

BEST CHRISTIAN WORKPLACES INSTITUTE



C12 COMPANIES CREATE MORE HIGHLY ENGAGED, FLOURISHING WORKPLACES

REPORT FINDINGS
JUNE 2020

C12
GROUP®

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SUMMARY

BCWI compared **40 C12 organizations with 22 other for-profit organizations** to see what differentiates C12 organizations regarding workplace culture.

Overall, **C12 organizations have a much larger percentage (23.80%) of flourishing organizations**, compared to other for-profits (9.10%).

Compared to other for-profit organizations, **C12 organizations score higher in engagement and in every FLOURISH factor except for Rewarding Compensation and Inspirational Leadership**. They especially outscore other for-profit organizations in Life-Giving Work, Outstanding Talent, and Sustainable Strategy.

For C12 organizations, their **engagement score is most impacted by the factors of Life-Giving Work and Inspirational Leadership**. Specifically, engagement for C12 organizations is driven by character and development, while engagement in other for-profit organizations is driven by organizational success and rewarding performance.



KEY THEMES

Top 10 Highest Scoring Questions

When looking at the **top 10 items** that C12 organizations score highest in, the key themes include:

- ▶ A caring and helpful supervisor
- ▶ An effective team who is committed to excellence
- ▶ Meaningful mission and goals, with high quality services
- ▶ Clear expectations, opportunities to grow, and job security

KEY THEMES

Top 10 Lowest Scoring Questions

The key themes in their **lowest 10 items** suggest they could improve on:

- ▶ Focusing or rewarding employee development and promotion
- ▶ Compensation and benefits
- ▶ Trust between leaders and staff/employees
- ▶ Involving staff/employees in decisions and taking their suggestions



KEY THEMES

Retention Prediction

Items that **most predicted retention** had themes of:

- ▶ Personal connection to the organization's mission and quality of product and services
- ▶ Character and competence of leadership (compassion, humility, etc.)
- ▶ Opportunities for individuals (using skills, getting recognition)

WHO IS REPRESENTED IN THIS DATA?

1. **All C12 organizations that have surveyed with us from 2014-2019** (*40 organizations*)
2. **2014-2019 data from four groups for comparison including:**
 - ▶ For-profit organizations that are not C12 organizations (*22 organizations*)
 - ▶ Church-related organizations (*276 organizations*)
 - ▶ Parachurch and Mission organizations (*152 organizations*)
 - ▶ All BCWI data (referred to as BCWI overall data), excluding C12 organizations (*641 organizations*)
3. **List of Certified C12 organizations included in analyses listed on page 12 of this document**

C12 Employee Demographics

- ▶ About **two thirds (63%)** of employees surveyed are male; one third, female (37%).
- ▶ A **significant majority of employees (74%)** are **White/Caucasian**, with the next largest categories being **Hispanic / Latino American (9%)**, and **Black / African American (9%)**.
- ▶ **Employees represented an even spread of age ranges and tenure (how long they have worked at their organization).**

Note: Other for-profit organizations are the most direct comparison for C12 organizations, as the two groups were nearly identical in demographics. C12 organizations were slightly more ethnically diverse, and slightly less diverse in gender, but otherwise matched other for-profit organizations.

C12 Organization Metrics

Of the organizations included in the data, fifteen C12 organizations and four other for-profit organizations had provided additional organization metrics in the past three years which are represented in the tables below.

While this data is limited, it appears that C12 organizations tend to be smaller in size than other for-profit organizations and vary more in metrics such as revenue and voluntary turnover.

C12 ORGANIZATIONS			
	<i>25th Percentile</i>	<i>Median</i>	<i>75th Percentile</i>
Total Revenue	\$4,343,000 USD	\$14,702,751 USD	\$26,054,750 USD
Full Time Employees	27	36	103
Voluntary Turnover Percentage	6%	9%	15%
OTHER FOR-PROFIT ORGANIZATIONS			
	<i>25th Percentile</i>	<i>Median</i>	<i>75th Percentile</i>
Total Revenue	\$11,000,000 USD	\$12,236,175 USD	\$20,719,762 USD
Full Time Employees	45	75	159
Voluntary Turnover Percentage	6%	7%	8%

Items That Predict Retention

On average for C12 organizations, items that **were most strongly related to commitment** to stay at the organization even if a comparable role at a higher pay level were available in another organization centered around themes of:

- ▶ Personal connection to the organization's mission and quality of product and services
- ▶ Character and competence of leadership (compassion, humility, etc.)
- ▶ Opportunities for individuals (using skills, getting recognition)

DATA AND RESULTS

Compared to other for-profit organizations, and BCWI's overall data, **C12 organizations score higher in engagement.**

When looking at the most recent scores of C12 organizations since 2014, 23.80% of C12 organizations were flourishing, compared to 9.1% of other for-profit organizations and 21.70% of organizations in BCWI's overall data.

