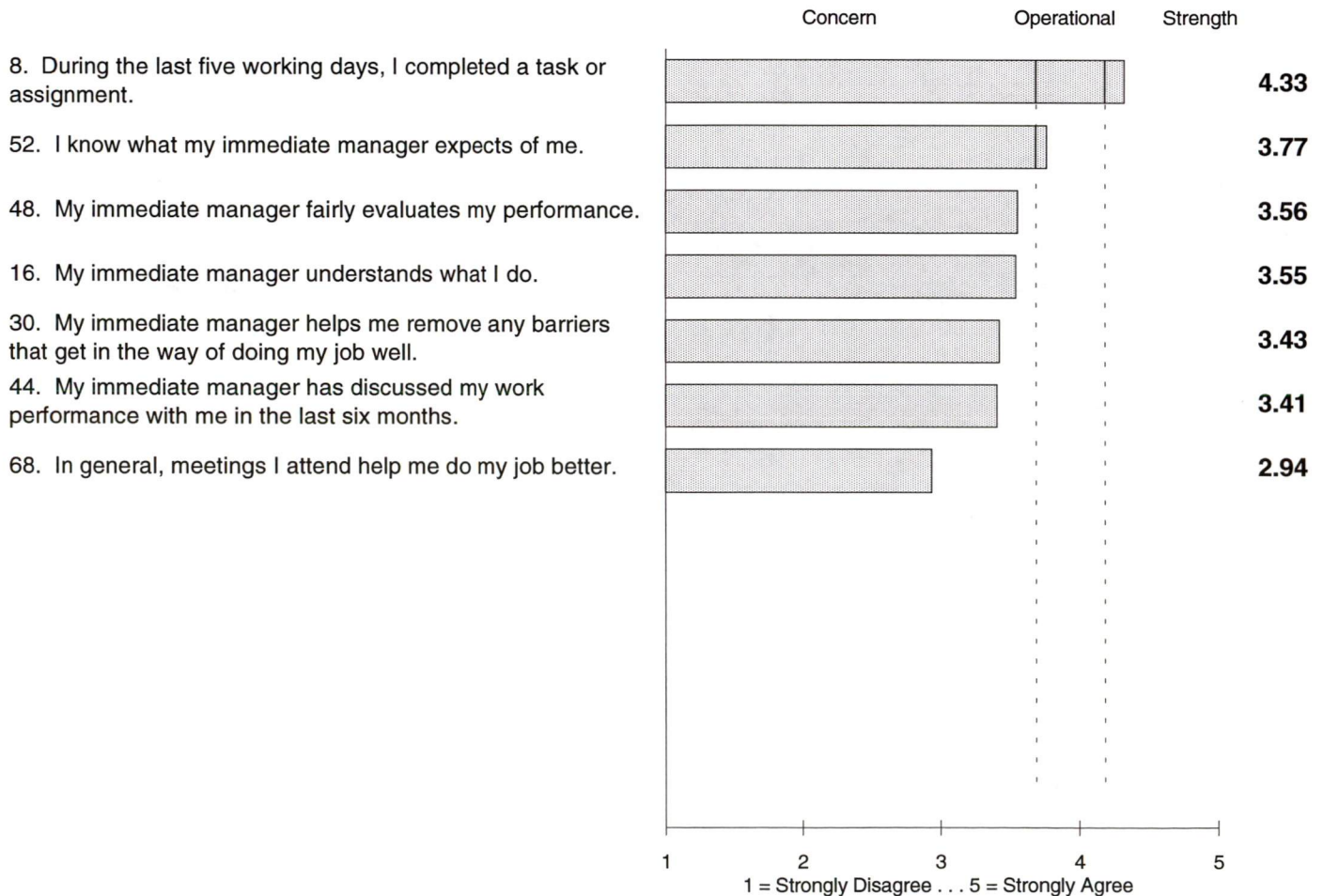
Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00

# Digital Equipment Corporation - Renew '94

## PERFORMANCE ORIENTATION



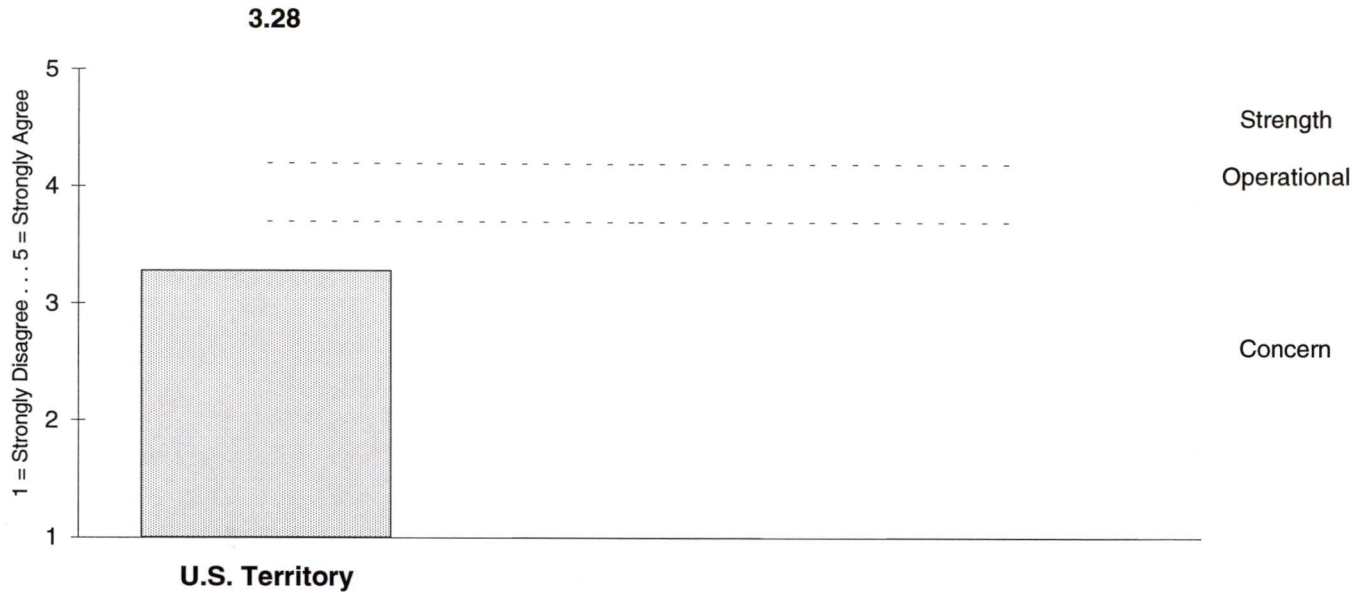
### Performance Orientation Specifics



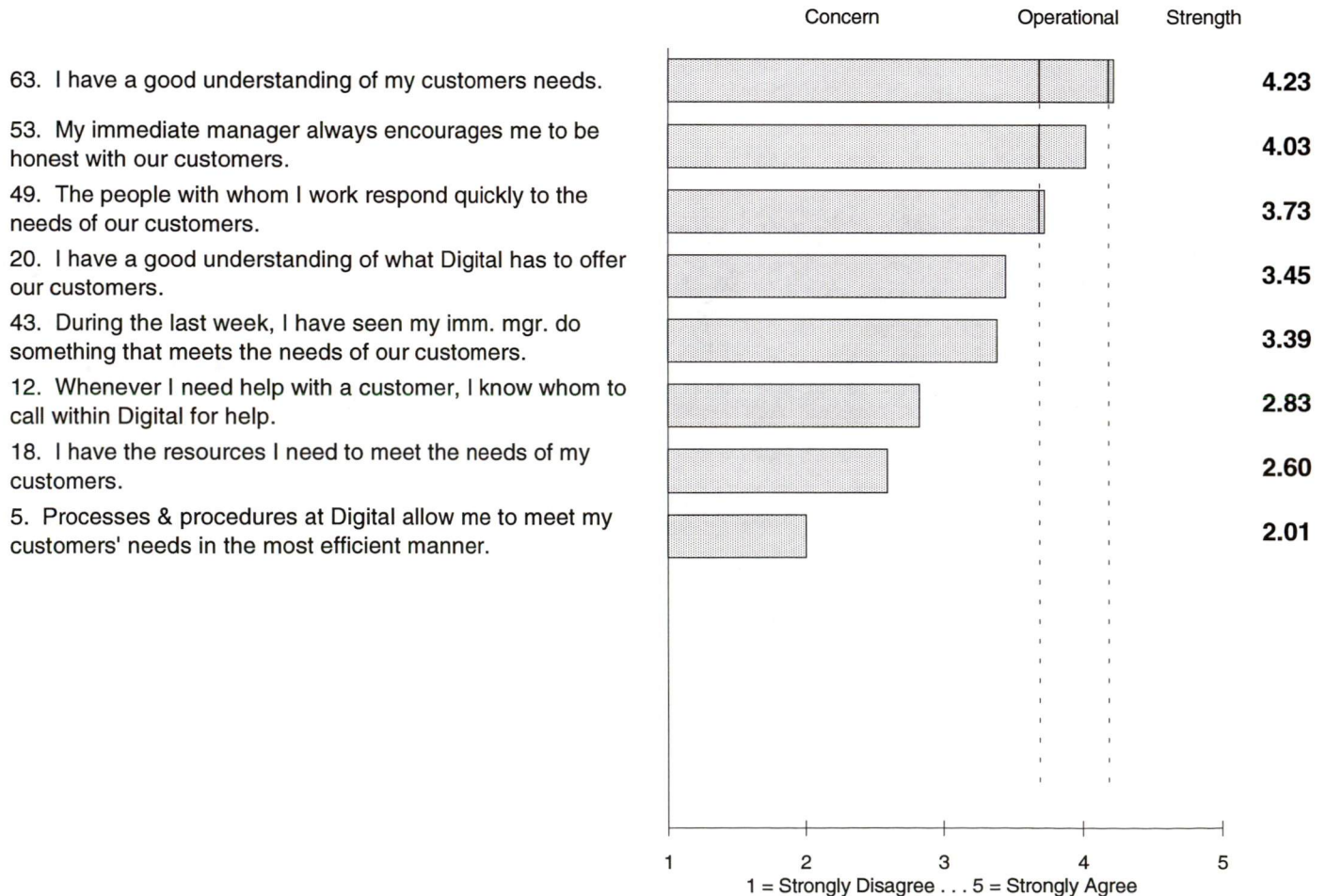
Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00

# Digital Equipment Corporation - Renew '94

## CUSTOMER ORIENTATION



### Customer Orientation Specifics

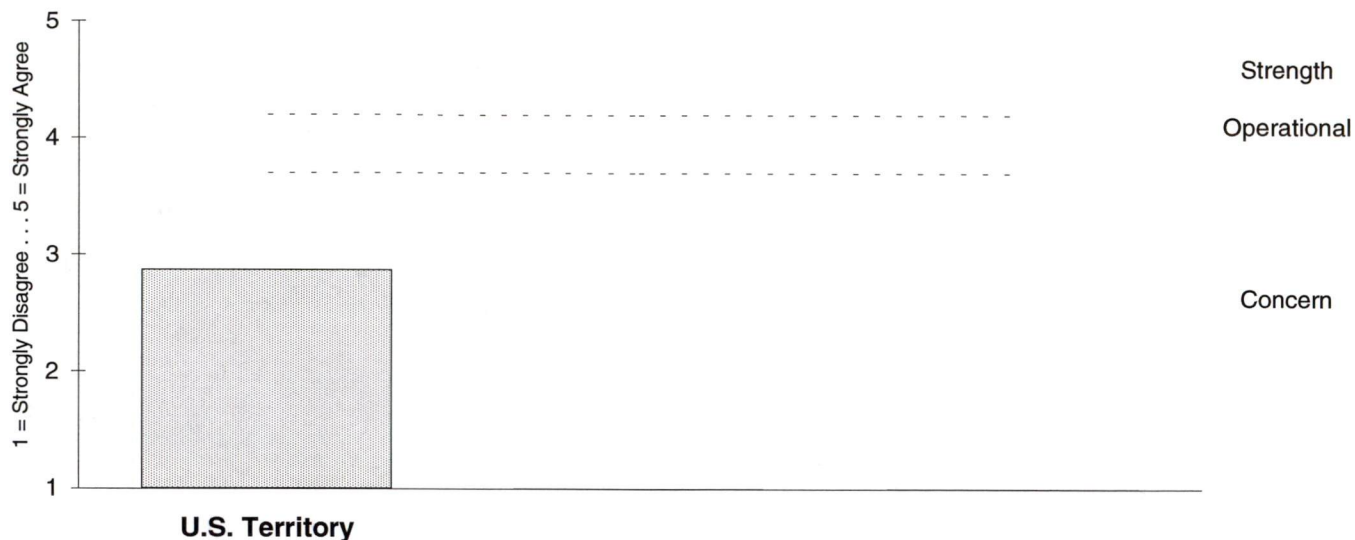


Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00

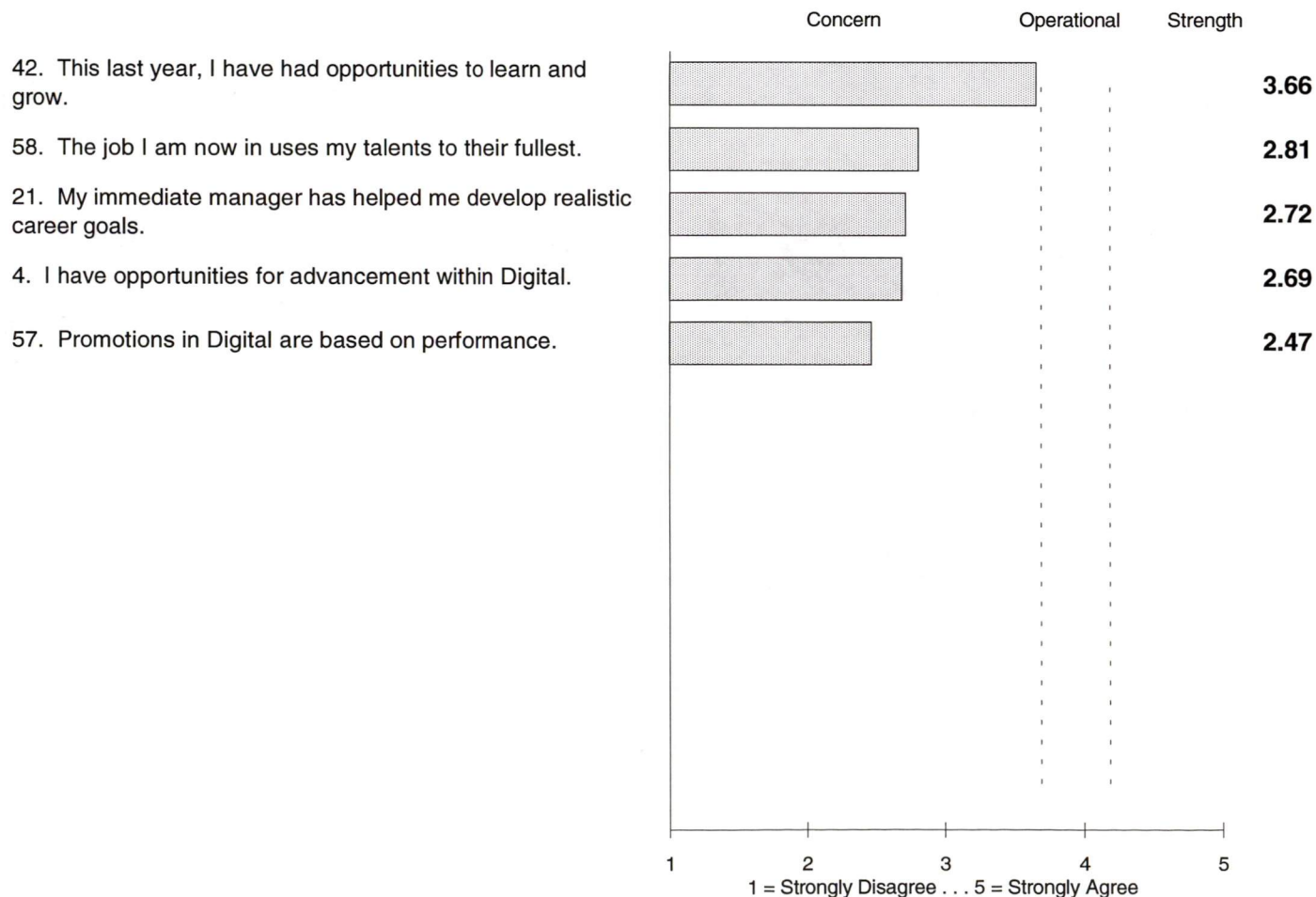
# Digital Equipment Corporation - Renew '94

## PERSONAL GROWTH & DEVELOPMENT

2.87



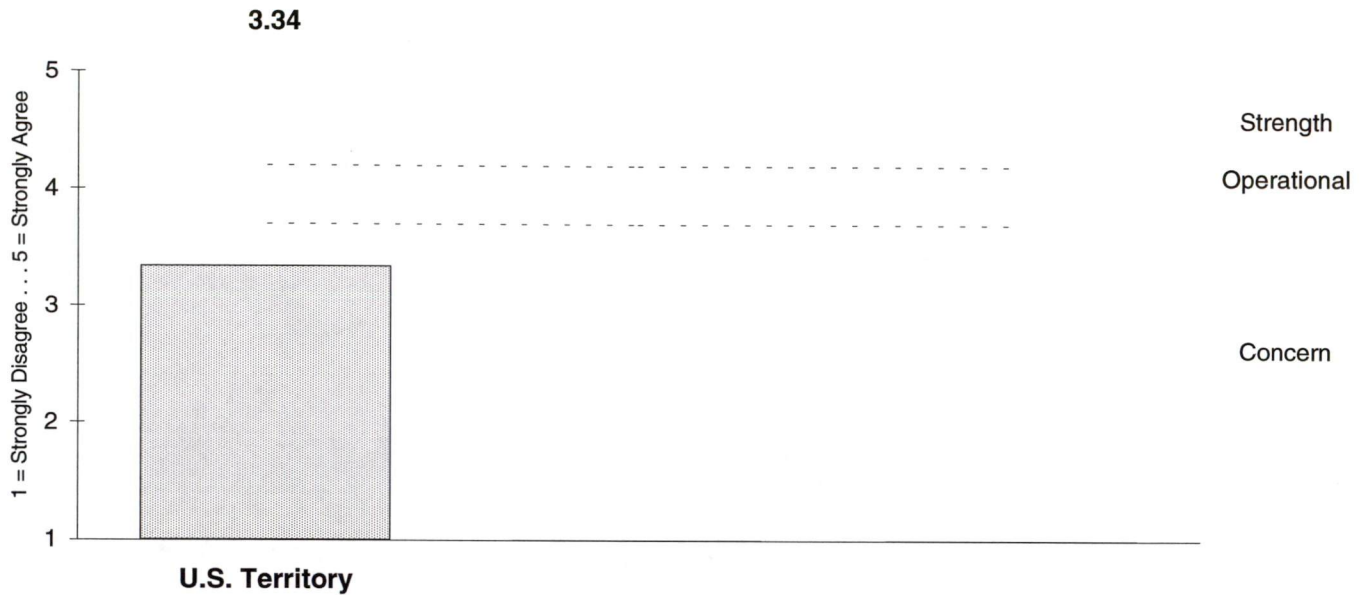
### Personal Growth & Development Specifics



