

KINGDOM IMPACT FRAMEWORK

Eido Research Assessment Report



The Kingdom Impact Framework

Welcome to your Kingdom Impact report for Eido Research. We are delighted that you have taken time to prioritise measuring the social and spiritual impact of your organization through our online tool. We aim for this report to provide valuable information and actionable insights to you. Please get in touch if you want to learn more about this data (we offer a coaching program and further bespoke research).

Your survey has been completed by:

5 leaders (all fully completed) and

40 employees (all fully completed)

The employees comprised 13 people in the Sales team and 27 in the Delivery team

The assessment measures two key aspects of your company - its culture and the well-being of its people.

The **culture** refers to the shared values as well as the modelled practices of an organization towards its people. In other words, how employees see and experience Kingdom values modelled. We start with '**Core Foundations**' of culture - the basic principles of whether employees are aware of and motivated by the organization's vision and values, feel the organization is a safe and dynamic place to work, and the extent to which it creates good in the world. We move on to measure culture in each of ten '**building blocks of a Kingdom company**', derived from best practice research.

Well-being refers to individuals' personal and spiritual health, demonstrated through their attitudes and behaviours. In other words, whether leaders and employees are living out those Kingdom values. We also measure this in each individual across the ten building blocks.



Executive Summary

Overall Kingdom Score

79% for Core foundations
65% for Culture, and
66% for Well-being

Strengths & Weaknesses

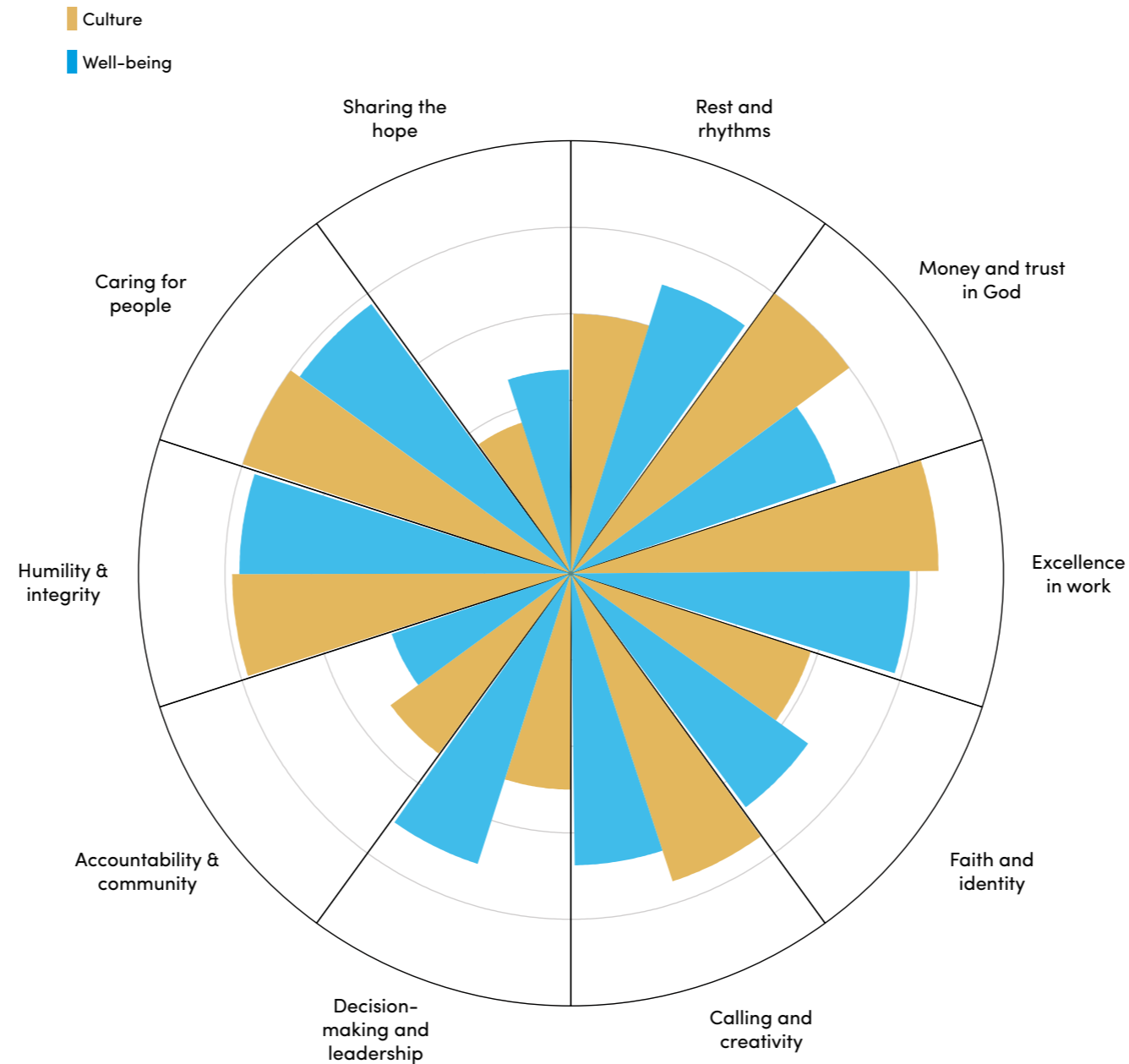
Excellence in work is your greatest strength - 82%
Sharing the hope is your greatest weakness - 42%

Perception gaps between leadership & employees

Your leaders and employees have a similar perception of culture, except for money and trust in God where leaders significantly 'underestimated' perception of generosity, and faith and identity where leaders significantly 'overestimated' felt culture.

