

joyous

The
Te Reo Māori
Employee
Experience
Genome Project
v1



Contents


Introduction to the Te Reo Māori EX Genome Project	3
Why we don't ask people about leader behaviour	4
The EX Genome Model	5
Using this document	7
How EX conversations work in Joyous	8
Culture & Environment Ngā āhuatanga mahi	9
Improving Ngā āhuatanga mahi at work	11
Clarity Te Māramatanga	12
Responsibility Ngā Haepapatanga	14
Physical environment Te ao kikokiko	16
Fairness & Inclusion Te Matatika me te Whakaurunga	18
Improving Te Matatika me te Whakaurunga at work	20
Belonging Ngā hononga	21
Opportunity Āheinga	23
Fairness Te Mataitika	25
Well-being Te Oranga	27
Improving Te Oranga at work	29
Support Tautoko	30
Security Taumarutanga	32
Workload Te nui o te/ngā mahi	34
Engagement Te/Ngā Whakaurunga	36
Immersion Te Rūmakitanga	38
Energy Āhua/Mauri/Wairua	40
Dedication Te Ngākau nui	42
eNPS	44
eNPS	46
Conversation order	47
Conversation order	48
First six months	49
Second six months	50
References	51
License	54


The Te Reo Māori Employee Experience Genome Project is an open-source research project. Its core is a set of conversations that help both organisations and Iwi in Aotearoa have mana enhancing conversations about important topics.

You may be familiar with The Employee Experience Genome Project. It's our most popular conversation set and is used to prime conversations about individual employee experiences. We've used the EX Genome content in a number of large enterprises around the world. Along the way, we've collected feedback from our customers and working people about the conversations within the set.

The great news is we've now collaborated with Maurea consulting to translate these conversations into Te Reo Māori to form a dual language conversation set. Together with Maurea consulting, we want to help people ignite their Māori Cultural Competency in a safe, fun and explorative way, making Māori culture accessible. With a history of working with large organisations in Aotearoa and leading change through their Te Kaa programme, Maurea consulting were a natural choice as a partner for Joyous.

Within this conversation set, you'll still find all of the same categories and topics as you would in the traditional EX Genome set; however, questions will be presented with both their English and Te Reo Māori translations. The intent of these dual language conversations is to help people in Aotearoa positively identify with Māori culture. They will also help people who want to improve their Te Reo Māori as we are able to present the two languages side by

←  Kaiyena Crow


 How strongly do you agree or disagree with this statement...

E mārama ana au ki āku mahi i ēnei marama e toru e tū mai nei.


It is clear what I need to be working on over the next three months.


0 - Strongly Disagree 10 - Strongly Agree

0 1 2 3 4 5
6 7 8 9 10

 He take rānei āu hei whiriwhiringa mō te āhua ki āu mahi?

Is there anything you'd like to discuss about your work?

 I'm about to finish a long-term project and don't really know what I need to work on next. Would appreciate some direction.



Why we don't ask people about leader behaviour

Almost everything people experience at work is the outcome of leadership decisions. So it is very tempting to focus employee experience feedback on leadership behaviours. Like 'trust', or 'modeling the way'.

But most people aren't interested in leadership behaviours; they care about the outcomes of leadership. Things like clear objectives, fair treatment, or job security. By understanding those outcomes, you can infer leadership capability.

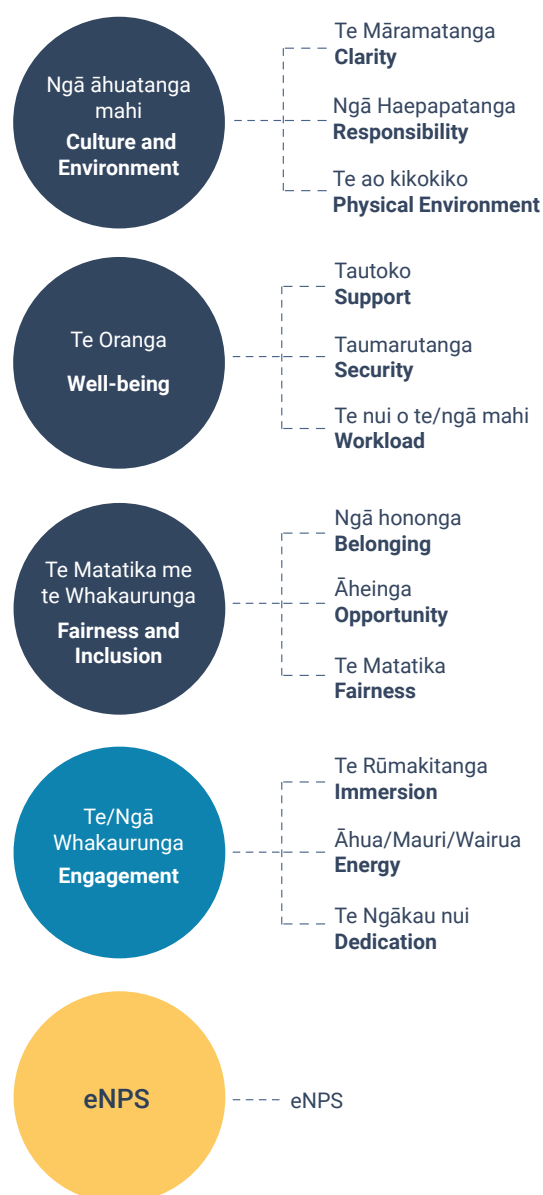
Focusing on outcomes lights the path for leaders to improve. For example, if a team feels that their objectives are unclear, their lead or coach can work on setting clearer objectives. Simple. Asking blunt questions about leadership is much more likely to just bruise egos without improvement.

The EX Genome Model

The link between experience and engagement is simple. People's engagement levels are the outcome of their experiences at work, and more engaged people put in more effort. Employers care about engagement because it predicts future organisational performance, so designing a great employee experience is worthwhile. It drives results and creates a more happy and productive team.

The EX Genome project breaks Employee Experience into three categories. These categories group the experiences that most impact a person's engagement. They are Culture and Environment (Ngā āhuatanga mahi), Fairness and Inclusion (Te Matatika me te Whakaurunga), and Well-being (Te Oranga). Each of these categories has three topics, and each of those has a set of conversations that help people at work talk about their related experiences.

Engagement is in its own category outside of Employee Experience; it also has three topics that each have related conversations. The final area we look at is eNPS, which is specifically concerned with how likely people are to recommend their workplace.



Ngā āhuatanga mahi Culture & Environment

Te Māramatanga Clarity

It is clear how my role contributes to the success of [org].

Can you think of someone or something that benefited from the work you did this month?

E kitea ana te mārama ka pēhea taku tūranga mahi e angitū ai a [wāhi mahi].

Ko wai, he aha ia rānei tētahi tauira i puta ai he hua i ō mahi i tēnei marama?

It is clear what I need to be working on over the next [three months].

Is there anything you'd like to discuss about your work?

E mārama ana au ki āku mahi hei [ngā marama e toru] e tū mai.

He take rānei āu hei whiriwhiringa mō te āhua ki ō mahi?

Business goals and strategies at [org] are clearly communicated to me.

If you could ask [most senior leader's name] any question about the business, what would you ask?

I āta whakamāramahia mai ngā whainga me ngā rautaki o te Kamupene.

Ki te āhei koe te pātai koe ki a [ngā ingoa o ngā kaiwhakahaere] mō te ūmanga, he aha ō pātai?

It is clear what is expected of me in my role.

Do you have any questions about your role and responsibilities?

E tino mārama ana au ki ngā kawatau o taku tūranga mahi.

He pātai rānei āu mō tō tūranga mahi, me ōna haepapa?

Ngā Haepapatanga Responsibility

I have opportunities to perform my role the way I think is best.

Is there anything you'd like to do differently in your role?

E āhei ana au ki te whakatutuki i ōku mahi ki tāku i kī ai, ki tāku i pai ai.

He kaupapa atu anō e hiahia ana koe te whai i roto i tō tūranga mahi?

I feel responsible for my own performance.

Can you think of a recent time when something out of your control affected your performance?

Kei au te haepapa mō ngā whakatutukitanga o aku mahi.

He rau maharatanga rānei āu i ngā rangi tata nei mō tētahi āhuatanga whakararu i ō whakatūtukitanga mahi?

I feel trusted to do a good job.

What helps you feel trusted?

E rongo ana au i te ngākau pono ka tutuki pai i a au ngā mahi.

He aha ia ngā āhuatanga e rongo ai koe ngākau pono?

I seek the help and resources I need to perform my role well.

Can you think of a time when a lack of help and resources affected you?

Ka rapu au i te āwhina, me ngā rauemi e tika ana kia tutuki pai ai aku mahi.

He rau maharatanga rānei āu ki tētahi wā i raru ai koe i te korenga ōu i whai rauemi?

Te ao kikokiko Physical Environment

My physical workspaces allow me to perform my role well.