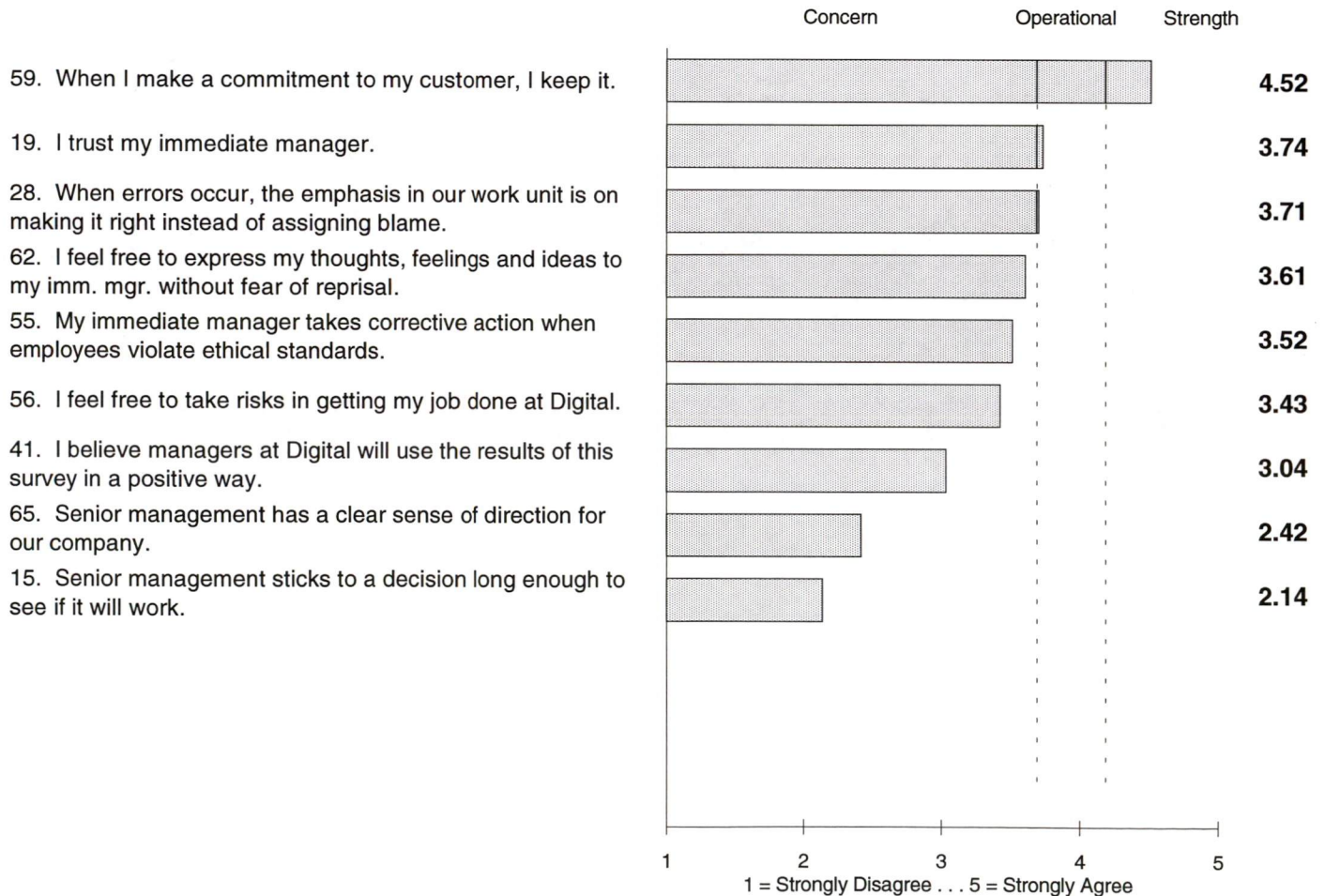
Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00

# Digital Equipment Corporation - Renew '94

## TRUST



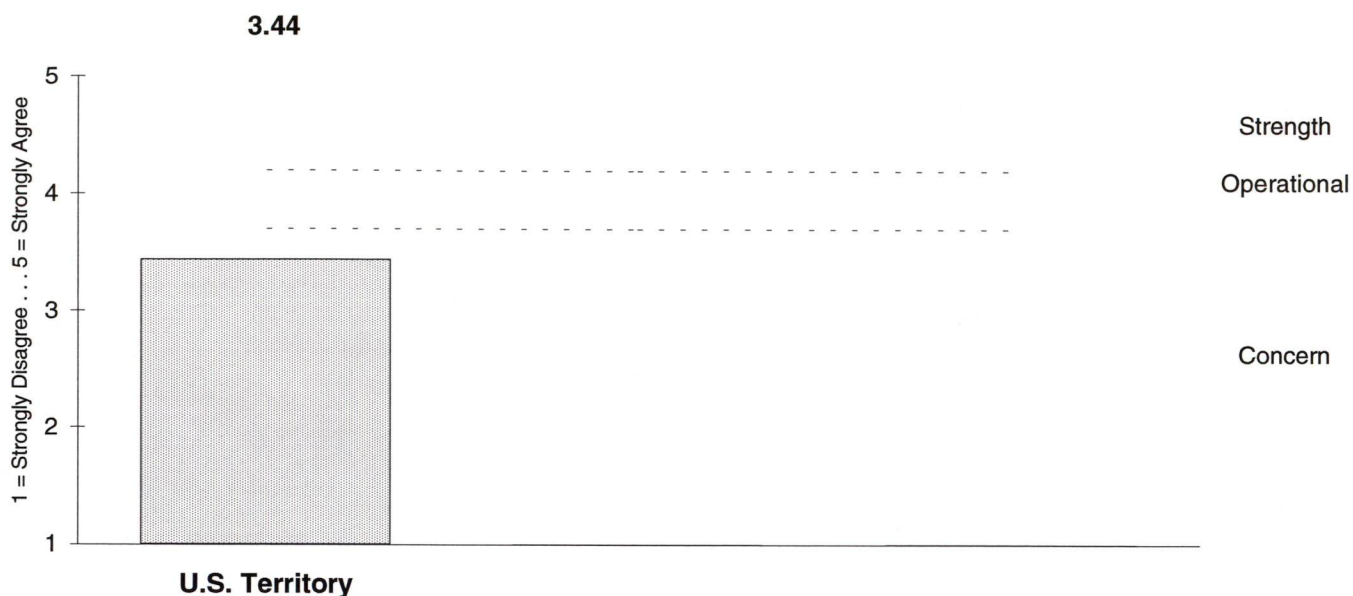
### Trust Specifics



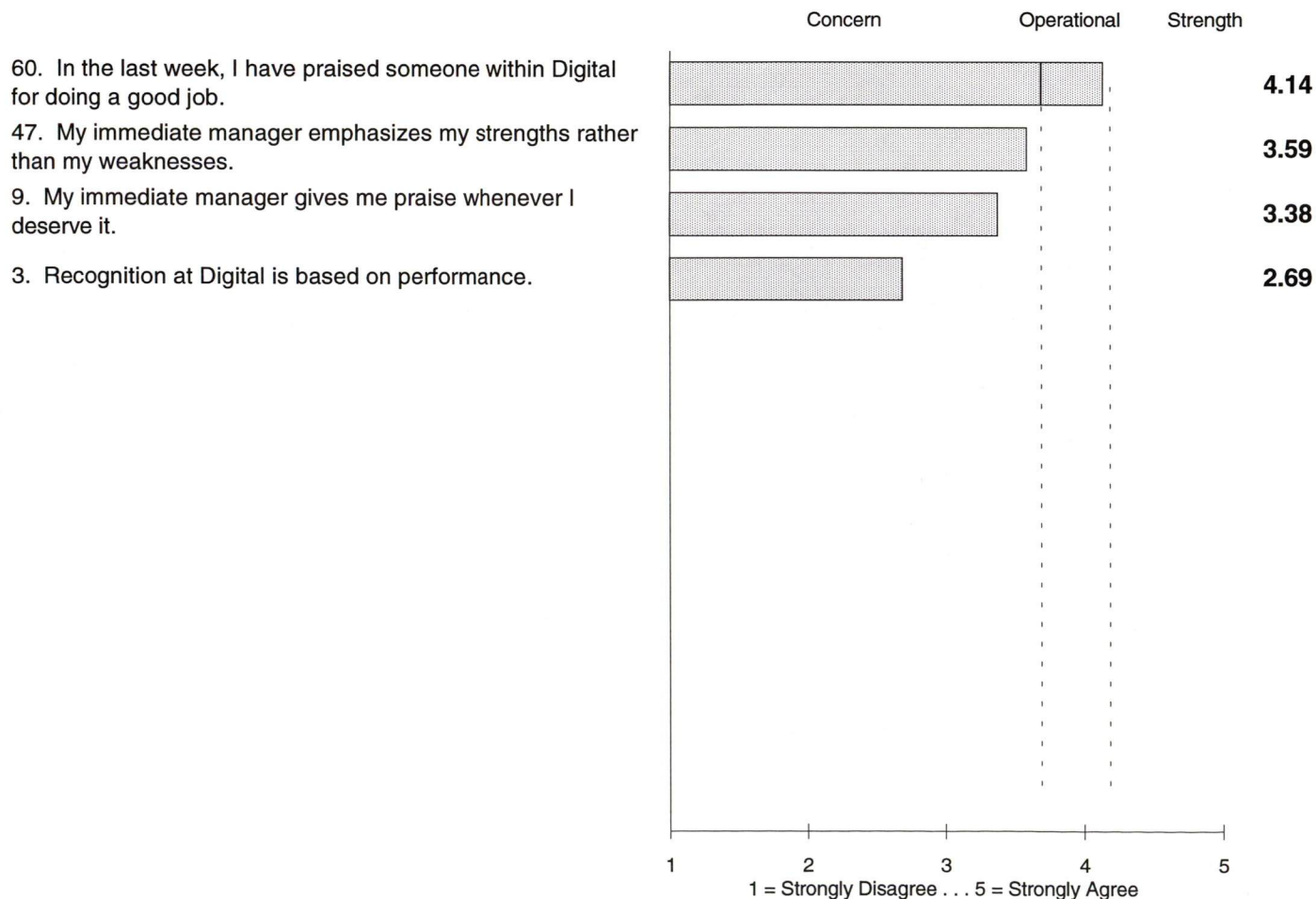
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# Digital Equipment Corporation - Renew '94

## RECOGNITION



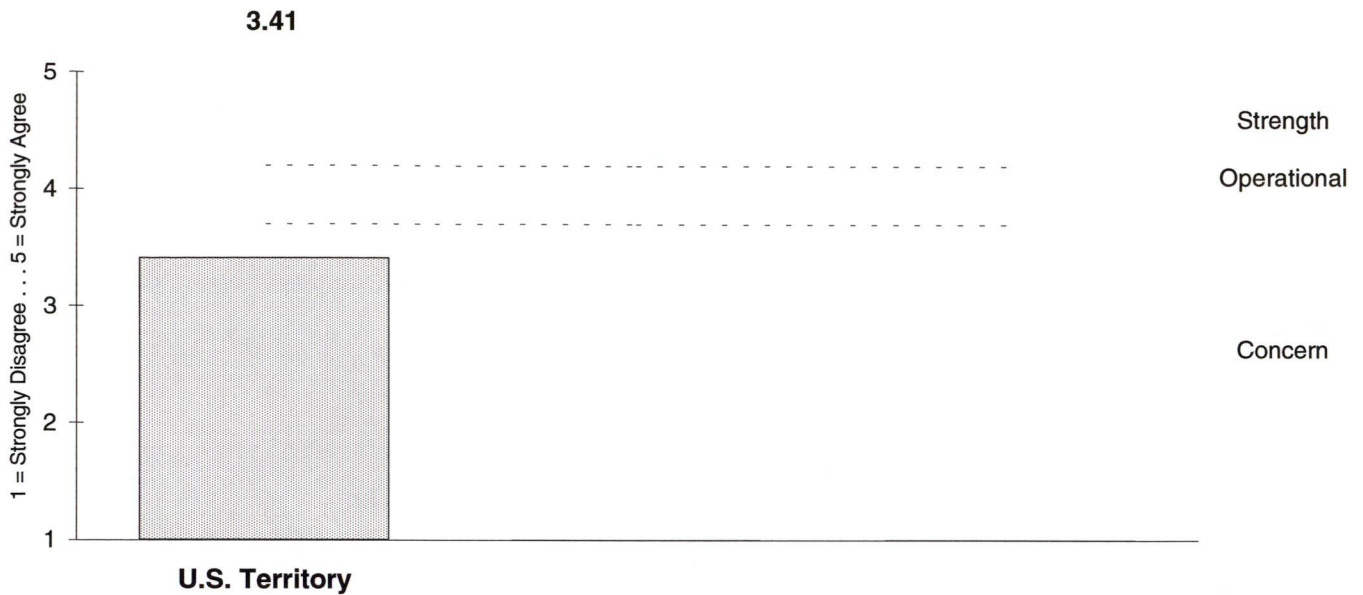
### Recognition Specifics



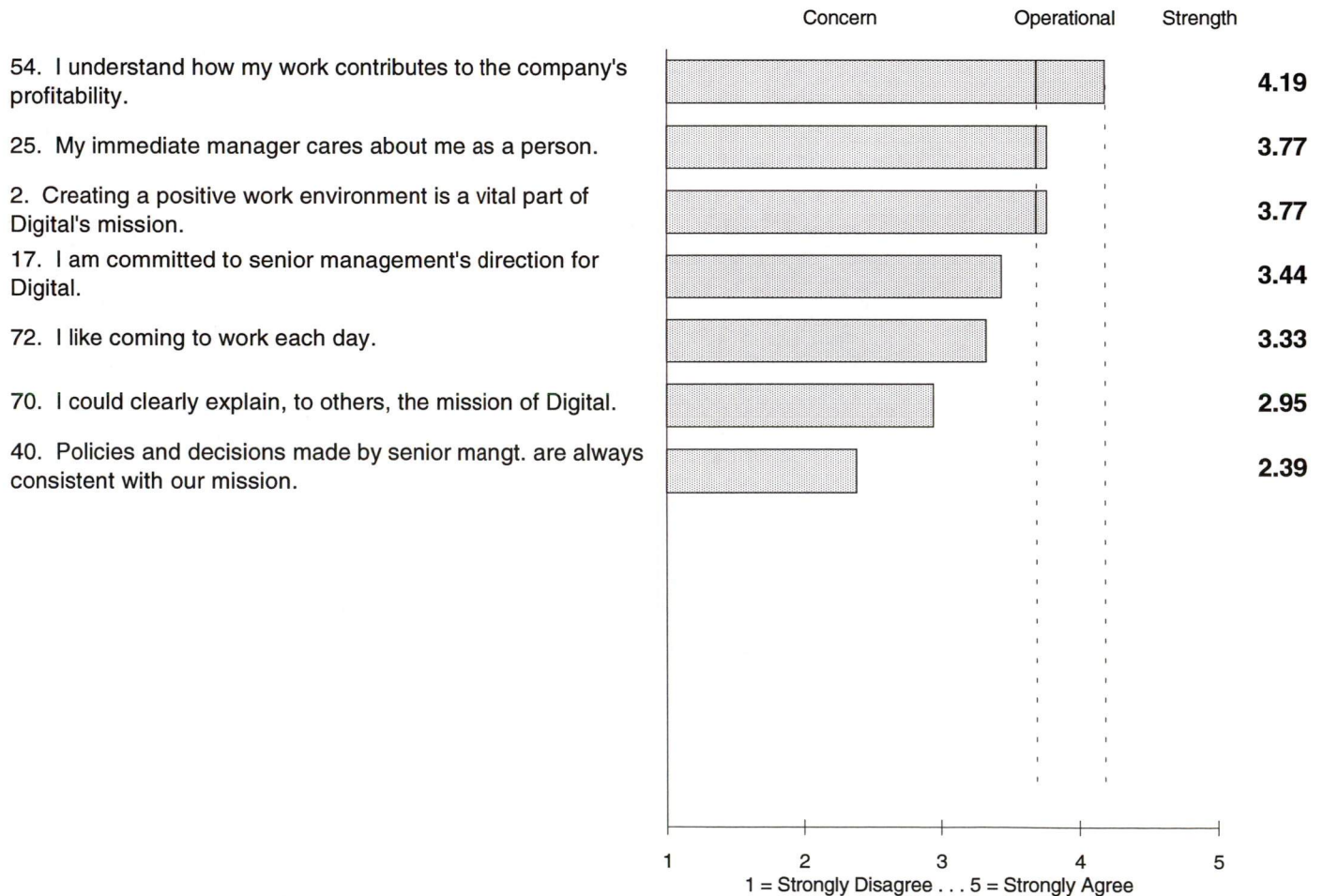
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# Digital Equipment Corporation - Renew '94