Your leaders and employees have similar well-being, except for rest and rhythms and money and trust in God, both of which leaders scored lower in (57% compared to 77%, and 50% compared to 72%).

Overall Company Culture & Well-being



Keep doing the following:

- Building on the vision**
- Looking after employees**
- Delivering excellent work**

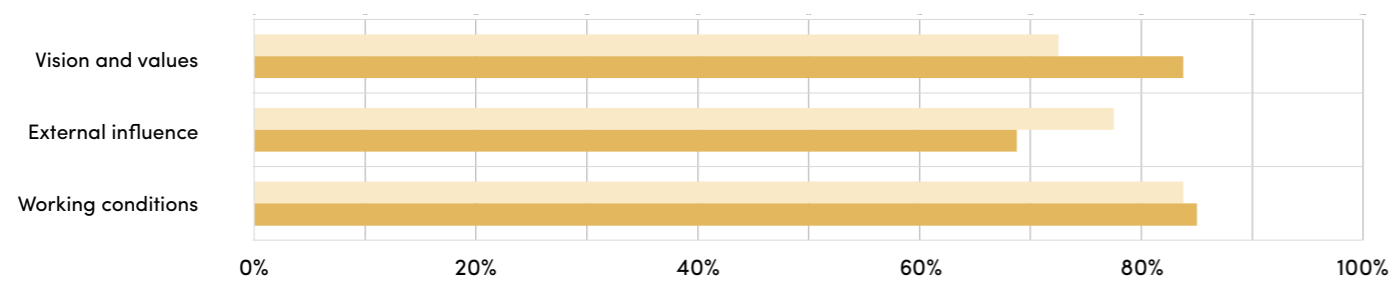
Consider starting doing the following:

- Inviting company accountability**
- Sharing the hope**
- Leaders revising their rest and rhythms**

Core Foundations

Core foundations are the shared vision and values of an organization, and the degree to which employees feel connected to and motivated by them. Further, they include the perception to which the organization is a dynamic, fair and safe place to work; and that it creates good in the world.

■ Leader perception ■ Employee perception



Vision and values scored superbly – 80% overall. Most of your leaders and employees are aware of, and motivated by the company vision, know the holistic outcomes, share the values of the company and experience them in daily life.

Notably:

- All of your employees feel well served by leadership (scoring over 8/10).
- All of your employees know the company vision, but only half are motivated by it (scoring over 8/10).
- 50% of your employees share the company values, and 50% experience them in daily life.
- There were some low scores amongst this overall positive result, including leadership not particularly thinking that employees know the Kingdom outcomes of the company, and some employees scoring low on 'I experience the values of the company worked out in daily life.'

External influence scored very highly – 72%. Most of your leaders and employees think the company creates good in the world, and is a dynamic, fair, and safe place to work.

