



What's your best investment? Invested employees

Your workers are more than just the people who show up every day. They're your company's strength, and ensuring that they're working and communicating effectively is crucial to your success. The way to achieve it is with the **C2^s**[™]

Working together: Studies have shown that with an engaged workforce, morale is better, turnover is lower, and the quality of work is higher. Similarly, every disengaged employee cuts into productivity and hurts morale — and these add up. Not even factoring in accidents, just one highly disengaged worker can cost a company nearly \$100 a day. For some companies, that could add up to millions of lost dollars a year.

The long run: Even the best employees can lose passion over time. While a departure is the most visible phase of disengagement, more damaging is what comes before. According to a recent Gallup study, the annual costs to U.S. firms of disengaged employees exceeds \$300 billion. As Jack Welch, former CEO of General Electric, wrote in *Business Week*: "There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow." To Welch, the conclusion was clear: Without energized employees, no company can win over the long run.

The solution: The **C2^s** looks at your management credibility and employee engagement. It goes inside your company's culture to identify operations and levels in need of improvement, focusing on the most important business opportunities. CM-Services then recommends actions that will improve employee engagement across the board. These can include supervisory development, team-leader selection, activity planning, and much more. Each worker whose engagement is improved provides incremental benefits. Together they can make a real difference for your company, ensuring that your return on investment for the **C2^s** meets or exceeds your expectations.

About us: We're CM-Services, the experts in construction management consulting. Our Cultural Gap Analysis[®] has been used by some of the largest contractors in the world to improve their organizational performance. The new **C2^s** could just help you make your best investment.

*For more information on the **C2^s**, see the reverse side.*

Corporate Office

6211 Pennington Ave.
Baltimore, MD 21225
Phone: 888-355-3010
Fax: 207-355-3013

CM-Services

Construction Consultants

info@cm-services.com
www.cm-services.com

New England Office

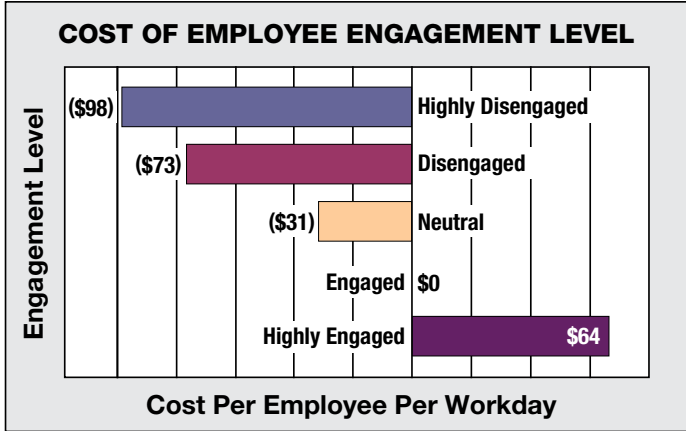
Post Office Box 477
Newport, ME 04953
Phone: 888-355-3010
Fax: 207-355-3013



The **C2^s** is the most cost-effective tool to increase your workforce's productivity, raise morale, and improve the quality of their work

Background: Every employee is unique. Some are highly dedicated and engaged in their work, others less so. Some excel in communication, others have different strengths. Recent studies, including in *Competing on Analytics*, a Harvard research publication, and *Human Sigma* from the Gallup Organization, reveal that small differences significantly affect productivity, turnover, work quality, morale, job satisfaction, and other crucial factors. And all these have a real impact on your company's bottom line.

According to these studies, the daily cost of an employee varies according to their level of engagement:



Multiply these figures by the number of your employees, their engagement levels, and workdays per year, and the bottom-line consequences become clear. For example, a firm with 46 "highly

disengaged" workers, 56 "disengaged" ones, and 132 "neutral" ones would suffer more than \$3 million a year in losses. The cost for firms with more employees or greater engagement issues would be even higher.

Calculating ROL: The **C2^s** is designed to get your employees moving in the right direction. It starts with an evaluation of your overall employee engagement levels; CM-Services then calculates the potential return on labor for the **C2^s** based on your goals. The results can be significant: For example, by moving 25% of the two lowest engagement groups up one level, 20% of "neutral" group to "engaged," and 25% of the "engaged" employees to "highly engaged," our sample company would save more than \$700,000 a year. After getting feedback, a secondary analysis is performed to hone in on specific areas in need of improvement.

Getting to work: The formal **C2^s** process begins with an in-depth survey of employees, tailored to your goals. Based on the results of the survey and consultants with decades of organizational development experience, CM-Services develops a client-specific action plan, and, if desired, will work with you on its implementation. The work conducted is specific to each client, and can include supervisory development, employee engagement and recognition, activity planning, organizational communication, team-leader selection, industry benchmarking, and more.

Proven results: After the **C2^s** is completed, CM-Services can track your real-world results, and let you know exactly what your return on investment has been. No claims, just proof.

<p>Corporate Office 6211 Pennington Ave. Baltimore, MD 21225 Phone: 888-355-3010 Fax: 207-355-3013</p>	<p>CM-Services Construction Consultants info@cm-services.com www.cm-services.com</p>	<p>New England Office Post Office Box 477 Newport, ME 04953 Phone: 888-355-3010 Fax: 207-355-3013</p>
---	--	--