## MISSION



## Mission Specifics

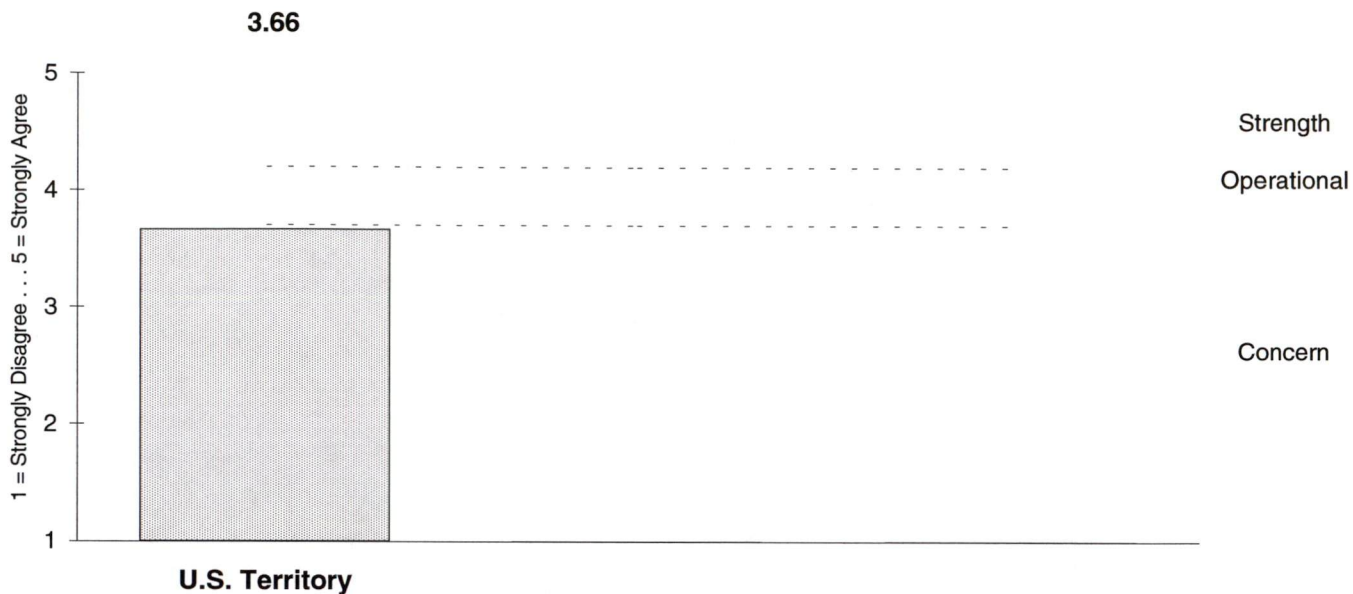


Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00

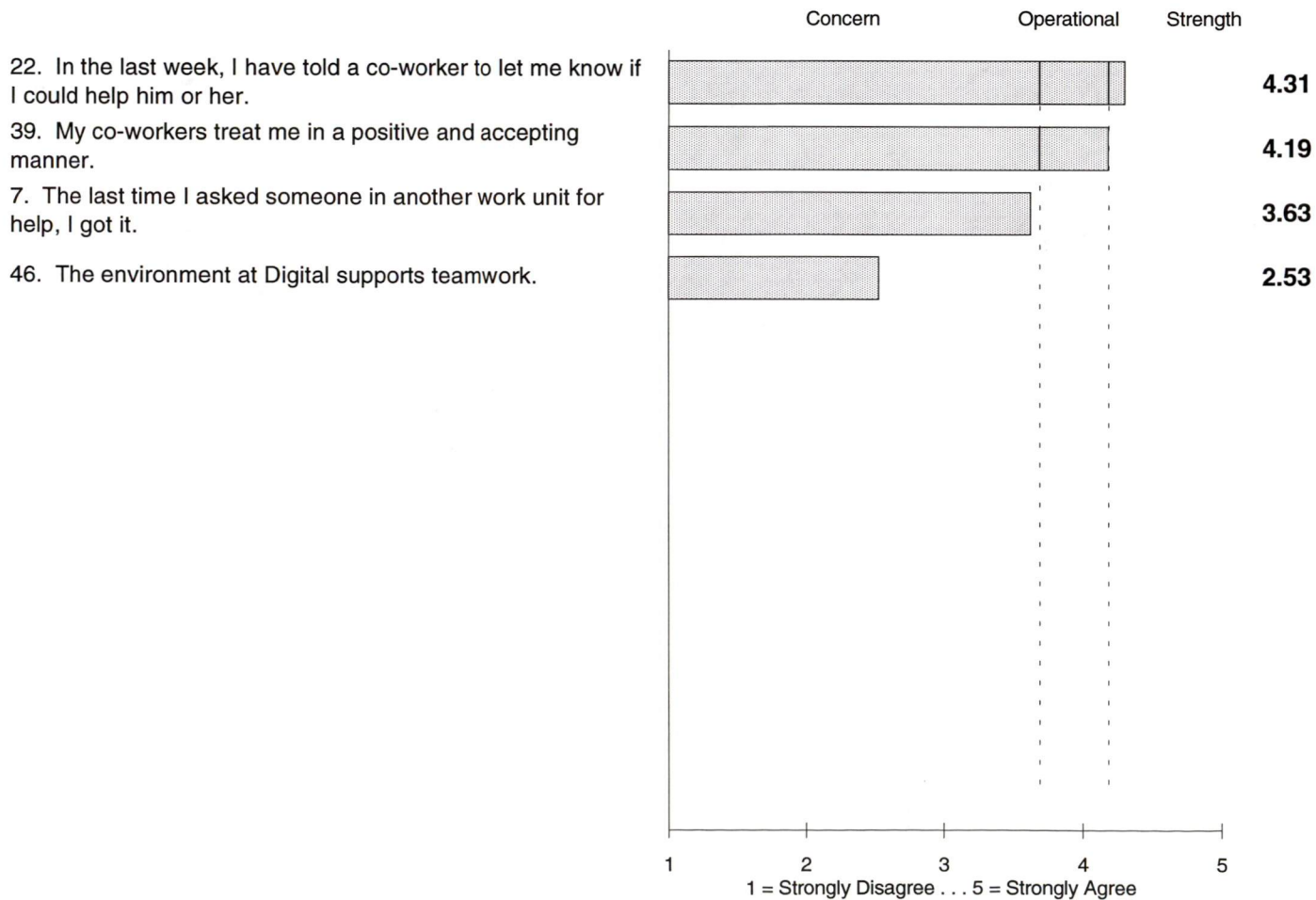


# Digital Equipment Corporation - Renew '94

## TEAMWORK



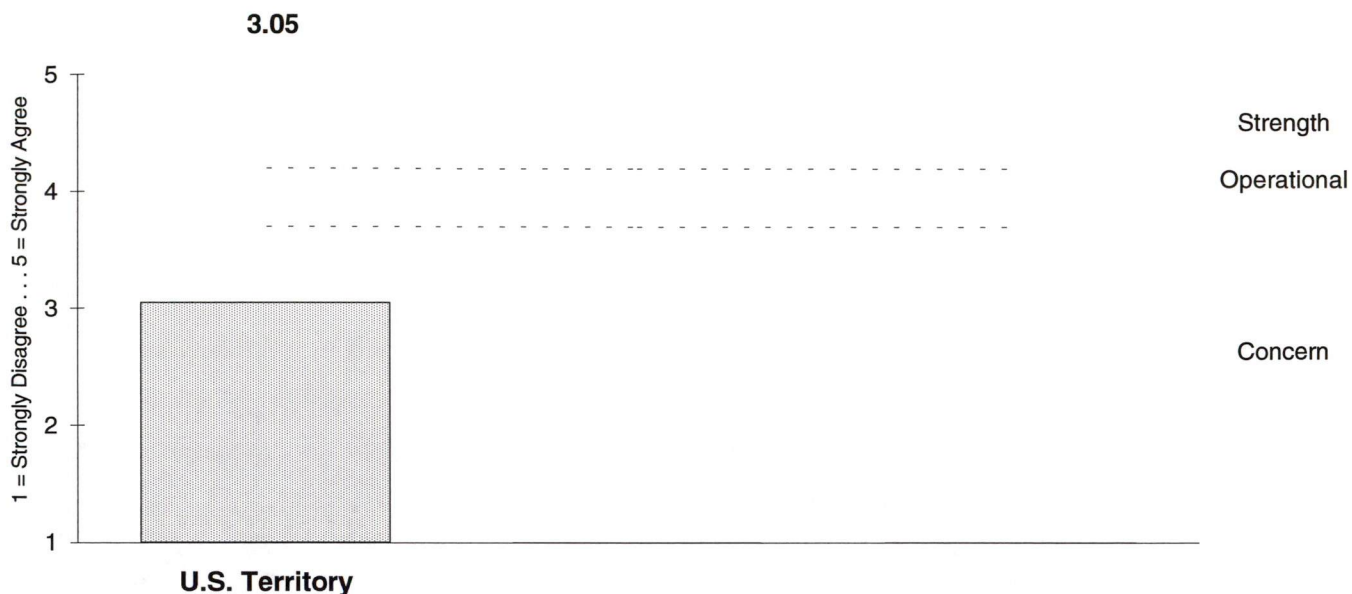
### Teamwork Specifics



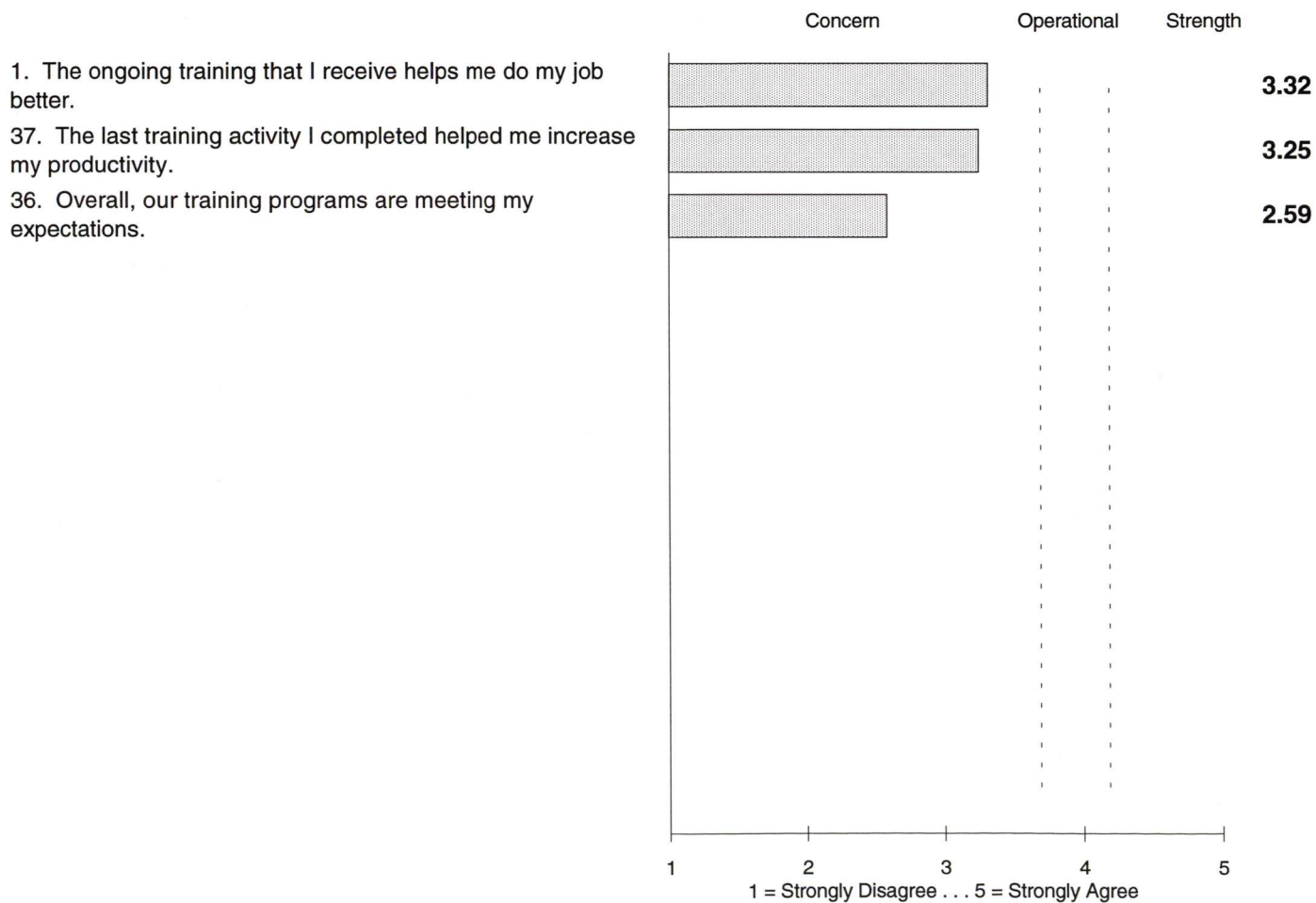
Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00

# Digital Equipment Corporation - Renew '94

## TRAINING



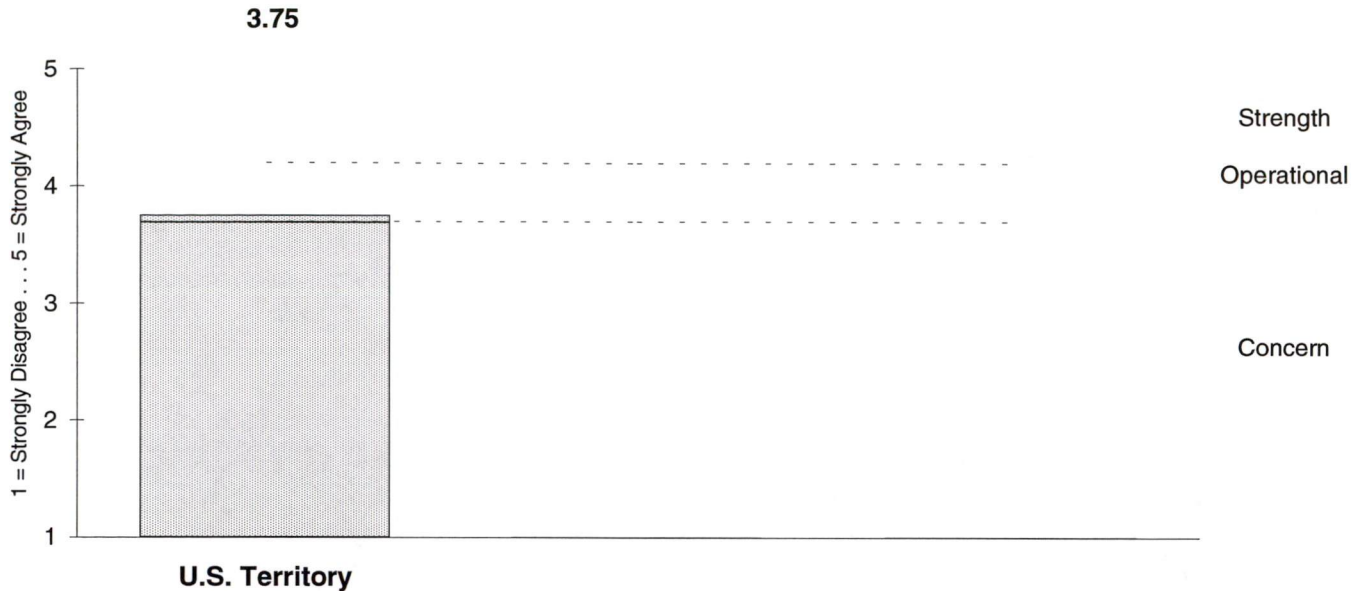
### Training Specifics



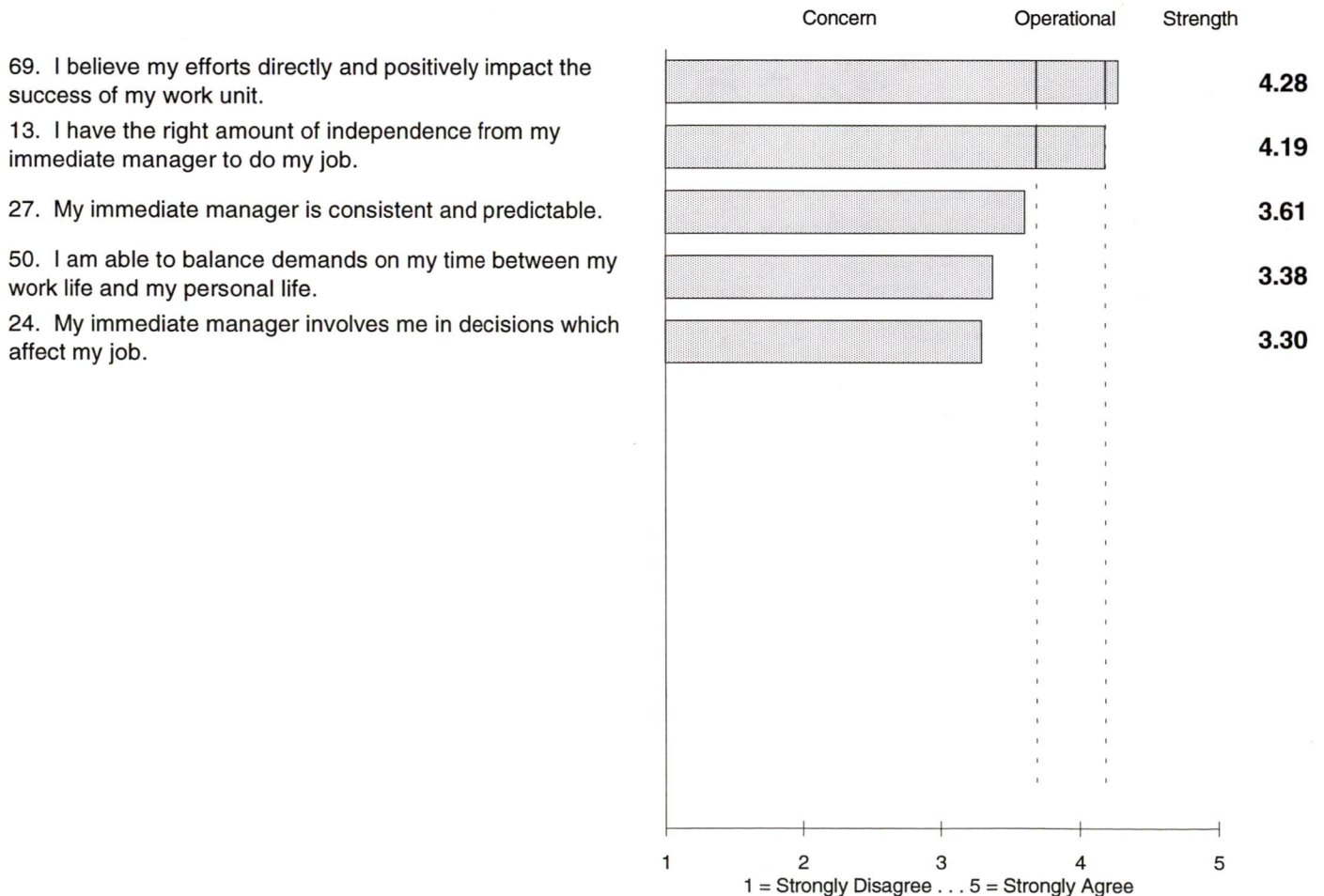
Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00