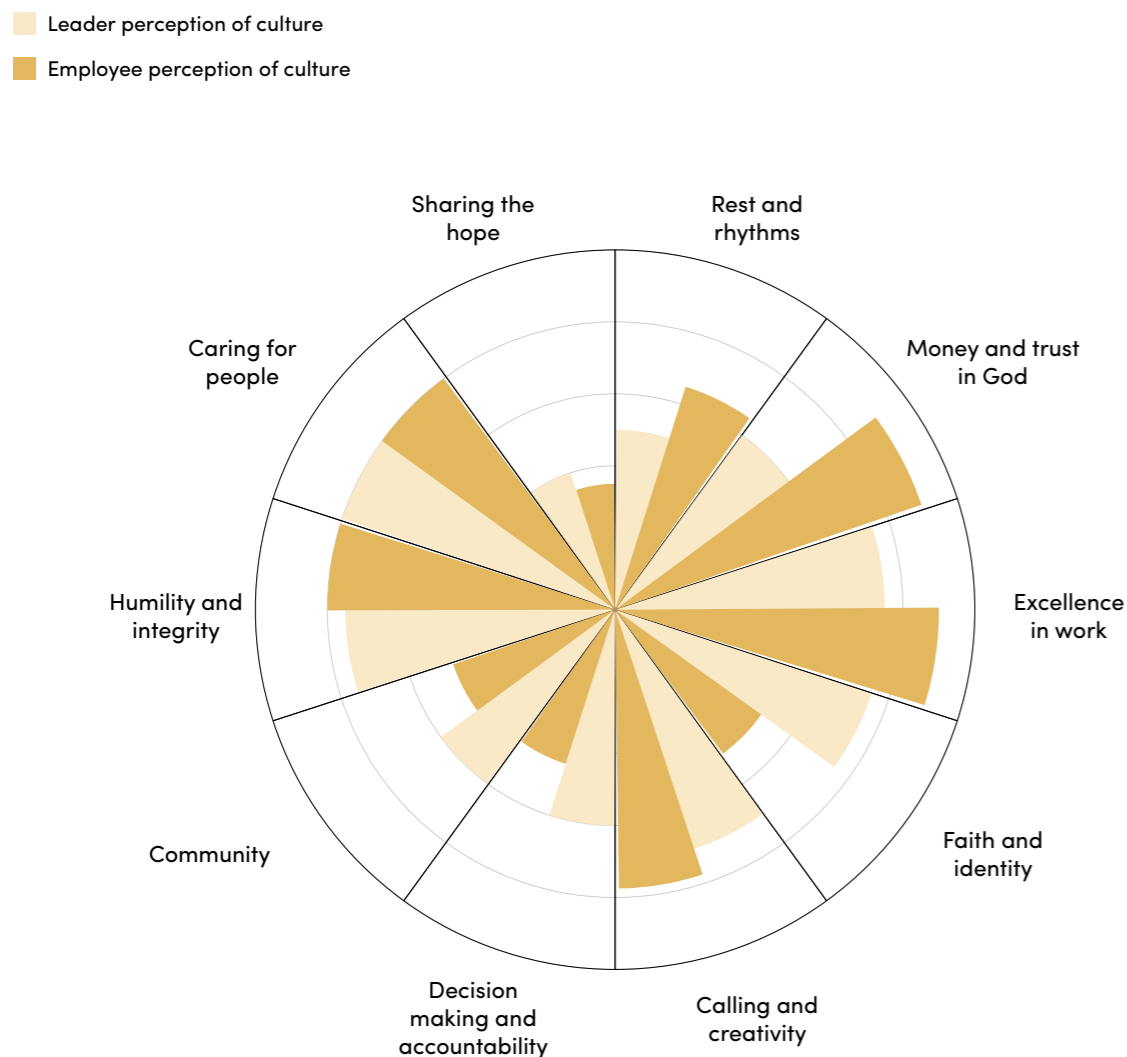
Working conditions scored superbly – 85%. Most felt that it is a fair place to work where conflicts are handled well, although only half felt it was a dynamic place to work (scoring over 8/10). All enjoyed working for their manager.



How healthy is your culture?

The graph below shows your company's culture across the ten building blocks, broken down to show the differences between the perceptions of employees and leadership. The more fully a segment is filled, the higher the score. Definitions of each of the building blocks are given in the Appendix. The table below highlights your company's key strengths and weaknesses in these areas of culture.

Company Culture (broken down by leaders and employees)



Overall, Eido Research has a good Kingdom culture, scoring an average of 65% across the ten building blocks, and 79% for Core foundations. There were some significant mismatches between leadership and employee perception of culture, described below.