	C12	OTHER FOR-PROFITS	ALL DATA (EXCLUDES C12)
<i>Flourishing</i>	23.80%	9.10%	21.70%
<i>Healthy</i>	40.50%	45.50%	35.80%
<i>Critical Moment</i>	26.20%	27.30%	27.30%
<i>Toxic</i>	9.50%	18.20%	15.20%

C12 organizations tend to have a higher percentage of engaged employees and a lower percentage of disengaged employees, compared to other for-profit organizations.

Gallup suggests that, on average, only 33% of employees are engaged, while this data suggests that 60% of C12 employees are engaged.

	C12	OTHER FOR-PROFITS
<i>Engaged</i>	59.55%	56.23%
<i>Neutral</i>	34.81%	36.14%
<i>Disengaged</i>	5.67%	7.68%



ENGAGED WORKERS

Provide energy and life to the work culture.

They show contagious enthusiasm, are committed to their roles and organizations, go above and beyond expectations, are excited to suggest and try new ideas, and get gratification from their high-quality work.

NEUTRAL WORKERS

Are steady contributors.

They meet performance goals and are great at what they know, but do not do more than expected, and refrain from innovating or taking risks.

DISENGAGED WORKERS

Show their unhappiness in their words and actions.

They work only for their paycheck or benefits, never volunteer for extra work, show little passion or creativity, and may try to counteract the organization's values and goals.

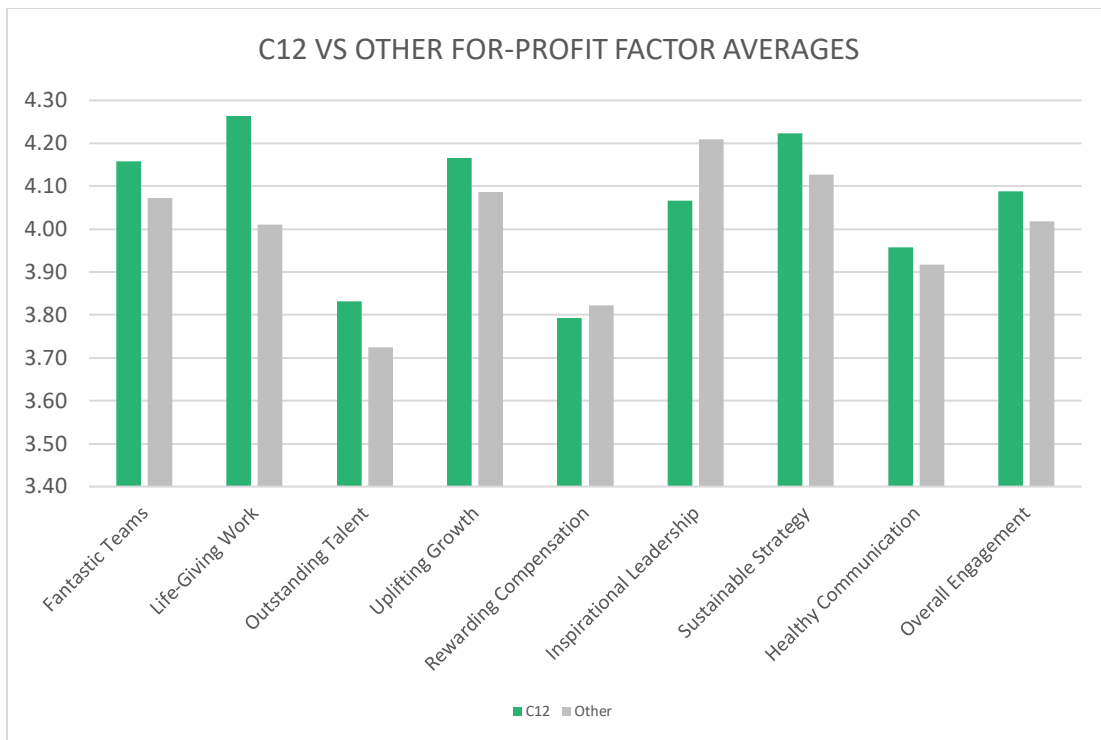
FLOURISH Factor Averages

C12 organizations score higher in Overall Engagement and most factors compared to other for-profit organizations. They score lower in Inspirational Leadership and Rewarding Compensation.