What is one thing you would change about your work environment if you could?

Ka tutuki pai i a au ngā mahi i tōku tūranga, nā ngā wāhi mahi kua rohea mai ki au.

Mēnā ka taea e koe, he aha tētahi āhuatanga kei tō mahi ka hiahia koe ki te panoni?

The tools, technology, and equipment at [org] allow me to perform my role well.

Would anything help you perform your role better?

Nā ngā taputapu, hangarau ki [te wāhi mahi] i taea ai au te whakatutuki pai i ōku mahi.

He kaupapa/āhuatanga rānei e pai ake ai tō whakatutuki haere i ō mahi?

There are always people available to help when work gets busy.

Can you think of a time when there weren't people available to help?

E wātea ana he tāngata ki te tuku āwhina i ngā wā e nui ana ngā mahi.

E maumahara ana koe ki tētahi wā kāore tētahi i wātea ki te āwhina?

The systems and processes at [org] allow me to perform my role well.

What is one thing you would change to help you perform better?

Nā ngā pūnaha me ngā tukanga ki [wāhi mahi] i tūtuki pai i a au ngā mahi i tōku tūranga.

He aha tētahi panonitanga e pai ake ai ō whakatūtukitanga mahi?

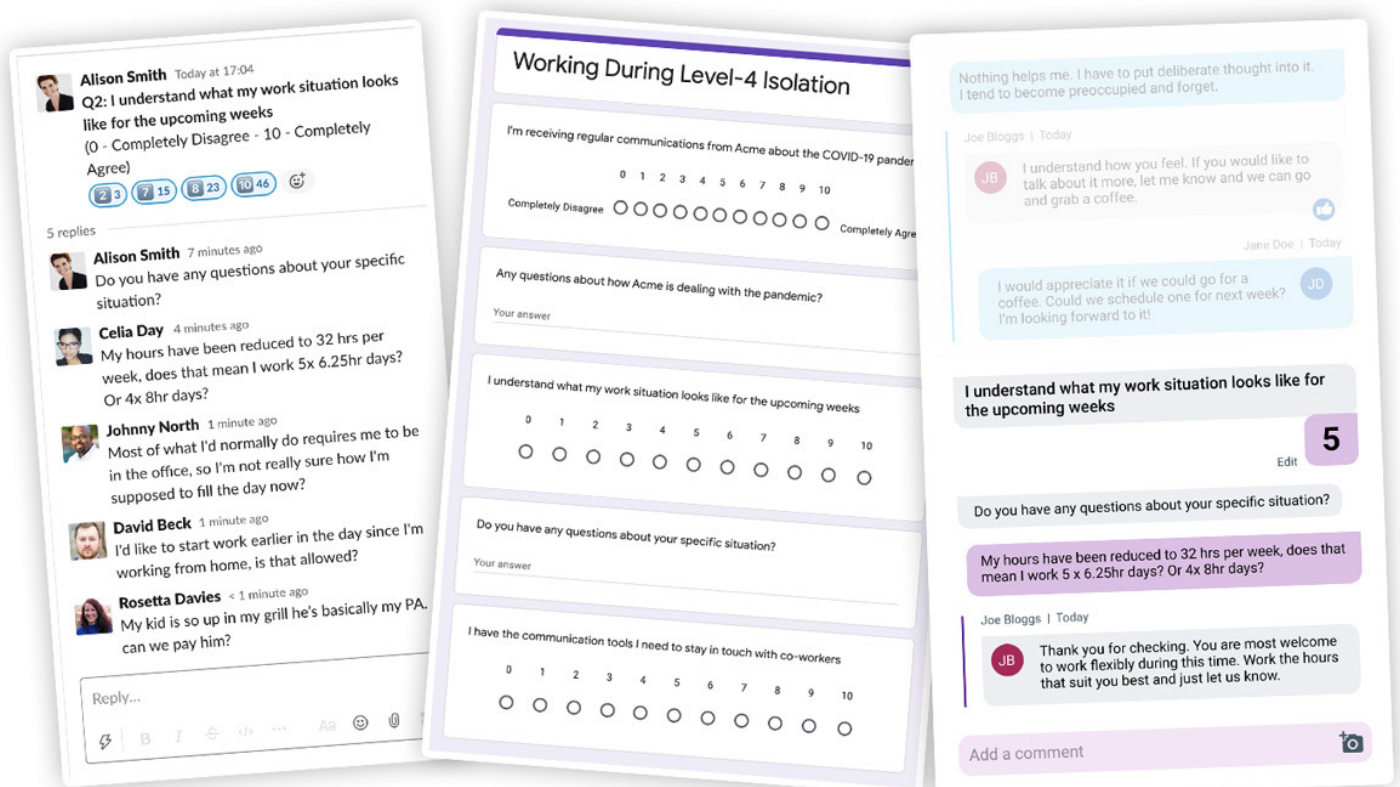
Using this document

The Employee Experience Genome Project shows you how to unlock each of the three key categories of employee experience: Culture & Environment (Ngā āhuatanga mahi), Fairness & Inclusion (Te Matatika me te Whakaurunga) and Well-being (Te Oranga), along with Employee Engagement and eNPS.

It is designed as a reference guide that:

- Introduces each category and its relationship to employee experience
- Explains each category's importance to people at work
- Breaks the categories into measurable parts, each with associated conversations
- Gives managers and leaders practical tips for improving employee experience

You don't have to use Joyous to start these conversations: your team communication or survey tool of choice will also work. Just make sure you collect insights and take action based on the feedback you collect!

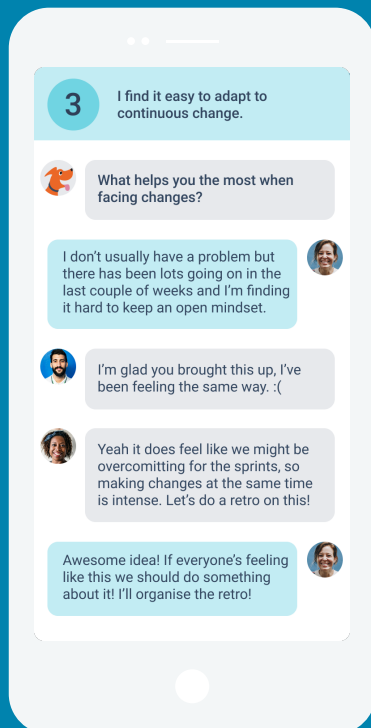


Slack: Ask people to 'react' to the conversation posted with number emoji from 0 - 10, then put the follow-up conversation starter below.

Google Forms: Set up the initial questions as linear scale, and then the follow-up as an open text question.

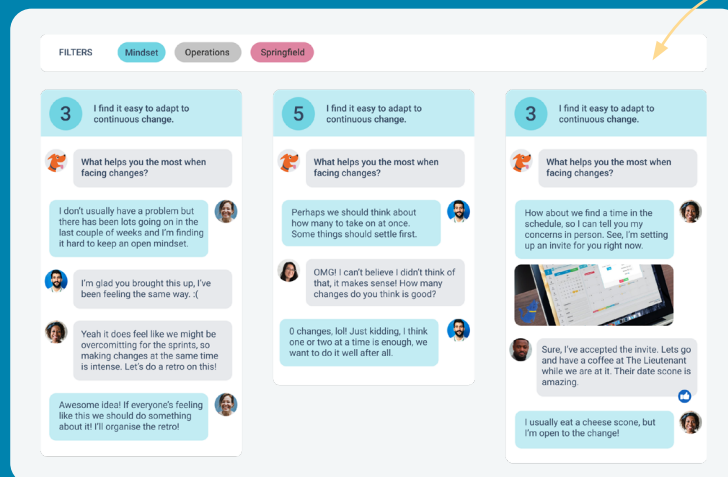
Joyous: We present the first statement as a number rating only, then follow-up with a chat-like free text conversation starter.

How EX conversations work in Joyous



Weekly chats

Joyous runs a weekly cadence of conversation starters.



Filter the feed on almost anything

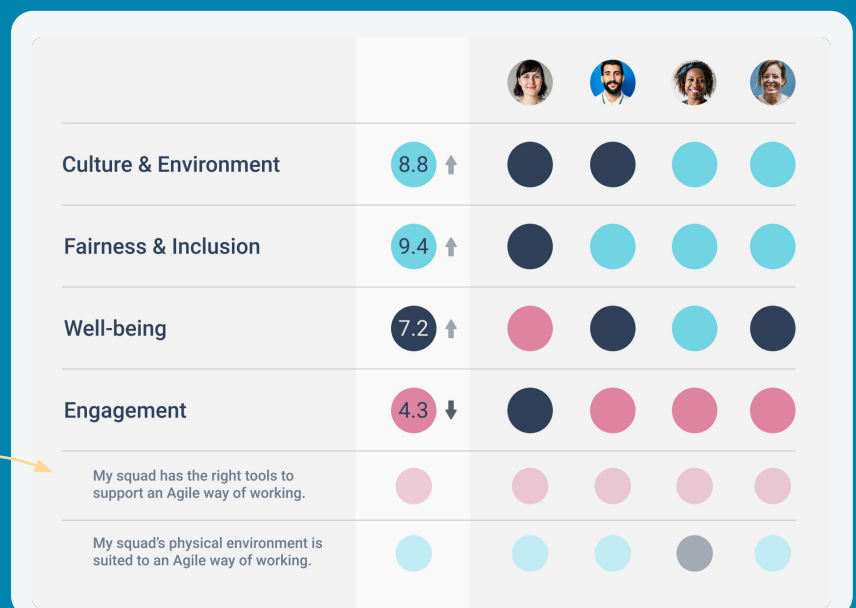
Live feed

Leaders or subject matter experts can respond to feedback. They can ask for clarification, express appreciation or take immediate action.