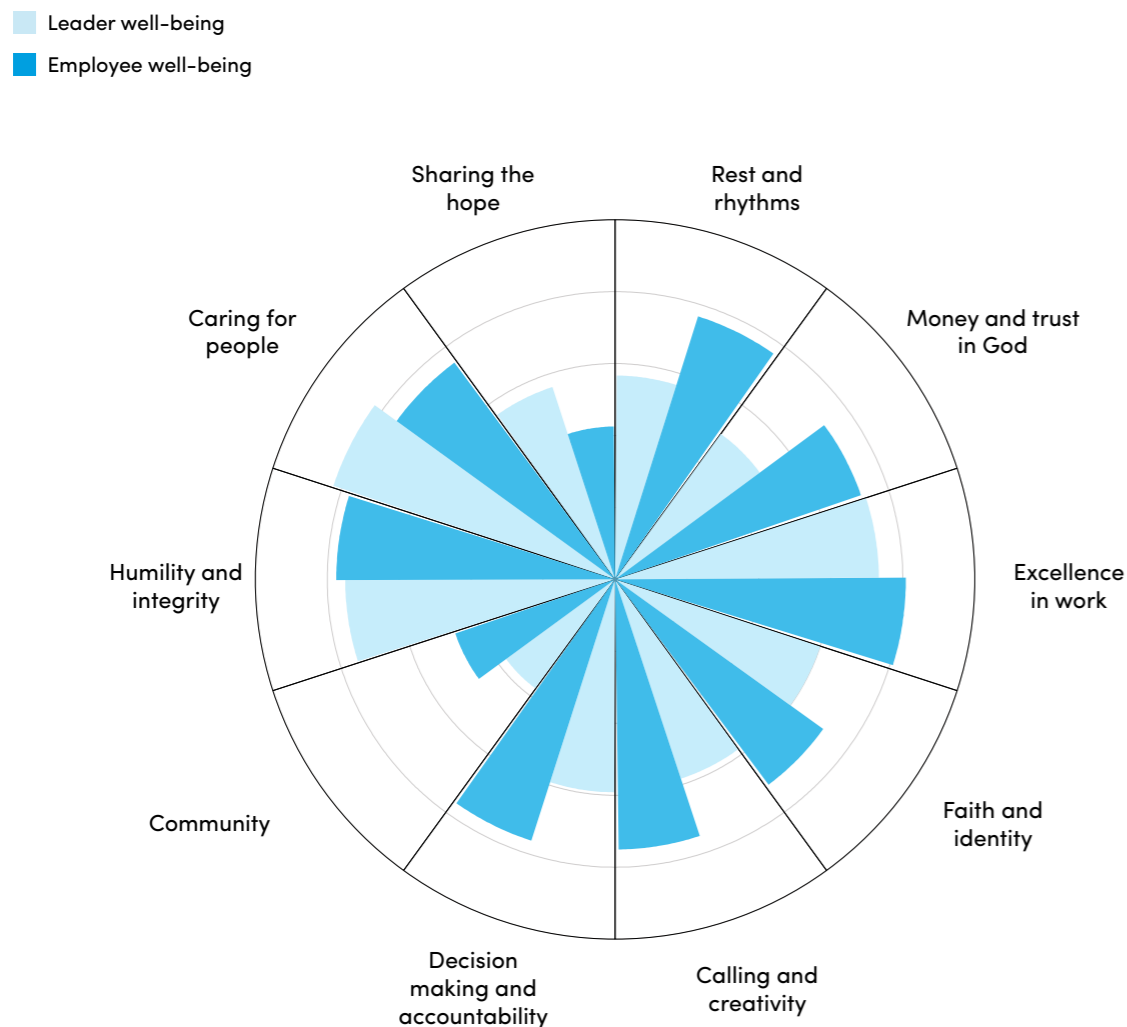
LEARNING POINTS	DESCRIPTION
Strength 1: Excellence in work	The culture of Excellence in work, as measured by individuals feeling the company 'values and delivers excellent work', is strong, scoring 90% for employees and 75% for leaders.
Strength 2: Caring for people	The culture of caring for people, as measured by perception of the company 'practically seeking to support its employees' is strong, scoring 80% for both leaders and employees.
Mismatch: Money and trust in God	There is a mismatch between leadership and employees in the culture of money and trust in God - as measured by perception of the company being 'generous with its finances and resources'. Leaders score 60% while employees score higher at 90%.
Mismatch 2: Faith and identity	There is a mismatch between leadership and employees in their perception of faith and identity - as measured by the company 'creating space for spiritual growth'. Leaders score 75% on this, while employees scored lower at 50%.
Weakness: Sharing the hope	The culture of 'sharing the hope', as measured by the company 'seeking to share Biblical encouragement and the gospel with employees', is weak at Eido Research scoring 40% for leaders and 35% for employees.

Despite some of the areas of weakness, Eido has a 'very high' Net Promoter Score (NPS) - a standardised score of 84%. NPS is calculated by the percentage who are 'promoters' (scoring 9 or 10) minus the percentage who are 'detractors' (scoring 6 or less). For Eido, this relates to an equivalent average of 9.5/10. (Normally used for customers, here this measures the willingness of employees to recommend working at this company to others.)

How healthy are your people?

This graph shows your company's well-being scores across the ten building blocks, broken down to show the differences between the perceptions of employees and leadership. The table below contains key learning points to help you celebrate areas of strength, improve weaknesses and identify mismatches between leaders and employees.

Well-Being Scores (broken down by leaders and employees)



Overall, the people in Eido Research have a moderate level of well-being, with an average well-being score of 66%.

LEARNING POINTS	DESCRIPTION
Strength 1: Excellence in work	Excellence in work , as measured by 'I consistently deliver excellent work', 'I am learning and growing in my professional skills', and 'I have all the materials and equipment to do my job to the best of my ability' is the area of greatest strength for people at Eido. Leaders score 73% and employees 81%
Strength 2: Humility & integrity	Humility and integrity, as measured by 'I am aware of my own weaknesses and am quick to admit mistakes', 'feeling served by leadership', and 'If I make a promise, I will do everything in my power to fulfil it', is another area of strength for people at Eido, where leaders score 75% and employees 78%.
Strength 3: Caring for people	Caring for people, as measured by 'feeling cared for by those around me', 'feeling celebrated in my work and as a whole person', and 'I find ways to ensure those around me feel looked after' is another strength for people of Eido, scoring 83% for leaders and 75% for employees.
Mismatch: Rest & rhythms	There is a significant mismatch between leadership and employees in their scores for rest and rhythms with leaders scoring significantly lower. Leaders score 57% on this, while employees scored 77%. Rest and rhythms is measured by 'overall, feeling rested', being 'excited by personal goals outside of work', and 'spending quality time with family'.
Mismatch 2: Money & trust in God	There is also a significant mismatch between leadership and employees in their scores for money and trust in God. Leaders score 50% on this, while employees score 72%.
Weakness 1: Community	Community , as measured by 'having a strong support network who encourage me when I need it', 'having people I look up to and learn from at work' and 'participating in a Christian community outside of work' is the area of greatest weakness for people at Eido, scoring 38% for leaders and 47% for employees.
Weakness 2: Sharing the hope	Sharing the hope, as measured by 'I feel encouraged spiritually working here' and 'I share biblical encouragement with those I work with' is another area of weakness for people at Eido, scoring 56% for leaders and 42% for employees.