The largest positive factor differences observed are in:

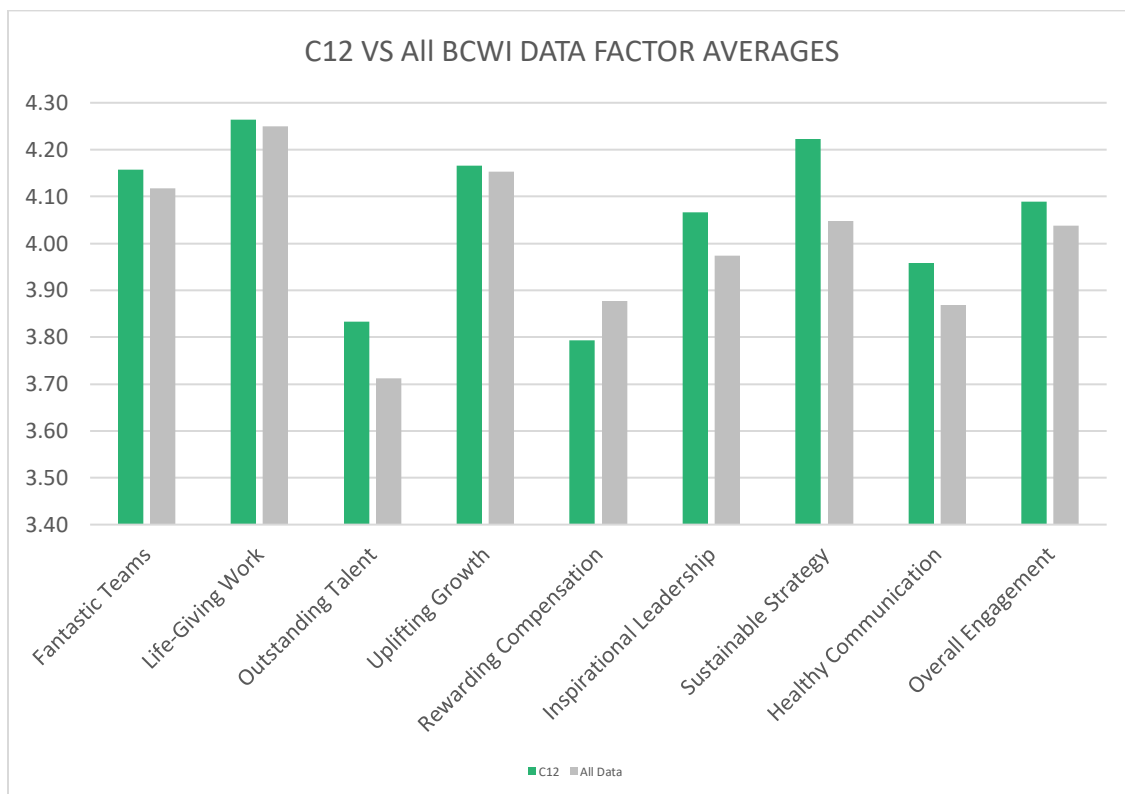
- ▶ **Life-Giving Work**
- ▶ **Outstanding Talent**
- ▶ **Sustainable Strategy**

When compared with the Church and Parachurch & Missions groups, C12 organizations still are the highest scoring group in Fantastic Teams, Life-Giving Work, Outstanding Talent, Sustainable Strategy, Healthy Communication, and Overall Engagement. The C12 trends observed most reflected those of the Parachurch & Missions Sector.



C12 organizations score higher in Overall Engagement and all factors, except for Rewarding Compensation, compared to BCWI's overall data. The largest positive differences include:

- ▶ **Sustainable Strategy**
- ▶ **Outstanding Talent**
- ▶ **Inspirational Leadership**



Highest and Lowest Scoring Items

TOP 10 HIGHEST Items for C12

On average, the top 10 highest items (from highest to lowest) for C12 organizations are in the table below. All **bolded** items indicate that C12 organizations score *higher* in those items than other for-profit organizations. **Some key themes across these items include:**

A caring and helpful supervisor

An effective team who commits to excellence

Meaningful mission and goals, with high quality services

Clear expectations, opportunities to grow, and job security

1. I would recommend that my family/friends use or support the programs/services of my organization.
2. My supervisor cares about me as a person.
3. My supervisor helps me to solve work-related problems.
4. I know what is expected of me.
5. The mission and goals at my organization make me feel my work is important.
6. In my area we work effectively as a team.
7. Overall, the quality of the programs/services which my organization offers meets the needs of those we serve.
8. My organization provides good job security to staff/employees that perform well.
9. Fellow staff/employees are highly committed to excellence in their work.
10. In the past year, I have had opportunities to learn and grow.