# Digital Equipment Corporation - Renew '94

## MANAGING PRODUCTIVE BEHAVIOR



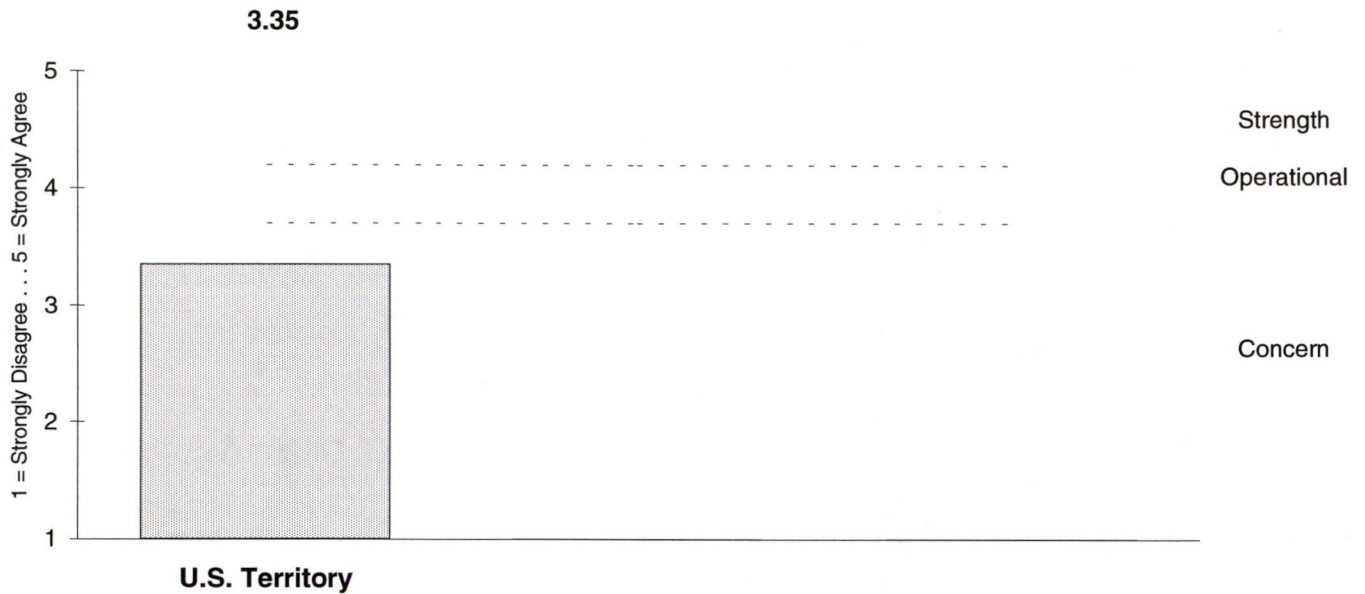
### Managing Productive Behavior Specifics



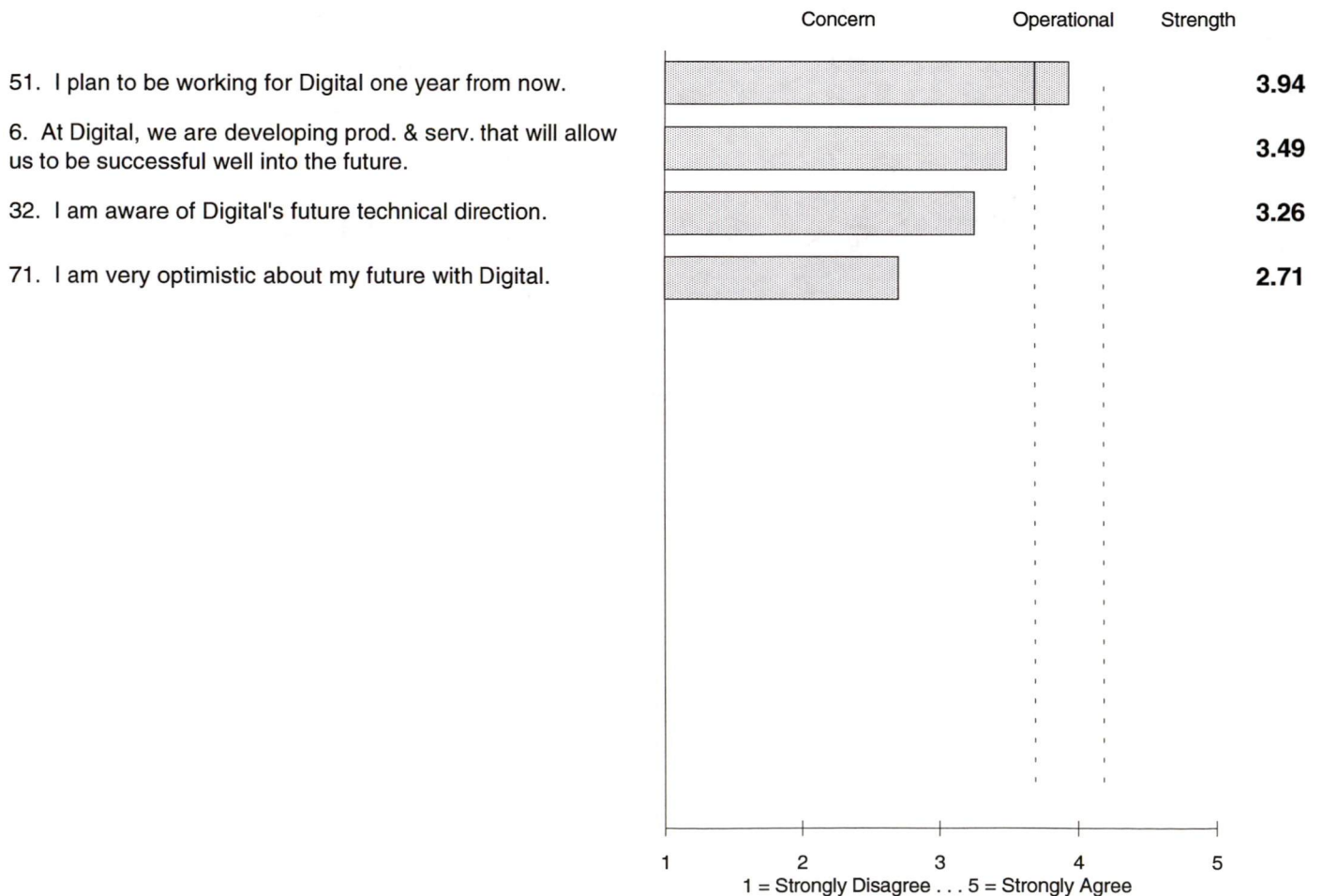
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# Digital Equipment Corporation - Renew '94

## FUTURE ORIENTATION



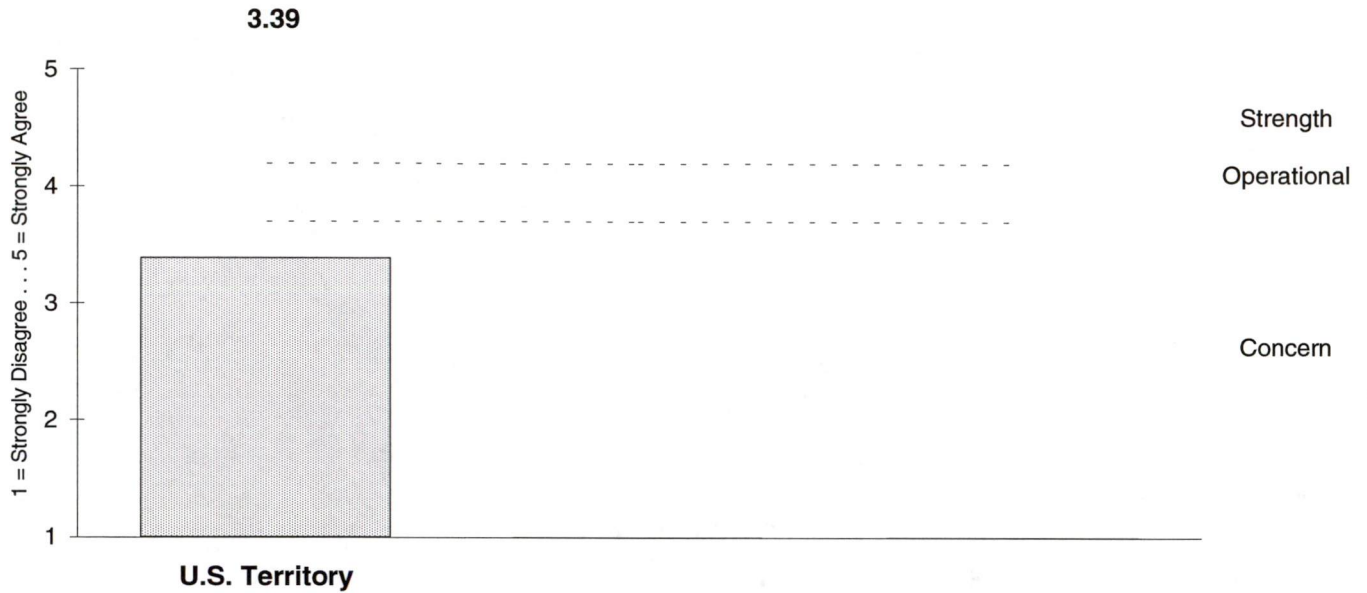
## Future Orientation Specifics



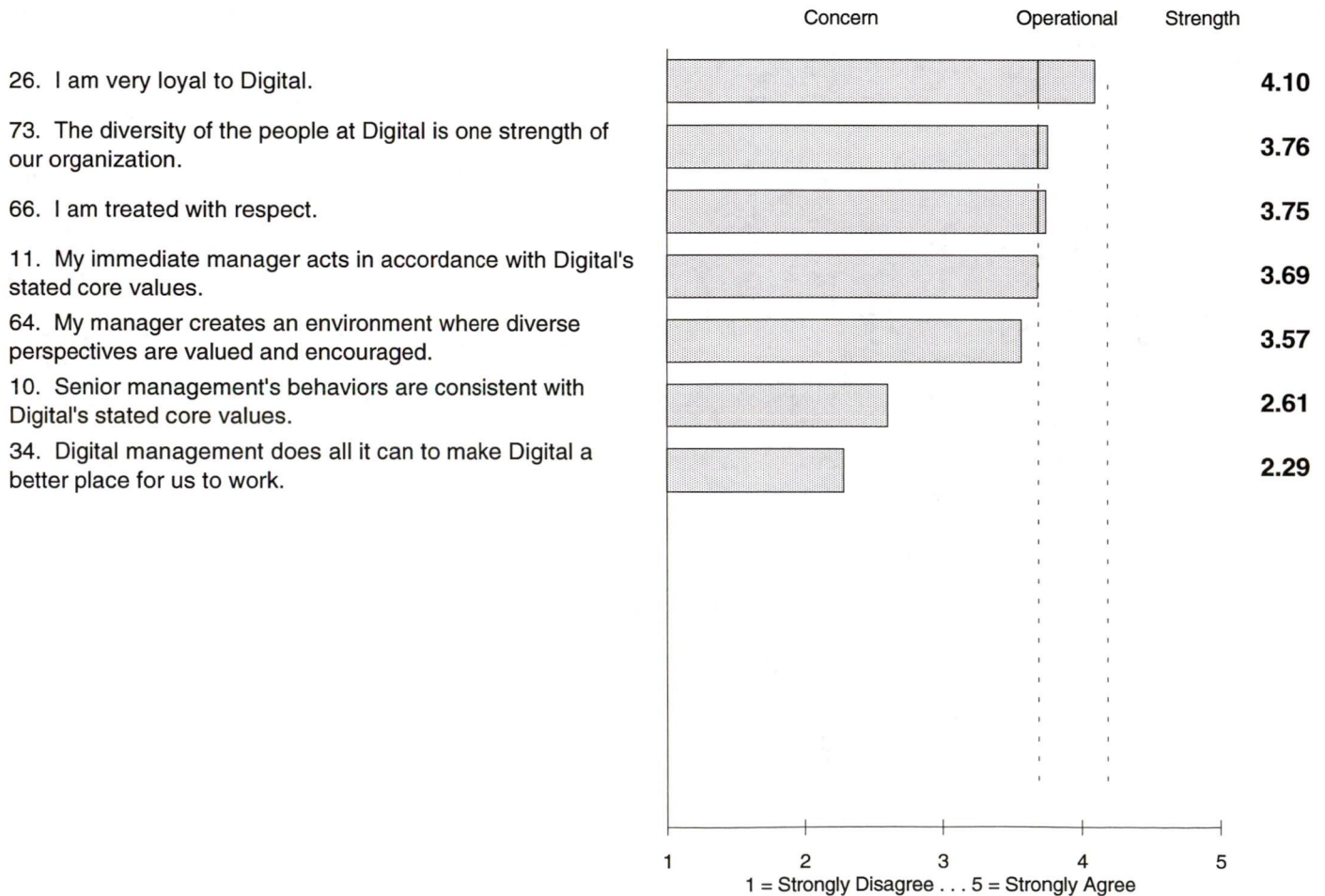
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# Digital Equipment Corporation - Renew '94

## ENVIRONMENT



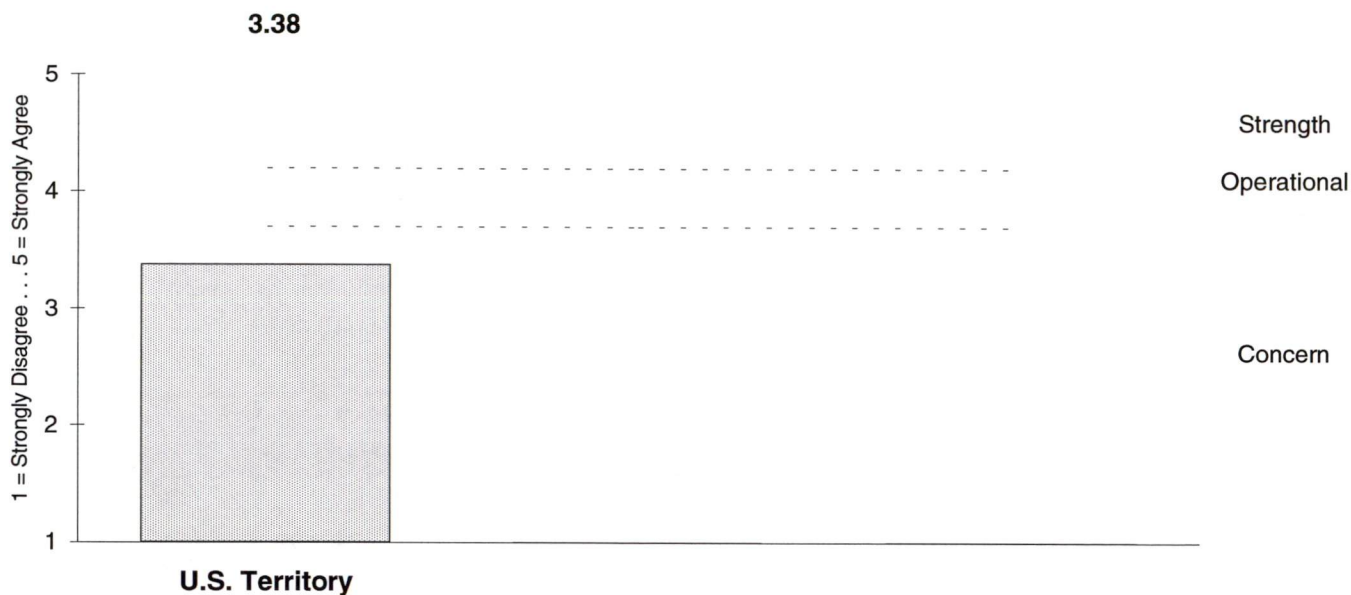
### Environment Specifics



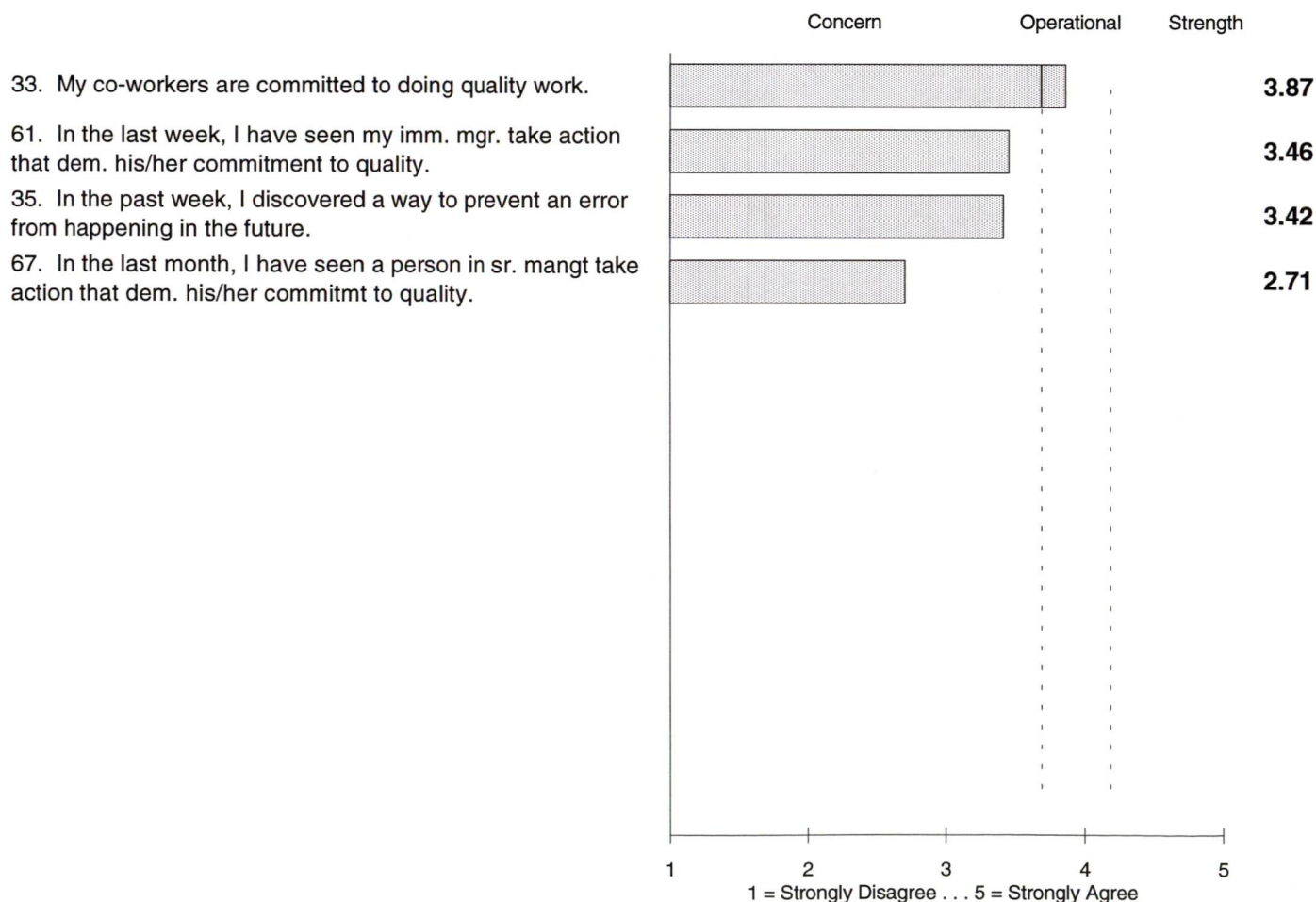
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# Digital Equipment Corporation - Renew '94