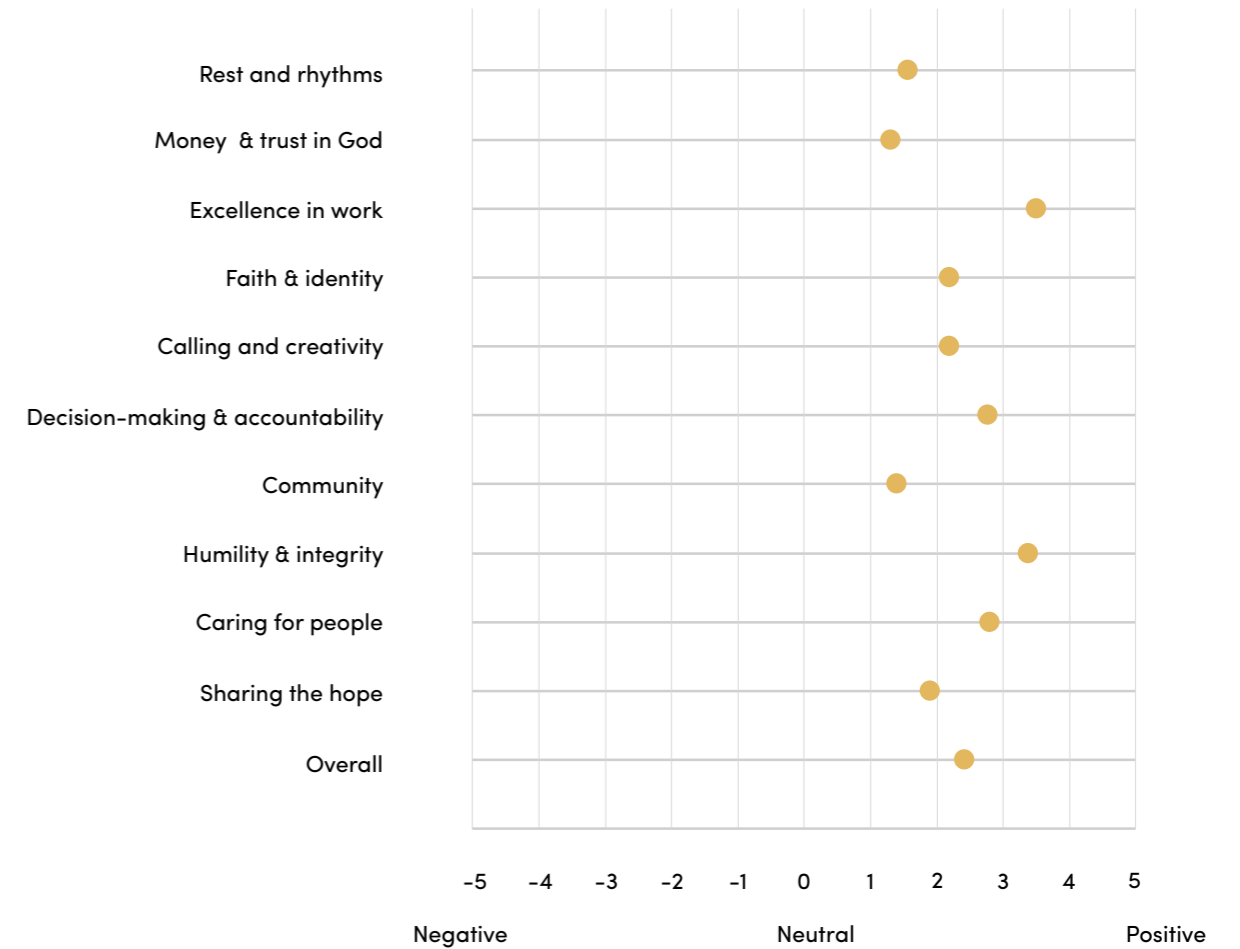
What is the impact of this company?

The graph here shows the average scores for leaders and employees as they responded to the question, "Thinking about your well-being, what impact has this company had on the following areas of your life?" The scores range from very negative to very positive.

Your company has an overall positive impact on the lives of people in it, scoring on average +2.4 from -5 to +5 (less than 5 being negative, 5 neutral, over 5 positive). Specifically, to the question 'My life is being transformed for the better through working here', people on average scored 6.8 out of 10.

- The impact is very positive in some areas - Excellence in work and Humility & integrity.
- The impact is quite positive in most areas - Faith & identity, Calling & creativity, and Decision-making and leadership.
- The impact is not that positive in a couple of areas - Rest and rhythms, and Community.