TOP 10 LOWEST *Items for C12*

On average, the top 10 lowest items (from highest to lowest) for C12 organizations are in the table below. All **bolded** items indicate that C12 organizations score *lower* in those items than other for-profit organizations. **Some key themes across these items include:**

Focusing or rewarding employee development and promotion

Compensation and benefits

Trust between leaders and staff/employees

Involving staff/employees in decisions and taking their suggestions

It is interesting to note that five of these items (2,3,5,6, & 7) are also in the top ten items that BCWI has found to most correlate with a climate of innovation in organizations. Low scores on these items may indicate that C12 organizations are missing an opportunity to facilitate innovation.

1. My organization recruits and hires highly capable staff/employees.
2. Leaders at my organization explain the reasons behind major decisions.
3. There is a high level of trust between leaders and staff/employees in my organization.
4. **I am satisfied with my retirement plan(s).**
5. My organization promotes highly capable staff/employees.
6. My organization acts on the suggestions of staff/employees.
7. **My organization involves staff/employees in decisions that affect them.**
8. My organization effectively rewards top performers.
9. In comparison with people in similar jobs in other organizations, I feel I am paid fairly.
10. **I am satisfied with my medical or health plan.**

Fantastic Teams

Life-Giving Work

Outstanding Talent

Uplifting Growth

Rewarding Compensation

Inspirational Leadership

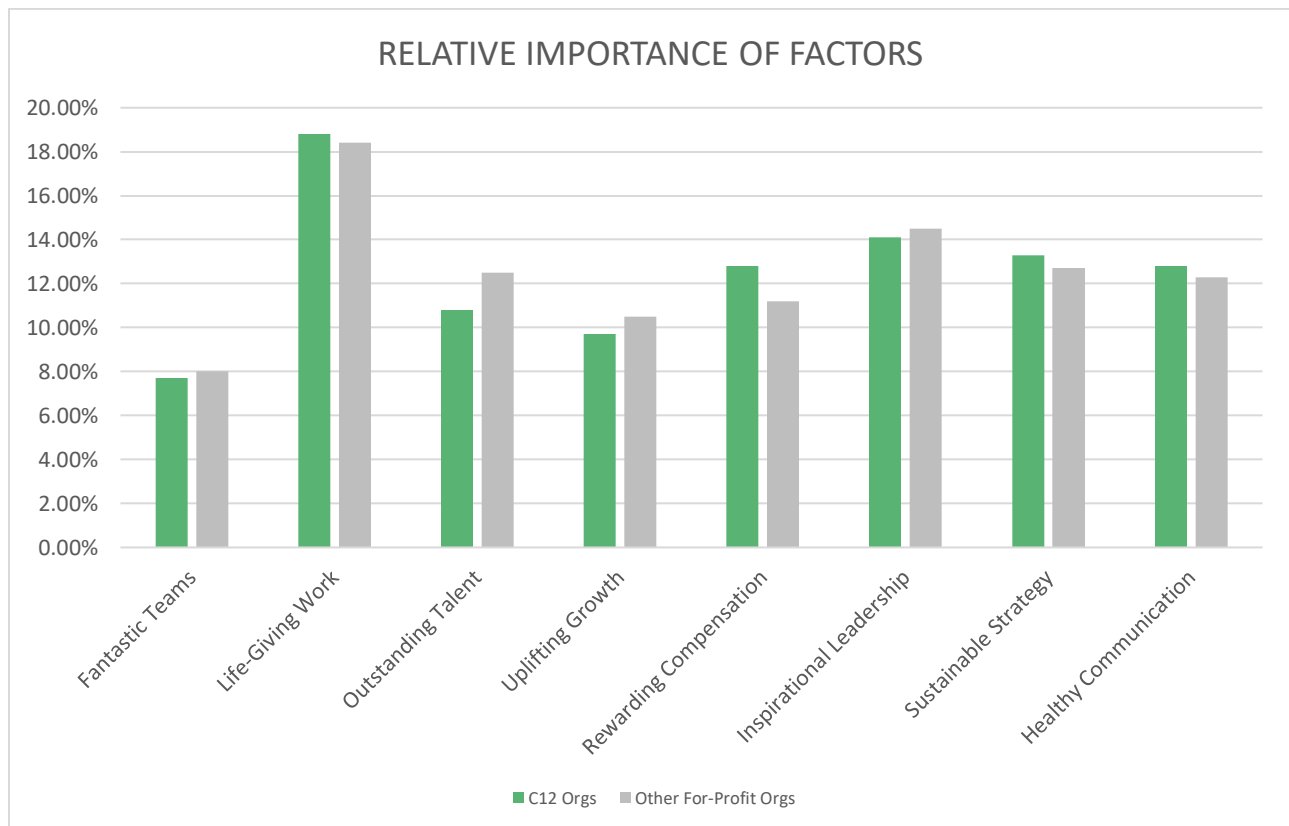
Sustainable Strategy

Healthy Communication

Relative Importance of FLOURISH Model Drivers

Below is a summary of the relative importance of each FLOURISH model driver to the engagement score for C12 organizations compared to other for-profit organizations. The higher the percentage of a factor, the more that factor — and any changes to it — impacts engagement.

Similar to other for-profit organizations, engagement for C12 employees is most impacted by Life-Giving Work and Inspirational Leadership.



Items that Most Impact Engagement

Below is a summary of the top 10 items that are most strongly related to engagement for C12 organizations compared to the top 10 for other for-profit organizations.

The items that drive change for C12 organizations are almost entirely different than those that drive change for other for-profit organizations.

Engagement in C12 organizations is driven by character and development, while engagement in other for-profit organizations is driven by organizational success and rewarding performance.

Both groups value meaningful mission and goals.

C12

*Meaningful mission and goals