## QUALITY



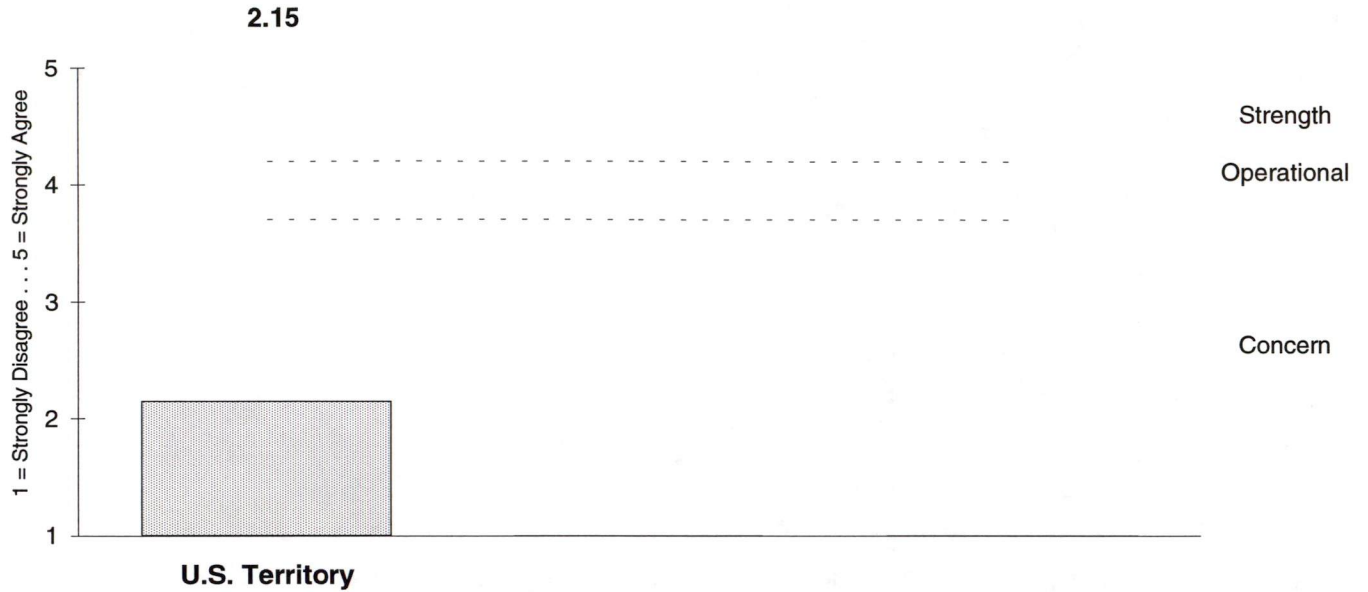
### Quality Specifics



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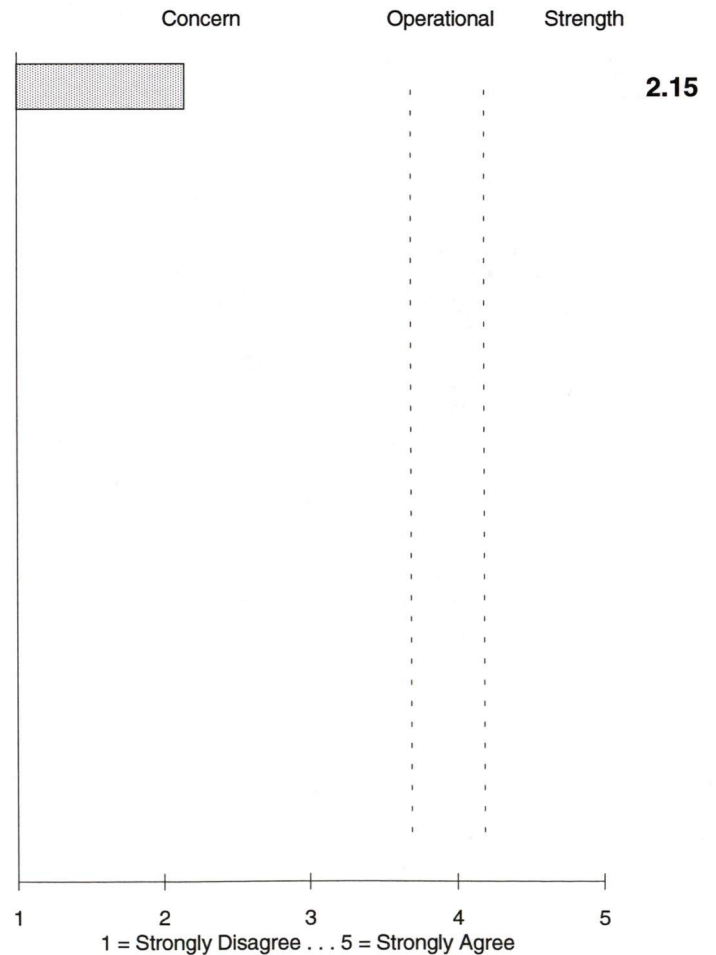
# Digital Equipment Corporation - Renew '94

## RELATIONSHIP TO CORPORATE



## Relationship To Corporate Specifics

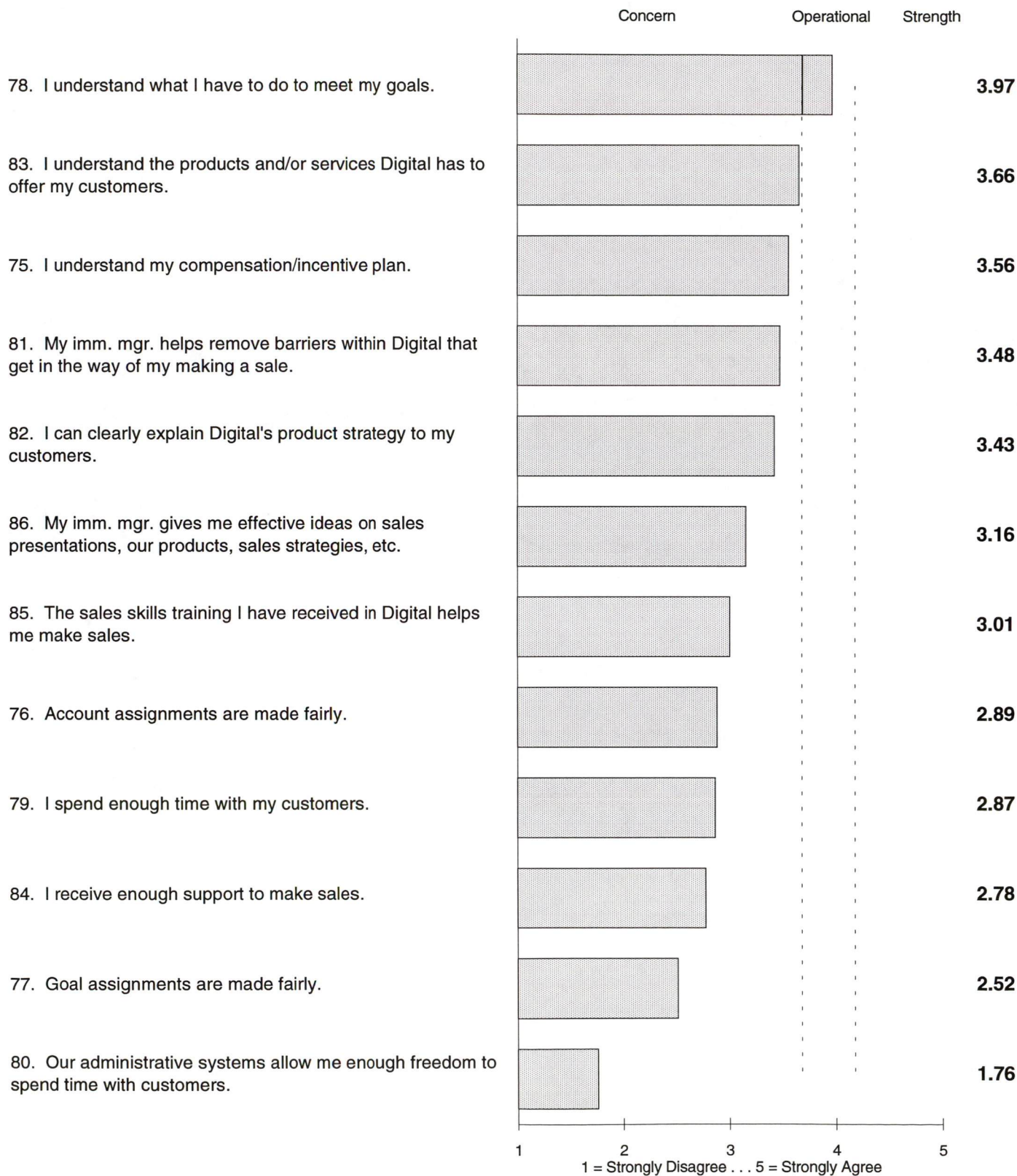
45. I feel the cooperation among territories, areas, countries, functions and corporate is excellent.



Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00

# Digital Equipment Corporation - Renew '94

## SALES SPECIFIC Specifics (U.S. Territory)



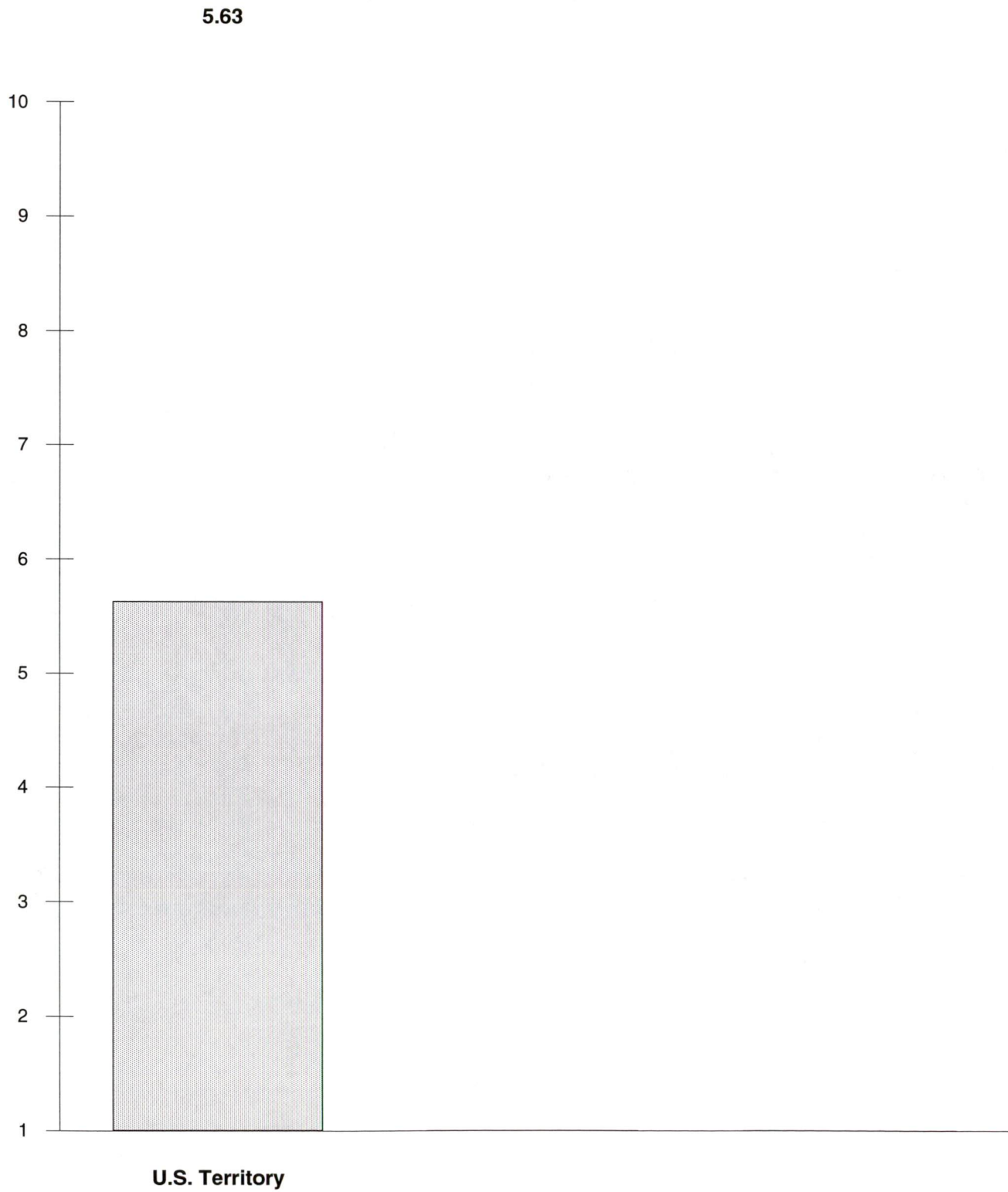
Concern = 0.00 - 3.69; Operational = 3.70 - 4.19; Strength = 4.20 - 5.00



# Digital Equipment Corporation - Renew '94

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## Overall Job Satisfaction



DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 Sample Characteristics

\*\*Position:

	TOTAL	
	-----	
TOTAL	8179	100%
Administration	347	4%
Business Support	518	6%
Communications	11	0%
Customer Administration	136	2%
Customer Services	911	11%
Distribution	25	0%
Education/Training	81	1%
Engineering Support	7	0%
Finance	147	2%
Hardware Engineering	101	1%
IM&T	100	1%
Law	103	1%
Manufacturing	4	0%
Manufacturing Engineering	5	0%
Marketing	221	3%
Materials	23	0%
Personnel	31	0%
Purchasing	22	0%
Quality Engineering	7	0%
Sales	2183	27%
Sales Programs	113	1%
Services/Support	1820	22%
Software Engineering	92	1%

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
U.S. TERRITORY  
Sample Characteristics

\*\*Position:

	TOTAL
	-----
Software Services	916 11%
Technicians	89 1%
Other	166 2%

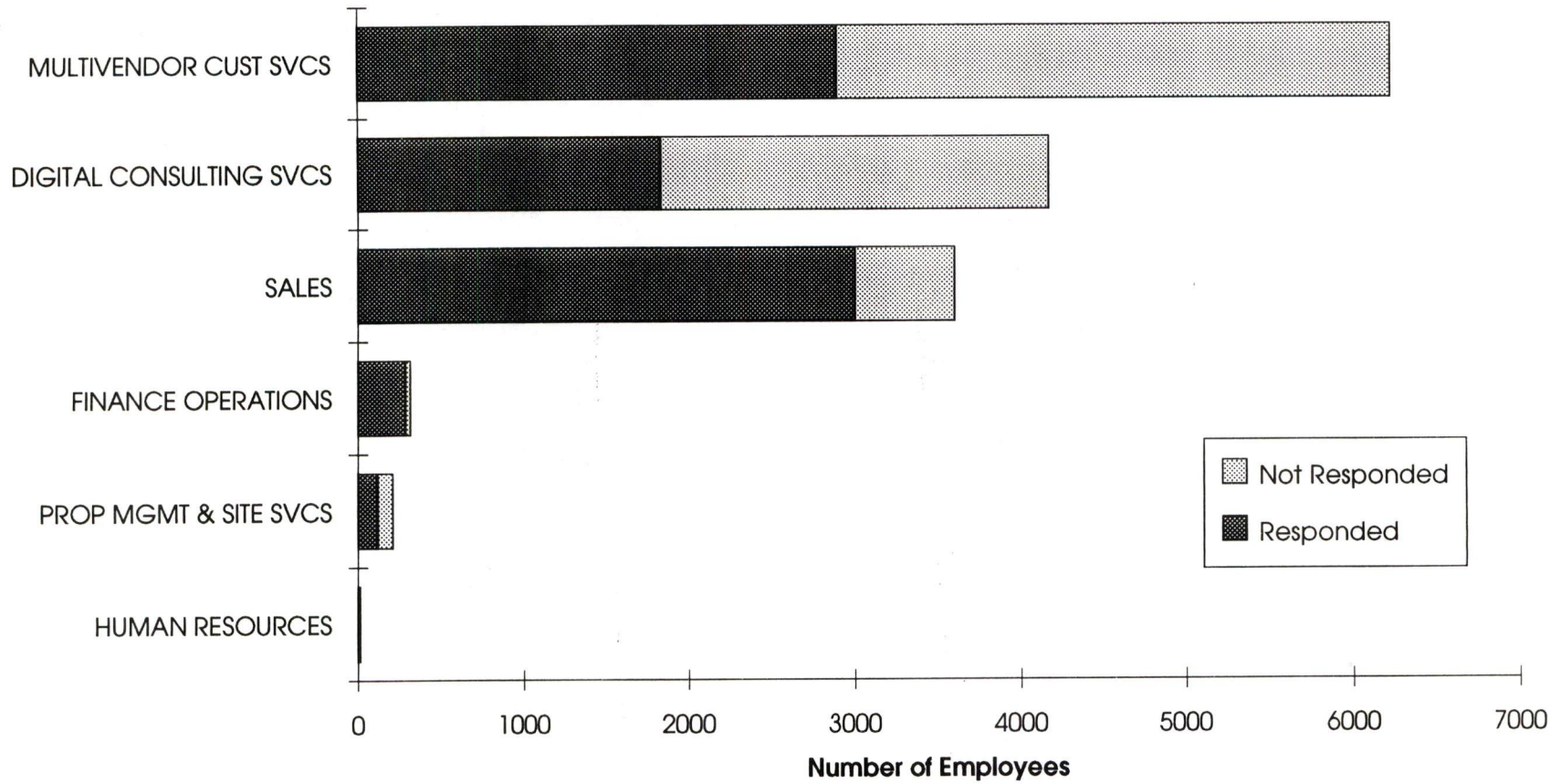
\*\*Gender:

TOTAL	7822 100%
Male	5336 68%
Female	2486 32%

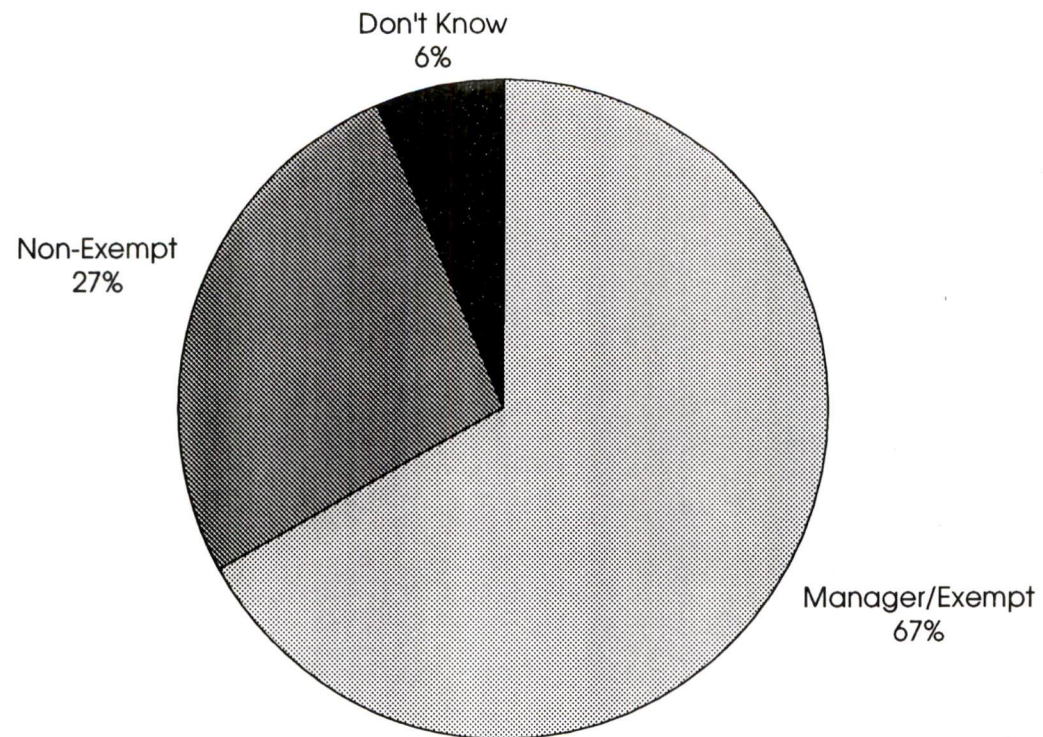
\*\*Manager Status:

TOTAL	8179 100%
Manager/Exempt	5492 67%
Non-Exempt	2184 27%
Don't Know/Blank	503 6%

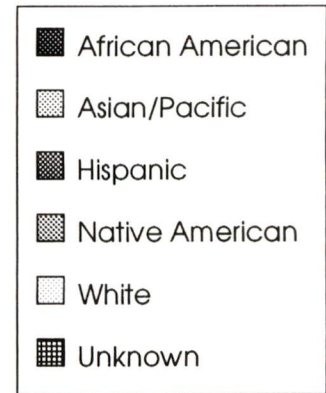
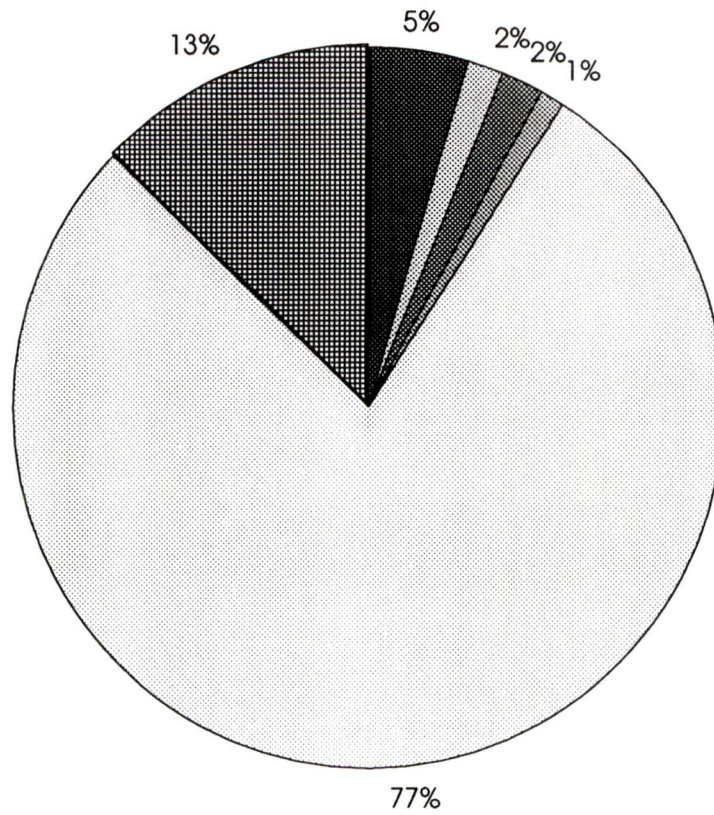
### RENEW '94 U.S. Territory Response by Organization



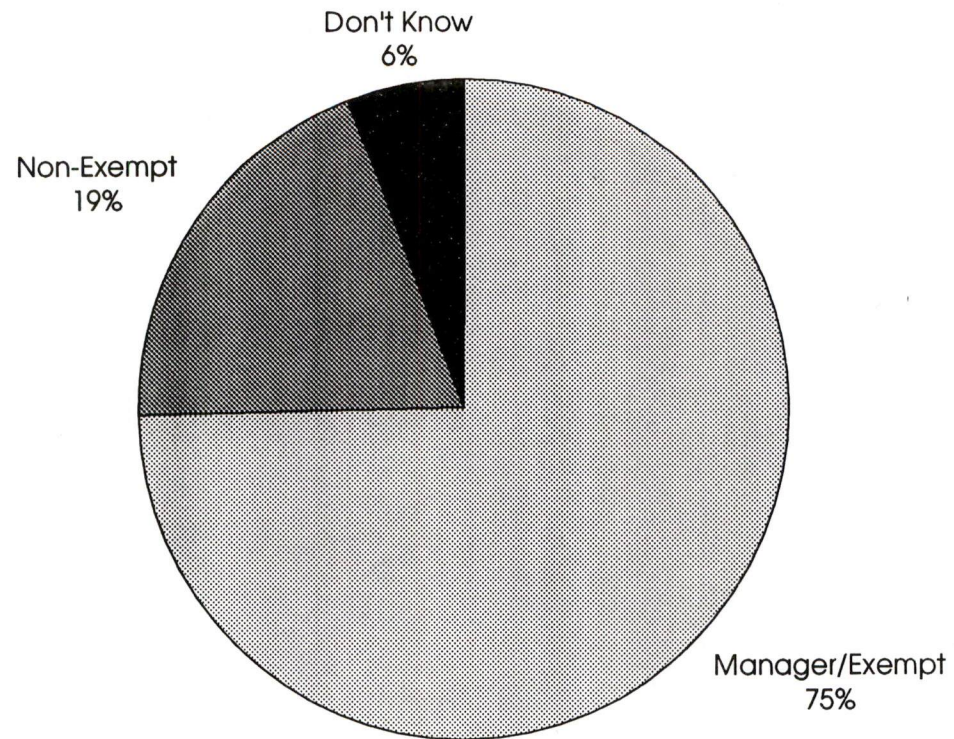
### RENEW '94 U.S. Territory by Exempt Status



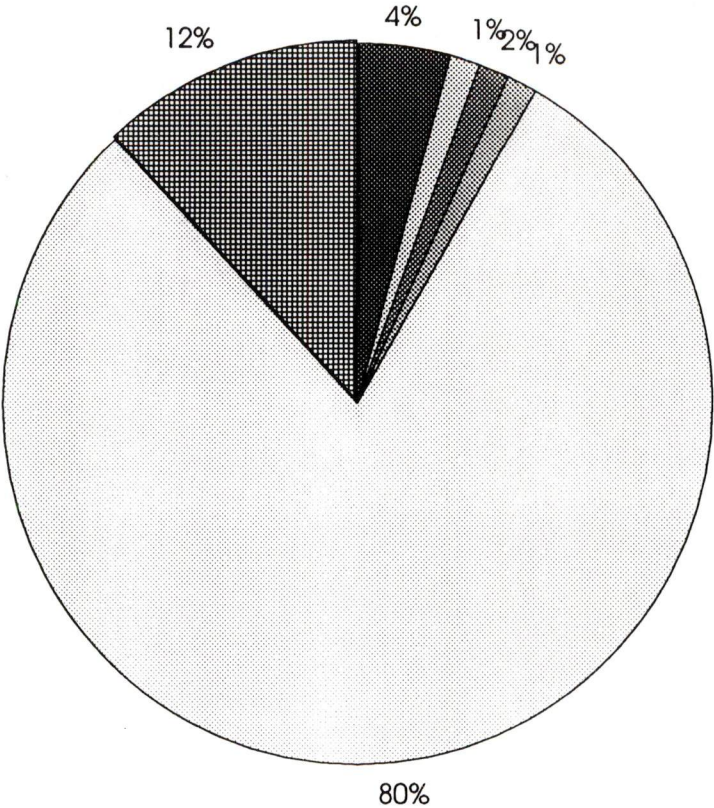
RENEW '94 U.S. Territory Ethnic Profile



### RENEW '94 U.S. Sales by Exempt Status

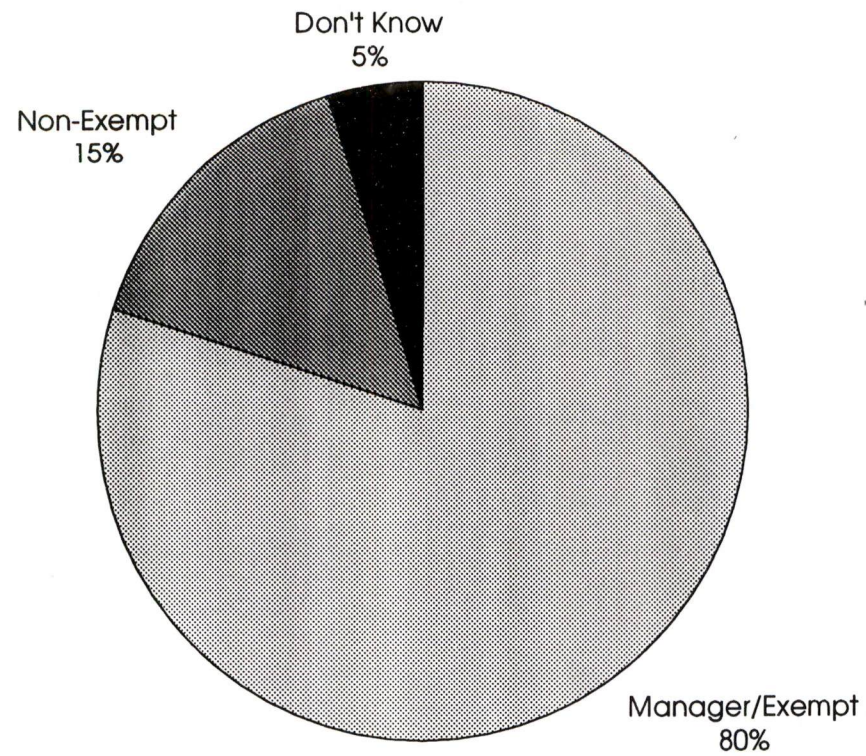


**RENEW '94 U.S. Sales Ethnic Profile**

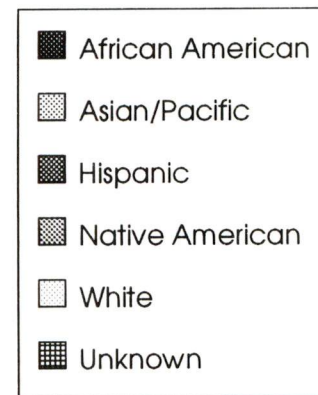
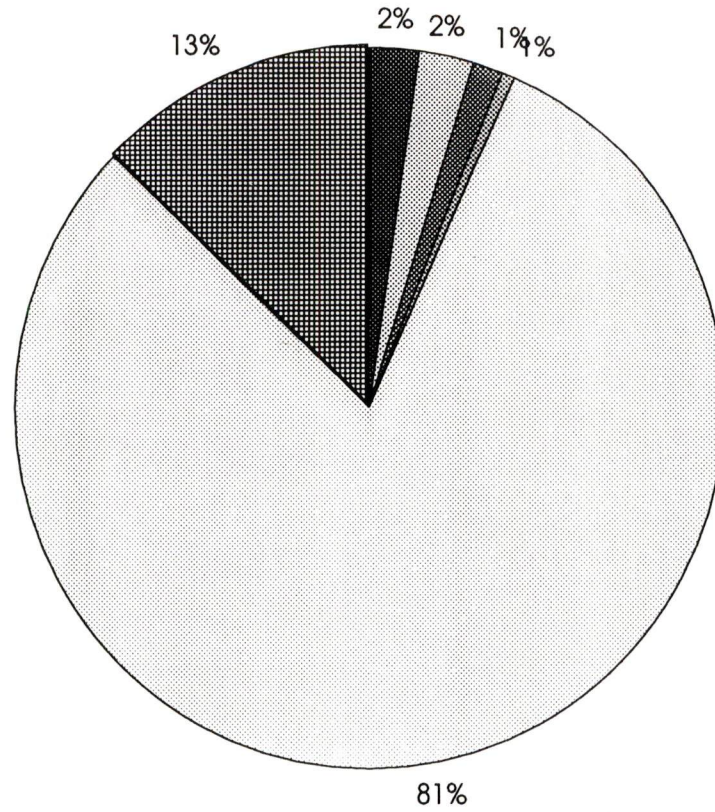




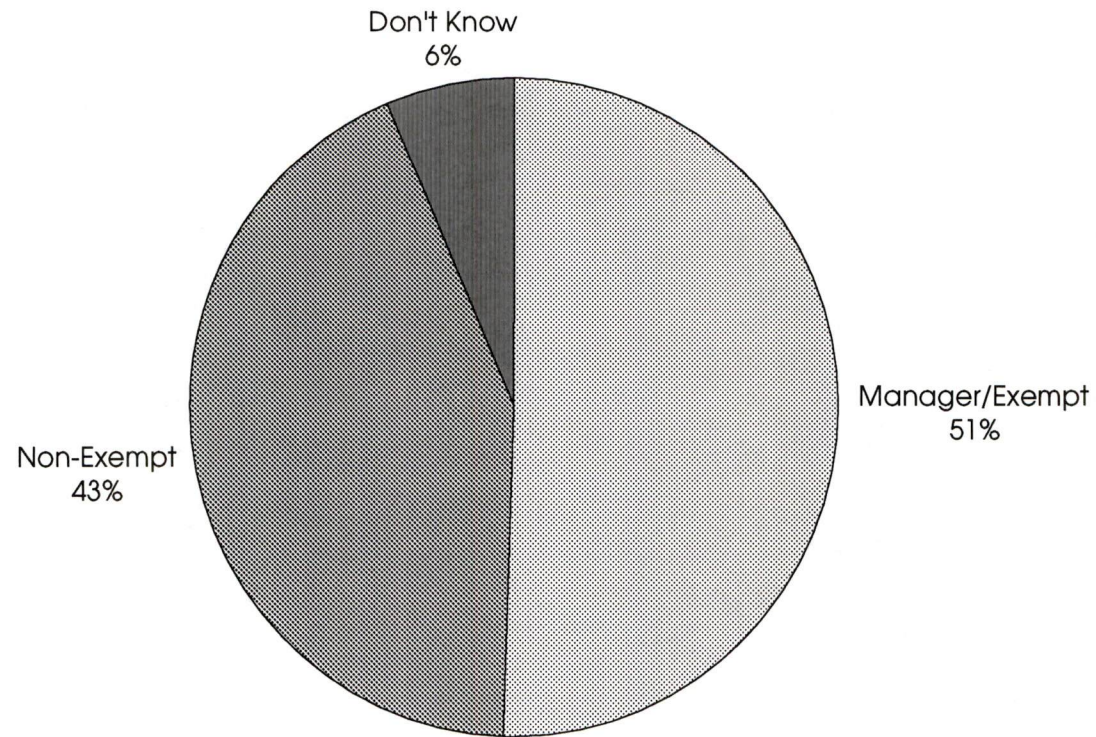
**RENEW '94 U.S. Digital Consulting Services by Exempt Status**