AI-driven insights

Joyous AI analyses all your conversations and unlocks deeper insights that are unique to your organisation.

The one thing you should focus on right now: make sure the physical environment is set up to help your people succeed with Agile.



If you only ever ask for feedback anonymously, you send a message that feedback is unsafe. Joyous helps everyone feel comfortable giving and receiving feedback that sparks action.

Ngā āhuatanga mahi Culture & Environment



Culture & Environment | Ngā āhuatanga mahi

Culture is your work community's norms, practices and behaviours. It gives people a sense of your business' purpose, values, expectations, and goals. Environment is the combination of the physical workspaces, materials, systems, processes and even the other people that your team uses throughout their work day.

We group Culture and Environment together because they are the resources that people need to do their jobs well. If you get Culture and Environment right you will empower your teams. Get it wrong and you will limit them.

Part of leading people is ensuring that they have the resources that they need to do their jobs well.

Resources has a specific meaning in this context.

Physical

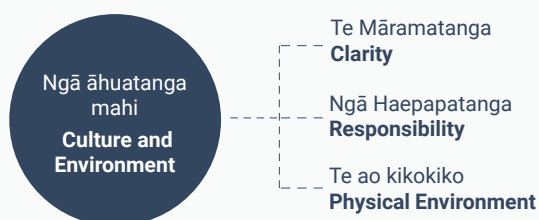
The physical resources are easy to understand. They include job-related tools, technology, workspaces, systems, processes and people resources. They help your team create, innovate and feel safe.

Social & psychological

These resources are equally important and stem from your work culture. They include trust, open communication, autonomy, responsibility, accountability, clear role expectations and understanding how each role fits in with the organisation's mission. These help people feel connected and committed to delivering value to the customer.

Having the right culture and environment empowers a team. People have the tools and workspaces to do great work, they are clear on what is expected of them, and they feel accountable for their own output.

We break Culture and Environment into three sub-categories: Clarity, Responsibility, and Physical Environment.



47% of people actively looking for new positions say company culture is the main reason
(Hays)

Improving Ngā āhuatanga mahi at work

Encourage flexibility

Let people experiment with new ways to reach their goals. This promotes innovation and creativity. People who feel responsible and accountable for their work will put in more effort.

Be clear

Make sure everyone knows very clearly what's expected of them, how success is measured, and what will be rewarded. Refer to this information when you review performance.

Join the dots

Show people that their work matters and help them understand how they contribute to the organization's success, vision, and purpose.

Evaluate your resources

Create a safe and accessible workplace. Make sure your culture and environment encourage people to flourish, and that nothing causes them unnecessary stress. Look at the trade-offs between the cost of the people resources, tools, technology and equipment you provide and the productivity that results.



Clarity

Te Māramatanga

When people know why their work matters, they have a sense of purpose and are motivated to commit to delivering value to the customer. People who have clear expectations and guidelines for success are more likely to produce work in line with those standards.

Enabling Te Māramatanga

Sit down with your team and explain how their work helps deliver value to the customer.

Create a document with standards and expectations for all team members, and give everyone access to it.

It is clear how my role contributes to the success of [org].



Can you think of someone or something that benefited from the work you did this month?

E kitea ana te mārama ka pēhea taku tūranga mahi e angitū ai a [wāhi mahi].



Ko wai, he aha ia rānei tētahi taurira i puta ai he hua i ō mahi i tēnei marama?

It is clear what I need to be working on over the next [three months].



Is there anything you'd like to discuss about your work?

E mārama ana au ki āku mahi hei [ngā marama e toru] e tū mai



He take rānei āu hei whiriwhiringa mō te āhua ki ō mahi?

Business goals and strategies at [org] are clearly communicated to me.



If you could ask [most senior leader's name] any question about the business, what would you ask?

I āta whakamāramahia mai ngā whainga me ngā rautaki o te Kamupene.



Ki te āhei koe te pātai koe ki a [ngā ingoa o ngā kaiwhakahaere] mō te ūmanga, he aha ō pātai?

It is clear what is expected of me in my role.



Do you have any questions about your role and responsibilities?

E tino mārama ana au ki ngā kawatau o taku tūranga mahi.



He pātai rānei āu mō tō tūranga mahi, me ōna haepapa?

Responsibility

Ngā Haepapatanga

Autonomy helps people cope with their job demands and allows them to achieve work goals the way they feel is best. It can also reduce psychological strain and enable creativity, innovation, personal growth, and development. Giving people responsibility for their work creates accountability and encourages them to put in more effort.

Enabling Ngā Haepapatanga

Give your team goals, but let them choose their own ways to get there. Include your team in discussions and decisions regarding their work. Encourage people to take moderate risks and be creative and innovative in their role.

I have opportunities to perform my role the way I think is best.



Is there anything you'd like to do differently in your role?

E āhei ana au ki te whakatutuki i ōku mahi ki tāku i kī ai, ki tāku i pai ai.



He kaupapa atu anō e hiahia ana koe te whai i roto i tō tūranga mahi?

I feel responsible for my own performance.



Can you think of a recent time when something out of your control affected your performance?

Kei au te haepapa mō ngā whakatutukitanga o aku mahi.



He rau maharatanga rānei āu i ngā rangi tata nei mō tētahi āhuatanga whakararu i ō whakatūtukitanga mahi?

I feel trusted to do a good job.



What helps you feel trusted?

E rongō ana au i te ngākau pono ka tutuki pai i a au ngā mahi.



He aha ia ngā āhuatanga e rongō ai koe ngākau pono?

I seek the help and resources I need to perform my role well.



Can you think of a time when a lack of help and resources affected you?

Ka rapu au i te āwhina, me ngā rauemi e tika ana kia tutuki pai ai aku mahi.



He rau maharatanga rānei āu ki tētahi wā i raru ai koe i te korenga ōu i whai rauemi?

Physical environment

Te ao kikokiko

A physical work environment should enable creativity and innovation whilst providing a sense of comfort and safety. Creating quality workspaces, providing access to tools and technology, and developing efficient systems and processes will ensure that teams have all the necessary physical resources to perform their jobs effectively.

Enabling the Te ao kikokiko

The physical environment can have a major impact on motivation and satisfaction. Review your workspace's accessibility, air quality, lighting, temperature, air conditioning, surfaces, color, noise, and distractions. You'd be surprised how many people are affected by the air temperature.

Consider both functionality and design when buying tools and equipment and developing systems and processes. Ask your team members what they need to do their work and reach their goals.

My physical workspaces allow me to perform my role well.



What is one thing you would change about your work environment if you could?

Ka tutuki pai i a au ngā mahi i tōku tūranga, nā ngā wāhi mahi kua rohea mai ki au.



Mēnā ka taea e koe, he aha tētahi āhuatanga kei tō mahi ka hiahia koe ki te panoni?

The tools, technology, and equipment at [org] allow me to perform my role well.



Would anything help you perform your role better?

Nā ngā taputapu, hangarau ki [te wāhi mahi] i taea ai au te whakatutuki pai i ōku mahi



He kaupapa/āhuatanga rānei e pai ake ai tō whakatutuki haere i ō mahi?

There are always people available to help when work gets busy.



Can you think of a time when there weren't people available to help?

E wātea ana he tāngata ki te tuku āwhina i ngā wā e nui ana ngā mahi.



E maumahara ana koe ki tētahi wā kāore tētahi i wātea ki te āwhina?

The systems and processes allow me to perform my role well.



What is one thing you would change to help you perform better?

Nā ngā pūnaha me ngā tukanga ki [wāhi mahi] i tūtuki pai i au ngā mahi i tōku tūranga.



He aha tētahi panonitanga e pai ake ai ō whakatūtukitanga mahi?

Te Matatika me te Whakaurunga Fairness & Inclusion



Fairness & Inclusion

Te Matatika me te Whakaurunga

Fairness (also called organizational justice) is the extent to which people think procedures, rewards and interactions at work are unbiased. Inclusion is how valued people feel at work, based on the way others treat them.