Impact on individuals' lives



Recommendations

Intentional practices

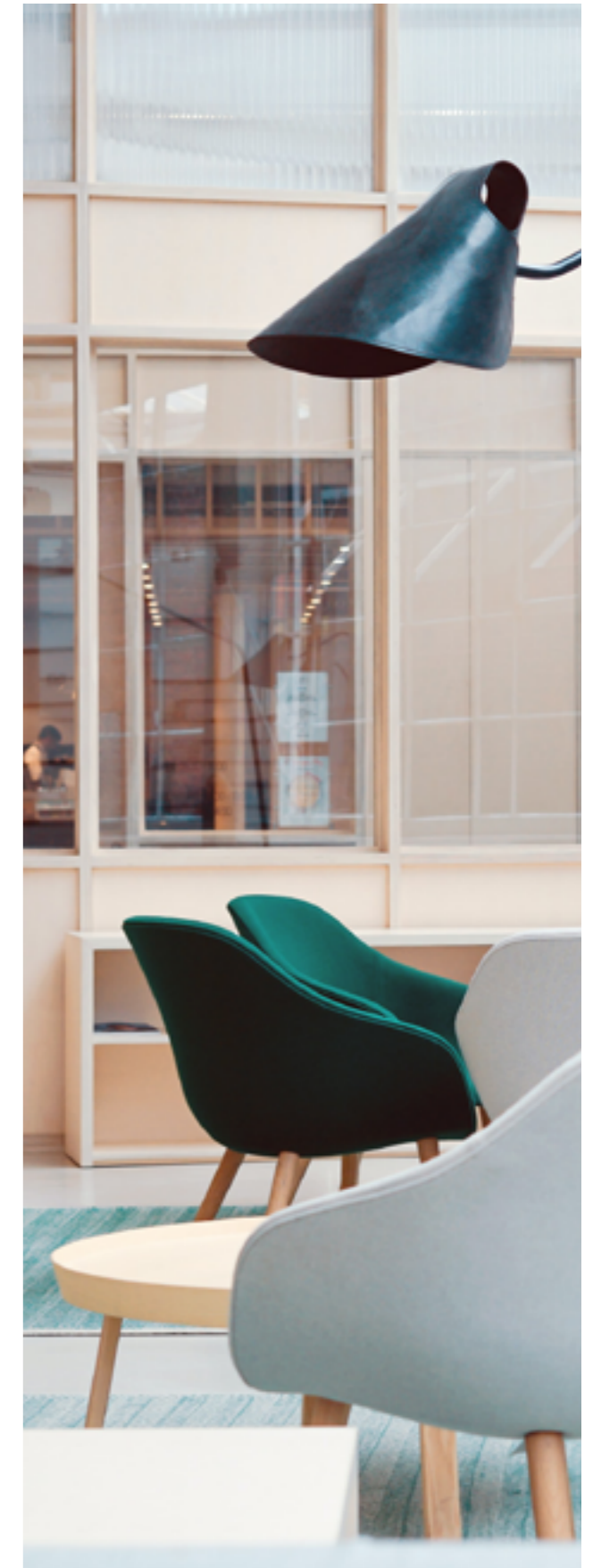
Based on the culture and well-being results above, our 'driver analysis' combined with our database of Intentional practices suggests the following actions to focus on:

Three things to keep doing:

1. **Build on the vision** – your people's perception of Vision and values, External influence, and Working conditions is fantastic, and you have a high NPS score. You are communicating the vision regularly and evidently your people have high trust in the company and its vision. Build on this in improving Kingdom culture in other areas, perhaps with communicating your values regularly too.
2. **Supporting employees** – most of your Intentional practices are around caring for employees – rewarding them for outcomes beyond work performance, giving above legal minimum salaries and insurance/vacation time, supporting professional development, and listening to them. This seems to be resulting in people feeling well cared for, and looking out for others. Keep it up!
3. **Delivering excellent work** – both leaders and employees feel this is a strong culture of Eido. Most of your people also feel they personally are delivering excellent work, are growing in their professional skills, and have all the materials and equipment to do their jobs well. Some employees scored low on this last question so this could be a specific area to look at.

Three things to start doing:

1. **Build community** – you do not seem to have many initiatives to build community at work, and this is reflected in the culture perceived by employees, and individuals' own experience of support at work. While you would not want to force this on employees, it could be a culture that is modelled more by leadership and through company activities.
2. **Share the hope!** – this may not be a value to you, but if it is you could be more intentional, as currently only some of your people feel encouraged spiritually working there. This is unsurprising as none of your leaders and employees feel that the company seeks to share Biblical encouragement with employees. If this is important to you, consider intentionally building into the culture or developing a 'spiritual integration plan'.
3. **Leaders consider their rest and rhythms, and decision-making** – two areas where leadership scored lower than employees were rest and rhythms, and decision-making and accountability. Consider retreat days for leadership, attention to 'soul care' and emotional/spiritual health, and making more space to pray before major company decisions.



Appendix A – Department analysis

As requested, the following two graphs show a breakdown of scores for two departments – Sales, and Delivery. The results are presented as the average of each team members’ perception of culture, and then their personal well-being (as in the main report).

Comparison of Core Foundations

- The Sales and Delivery teams have very similar perceptions of the company’s vision and values, and working conditions.
- Notably members of the Delivery team on average perceive the company to have a much stronger external influence than the Sales team (thinking the company creates good in the world and stewards environmental resources well).