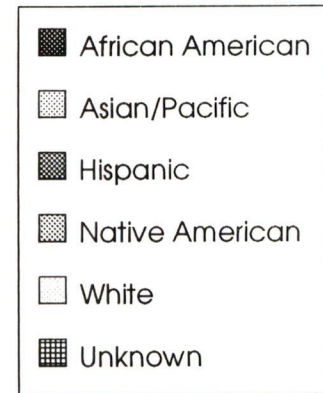
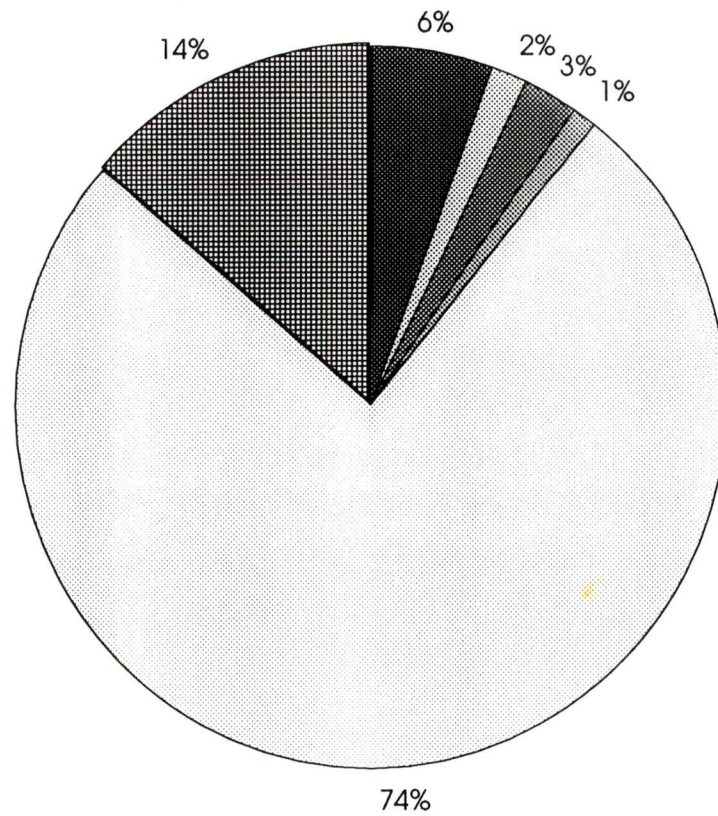
### RENEW '94 U.S. Digital Consulting Services Ethnic Profile



**RENEW '94 U.S. Multivendor Customer Services by Exempt Status**



### RENEW '94 U.S. Multivendor Customer Services Ethnic Profile



# Renew 94

## Next Steps

- Complete Pilot with US Territory
  - All Levels of Reports and Graphics
  - Follow-up Communication on Recommendations as a Result of this Meeting
  
- Prepare for Worldwide Roll-out beginning in April

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

COMMUNICATIONS

	RESPONSE FREQUENCY					<=====>	
	SD	D	U	A	SA	MEAN	STD
38. The last time I asked my immediate manager a question, I got an answer.	230 3%	687 8%	503 6%	4927 61%	1782 22%	3.90	.93
31. My immediate manager listens to me.	354 4%	672 8%	1182 15%	4230 52%	1701 21%	3.77	1.01
23. I get enough information from co-workers in my work unit to do my job well.	116 1%	869 11%	1002 12%	4773 59%	1264 16%	3.77	.89
29. My immediate manager is available when I need to talk to him/her.	470 6%	1173 14%	837 10%	4163 51%	1499 18%	3.62	1.11
14. I get enough information from my immediate manager to do my job well.	435 5%	1422 18%	1280 16%	3820 47%	1139 14%	3.47	1.10
Dimension Average:						3.71	1.02

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

PERFORMANCE ORIENTATION

	RESPONSE FREQUENCY						
	SD	D	U	A	SA	MEAN	STD
8. During the last five working days, I completed a task or assignment.	104 1%	235 3%	109 1%	4032 50%	3530 44%	4.33	.76
52. I know what my immediate manager expects of me.	276 3%	779 10%	1086 13%	4412 54%	1585 19%	3.77	.98
48. My immediate manager fairly evaluates my performance.	381 5%	714 9%	2029 26%	3477 45%	1178 15%	3.56	1.01
16. My immediate manager understands what I do.	633 8%	1218 15%	1011 12%	3642 45%	1646 20%	3.55	1.19
30. My immediate manager helps me remove any barriers that get in the way of doing my job well.	451 6%	1312 16%	1729 21%	3547 44%	1064 13%	3.43	1.08
44. My immediate manager has discussed my work performance with me in the last six months.	927 12%	1614 20%	271 3%	3508 44%	1614 20%	3.41	1.33
68. In general, meetings I attend help me do my job better.	706 9%	2407 30%	1732 22%	2911 37%	213 3%	2.94	1.06
Dimension Average:						3.57	1.14

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
U.S. TERRITORY  
All Employees

CUSTOMER ORIENTATION

	RESPONSE FREQUENCY					<=====>	
	SD	D	U	A	SA	MEAN	STD
63. I have a good understanding of my customers' needs.	20 0%	174 2%	427 5%	4619 59%	2644 34%	4.23	.67
53. My immediate manager always encourages me to be honest with our customers.	150 2%	363 5%	893 11%	4113 53%	2276 29%	4.03	.87
49. The people with whom I work respond quickly to the needs of our customers.	196 2%	1020 13%	997 12%	4439 55%	1446 18%	3.73	.98
20. I have a good understanding of what Digital has to offer our customers.	211 3%	1505 19%	1513 19%	4118 51%	706 9%	3.45	.98
43. During the last week, I have seen my immediate manager do something that meets the needs of our customers.	471 6%	1488 20%	1366 18%	2860 38%	1248 17%	3.39	1.16
12. Whenever I need help with a customer, I know whom to call within Digital for help.	1020 13%	2792 35%	1042 13%	2782 35%	358 4%	2.83	1.17
18. I have the resources I need to meet the needs of my customers.	1276 16%	3118 39%	1226 15%	2124 27%	191 2%	2.60	1.11
5. Processes and procedures at Digital allow me to meet my customers' needs in the most efficient manner.	2696 34%	3468 44%	871 11%	871 11%	55 1%	2.01	.97
Dimension Average:						3.28	1.22



DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

PERSONAL GROWTH AND DEVELOPMENT

	RESPONSE FREQUENCY					<=====>	
	SD	D	U	A	SA	MEAN	STD
42. This last year, I have had opportunities to learn and grow.	429 5%	1154 14%	748 9%	4270 52%	1542 19%	3.66	1.10
58. The job I am now in uses my talents to their fullest.	1154 14%	2817 35%	1242 15%	2340 29%	602 7%	2.81	1.21
21. My immediate manager has helped me develop realistic career goals.	1252 16%	2587 32%	1709 21%	2011 25%	412 5%	2.72	1.15
4. I have opportunities for advancement within Digital.	1195 15%	2658 33%	2013 25%	2064 25%	227 3%	2.69	1.09
57. Promotions in Digital are based on performance.	1744 21%	2742 34%	1932 24%	1491 18%	220 3%	2.47	1.10
Dimension Average:						2.87	1.20

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

TRUST

	RESPONSE FREQUENCY						
	SD	D	U	A	SA	MEAN	STD
59. When I make a commitment to my customer, I keep it.	20 0%	60 1%	100 1%	3321 42%	4457 56%	4.52	.59
19. I trust my immediate manager.	544 7%	746 9%	1334 16%	3193 39%	2319 29%	3.74	1.16
28. When errors occur, the emphasis in our work unit is on making it right instead of assigning blame.	319 4%	870 11%	1114 14%	4328 53%	1463 18%	3.71	1.01
62. I feel free to express my thoughts, feelings and ideas to my immediate manager without fear of reprisal.	622 8%	1053 13%	1115 14%	3405 42%	1936 24%	3.61	1.20
55. My immediate manager takes corrective action when employees violate ethical standards.	327 5%	546 8%	2301 33%	2767 40%	1044 15%	3.52	.99
56. I feel free to take risks in getting my job done at Digital.	501 6%	1430 18%	1330 16%	3745 46%	1082 13%	3.43	1.11
41. I believe managers at Digital will use the results of this survey in a positive way.	741 9%	1241 15%	3541 43%	2222 27%	413 5%	3.04	.99
65. Senior management has a clear sense of direction for our company.	1879 23%	2276 28%	2819 35%	1011 12%	155 2%	2.42	1.03
15. Senior management sticks to a decision long enough to see if it will work.	2717 33%	2527 31%	2023 25%	775 10%	91 1%	2.14	1.02
Dimension Average:						3.34	1.24

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

RECOGNITION

	RESPONSE FREQUENCY						
	SD	D	U	A	SA	MEAN	STD
60. In the last week, I have praised someone within Digital for doing a good job.	46 1%	548 7%	358 5%	4310 54%	2691 34%	4.14	.83
47. My immediate manager emphasizes my strengths rather than my weaknesses.	390 5%	775 10%	1674 21%	4048 51%	1128 14%	3.59	1.00
9. My immediate manager gives me praise whenever I deserve it.	735 9%	1567 19%	1074 13%	3330 41%	1400 17%	3.38	1.23
3. Recognition at Digital is based on performance.	1298 16%	2836 35%	1492 18%	2215 27%	323 4%	2.69	1.15
Dimension Average:						3.44	1.19

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

MISSION

	RESPONSE FREQUENCY					<=====>	
	SD	D	U	A	SA	MEAN	STD
54. I understand how my work contributes to the company's profitability.	110 1%	317 4%	458 6%	4307 53%	2951 36%	4.19	.81
25. My immediate manager cares about me as a person.	451 6%	534 7%	1585 19%	3400 42%	2159 27%	3.77	1.08
2. Creating a positive work environment is a vital part of Digital's mission.	655 8%	1270 16%	826 10%	1953 24%	3461 42%	3.77	1.35
17. I am committed to senior management's direction for Digital.	374 5%	698 9%	2932 36%	3101 38%	957 12%	3.44	.97
72. I like coming to work each day.	511 6%	1570 19%	1749 21%	3318 41%	1002 12%	3.33	1.11
70. I could clearly explain, to others, the mission of Digital.	706 9%	2353 29%	2130 26%	2546 31%	398 5%	2.95	1.07
40. Policies and decisions made by senior management are always consistent with our mission.	1529 19%	2869 35%	2848 35%	809 10%	70 1%	2.39	.93
Dimension Average:						3.41	1.19

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

TEAMWORK

	RESPONSE FREQUENCY					<----->	
	SD	D	U	A	SA	MEAN	STD
22. In the last week, I have told a co-worker to let me know if I could help him or her.	41 1%	303 4%	111 1%	4323 53%	3315 41%	4.31	.72
39. My co-workers treat me in a positive and accepting manner.	64 1%	207 3%	386 5%	4988 61%	2513 31%	4.19	.70
7. The last time I asked someone in another work unit for help, I got it.	265 3%	1236 15%	582 7%	5095 63%	889 11%	3.63	.98
46. The environment at Digital supports teamwork.	1548 19%	2972 36%	1609 20%	1836 22%	196 2%	2.53	1.11
Dimension Average:						3.66	1.14

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

TRAINING

	RESPONSE FREQUENCY					<=====>	
	SD	D	U	A	SA	MEAN	STD
1. The ongoing training that I receive helps me do my job better.	659 8%	1653 21%	1079 14%	3341 43%	1055 14%	3.32	1.19
37. The last training activity I completed helped me increase my productivity.	685 9%	1782 23%	1157 15%	3453 44%	824 10%	3.25	1.17
36. Overall, our training programs are meeting my expectations.	1443 18%	2729 34%	1566 20%	2007 25%	180 2%	2.59	1.12
Dimension Average:						3.05	1.21

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

MANAGING PRODUCTIVE BEHAVIOR

	RESPONSE FREQUENCY						
	SD	D	U	A	SA	MEAN	STD
69. I believe my efforts directly and positivity impact the success of my work unit.	35 0%	120 1%	369 5%	4632 57%	2983 37%	4.28	.66
13. I have the right amount of independence from my immediate manager to do my job.	136 2%	357 4%	319 4%	4328 53%	3015 37%	4.19	.83
27. My immediate manager is consistent and predictable.	445 5%	967 12%	1309 16%	4035 50%	1377 17%	3.61	1.07
50. I am able to balance demands on my time between my work life and my personal life.	612 8%	1585 19%	910 11%	4184 51%	857 11%	3.38	1.13
24. My immediate manager involves me in decisions which affect my job.	803 10%	1612 20%	1244 15%	3277 40%	1177 15%	3.30	1.22
Dimension Average:						3.75	1.08

DIGITAL EQUIPMENT CORPORATION - RENEW '94  
 U.S. TERRITORY  
 All Employees

FUTURE ORIENTATION

	RESPONSE FREQUENCY					<=====>	
	SD	D	U	A	SA	MEAN	STD
51. I plan to be working for Digital one year from now.	245 3%	252 3%	2070 25%	2750 34%	2823 35%	3.94	1.00
6. At Digital, we are developing products and services that will allow us to be successful well into the future.	218 3%	846 10%	2620 32%	3647 45%	794 10%	3.49	.90
32. I am aware of Digital's future technical direction.	442 5%	1599 20%	2008 25%	3475 43%	548 7%	3.26	1.03
71. I am very optimistic about my future with Digital.	1222 15%	2288 28%	2765 34%	1394 17%	486 6%	2.71	1.10
Dimension Average:						3.35	1.10



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ENVIRONMENT

	RESPONSE FREQUENCY						
	SD	D	U	A	SA	MEAN	STD
26. I am very loyal to Digital.	164 2%	475 6%	1225 15%	2789 34%	3497 43%	4.10	.99
73. The diversity of the people at Digital is one strength of our organization.	256 3%	634 8%	1533 19%	4069 50%	1614 20%	3.76	.96
66. I am treated with respect.	240 3%	732 9%	1094 13%	4861 60%	1224 15%	3.75	.92
11. My immediate manager acts in accordance with Digital's stated core values.	312 4%	771 9%	1559 19%	4001 49%	1494 18%	3.69	1.00
64. My manager creates an environment where diverse perspectives are valued and encouraged.	406 5%	851 11%	1846 23%	3667 46%	1269 16%	3.57	1.04
10. Senior management's behaviors are consistent with Digital's stated core values.	1320 16%	2263 28%	2991 37%	1388 17%	166 2%	2.61	1.01
34. Digital management does all it can to make Digital a better place for us to work.	1857 23%	3267 40%	1974 24%	956 12%	108 1%	2.29	.99
Dimension Average:						3.39	1.17

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QUALITY

	RESPONSE FREQUENCY					MEAN STD	
	SD	D	U	A	SA	MEAN	STD
33. My co-workers are committed to doing quality work.	124 2%	669 8%	1138 14%	4399 54%	1823 22%	3.87	.90
61. In the last week, I have seen my immediate manager take action that demonstrated his/her commitment to quality.	332 5%	1193 16%	1799 25%	2805 38%	1193 16%	3.46	1.08
35. In the past week, I discovered a way to prevent an error from happening in the future.	132 2%	1539 21%	1479 21%	3235 45%	800 11%	3.42	1.00
67. In the last month, I have seen a person in senior management take action that demonstrated his/her commitment to quality.	934 13%	2247 32%	2204 31%	1374 19%	330 5%	2.71	1.07
Dimension Average:						3.38	1.10

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RELATIONSHIPS TO CORPORATE

	RESPONSE FREQUENCY						
	SD	D	U	A	SA	MEAN	STD
45. I feel the cooperation among territories, areas, countries, functions and corporate is excellent.	2469	2843	1854	774	97	2.15	1.00
	31%	35%	23%	10%	1%		
Dimension Average:						2.15	1.00

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	ALL ITEMS						
	RESPONSE FREQUENCY					<=====>	
	SD	D	U	A	SA	MEAN	STD
59. When I make a commitment to my customer, I keep it.	20 0%	60 1%	100 1%	3321 42%	4457 56%	4.52	.59
8. During the last five working days, I completed a task or assignment.	104 1%	235 3%	109 1%	4032 50%	3530 44%	4.33	.76
22. In the last week, I have told a co-worker to let me know if I could help him or her.	41 1%	303 4%	111 1%	4323 53%	3315 41%	4.31	.72
69. I believe my efforts directly and positivity impact the success of my work unit.	35 0%	120 1%	369 5%	4632 57%	2983 37%	4.28	.66
63. I have a good understanding of my customers' needs.	20 0%	174 2%	427 5%	4619 59%	2644 34%	4.23	.67
54. I understand how my work contributes to the company's profitability.	110 1%	317 4%	458 6%	4307 53%	2951 36%	4.19	.81
39. My co-workers treat me in a positive and accepting manner.	64 1%	207 3%	386 5%	4988 61%	2513 31%	4.19	.70
13. I have the right amount of independence from my immediate manager to do my job.	136 2%	357 4%	319 4%	4328 53%	3015 37%	4.19	.83
60. In the last week, I have praised someone within Digital for doing a good job.	46 1%	548 7%	358 5%	4310 54%	2691 34%	4.14	.83
26. I am very loyal to Digital.	164 2%	475 6%	1225 15%	2789 34%	3497 43%	4.10	.99
53. My immediate manager always encourages me to be honest with our customers.	150 2%	363 5%	893 11%	4113 53%	2276 29%	4.03	.87
51. I plan to be working for Digital one year from now.	245 3%	252 3%	2070 25%	2750 34%	2823 35%	3.94	1.00
38. The last time I asked my immediate manager a question, I got an answer.	230 3%	687 8%	503 6%	4927 61%	1782 22%	3.90	.93
33. My co-workers are committed to doing quality work.	124 2%	669 8%	1138 14%	4399 54%	1823 22%	3.87	.90
31. My immediate manager listens to me.	354 4%	672 8%	1182 15%	4230 52%	1701 21%	3.77	1.01
23. I get enough information from co-workers in my work unit to do my job well.	116 1%	869 11%	1002 12%	4773 59%	1264 16%	3.77	.89
52. I know what my immediate manager expects of me.	276 3%	779 10%	1086 13%	4412 54%	1585 19%	3.77	.98
25. My immediate manager cares about me as a person.	451 6%	534 7%	1585 19%	3400 42%	2159 27%	3.77	1.08
2. Creating a positive work environment is a vital part of Digital's mission.	655 8%	1270 16%	826 10%	1953 24%	3461 42%	3.77	1.35
73. The diversity of the people at Digital is one strength of our organization.	256 3%	634 8%	1533 19%	4069 50%	1614 20%	3.76	.96
66. I am treated with respect.	240 3%	732 9%	1094 13%	4861 60%	1224 15%	3.75	.92
19. I trust my immediate manager.	544 7%	746 9%	1334 16%	3193 39%	2319 29%	3.74	1.16
49. The people with whom I work respond quickly to the needs of our customers.	196 2%	1020 13%	997 12%	4439 55%	1446 18%	3.73	.98