Fairness and Inclusion are comparative. At work, we compare how we are treated and what we experience with how others (in a similar position) are treated and what they experience.

Fairness and Inclusion is the foundation on which great employee experience is built. People who are included in decisions and given opportunities to develop will put in greater effort.

People who are respected, valued, and have their work fairly recognized are more likely to be highly motivated.

The flip side is grim. If people think they are treated unfairly and frequently excluded, they are more likely to engage in counterproductive work behaviours. These can include theft, vandalism, intentional idleness, absenteeism, fraud, withdrawal, or exit behaviours.

Fairness and Inclusion is a spectrum. Getting it wrong disheartens and discourages. Getting it right creates the basis for a motivating employee experience.

We break Fairness and Inclusion into three sub-categories: Belonging, Opportunity and Fairness.



50% of team members are motivated more by team success than company goals (27%) or personal goals (23%)
(Atlassian)

Improving te Matatika me te Whakaurunga at work

Eliminate bias

Make sure your procedures for decision making and rewarding performance are free from bias. Give your team access to this information.

Build a support network

Nominate someone, or somewhere, people can go to for support if they feel they're being treated unfairly.

Listen

Encourage people to share their opinions and help make decisions about things that matter to them.

Talk to your team

Have regular meetings with your squad to discuss progress and outcomes. Take the opportunity to appreciate, recognize and reward people for their work.



Belonging

Ngā hononga

Belonging improves well-being and creates a sense of safety and purpose. People who feel safe are more comfortable sharing opinions and ideas with their squads. This helps them feel like they are valued contributors, accepted, and respected. According to a large study performed by Google, psychological safety is the number one predictor of high-performing teams.

Enabling a sense of ngā hononga

Encourage your team to spend time together; hold retrospectives, team lunches, and social events.

Create rules around meetings so everyone feels comfortable contributing. Let everyone have a turn to talk or present, discourage people from interrupting or talking over others.

I feel like I'm part of a team.



What helps you feel like part of a team?

Kua tau taku noho ki waenga i te rōpū.



He aha ngā āhuatanga ka rongo koe, e whai urunga mai ai koe ki tēnei rōpū?

I feel comfortable sharing my ideas.



Do you have any ideas that you'd like to share?

Kua tau taku noho ki waenga i te rōpū.



He whakaaro anō ōu e hiahia ana koe te tākoha mai?

I feel connected to the wider [org] team.



Are there any teams or people across [org] that you'd like to get to know better?

Ka rongo au i tōku hononga ki te rōpū whānui ki [wāhi mahi].



He rōpū, he tāngata rānei ki [wāhi mahi] e hiahia ana koe te torotoro?

I feel comfortable participating in [team] discussions and activities.



What discussions and activities do you feel most comfortable taking part in?

E hāneanea ana taku mahi tahi me [te rōpū] ki te whiriwhiri kōrero, ki te mahi ngohe hoki.



He aha ngā take, ngā ngohe rānei e tau pai ai tō ngākau ki te whai?

Opportunity Āheinga

Inclusion promotes idea-sharing, collaboration, creativity, and innovation. Being included in decision-making helps people feel like they're an important part of the squad. Development opportunities foster job satisfaction and can reduce the psychological strain of job demands.

Enabling āheinga

Invite people to meetings and include them in communications that concern their jobs.

Hold retrospectives to discuss progress and developments and encourage all team members to have a say. Budget for professional development and allow people to pursue opportunities in work time.

I have opportunities to help make decisions that affect my role.



Are there any discussions or decisions you'd like to be a part of?

E āhei ana au ki te whakatau kaupapa e hāngai ana ki tōku tūranga mahi.



He take, ngā whakataunga rānei āu e hiahia ana koe te whai?

I have opportunities to grow and develop.



Are there any training or development opportunities you'd like to take part in [over the next six months]?

Ka whai āheinga au ki te whakapakari, ki te whakawhanake hoki i a au anō.



He āheinga whai pūkenga, whai whanaketanga rānei e hiahia ana koe te whai [i tua atu i te ono marama]?

I have opportunities to grow and develop.



Is there anything you'd like to discuss?

Ka āhei au ki te kōrero mō tōku kaunekenga, me tōku whanaketanga.



He take atu ano āu kia kōrerotia?

My role provides me with opportunities to learn.



If you could learn anything in the next [six months], what would you like to learn?

Nā taku tūranga mahi i whai āheinga ai au ki te ako.



Mēnā rānei he kaupapa hei ako māu [i ngā marama e ono] e tū mai nei, he aha ēnei kaupapa?

Fairness

Te Matatika

Perceived fairness drives organisational commitment, job satisfaction, and positive well-being. When someone feels they are being unfairly treated by their lead or coach they are more likely to engage in counterproductive work behaviors.

Enabling Te Matatika

Ensure that you distribute rewards fairly, especially between people in similar roles or doing similar work. Recognise people for their results, suggestions, service, achievements, effort, or extra-role behaviours. Treat people respectfully and thoughtfully; don't gossip, spread rumours, or disclose confidential information.

I feel appreciated for the work that I do.



How do you like to feel appreciated for your efforts?

E rongo ana au i te wairua whakamiha mō ōku mahi.



Me pēhea koe whakanuitia ai mō ōu mahi?

I'm treated with respect at [org].



What does respect mean for you in your role?

E rongo ana au i te ngākau whakaute ki [wāhi mahi].



He aha tēnei mea te whakaute ki a koe, i roto i tō tūranga mahi?

I feel like a valued member of the [org] team.



Feeling valued - what does that look like for you in your role?

Ki a au, he mema whai hua au ki tēnei rōpū o [wāhi mahi].



Te rongō i tō pai - he aha ki a koe tēnei rongō ki roto i ō mahi?

I feel heard when I share my thoughts.



Feeling heard - what does that look like for you?

E rangona ana tōku reo inā whakaputa au i ōku whakaaro.



Kia rongohia koe - he aha ki a koe tōna tikanga?

Te Oranga Well-being



Well-being | Te Oranga

Well-being refers to the psychological functioning of people in the workplace and is best described as a spectrum. Languishing people are on the left or negative end of the spectrum and flourishing on the right or positive end.

Languishing refers to people who aren't feeling positive and aren't functioning well. It's important to note that these people don't necessarily have the presence of an illness or ailment. Flourishing refers to people who are feeling positive and functioning well.

To enable people to flourish, you must provide them with health-protecting resources such as support, feedback, flexibility, safety, and security. These resources help to buffer the negative effects of job demands such as workload, deadlines,

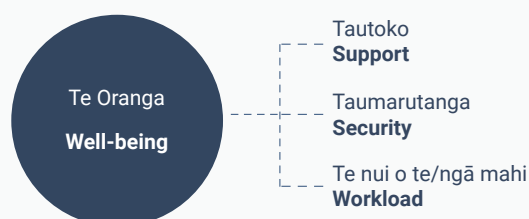
and extended hours. The more resources you provide, the less likely your working people are to suffer from job-related stress and burnout.

The aim of great employee experience design is to move everybody to the right of the spectrum.

People who are neither languishing nor flourishing also need resources to flourish. When people are flourishing they are up to 30% more productive, take fewer sick days, are more creative and innovative, and exhibit fewer exit behaviours.

Providing the right resources protects and motivates. A lack of resources can be health impairing and discouraging.

We break Well-being into three sub-categories: Support, Security and Workload.



“If we want the best of people, we need to give them our best even when we’re not at our best. Apologies work, saying I’m sorry works, listening to others when they’re not having a great day works. Turns out, empathy works.”
– William Tincup

Improving Te Oranga at work

Be supportive

Make support resources freely available. Make sure your team knows where to go and who to talk to if they need help at work.

Talk with your team

Check in with your team regularly to see how they're feeling. Do they have a good work-life balance? Do they feel safe at work and secure in their role? Are they coping with their workload?

Be healthy

Promote positive behaviours: provide healthy snacks and drinks, allow gym time, don't put heavy demands on people outside office hours.

Give feedback

Give people regular feedback on their performance and show appreciation for their work. Make sure they're being treated fairly and can contribute to things that matter to them.



Support Tautoko

Support helps people cope with their work demands and achieve their goals. It also enables personal growth and development.

Enabling support

Document your support contacts and procedures, and give this information to people when they start working for you. Make sure the document is kept up to date and is available to everyone at all times.

There are people at [org] that create a supportive working environment for me.



Are there any challenges you face in your role that you'd like more support with?

He kaimahi kei [wāhi mahi] e whakarite ana i tēnei wāhi hei wāhi mahi whai tautoko mōku.



He wero rānei kei mua i tōu aroaro e whai tautoko ana koe ki te whakatika ki tō tūranga mahi?

I receive regular feedback [from my peers and leaders] that helps me understand how I can improve.



How do you like to receive feedback?

Ka hoki mai ngā kōrero taunaki a [aku hoa aropā me ngā kaihautū] e mārama ai au kei hea ngā wāhi hei whakapakari i a au.



