SAMPLE REPORT

What an elli analysis really shows

A full sample report: 91 employees, 17 drivers, three employee profiles and one concrete action plan. The figures are fictional, the structure is exactly that of a real client report.

FOR HR MANAGERS · 2026

CONTENTS

MANAGEMENT SUMMARY

From score to action plan, in four steps

Most engagement surveys produce a score and a vague sense of "now what?". An elli analysis does not stop at the number: it uncovers where it hurts, why it hurts, exactly who it affects, and which four levers produce results the fastest. All of it statistically grounded, all of it translated into actions with an owner and a timeline.

In this example we measure two KPIs: engagement and resilience. That is a deliberate selection, because the elli measurement framework reaches further. Alongside these two you can also map change fatigue, AI readiness, retention and turnover risk, wellbeing and workable work, and leadership. You choose the KPIs and modules that fit what matters in your organisation today, and the structure of the report stays the same: findings, causes, actions, follow-up.

Normally you only see a report like this as a client. Here we reveal it in full: every step of this sample report, with the explanation we give alongside it in conversation.

37% of employees sit structurally stuck on both KPIs. That is the group where the gains are, and exactly where the action plan's energy goes.

STEP 1

The approach: four steps

In this document we walk through a complete elli analysis in four steps: first the findings, then the causes, then the proposed actions, and finally the follow-up. Not a loose pile of numbers, then, but a story with a beginning and an end that lands on concrete steps.

Findings

Where the organisation stands today.

Causes

Why it stands there.

Proposed actions

What it does about it.

Follow-up

How you check whether it worked.

The same four steps form the table of contents for the whole report.

STEP 2

Findings: what the survey tells you

These first two numbers are worth pausing on, because everything else in the report builds on them.

Engagement · reasonable

60.9/100

Not an alarm signal, but clearly room to grow.

Resilience · slightly stronger

64.8/100

The stronger of the two core scores.

The two scores move strongly together (r = 0.77). In other words: people who feel resilient are usually also engaged, and the other way round. That is good news, because it means one action often moves both at once.

The two scores are then broken down by department, and that is where it gets concrete. Finance scores lowest on engagement (55.2) and also sits just under average on resilience (62.9). Sales stands out negatively on resilience (61.2). The rest sits close to the company average. So the picture is not abstract: it points at one specific team that needs extra attention.

Behind those two headline scores sits a detail table: seventeen underlying drivers, grouped into five themes. The colour code reads easily: green is good (≥70), amber is a watch point (55 to 70), red is a real weak spot (under 55).

Strengths

Work atmosphere (74.3), peer support (74.6) and connection (71.6) score highest. So the mood and the bond between people are in good shape.

Watch points

Fair procedures (47.1) and employment conditions (48.9) score lowest in substance. Workload (37.6) is even the lowest score in the whole survey, though it relates less strongly to engagement and resilience.

Growth & Mastery

Learning, growth and skills all sit in the amber zone. Not a crisis, but a shared watch point across the whole organisation.

STEP 3

Causes: why the numbers are what they are

From here the story shifts from “what” to “why”. elli calculates, for every driver, how strongly it relates to engagement and resilience. That is not a gut feeling but a statistical measurement: the higher the number, the more strongly that factor moves with the two scores. Fair procedures (0.71) and learning & development (0.68 on engagement, 0.60 on resilience) come out on top each time. Invest there, and you are most likely to see it move both headline scores too.

An important nuance: a low score is not automatically a priority. Workload scores lowest of all drivers, and yet barely relates to engagement or resilience; putting energy there pays off very little. elli plots score against strength of link and sorts your drivers into zones: invest, protect, park and the rest. What you are looking for sits top left: high link, low score.

The same map also shows where each team stands. “Other” and Operations score well on both core scores. Production sits close to the average and, with 61 of the 91 respondents, carries the most weight. Sales drops away on resilience, and Finance is the only department clearly weak on both. That is immediately a priority list for where to look first.

Alongside departments, elli also clusters people themselves into three segments based on their answer pattern: groups who experience their work in a similar way.

Top performers

11%

High on both core scores.

Mixed

52%

Average on both core scores.

Struggling

37%

Low on both core scores.

More than a third of the organisation scores structurally low on both engagement and resilience.

For each segment we also show the drivers that deviate most from the company average, and that turns out to be a mirror image: the exact same themes that pull the Top performers up pull the Struggling group down.

Top performers · up to +40 points

Fair procedures

Career growth

Communication & transparency

Struggling · up to -23 points

Skill utilisation

Employment conditions

Fair procedures

A strong argument for investing exactly in those themes: 243 of the 312 people in the Struggling segment work in Production, so this is not a culture problem but a work-design problem concentrated in one place.

STEP 4

Proposed actions: what we do with it

This is the action plan, built directly on the correlation map above. It works with four priority tiers.

Tier 1 · tackle first

Biggest gap, strongest link with the scores.

Fair procedures

Skill utilisation

Learning & development

Communication & transparency

Tier 2 · strengthen

Career growth

Psychological safety

Autonomy

Leadership quality

Tier 3 · protect

Already scores strong and needs to stay that way.

Work atmosphere

Maintain and monitor

A smaller measured link, so keep an eye on it without focusing there now.

Peer support

Connection

Role conflict

Workload

CORE MESSAGE

More than a third of the organisation sits structurally stuck, and the energy goes to four concrete levers with exactly that group.

The plan is then set in time. Right after the survey, every respondent gets a thank-you message with the first results, and around three months after wave 1 starts, a follow-up survey is scheduled: the same questions, the same drivers, so the difference means something.

Wave 1 · Q3 2026

Tackles fair procedures and communication, the biggest and fastest-visible gap.

Wave 2 · Q4 2026

Follows with skill utilisation and career growth.

Finally, the three most important levers are worked out into action points that can start tomorrow: not abstract recommendations, but steps that can get an owner and a timeline.

Procedural fairness

Transparent criteria for promotion and pay, a channel to raise objections, training for managers.

Skill use & growth

A skills/qualifications matrix, targeted up- and reskilling, a visible career path.

Communication & transparency

A fixed communication rhythm, feedback loops, a communication toolkit for managers.

In short

1. Engagement (60.9) and resilience (64.8) are reasonable, but Finance and Sales need extra attention.
2. Fair procedures, employment conditions and workload are the weakest spots; work atmosphere and collegiality are the strengths.
3. 37% of employees sit structurally stuck on both KPIs, and that is the group where the gains are.
4. The action plan focuses on four levers in two waves, with a follow-up survey after about three months to check whether it worked.

Curious where your own organisation stands?

elli measures usage, engagement and performance in one go, and shows you the segments underneath the average.

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