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	ALL ITEMS					<===== >			
	RESPONSE FREQUENCY							MEAN	STD
	SD	D	U	A	SA				
28. When errors occur, the emphasis in our work unit is on making it right instead of assigning blame.	319 4%	870 11%	1114 14%	4328 53%	1463 18%	3.71	1.01		
11. My immediate manager acts in accordance with Digital's stated core values.	312 4%	771 9%	1559 19%	4001 49%	1494 18%	3.69	1.00		
42. This last year, I have had opportunities to learn and grow.	429 5%	1154 14%	748 9%	4270 52%	1542 19%	3.66	1.10		
7. The last time I asked someone in another work unit for help, I got it.	265 3%	1236 15%	582 7%	5095 63%	889 11%	3.63	.98		
29. My immediate manager is available when I need to talk to him/her.	470 6%	1173 14%	837 10%	4163 51%	1499 18%	3.62	1.11		
62. I feel free to express my thoughts, feelings and ideas to my immediate manager without fear of reprisal.	622 8%	1053 13%	1115 14%	3405 42%	1936 24%	3.61	1.20		
27. My immediate manager is consistent and predictable.	445 5%	967 12%	1309 16%	4035 50%	1377 17%	3.61	1.07		
47. My immediate manager emphasizes my strengths rather than my weaknesses.	390 5%	775 10%	1674 21%	4048 51%	1128 14%	3.59	1.00		
64. My manager creates an environment where diverse perspectives are valued and encouraged.	406 5%	851 11%	1846 23%	3667 46%	1269 16%	3.57	1.04		
48. My immediate manager fairly evaluates my performance.	381 5%	714 9%	2029 26%	3477 45%	1178 15%	3.56	1.01		
16. My immediate manager understands what I do.	633 8%	1218 15%	1011 12%	3642 45%	1646 20%	3.55	1.19		
55. My immediate manager takes corrective action when employees violate ethical standards.	327 5%	546 8%	2301 33%	2767 40%	1044 15%	3.52	.99		
6. At Digital, we are developing products and services that will allow us to be successful well into the future.	218 3%	846 10%	2620 32%	3647 45%	794 10%	3.49	.90		
14. I get enough information from my immediate manager to do my job well.	435 5%	1422 18%	1280 16%	3820 47%	1139 14%	3.47	1.10		
61. In the last week, I have seen my immediate manager take action that demonstrated his/her commitment to quality.	332 5%	1193 16%	1799 25%	2805 38%	1193 16%	3.46	1.08		
20. I have a good understanding of what Digital has to offer our customers.	211 3%	1505 19%	1513 19%	4118 51%	706 9%	3.45	.98		
17. I am committed to senior management's direction for Digital.	374 5%	698 9%	2932 36%	3101 38%	957 12%	3.44	.97		
30. My immediate manager helps me remove any barriers that get in the way of doing my job well.	451 6%	1312 16%	1729 21%	3547 44%	1064 13%	3.43	1.08		
56. I feel free to take risks in getting my job done at Digital.	501 6%	1430 18%	1330 16%	3745 46%	1082 13%	3.43	1.11		
35. In the past week, I discovered a way to prevent an error from happening in the future.	132 2%	1539 21%	1479 21%	3235 45%	800 11%	3.42	1.00		
44. My immediate manager has discussed my work performance with me in the last six months.	927 12%	1614 20%	271 3%	3508 44%	1614 20%	3.41	1.33		

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ALL ITEMS

	RESPONSE FREQUENCY					<=====>	
	SD	D	U	A	SA	MEAN	STD
43. During the last week, I have seen my immediate manager do something that meets the needs of our customers.	471 6%	1488 20%	1366 18%	2860 38%	1248 17%	3.39	1.16
9. My immediate manager gives me praise whenever I deserve it.	735 9%	1567 19%	1074 13%	3330 41%	1400 17%	3.38	1.23
50. I am able to balance demands on my time between my work life and my personal life.	612 8%	1585 19%	910 11%	4184 51%	857 11%	3.38	1.13
72. I like coming to work each day.	511 6%	1570 19%	1749 21%	3318 41%	1002 12%	3.33	1.11
1. The ongoing training that I receive helps me do my job better.	659 8%	1653 21%	1079 14%	3341 43%	1055 14%	3.32	1.19
24. My immediate manager involves me in decisions which affect my job.	803 10%	1612 20%	1244 15%	3277 40%	1177 15%	3.30	1.22
32. I am aware of Digital's future technical direction.	442 5%	1599 20%	2008 25%	3475 43%	548 7%	3.26	1.03
37. The last training activity I completed helped me increase my productivity.	685 9%	1782 23%	1157 15%	3453 44%	824 10%	3.25	1.17
41. I believe managers at Digital will use the results of this survey in a positive way.	741 9%	1241 15%	3541 43%	2222 27%	413 5%	3.04	.99
70. I could clearly explain, to others, the mission of Digital.	706 9%	2353 29%	2130 26%	2546 31%	398 5%	2.95	1.07
68. In general, meetings I attend help me do my job better.	706 9%	2407 30%	1732 22%	2911 37%	213 3%	2.94	1.06
12. Whenever I need help with a customer, I know whom to call within Digital for help.	1020 13%	2792 35%	1042 13%	2782 35%	358 4%	2.83	1.17
58. The job I am now in uses my talents to their fullest.	1154 14%	2817 35%	1242 15%	2340 29%	602 7%	2.81	1.21
21. My immediate manager has helped me develop realistic career goals.	1252 16%	2587 32%	1709 21%	2011 25%	412 5%	2.72	1.15
71. I am very optimistic about my future with Digital.	1222 15%	2288 28%	2765 34%	1394 17%	486 6%	2.71	1.10
67. In the last month, I have seen a person in senior management take action that demonstrated his/her commitment to quality.	934 13%	2247 32%	2204 31%	1374 19%	330 5%	2.71	1.07
4. I have opportunities for advancement within Digital.	1195 15%	2658 33%	2013 25%	2064 25%	227 3%	2.69	1.09
3. Recognition at Digital is based on performance.	1298 16%	2836 35%	1492 18%	2215 27%	323 4%	2.69	1.15
10. Senior management's behaviors are consistent with Digital's stated core values.	1320 16%	2263 28%	2991 37%	1388 17%	166 2%	2.61	1.01
18. I have the resources I need to meet the needs of my customers.	1276 16%	3118 39%	1226 15%	2124 27%	191 2%	2.60	1.11
36. Overall, our training programs are meeting my expectations.	1443 18%	2729 34%	1566 20%	2007 25%	180 2%	2.59	1.12
46. The environment at Digital supports teamwork.	1548 19%	2972 36%	1609 20%	1836 22%	196 2%	2.53	1.11
57. Promotions in Digital are based on performance.	1744 21%	2742 34%	1932 24%	1491 18%	220 3%	2.47	1.10

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ALL ITEMS

	RESPONSE FREQUENCY					<----->	
	SD	D	U	A	SA	MEAN	STD
65. Senior management has a clear sense of direction for our company.	1879 23%	2276 28%	2819 35%	1011 12%	155 2%	2.42	1.03
40. Policies and decisions made by senior management are always consistent with our mission.	1529 19%	2869 35%	2848 35%	809 10%	70 1%	2.39	.93
34. Digital management does all it can to make Digital a better place for us to work.	1857 23%	3267 40%	1974 24%	956 12%	108 1%	2.29	.99
45. I feel the cooperation among territories, areas, countries, functions and corporate is excellent.	2469 31%	2843 35%	1854 23%	774 10%	97 1%	2.15	1.00
15. Senior management sticks to a decision long enough to see if it will work.	2717 33%	2527 31%	2023 25%	775 10%	91 1%	2.14	1.02
5. Processes and procedures at Digital allow me to meet my customers' needs in the most efficient manner.	2696 34%	3468 44%	871 11%	871 11%	55 1%	2.01	.97

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SALES SPECIFIC

	RESPONSE FREQUENCY					<=====>	
	SD	D	U	A	SA	MEAN	STD
78. I understand what I have to do to meet my goals.	49 2%	107 5%	123 6%	1393 66%	431 20%	3.97	.82
83. I understand the products and/or services Digital has to offer my customers.	36 2%	251 12%	306 15%	1308 62%	202 10%	3.66	.87
75. I understand my compensation/incentive plan.	128 6%	306 15%	231 11%	1123 54%	299 14%	3.56	1.09
81. My immediate manager helps remove barriers within Digital that get in the way of my making a sale.	109 5%	311 15%	379 18%	1021 49%	255 12%	3.48	1.05
82. I can clearly explain Digital's product strategy to my customers.	68 3%	392 19%	390 19%	1037 50%	189 9%	3.43	1.00
86. My immediate manager gives me effective ideas on sales presentations, our products, sales strategies, etc.	181 9%	479 23%	383 19%	816 40%	180 9%	3.16	1.15
85. The sales skills training I have received in Digital helps me make sales.	241 12%	527 26%	350 17%	838 41%	100 5%	3.01	1.15
76. Account assignments are made fairly.	274 13%	505 24%	517 25%	706 34%	61 3%	2.89	1.11
79. I spend enough time with my customers.	201 10%	847 40%	215 10%	692 33%	146 7%	2.87	1.17
84. I receive enough support to make sales.	238 11%	732 35%	395 19%	682 33%	38 2%	2.78	1.08
77. Goal assignments are made fairly.	407 20%	703 34%	477 23%	467 22%	30 1%	2.52	1.08
80. Our administrative systems allow me enough freedom to spend time with customers.	1061 51%	677 32%	165 8%	171 8%	19 1%	1.76	.97



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(74) Overall, on a scale of 1 to 10, with "10" being high and "1" being low, please rate your job satisfaction.

	Total
	-----
TOTAL	8177 100%
1 - Low	280 3%
2	409 5%
3	912 11%
4	997 12%
5	1009 12%
6	1334 16%
7	1487 18%
8	1173 14%
9	407 5%
10 - High	169 2%
Mean	5.63
Stdev	2.16

# DIGITAL EQUIPMENT CORPORATION RENEW '94 U.S. TERRITORY

February 14, 1994

## Recommendations

- \* Overall, of the 73 statements measured in the Renew '94 Survey, five (6.8%) had a score that would place them in the strength range; that is, the mean score being greater than 4.20 on a 5-point scale.

Additionally, 19 (26%) had a mean score in the operational range; that is, the mean score was between 3.70 and 4.19.

This translates to 32.9 percent of the statements having a mean score in the operational range, or above. For a baseline measurement (that is, the first time this survey has been administered), this is viewed as being quite positive.

- \* Many of the statements within the survey measured the relationship of employees to their immediate supervisors. With the possible exception of one individual within Digital, everyone does have an immediate manager or supervisor.

Immediate managers were viewed as individuals who let people have the independence they needed to get their jobs done, who encourage honesty with customers, who answer questions when needed, who listen to employees, who let people know what is expected, who care about employees, and who is trusted and acts in accordance with core values.

On the other hand, many of the managers were rated quite low with regard to their consistency and predictability. They were seen as individuals who do not necessarily emphasize what employees can do, but rather may emphasize what employees can't do; that is, looking for all of the poor performances as opposed to those areas where the employee excels. Immediate managers should also make sure that, when employees do violate any kind of ethical standards in place at Digital, corrective action is taken--and the sooner, the better. Immediate managers should also help individuals develop realistic career goals.

- \* Another positive recommendation involves the individual employee. Individual employees see their work contributions as having some meaning in the overall success of their work unit, and indeed, of Digital. They do not necessarily see their work contribution as being futile attempts to plug holes in a sinking ship. They want very much to keep commitments to customers, and they let colleagues know when they can help. They have a good understanding of their work effort and its contribution to the overall profit of Digital. This should be recognized among the employees and reinforced wherever possible.
  
- \* A very important recommendation deals with employees' perception of senior management. It comes as no surprise to this analyst--having completed many of the focus groups in person and read results of the others--that employees do not believe senior management has a clear sense of direction for Digital. They question the policies and decisions being made as to whether or not they are in the best interests of Digital, and they see senior management as not being consistent in decisions; that is, once a decision is made, senior management does not seem to stick to that decision long enough to see if it actually works. Employees are not aware of Digital's future technical direction and, very importantly, indicate they cannot explain the mission of Digital to other people. Yet, it is interesting to note that 50 percent of the employees are committed to senior management's direction for the company and that they have a very high degree of loyalty toward the company.

Senior management needs to do two things: 1) communicate very clearly to employees the future direction of Digital, the mission of Digital, and a workable structure for the organization; and 2) just communicating these very important concepts is not enough--employees need to see senior managers taking action that demonstrates their commitment to quality, the mission of Digital, the core values, and decisions being made. It is interesting to note that the core values are being treated as somewhat new to Digital, but this analyst believes these core values have always been a part of the operating philosophy at Digital, and now, are being restated in a formal sense in an effort to revitalize Digital.

The Gallup Organization firmly believes that companies without a mission or a deeply felt purpose never achieve enduring excellence. No company can grow to greatness unless its members are lifted above the pressures of the moment to focus on a powerfully shared mission. Gallup further believes that a company's greatness must be inextricably interwoven with certain shared moral commitments to valuing people, integrity, and a passion for doing the right things. Digital's core values are consistent with this philosophy. But, please keep in mind that it is the actions and behaviors of senior management to which employees look to help them understand what they must do.

- \* Another issue that immediate managers, and indeed everyone within Digital, need to contend with is the concept of removing barriers to let people do what they do best. Remember that individuals within this organization place a high degree of value on being able to meet the needs of customers. Employees very clearly state they need more resources to meet the needs of customers, they need some training; and, in fact, many do not know whom to call within Digital for help with a customer. Many employees feel their job does not make maximum use of their talents, nor do the processes and procedures within Digital allow them to meet the needs of customers.

During the focus groups, this analyst heard over and over again that it is difficult for customers to do business with Digital. That may be true, and obviously that has implications for future business; at the same time, attention must be given to helping employees see the way to making it easier for them to serve customers.

The dimensions defined are--

**Communications**

A high score on this dimension indicates that information flow within various work units is meeting the needs of employees. This information flow is within the work unit.

**Performance Orientation**

A high score on Performance Orientation indicates that employees understand what is expected of them, see their performance being evaluated in a fair manner, and have support from their manager in getting their jobs done. They also have a task completion orientation if the score on this dimension is high.

**Customer Orientation**

A high score on this dimension would provide evidence that employees are honest with customers, respond quickly to the needs of customers, and understand customers' needs. Employees would also feel that they do receive support from others in meeting the needs of customers.

**Personal Growth and Development**

This dimension, if scored high, would show that employees feel managers and Digital have an investment in them. Managers would help employees develop realistic career goals, and in turn, employees would see they have opportunities for advancement--and indeed, that advancement is based on performance.

**Trust**

A high score on this dimension indicates that employees keep commitments to customers, managers react appropriately to employees that violate ethical standards,

and employees feel they have some freedom in getting their jobs done. There is also a senior management component to this, in the perception of employees, as to whether or not senior management has a clear sense of direction for the company and will stay with decisions long enough to see if they work.

### **Recognition**

A high score on this dimension would indicate that employees feel managers are able to recognize exemplary performances and give employees praise for this performance. Additionally, praise can go from the employee to other employees.

### **Mission**

A high score on Mission shows that employees understand how what they do contributes to the company's profitability and the mission. Additionally, there is a commitment to the direction that Digital is taking for the future. Employees also indicate they could explain the mission of Digital to other people.

### **Teamwork**

Teamwork includes issues around assisting other co-workers, treating co-workers with respect, and assistance from other employees in other work units.

### **Training**

A high score on Training indicates that employees feel they are receiving adequate training which does help them to increase their productivity, and overall it shows whether or not training programs are meeting employees' expectations.

### **Managing Productive Behavior**

A high score indicates that employees feel they have the appropriate amount of independence from their manager to do their jobs, they see managers as being consistent and predictable, and they are involved in decisions which affect their work efforts.

### **Future Orientation**

A high score indicates that employees plan to be working for Digital, they are aware of Digital's future direction; and employees are optimistic about their future with the company.

### **Environment**

Employees indicate their loyalty to Digital, the respect with which they are treated, and how managers and senior management acts in accordance with Digital's stated core values if the score on this dimension is high.

### **Quality**

A high score on this dimension would indicate that employees are oriented to doing their work well. Perceptions include managers and senior managers and the relationship between their activities and their commitment to quality, as well as error prevention.

### **Relationships (Corporate)**

A high score on this dimension would indicate that employees feel cooperation among various work units within Digital to be in an acceptable range.

# Renew 94

## Sample Comments

"Lack of vision relative to organizational structures/design is having a tremendous impact (negative) on our ability to focus on customers and competition. Internal data systems are highly inefficient to run a business. Until these 2 issues are corrected, revenue decline will continue!"

"It seems that Digital, in trying to eliminate bureaucracy is really creating more and tying our hands further. Sr. management needs to walk in our shoes for a few days. It has never been more difficult to accomplish something within Digital as it is now."

"STOP REORGANIZING!!! This company is crippling itself with the constant changes in hierarchies, structures, approvals, processes, guidelines, rules, rules, rules. FOCUS on figuring out how to "DELIVER" in a timely fashion equipment that our customers want at a price that is truly competitive!!!"

"Watching my company lose money like we have is like a friend with cancer - you want to help but you don't know how. The Sr. leadership has very little understanding of what is going on in the field. It is extremely difficult to do business and its getting worse. Listen to the employees!!!"

"I believe that Digital's strengths are in its people and its products. I believe that, at the IC level and Senior Management level, that we have great folks. Somewhere between the two lies a great fog, through which neither side can penetrate."



# Renew 94

## Sample Comments

"Creating a positive work environment should be equally important as customer satisfaction/sales/etc. Positive energy at all levels of the work force would give us the momentum we need to help turn the company around. Customers are seeing the negative effects of employee morale. "

"Senior management does not follow through on the plans they have made. The result is a vision shared by employees & customers that Digital is not confident of its capabilities. Our products are some of the best in the industry, but they won't be purchased unless Digital is perceived as confident."

"Although I may not be completely aware of the efforts made by Sr. management, my gut feeling is that Digital is slipping into a total breakdown. Morale is at a four year low and reorganizing internally over and over with catchy slogans is not going to save DEC. Make a plan and run with it"

"I'm concerned Digital won't survive our current problems. Each reorg causes more political posturing for jobs, at the expense of getting real work done. We try to be all things to all customers, thus we can't or won't make the necessary investments to create demand in focused areas. Who are we?"

"I believe we all want Digital to prosper again, but the on going layoffs and negative press about the sales force from our own senior leadership is very demoralizing. Let's fix the problems, do what we must...but move on without the axe constantly hanging over our heads. We want to compete."