Me pēhea te whakahokinga o ngā kōrero ki a koe?

People at [org] are quick to offer support when I'm not okay.



Help us recognise when you're not okay. What should we be looking out for?

I ngā wā e raru ana au, he tere ngā kaimahi o [wāhi mahi] ki te tautoko mai.



Āwhinatia mai, kia mārama ai mātou i ngā āhuatanga whakararu ana i a koe. Me aro mātou ki te aha?

I feel like [org] really cares about my mental well-being.



What is one thing [org] can do to support your mental well-being?

Ki a au, he pai ngā mahi a [wāhi mahi] ki te tiaki i tōku hauora ā-hinengaro.



He aha tētahi āhuatanga hei aronga mā [ingoa kamupene] ki te whakamauru i tō hauora ā-hinengaro?

Security

Taumarutanga

Feeling safe while working is not only important for physical well-being but also mental well-being. Similarly, feeling secure in your team, feeling good about where your career is heading, and feeling confident in the company direction are also important for mental well-being. Insecurities about safety or career progression can cause stress and anxiety which may ultimately lead to burnout.

Enabling taumarutanga

Be open with your team about their career and explain any reasons their role may not be progressing.

Review your workspace for risks and hazards. Correct any safety concerns.

I feel comfortable voicing any concerns I may have.



Do you have any concerns you'd like to share?

He pai noa iho ki a au te whakaputa i ōku whakaaro.



He anipā rānei āu hei whakapuakitanga?

I feel safe at work.



What is the most important thing that can be done to keep you safe at [org]?

E haumarū ana tōku noho i te mahi.



He ngā āhuatanga nui hei whakatutukitanga kia haumarū ai tō noho ki [wāhi mahi]?

The direction the [org] is heading in feels good to me.



What is one thing you would like to see in your future with [org]?

He pai ki a au te huarahi ahunga o [wāhi mahi].



He aha tētahi āhuatanga e pīrangi ana koe ki [wāhi mahi] hei ngā rā ki tua?

I see a path for me to advance my career at [org].



Do you have any short-term or long-term career goals?

I roto i tōku umanga mahi ki [wāhi mahi], kei te kite au i tētahi huarahi e toro ai au ki tua.



He whāinga pae tata, pae tawhiti rānei āu?

Workload

Te nui o te/ngā mahi

When there's a good balance between work demands and other aspects of peoples' lives, they can enjoy work while also enjoying the other things they love. A workload imbalance negatively affects people at work and home, causing stress, anxiety, exhaustion, illness, and burnout.

Enabling te nui o te/ngā mahi

Consider flexible working hours and arrangements: let people work from home if their job allows it.

Make it safe for people to say no to new requests if they're already working at full capacity.

I'm satisfied with the balance between work and other aspects of my life.



What is one thing that would help you keep a healthy balance between work and home?

E koa ana te ngākau i te ihonui o aku mahi me ētahi atu āhuatanga o tōku oranga.



He aha tētahi tino āhuatanga e ihonui ai koe i roto i ō mahi me tōu kāinga?

My workload is manageable.



What is one thing that would help you keep on top of your workload?

He pai te whakahaeretanga o aku mahi.



He aha tētahi mea e āhei ai koe te whakatutuki i ō mahi kia tika ai?

I have the time to deliver quality results.



Can you think of a time where you didn't have the time?

Kei te nui te wā mōku ki te whakaputa i ngā hua e kouna ana.



Ka taea e koe te tohu mai tētahi e tauira e tohu mai ana i tō kore whai wā?

I have the flexibility I need to work both work and home.



What is your ideal way of working?

E ngāwari ana ki konei, kia ihonui ai ngā āhuatanga ki ōku mahi, ki te kāinga hoki.



He aha ngā tikanga mahi papai ki a koe?

Te/Ngā Whakaurunga Engagement



Engagement | Te/Ngā Whakaurunga

Employee engagement is a measure of the emotional commitment people have to your business and its goals. Simply, engaged team members care about their work and their company and are more likely to do all the things that make your business great - from serving customers to inventing new products...everything! An engaged workforce drives business performance.

Engagement is persistent; it takes more than one bad or good day to change how engaged someone is in their work.

Think of an engaged team member like a dedicated sports fan: they'll be disappointed

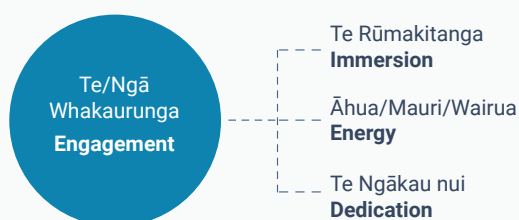
if their team loses, but they won't stop being a fan. An engaged team member will still be committed to their job and your business even if they have a bad day. But if every day is bad, even the most engaged team member will stop being a fan...

Improving te/ngā whakaurunga at work

How do we improve engagement? By improving the things we can directly influence: culture, environment, fairness, inclusion, and wellbeing.

The engagement questions are based on items from the Utrecht Work Engagement Scale but adjusted to fit a working environment.

We break Engagement into three sub-categories: Immersion, Energy and Dedication.



“Engagement is not just an outcome but a precursor to many important business measures: performance, work-related wellbeing, productivity, job satisfaction, and absenteeism to name a few”.

– Laura-Jane Booker

Immersion

Te Rūmakitanga

People who are immersed in their work are fully concentrated and happily engrossed. They don't notice the time passing and can have difficulties detaching at the end of their day. People who are immersed or absorbed are also likely working to their strengths and using the knowledge, skills, and expertise they have developed over time.

Enabling te rūmakitanga

Work out which tasks elicit the most focus or engagement from your team. Try to schedule these tasks strategically between periods of work that isn't so desirable.

I find it easy to concentrate on my work.



When you feel really focused at work, what are you most likely to be doing?

He māmā mōku te arotahi ki aku mahi.



Ka aha koe i ngā wā e hāngai pū ana koe ki ō mahi?

My role makes good use of my skills, knowledge and experience.



Are there any areas where you could add value?

E tino whakamahia ana ōku pūkenga, mātauranga, wheako i roto i tōku tūranga mahi.



He kaupapa atu anō ka taea e koe te whakapaipai ake?

I feel there is a good balance between my skills and the difficulty of my role.



Are there any aspects of your role that are too easy or too difficult?

Ki a au, e haere ngātahi ana ōku pūkenga, me ngā momo uauatanga o tōku tūranga mahi.



He āhuatanga e māmā rawa ana, e uaua rawa ana rānei kei tō tūranga mahi?

Time passes quickly when I work.



When you find time is passing by slowly, what are you most likely to be doing?

Nōku e mahi ana, ka tere pau te wā.



Ka aha koe i ngā wā e pōturi hāere ana te āhua o ngā mahi?

Energy

Āhua/Mauri/Wairua

Energy refers to how people feel throughout their workday. High levels of energy, vigour, enthusiasm, enjoyment and mental resilience are linked to engagement.

Enabling āhua/mauri/wairua

Work out the things that most influence your team's energy levels. These are what will positively or negatively influence whether your team remain engaged.

I feel good about how my time and energy are used in my role.



What one way you would help [org] operate better.

Ki a au, e pai noa ana te āhua o taku whakapau wā, whakapau kaha hoki ki tōku tūranga mahi.



He aha tētahi huarahi e pai ake ai ngā mahi ki [wāhi mahi]?

I am motivated to work even when things are challenging.



Can you think of a recent time when you struggled to find motivation in your role?

I ngā wā o te tōnuitanga, ka hihiko tonu au ki ngā mahi.



Ka taea e koe te whakaaro ki tētahi rangi i āhua waimeha ai te hihiri i roto i ō mahi?

I enjoy my role.



What do you find enjoyable at work?

He pārekareka ki a au taku tūranga mahi.



He aha ngā āhuatanga kei tō mahi e pārekareka ana ki a koe ?

Most days I feel good about my role.



What does a great day look like for you?

I te nuinga o te wā, he pai taku noho ki tōku tūranga mahi.



He aha ki a koe tētahi rangi tino pai?

Dedication

Te Ngākau nui

People who are dedicated are strongly involved in and strongly identify with their work because it is important, meaningful, inspiring, and challenging. People who are highly dedicated experience a sense of significance, inspiration, pride, and challenge from their work.

Enabling dedication

Talk to your team about the aspects of work they identify with and whether they'd like to be challenged further.

My role provides me with a sense of fulfilment.



What is the most fulfilling part of your role?

Nā tōku tūranga mahi i rongo ai au i te wairua whakatutuki.



He aha ngā āhuatanga whakahirahira rawa i roto i ō mahi?

My role challenges me in a way that leads to personal growth.



Can you think of a recent challenge that led to personal growth?

Mā roto i ngā whakapātaritari o ōku mahi, ka kitea tōku pakaritanga ake.



Ka taea e koe te whakaaro mō tētahi whakapātaritaringa i pakari ake ai koe i ngā rangi tata nei?