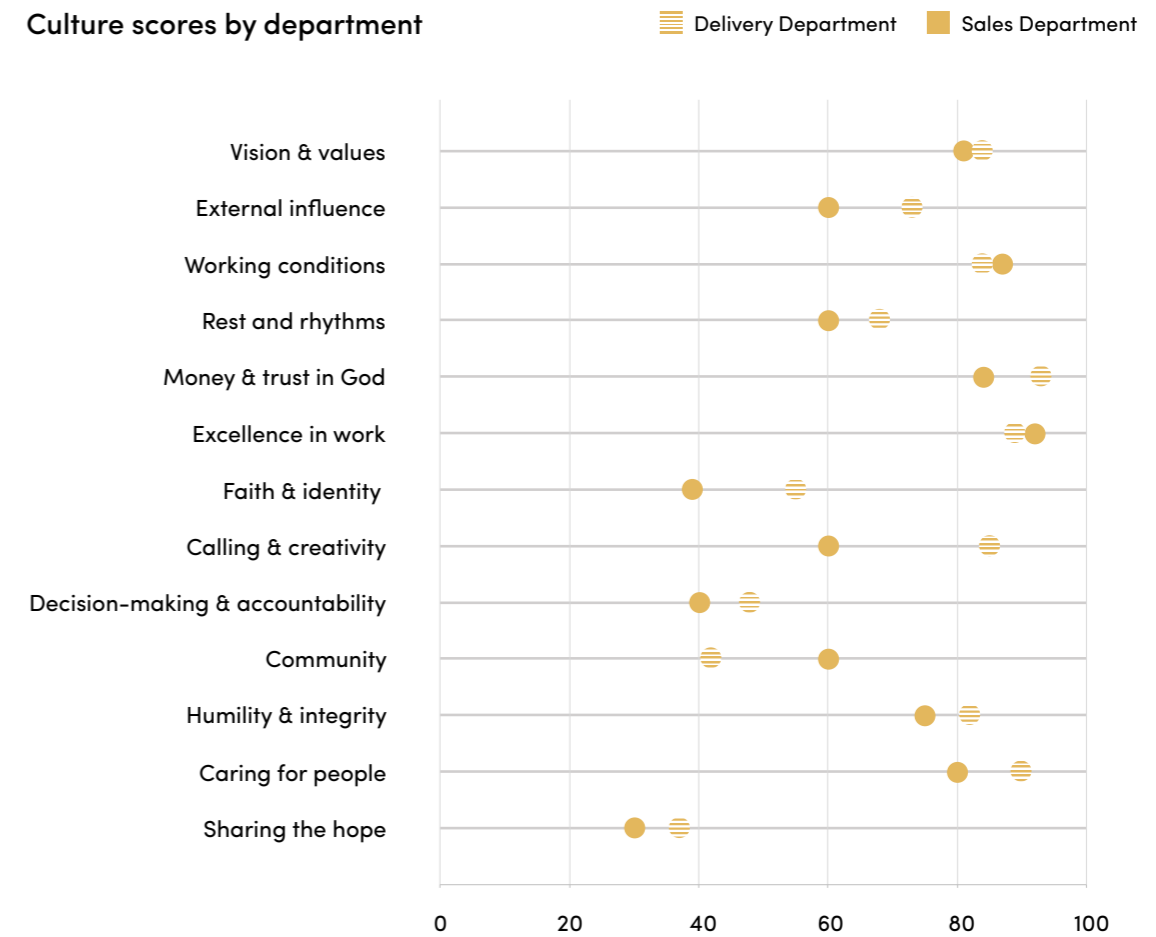
Comparison of Perception of Culture

- The Delivery team have a consistently stronger perception of the company culture than the Sales team, scoring higher on most building blocks.
- The greatest differences are in the perception of Faith and identity, and Calling and creativity. The Delivery team scored 16% and 25% higher in these areas.
- The one notable exception is Community, where the Sales team has a stronger perception of the culture within the organisation (60% compared to 42%).