Leaders with great character
(compassionate, humble, fair, and
trustworthy)
Opportunities to develop*

OTHER FOR-PROFITS

*Opportunities to use one's skills
Organization success
Rewarding and retaining talent
Meaningful mission and goals*



CERTIFIED C12 ORGANIZATIONS REPRESENTED

ORGANIZATION NAME	CITY	STATE
Academy of Hair Design	<i>Springfield</i>	MO
ACR Supply Company	<i>Durham</i>	NC
Aspen Group	<i>Frankfort</i>	IL
C12 Group	<i>San Antonio</i>	TX
Classical Conversations	<i>Southern Pines</i>	NC
Dow Smith Contracting Company, Inc.	<i>Smyrna</i>	TN
EGW Utilities, Inc.	<i>Carrollton</i>	TX
Fort Defiance Industries	<i>Loudon</i>	TN
Fortis Riders	<i>Greenville</i>	SC
Hydraulic Parts Source	<i>Harrison Township</i>	MI
KUDZU	<i>Huntsville</i>	AL
LuGreg Trucking	<i>Kingfisher</i>	OK
Nature Nate's	<i>McKinney</i>	TX
Qualis Management	<i>Rocky Mount</i>	NC
Remodel Health	<i>Indianapolis</i>	IN
RightNow Media	<i>McKinney</i>	TX
Simms Showers LLP	<i>Leesburg</i>	VA
SonicAire	<i>Winston-Salem</i>	NC
St. Matthew's House	<i>Naples</i>	FL
Taurean	<i>Boerne</i>	TX
TCOR Management	<i>New Braunfels</i>	TX
Texas Security Bank	<i>Farmers Branch</i>	TX
The Gideons International	<i>Nashville</i>	TN
The Human Capital Group, Inc.	<i>Brentwood</i>	TN
The Nehemiah Company	<i>Arlington</i>	TX
Total Computer Solutions	<i>Greensboro</i>	NC
Water Mission	<i>North Charleston</i>	SC

ABOUT THE AUTHORS



AL LOPUS

Al is the President and cofounder of Best Christian Workplaces Institute, where he has conducted the broadest-ever employee opinion survey of Christian workers. Al is a recognized author, speaker, and consultant who helps Christian leaders and organizations flourish. He publishes a weekly blog, highlighting a Best Christian Workplace and the Flourishing Culture Podcast, featuring tips from Christian leaders on how to build a flourishing culture. Prior to cofounding BCWI, Al served for 21 years in several leadership roles with the global human resources consulting firm, Willis Towers Watson.

Gabrielle is a Research and Culture Analyst at Best Christian Workplaces Institute, where she manages and analyzes performance data from BCWI ministry partners. She holds a PhD in Industrial-Organizational (I-O) Psychology and is passionate about using research and data analytics to support Christian organizations. In academia and prior roles, her research has focused on developing differentiated leadership and helping churches meaningfully engage young adults.



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Our Mission

To equip and inspire Christian leaders
to build a flourishing workplace.

Our Vision

Christian workplaces set the standard as the best,
most effective places to work in the world.

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