My role gives me a sense of personal achievement.



What is one thing you want to achieve between now and [next year]?

Kei tōku tūranga mahi ka rongo au i ōku ekenga ki ngā taumata.



He aha t/ētahi putanga e hiahia ana koe te whakatutuki, atu i konei ki [te tau e tū mai nei]?

The work I do is important to me.



What aspects of your work are important to you?

He mea nui ki a au ngā mahi e whai nei au.



He aha ngā ahuatanga mahi tino hirahira rawa atu ki a koe?

eNPS



eNPS

eNPS is based on Net Promoter Score® (NPS™) by Bain & Company, Satmetrix Systems, Inc., and Fred Reichheld. It is used as a quick indicator of employee engagement because people who are engaged and loyal are more likely to recommend their workplace to others.

eNPS is measured frequently (e.g. monthly/quarterly) and gives you a sense of the experience people are having at work. People who have positive work experiences are more likely to be engaged, and are more likely to share their enthusiasm with co-workers, customers and friends.

eNPS asks how likely you are to recommend your company as a place to work, and uses the same scoring system as NPS.



A really quick introduction to Net Promoter Score

NPS measures customer loyalty with a single question: 'How likely are you to recommend this company to a friend or relative?' Loyal customers will put their reputation on the line to recommend your company.

NPS uses a 0-10 scale, and people are categorized according to how they score.

9-10 are promoters. These are the people who will enthusiastically recommend your business to others.

7-8 are passives. These people are neither negative nor loyal.

0-6 are detractors. These people would not recommend your business to others, and may encourage people to avoid your business.

eNPS

Your team members will sit somewhere between endorsing your business as a place to work, and disapproving of it.

Your total eNPS score comes from subtracting the number of detractors from promoters.

This number is expressed as a percentage: the maximum score is 100% (all promoters, no detractors) and minimum score is -100% (all detractors, no promoters).

Enabling eNPS

Since eNPS is an indicator of how likely people are to recommend their workplace, improvements result from improving the working experience.

How likely would you be to recommend working here?



What would help you have the best work experience at [org]?

Āe rānei, kao rānei, ka tūtohua atu e koe tēnei wāhi mahi ki tētahi?



He aha ētahi āhuatanga taunaki i a koe ki roto i ō mahi ki [wāhi mahi]?

Conversation order



Conversation order

We recommend setting up campaigns with 50 conversations (48 EX Genome conversations + 2 eNPS conversations). Campaigns should run over a one-year period and initiate a conversation within each category every four weeks.

We suggest you replace anything between [square brackets] with terms you use in your organisation and replace 'ACME' with the name of your organisation.

Ultimately though, you can ask these questions in any order that works for your squad. We do suggest you start with the easier 'softer' questions to encourage uptake.

Here's our recommendation.

First six months (English)

	Rating statement	Free-text conversation starter
1	It is clear what I need to be working on over the next [three months].	Is there anything you'd like to discuss about your work?
2	I feel comfortable sharing my ideas.	Do you have any ideas that you'd like to share?
3	I have the time I need to deliver quality results.	Can you think of a recent example when you didn't have the time?
4	My role makes good use of my skills, knowledge, and experience.	Are there any other areas where you could add value?
5	I have opportunities to perform my role the way I think is best.	Is there anything you'd like to do differently in your role?
6	My role provides me with opportunities to learn.	If you could learn anything in the next [six months], what would you like to learn?
7	I receive regular feedback [from my peers and leaders] that helps me understand how I can improve.	How do you like to receive feedback?
8	I enjoy my role.	What do you find enjoyable at work?
9	The tools, technology, and equipment at ACME allow me to perform my role well.	Would anything help you perform your role better?
10	I feel appreciated for the work that I do.	How do you like to be appreciated for your efforts?
11	I feel safe at work.	What is the most important thing that can be done to keep you safe at ACME?
12	My role provides me with a sense of fulfilment.	What is the most fulfilling part of your role?
13	It is clear how my role contributes to the success of ACME.	Can you think of someone or something that benefited from the work you did this month?
14	I feel like I'm part of a team.	What helps you feel like part of a team?
15	My workload is manageable.	What is one thing that would help you keep on top of your workload?
16	Time passes quickly when I'm working.	When you find that time is passing slowly, what are you most likely to be doing?
17	I feel trusted to do a good job.	Can you think of a recent time when you didn't feel trusted to do a good job?
18	I have opportunities to discuss my progress and development.	Is there anything you'd like to discuss?
19	People at ACME are quick to offer support when I'm not okay.	Help us recognise when you're not okay. What should we be looking out for?
20	Most days I feel good about my role.	What does a great day look like for you?
21	There are always people available to help when work gets busy.	Can you think of a time when there weren't people available to help?
22	I feel heard when I share my thoughts.	Can you think of a time when you didn't feel heard?
23	I feel comfortable sharing my ideas.	Do you have any ideas you'd like to share?
24	The work I do is important to me.	What aspects of your work are important to you?
25	How likely would you be to recommend working here?	What would help you have the best work experience at ACME?

First six months (Te Reo)

	Rating statement	Free-text conversation starter
1	E marama ana au ki āku mahi hei [ngā marama e toru] e tū mai	He take rānei āu hei whiriwhiringa mō te āhua ki ō mahi?
2	He pai noa iho ki a au te whakaputa i ōku whakaaro.	He whakaaro anō ōu e hiahia ana koe te tākoha mai?
3	Kei te nui te wā mōku ki te whakaputa i ngā hua e kouna ana.	Ka taea e koe te tohu mai tētahi e tauira e tohu mai ana i tō kore whai wā?
4	E tino whakamahia ana ōku pūkenga, mātauranga, wheako i roto i tōku tūranga mahi.	He kaupapa atu anō ka taea e koe te whakapaipai ake?
5	E āhei ana au ki te whakatutuki i ōku mahi ki tāku i kī ai, ki tāku i pai ai.	He kaupapa atu anō e hiahia ana koe te whai i roto i tō tūranga mahi?
6	Nā taku tūranga mahi i whai āheinga ai au ki te ako.	Mēnā rānei he kaupapa hei ako māu [i ngā marama e ono] e tū mai nei, he aha ēnei kaupapa?
7	Ka hoki mai ngā kōrero taunaki a [aku hoa aropā me ngā kaihautū] e marama ai au kei hea ngā wāhi hei whakapakari i a au.	Me pēhea te whakahokinga o ngā kōrero ki a koe?
8	He pārekareka ki a au taku tūranga mahi.	He aha ngā āhuatanga kei tō mahi e pārekareka ana ki a koe?
9	Nā ngā taputapu, hangarau ki [te wāhi mahi] i taea ai au te whakatutuki pai i ōku mahi	He kaupapa/āhuatanga rānei e pai ake ai tō whakatutuki haere i ō mahi?
10	E rongorongo ana au i te wairua whakamiha mō ōku mahi.	Me pēhea koe whakanuitia ai mō ōu mahi?
11	E haumarua ana tōku noho i te mahi.	He ngā āhuatanga nui hei whakatutukitanga kia haumarua ai tō noho ki [wāhi mahi]?
12	Nā tōku tūranga mahi i rongorongo ai au i te wairua whakatutuki.	He aha ngā āhuatanga whakahirahira rawa i roto i ō mahi?
13	E kitea ana te marama ka pēhea taku tūranga mahi e angitū ai a [wāhi mahi].	Ko wai, he aha ia rānei tētahi tauira i puta ai he hua i ō mahi i tēnei marama?
14	Kua tau taku noho ki waenga i te rōpū.	He aha ngā āhuatanga ka rongorongo koe, e whai urunga mai ai koe ki tēnei rōpū?
15	He pai te whakahaeretanga o aku mahi.	He aha tētahi mea e āhei ai koe te whakatutuki i ō mahi kia tika ai?
16	Nōku e mahi ana, ka tere pau te wā.	Ka aha koe i ngā wā e pōturi hāere ana te āhua o ngā mahi?
17	E rongorongo ana au i te ngākau pono ka tutuki pai i a au ngā mahi.	He aha ia ngā āhuatanga e rongorongo ai koe ngākau pono?
18	Ka āhei au ki te kōrero mō tōku kaunekenga, me tōku whanaketanga.	He take atu ano āu kia kōrerotia?
19	I ngā wā e raru ana au, he tere ngā kaimahi o [wāhi mahi] ki te tautoko mai.	Āwhinatia mai, kia marama ai mātou i ngā āhuatanga whakararu ana i a koe. Me aro mātou ki te aha?
20	I te nuinga o te wā, he pai taku noho ki tōku tūranga mahi.	He aha ki a koe tētahi rangi tino pai?
21	E wātea ana he tāngata ki te tuku āwhina i ngā wā e nui ana ngā mahi.	E maumahara ana koe ki tētahi wā kāore tētahi i wātea ki te āwhina?
22	E rangona ana tōku reo inā whakaputa au i ōku whakaaro.	Kei te maumahara koe ki tētahi i wā kāore tō reo i rangona?
23	He pai noa iho ki a au te whakaputa i ōku whakaaro.	He whakaaro anō ōu e hiahia ana koe te tākoha mai?
24	He mea nui ki a au ngā mahi e whai nei au.	He aha ngā āhuatanga mahi tino hirahira rawa atu ki a koe?
25	Āe rānei, kao rānei, ka tūtuhia atu e koe tēnei wāhi mahi ki tētahi?	He aha ētahi āhuatanga taunaki i a koe ki roto i ō mahi ki [wāhi mahi]?