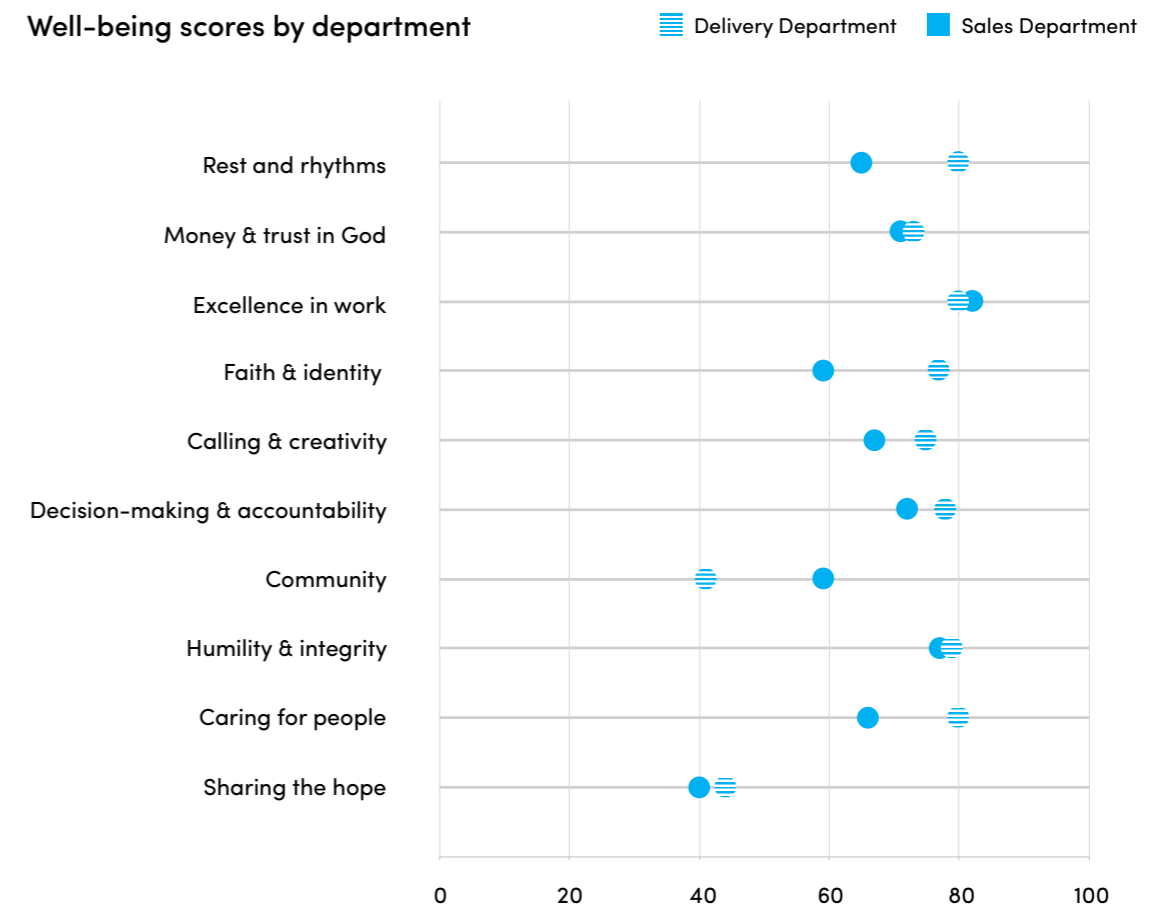
Comparison of Employee Well-being

- While well-being was similar between the two teams in most areas, there were some key differences.
- On average the Delivery team scored significantly higher on Rest and rhythms (80% compared to 65%), Faith and identity (77% compared to 59%) and Caring for people (80% compared to 66%).
- There was again one exception, where the Sales team scored much higher on Community – 59% compared to 41%.

Culture scores by department



Well-being scores by department



Appendix B — Definitions

What do we mean by 'culture', 'well-being', and each of the building blocks?

We derived the following understandings and definitions of culture and well-being from a combination of academic and practitioner texts on the subjects, particularly taking note of Christian business perspectives:

- **CULTURE:** the shared vision, values and practices of an organization, as well as the overall ways in which people are treated. Values are the strongly-held beliefs that manifest as outward behaviours to help shape the culture. Culture is therefore measured here as practices modelled by the company or leadership, and how employees experience certain values.
- **WELL-BEING:** Well-being refers to individuals' personal and spiritual health. This is measured through a combination of their attitudes and experiences, as well as their behaviours, across the ten 'building blocks' of Kingdom health in their life.

CORE FOUNDATIONS

- **Vision and values:** The level of awareness of, and motivation by the holistic/Kingdom vision, feeling of connection that vision, and experience of the values of the company.
- **External influence:** Degree to which the company creates good in the world, and stewards environmental resources.
- **Working conditions:** Feeling that the company is a dynamic, fair, and safe place to work.

THE TEN BUILDING BLOCKS OF A KINGDOM COMPANY

The ten Building Blocks are derived practitioners' expertise on the key attributes of a faith-driven entrepreneur, and how that manifests in a Kingdom company. More specifically, they emerge from an analysis of current Kingdom business and entrepreneur frameworks.

- **Rest and rhythms:** The level of rest experienced, physical exercise, excitement about personal goals outside of work, and time for spouse and family.
- **Money and trust in God:** A measure of simplicity and generosity in time and money, stewardship rather than ownership (for leaders), and the level of anxiety over finances.
- **Excellence in work:** Valuing and delivering excellent work as individuals and an organization, supported by personal and professional development.
- **Faith and identity:** The degree to which individuals' identity is rooted in God, they have spiritual vitality, and lives are being transformed for the better through working there.
- **Calling and creativity:** Finding God-given purpose and passion in work, and using media purposefully to this end.
- **Decision-making and leadership:** The degree to which individuals practice active dependence on God in their work and company decisions are made prayerfully; while leaders reach out for input from spiritual mentors and all individuals ask others to speak into their lives.
- **Community:** The practice of being part of a healthy Christian/faith community outside of work and having a strong support network.
- **Humility and integrity:** The awareness of one's own weaknesses and ability to admit mistakes, the degree to which leadership serves, listens and delegates power rather than makes people feel threatened; while having consistency in word, thought and action.
- **Caring for people:** The level of care, encouragement and practical support individuals experience.
- **Sharing the hope:** The degree to which Biblical encouragement is shared with others.