Second six months (English)

	Rating statement	Free-text conversation starter
1	It is clear what is expected of me in my role.	Do you have any questions about your role and responsibilities?
2	I feel connected to the wider [org] team.	Are there any teams or people across [org] that you'd like to get to know better?
3	I'm satisfied with the balance between work and other aspects of my life.	What is one thing that would help you keep a healthy balance between work and home?
4	I feel there is a good balance between my skills and the difficulty of my role.	Are there any aspects of your role that are too easy or too difficult?
5	I feel responsible for my own performance.	Can you think of a recent time when something out of your control affected your performance?
6	I have opportunities to grow and develop.	Are there any training or development opportunities you'd like to take part in [over the next six months]?
7	I feel like ACME really cares about my mental well-being.	What is one thing ACME can do to support your mental well-being?
8	I'm motivated at work even when things are challenging.	Can you think of a recent time when you struggled to find motivation in your role?
9	My physical workspaces allow me to perform my role well.	What is one thing you would change about your work environment if you could?
10	I'm treated with respect at ACME.	What does respect mean for you in your role?
11	I see a path for me to advance my career at [org].	Do you have any short-term or long-term career goals?
12	My role gives me a sense of personal achievement.	What is one thing you want to achieve between now and [next year]?
13	Business goals and strategies at ACME are clearly communicated to me.	If you could ask [most senior leader's name] any question about the business, what would you ask?
14	I feel comfortable participating in [team] discussions and activities.	What discussions and activities do you feel most comfortable taking part in?
15	I have the flexibility I need to balance both work and home.	What is your ideal way of working?
16	I find it easy to concentrate on my work.	When you feel really focused at work, what are you most likely to be doing?
17	I seek the help and resources I need to perform my role well.	Can you think of a time when a lack of help and resources affected you?
18	I have opportunities to help make decisions that affect my role.	Are there any discussions or decisions you'd like to be a part of?
19	There are people at ACME that create a supportive working environment for me.	Are there any challenges you face in your squad that you'd like more support with?
20	I feel good about how my time and energy are used in my role.	What is one way you would help your squad operate better?
21	The systems and processes at [org] allow me to perform my role well.	What is one thing you would change to help ACME perform better?
22	I feel like a valued member of the ACME team.	Feeling valued - what does that look like for you in your role?
23	The direction ACME is heading feels good to me.	What is one thing you would like to see in your future with ACME?
24	My role challenges me in a way that leads to personal growth.	Can you think of a recent challenge that lead to personal growth?
25	How likely would you be to recommend working here?	What would help you have the best work experience at ACME?

Second six months (Te Reo)

	Rating statement	Free-text conversation starter
1	E tino mārama ana au ki ngā kawatau o taku tūranga mahi.	He pātai rānei āu mō tō tūranga mahi, me ōna haepapa?
2	Ka rongo au i tōku hononga ki te rōpū whānui ki [wāhi mahi].	He rōpū, he tāngata rānei ki [wāhi mahi] e hiahia ana koe te torotoro?
3	E koa ana te ngākau i te ihonui o aku mahi me ētahi atu āhuatanga o tōku oranga.	He aha tētahi tino āhuatanga e ihonui ai koe i roto i ō mahi me tōu kāinga?
4	Ki a au, e haere ngātahi ana ōku pūkenga, me ngā momo uauatanga o tōku tūranga mahi.	He āhuatanga e māmā rawa ana, e uaua rawa ana rānei kei tō tūranga mahi?
5	Kei au te haepapa mō ngā whakatutukitanga o aku mahi.	He rau maharatanga rānei āu i ngā rangi tata nei mō tētahi āhuatanga whakararu i ō whakatūtukitanga mahi?
6	Ka whai āheinga au ki te whakapakari, ki te whakawhanake hoki i a au anō.	He āheinga whai pūkenga, whai whanaketanga rānei e hiahia ana koe te whai [i tua atu i te ono marama]?
7	Ki a au, he pai ngā mahi a [wāhi mahi] ki te tiaki i tōku hauora ā-hinengaro.	He aha tētahi āhuatanga hei aronga mā [ingoa kamupene] ki te whakamauro i tō hauora ā-hinengaro?
8	I ngā wā o te tōnuitanga, ka hihiko tonu au ki ngā mahi.	He aha ki a koe tētahi rangi tino pai?
9	Ka tutuki pai i a au ngā mahi i tōku tūranga, nā ngā wāhi mahi kua rohea mai ki au.	Mēnā ka taea e koe, he aha tētahi āhuatanga kei tō mahi ka hiahia koe ki te panoni?
10	E rongo ana au i te ngākau whakaute ki [wāhi mahi].	He aha tēnei mea te whakaute ki a koe, i roto i tō tūranga mahi?
11	I roto i tōku umanga mahi ki [wāhi mahi], kei te kite au i tētahi huarahi e toro ai au ki tua.	He whāinga pae tata, pae tawhiti rānei āu?
12	Kei tōku tūranga mahi ka rongo au i ōku ekenga ki ngā taumata.	He aha t/ētahi putanga e hiahia ana koe te whakatutuki, atu i konei ki [te tau e tū mai nei]?
13	I āta whakamāramahia mai ngā whainga me ngā rautaki o te Kamupene.	Ki te āhei koe te pātai koe ki a [ngā ingoa o ngā kaiwhakahaere] mō te ūmanga, he aha ō pātai?
14	E hāneanea ana taku mahi tahi me [te rōpū] ki te whiriwhiri kōrero, ki te mahi ngohe hoki.	He aha ngā take, ngā ngohe rānei e tau pai ai tō ngākau ki te whai?
15	E ngāwari ana ki konei, kia ihonui ai ngā āhuatanga ki ōku mahi, ki te kāinga hoki.	He aha ngā tikanga mahi papai ki a koe?
16	He māmā mōku te arotahi ki aku mahi.	Ka aha koe i ngā wā e hāngai pū ana koe ki ō mahi?
17	Ka rapu au i te āwhina, me ngā rauemi e tika ana kia tutuki pai ai aku mahi.	He rau maharatanga rānei āu ki tētahi wā i raru ai koe i te korenga ōu i whai rauemi?
18	E āhei ana au ki te whakatau kaupapa e hāngai ana ki tōku tūranga mahi.	He take, ngā whakataunga rānei āu e hiahia ana koe te whai?
19	He kaimahi kei [wāhi mahi] e whakarite ana i tēnei wāhi hei wāhi mahi whai tautoko mōku.	He wero rānei kei mua i tōu aroaro e whai tautoko ana koe ki te whakatika ki tō tūranga mahi?
20	Ki a au, e pai noa ana te āhua o taku whakapau wā, whakapau kaha hoki ki tōku tūranga mahi.	He aha tētahi huarahi e pai ake ai ngā mahi ki [wāhi mahi]?
21	Nā ngā pūnaha me ngā tukanga ki [wāhi mahi] i tūtuki pai i au ngā mahi i tōku tūranga.	He aha tētahi panonitanga e pai ake ai ō whakatūtukitanga mahi?
22	Ki a au, he mema whai hua au ki tēnei rōpū o [wāhi mahi].	Te rongo i tō pai - he aha ki a koe tēnei rongo ki roto i ō mahi?
23	He pai ki a au te huarahi ahunga o [wāhi mahi].	He aha tētahi āhuatanga e pīrangi ana koe ki [wāhi mahi] hei ngā rā ki tua?
24	Mā roto i ngā whakapātaritari o ōku mahi, ka kitea tōku pakaritanga ake.	Ka taea e koe te whakaaro mō tētahi whakapātaritaringa i pakari ake ai koe i ngā rangi tata nei?
25	Āe rānei, kao rānei, ka tūtuhia atu e koe tēnei wāhi mahi ki tētahi?	He aha ētahi āhuatanga taunaki i a koe ki roto i ō mahi ki [wāhi mahi]?

References

Dubinsky, A. J., & Skinner, S. J. (2002). Going the extra mile: Antecedents of salespeople's discretionary effort. *Industrial Marketing Management*, 31(7), 589-598.

Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597-606.

Ellemers, N., De Gilder, D., & Haslam, S. A. (2004). Motivating individuals and groups at work: A social identity perspective on leadership and group performance. *Academy of Management Review*, 29(3), 459-478.

Winkler, S., König, C. J. and Kleinmann, M. (2012), New insights into an old debate: Investigating the temporal sequence of commitment and performance at the business unit level. *Journal of Occupational and Organizational Psychology*, 85: 503–522. doi:10.1111/j.2044-8325.2012.02054.x

Katzell, R. A., & Thompson, D. E. (1990). Work motivation: Theory and practice. *American Psychologist*, 45(2), 144-153.
Morris, R. J. (2009). Employee work motivation and discretionary work effort (Doctoral dissertation, Queensland University of Technology).

Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). San Francisco: John Wiley & Sons.

Carlopio, J. R. (1996). Construct validity of a physical work environment satisfaction questionnaire. *Journal of Occupational Health Psychology*, 1(3), 330-344.

Dul, J., Ceylan, C., & Jaspers, F. (2011). Knowledge workers' creativity and the role of the physical work environment. *Human Resource Management*, 50(6), 715-734.

Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 4-17.

Litwin, G., & Stringer, R. (1968). *Motivation and organizational climate*. Boston: Harvard University Press;
Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, 78(2), 4-17.



References

Greenberg, J. (1987). Taxonomy of organizational justice theories in Academy of Management Review. *Academy of Management*, 12(1), 9-22

Daniels, K., Watson, D., & Gedikli, C. (2017). Well-being and the social environment of work: A systematic review of intervention studies. *International Journal of Environmental Research and Public Health*, 14(8), 918-934

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.

Keyes, C. (2002). The mental health continuum: From languishing to flourishing in life. *Journal of Health and Social Behavior*, 43(2), 207-222.

Page, K., & Vella-Brodrick, D. A. (2009). The 'what' 'why' and 'how' of employee well-being: A new model. *Social Indicators Research*, 90(3), 441-458.

Bertera, R. L. (1990). The effects of workplace health promotion on absenteeism and employment costs in a large industrial population. *American Journal of Public Health and the Nation's Health*, 80(9), 1101-1105.

Cooper, C., & Dewe, P. (2008). Well-being- absenteeism, presenteeism, costs and challenges. *Occupational Medicine*, 58(8), 522-524.

Cotton, P., & Hart, P. M. (2003). Occupational well-being and performance: A review of organizational health research. *Australian Psychologist*, 38(2), 118-127.

Daniels, K. (2000). Measures of five aspects of affective well-being at work. *Human Relations*, 53(2), 275-294.
Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*, 127(3), 376-407.

Clifton, D. O., & Harter, J. K. (2003). Investing in strengths. Positive organizational scholarship. San Francisco: Berrett-Koehler.



References

Oswald, A. J., Proto, E., & Sgroi, D. (2015). Happiness and productivity. *Journal of Labor Economics*, 33(4), 789-822.

Schaufeli, W., & Bakker, A. (2003). UWES Utrecht Work Engagement Scale. Preliminary Manual. Utrecht University: Occupational Health Psychology Unit.

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.

Seppälä, P., Mauno, S., Feldt, T., Hakanen, J., Kinnunen, U., Tolvanen, A., & Schaufeli, W. (2009). The construct validity of the Utrecht Work Engagement Scale: Multisample and longitudinal evidence. *Journal of Happiness Studies*, 10(4), 459-481.

Reichheld, F. F. (2003). The one number you need to grow. *Harvard Business Review*, 81(12), 46-55.



License

CC0 1.0 Universal

Statement of Purpose

The laws of most jurisdictions throughout the world automatically confer exclusive Copyright and Related Rights (defined below) upon the creator and subsequent owner(s) (each and all, an "owner") of an original work of authorship and/or a database (each, a "Work").

Certain owners wish to permanently relinquish those rights to a Work for the purpose of contributing to a commons of creative, cultural and scientific works ("Commons") that the public can reliably and without fear of later claims of infringement build upon, modify, incorporate in other works, reuse and redistribute as freely as possible in any form whatsoever and for any purposes, including without limitation commercial purposes. These owners may contribute to the Commons to promote the ideal of a free culture and the further production of creative, cultural and scientific works, or to gain reputation or greater distribution for their Work in part through the use and efforts of others.

For these and/or other purposes and motivations, and without any expectation of additional consideration or compensation, the person associating CC0 with a Work (the "Affirmer"), to the extent that he or she is an owner of Copyright and Related Rights in the Work, voluntarily elects to apply CC0 to the Work and publicly distribute the Work under its terms, with knowledge of his or her Copyright and Related Rights in the Work and the meaning and intended legal effect of CC0 on those rights.

1. Copyright and Related Rights. A Work made available under CC0 may be protected by copyright and related or neighboring rights ("Copyright and Related Rights"). Copyright and Related Rights include, but are not limited to, the following:

- i. the right to reproduce, adapt, distribute, perform, display, communicate, and translate a Work;
- ii. moral rights retained by the original author(s) and/or performer(s);
- iii. publicity and privacy rights pertaining to a person's image or likeness depicted in a Work;
- iv. rights protecting against unfair competition in regards to a Work, subject to the limitations in paragraph 4(a), below;
- v. rights protecting the extraction, dissemination, use and reuse of data in a Work;
- vi. database rights (such as those arising under Directive 96/9/EC of the European Parliament and of the Council of 11 March 1996 on the legal protection of databases, and under any national implementation thereof, including any amended or successor version of such directive); and
- vii. other similar, equivalent or corresponding rights throughout the world based on applicable law or treaty, and any national implementations thereof.

2. Waiver. To the greatest extent permitted by, but not in contravention of, applicable law, Affirmer hereby overtly, fully, permanently, irrevocably and unconditionally waives, abandons, and surrenders all of Affirmer's Copyright and Related Rights and associated claims and causes of action, whether now known or unknown (including existing as well as future claims and causes of action), in the Work (i) in all territories worldwide, (ii) for the maximum duration provided by applicable law or treaty (including future time extensions), (iii) in any current or future medium and for any number of copies, and (iv) for any purpose whatsoever, including without limitation commercial, advertising or promotional purposes (the "Waiver"). Affirmer makes the Waiver for the benefit of each member of the public at large and to the detriment of Affirmer's heirs and successors, fully intending that such Waiver shall not be subject to revocation, rescission, cancellation, termination, or any other legal or equitable action to disrupt the quiet enjoyment of the Work by the public as contemplated by Affirmer's express Statement of Purpose.

3. Public License Fallback. Should any part of the Waiver for any reason be judged legally invalid or ineffective under applicable law, then the Waiver shall be preserved to the maximum extent permitted taking into account Affirmer's express Statement of Purpose. In addition, to the extent the Waiver is so judged Affirmer hereby grants to each affected person a royalty-free, non transferable,

non sublicensable, non exclusive, irrevocable and unconditional license to exercise Affirmer's Copyright and Related Rights in the Work (i) in all territories worldwide, (ii) for the maximum duration provided by applicable law or treaty (including future time extensions), (iii) in any current or future medium and for any number of copies, and (iv) for any purpose whatsoever, including without limitation commercial, advertising or promotional purposes (the "License").

The License shall be deemed effective as of the date CC0 was applied by Affirmer to the Work. Should any part of the License for any reason be judged legally invalid or ineffective under applicable law, such partial invalidity or ineffectiveness shall not invalidate the remainder of the License, and in such case Affirmer hereby affirms that he or she will not (i) exercise any of his or her remaining Copyright and Related Rights in the Work or (ii) assert any associated claims and causes of action with respect to the Work, in either case contrary to Affirmer's express Statement of Purpose.

4. Limitations and Disclaimers.

- a. No trademark or patent rights held by Affirmer are waived, abandoned, surrendered, licensed or otherwise affected by this document.
- b. Affirmer offers the Work as-is and makes no representations or warranties of any kind concerning the Work, express, implied, statutory or otherwise, including without limitation warranties of title, merchantability, fitness for a particular purpose, non infringement, or the absence of latent or other defects, accuracy, or the present or absence of errors, whether or not discoverable, all to the greatest extent permissible under applicable law.
- c. Affirmer disclaims responsibility for clearing rights of other persons that may apply to the Work or any use thereof, including without limitation any person's Copyright and Related Rights in the Work. Further, Affirmer disclaims responsibility for obtaining any necessary consents, permissions or other rights required for any use of the Work.
- d. Affirmer understands and acknowledges that Creative Commons is not a party to this document and has no duty or obligation with respect to this CC0 or use of the Work.

For more information, please see
<<http://creativecommons.org/publicdomain/zero/1.0/>>

The Agile Employee Experience Genome Project is an open source project.

While attribution is not required to use these questions, Joyous Labs and all of our contributors would greatly appreciate a mention if this work is used in any commercial or public situation.

Suggested attribution: **Based on The Agile Employee Experience Genome Project.**

If you would like to find out more about this open source project or, better still, contribute to its development visit <https://github.com/joyouslabs/>

joyous

The
Te Reo Māori
Employee
Experience
Genome Project
v1

