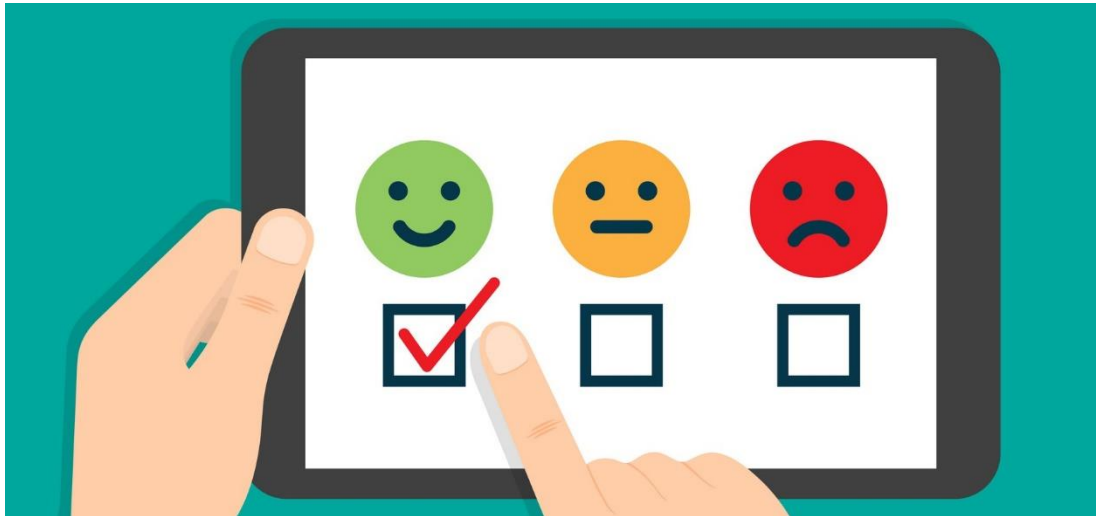


# How likely is it that executives would recommend their jobs, functions, industries, and countries to a friend or colleague?

By [Professor Boris Groysberg](#), Harvard Business School  
and his research team



## Net Promoter Score

One of the most widely used numbers in today's business is the Net Promoter Score. It is calculated based on responses to a single question: How likely is it that you would recommend our company/product/service to a friend or colleague? It has been reported that more than two thirds of Fortune 1000 companies are using the NPS metric mostly to measure customer loyalty.<sup>1</sup> Over time, many businesses have begun to use the NPS methodology to measure and manage employee loyalty. What became known as eNPS ("employee Net Promoter Score") has become another important question in today's business world: How likely is it that you would recommend this company as a place to work?" While the NPS and eNPS questions have been criticized for their simplicity, they have had an impact on the corporate world in the 21<sup>st</sup> century.

## Meeting the NPS founder

In December 2012, I reached out Fred Reichheld (the founder of the NPS methodology) and asked him to help me understand whether using NPS in education made sense. I was on my kids' school strategic committee and the school was using the NPS methodology. Fred explained how a number of schools were utilizing NPS effectively, and he was kind enough to invite our head of school to an NPS non-for-profit conference in Boston. We ended up meeting for lunch a couple of months later - beginning what would become a great professional relationship. Fred was kind enough to send me a few papers. At the same time, the IT company Rackspace had just hosted the NPS Loyalty Forum. Rackspace CEO Lanham Napier was a big proponent of NPS. "NPS is an easy, unifying, one number...that lets me know where we stand with the customer. It is the first thing I look at every day," Napier has said.<sup>2</sup> With Fred's help I was able to get access and write a case study about California Closets, a company that has been on the NPS journey for the last ten years.

## What is Net Promoter Score?

The Net Promoter Score® was developed in the 1990s. Expressed as percentages, the scores (NPS) were developed to gauge customers' loyalty by asking if they would recommend a product or service to others. The system was expanded to include eNPS, the employee Net Promoter Score®. Simply put, the system

1 - How likely is it that executives would recommend their jobs to a friend or colleague?

measures how willing employees are to recommend their workplaces and their jobs to friends and acquaintances. Instead of measuring customer loyalty, eNPS measures employee loyalty.

## Why is NPS so successful?

According to Bain & Company, “Employee promoters power strong business performance because they provide better experiences for customers, approach the job with energy, which enhances productivity, and come up with creative and innovative ideas for product, process and service improvements.”<sup>3</sup> The net scores, expressed as percentages, equal promoters (expressed as percentage of respondents with 9 and 10 on a scale of 0 to 10) less detractors (as the percentage of respondents giving scores of 0 through 6). The “passives” scores of 7 and 8 are excluded. Thus, in both customer and employee NPS, surveys, the response to this question identifies people as either “promoters,” “passives,” or “detractors.” “The real purpose of an employee survey,” according to the website Satrix Solutions, customer experience and employee engagement consultants, “is to examine feelings about the workplace and how committed employees are to the organization.”<sup>4</sup>

## Executive Loyalty and Engagement

It was in 2017 as I was doing my research on how executives can remain relevant in a fast changing world I also learnt that executives are a lot more selective about industries and countries they want to work in, functions they want to join, and jobs they want to avoid. As one executive explained “It is just [that] some jobs, industries, functions are more attractive than others.” A CEO believed that there are functions and jobs in his company that no one wants because they believed them to be dead-end. Other CEOs complained that they are struggling to find talent because millennials would never join their industries. So, we designed a survey for senior executives that applies the NPS methodology to countries of international assignment, industries, functions, companies, and different executive jobs. Using the 0 to 10 scale (0 = Not likely 10 = Extremely likely), we focused on five questions:

- 1) *How likely is it that you would recommend to a friend or colleague your position/title?*
- 2) *How likely is it that you would recommend to a friend or colleague your function?*
- 3) *How likely is it that you would recommend to a friend or colleague your company?*
- 4) *How likely is it that you would recommend to a friend or colleague your industry?*
- 5) *How likely is it that you would recommend to a friend or colleague your country for an international assignment?*

At the end, we tried to understand: Are all countries attractive for international assignments? Are all industries equally likely to attract talent? Are some industries perceived as less desirable to work in than others? Are all functions equally attractive to executives? Would executives in some jobs be more likely to recommend their jobs to others?

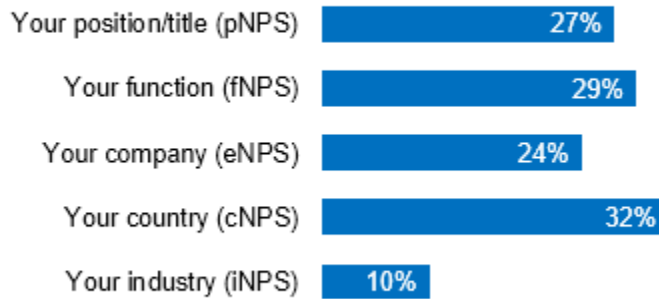
## Running the survey

Conducted in collaboration with the online database [The Official Board](#), our sweeping survey drew responses from 7,160 executives in nations around the world. In addition to asking the NPS questions, respondents were asked to rate the importance of specific traits and soft skills in staying relevant. We supplemented our survey data with in-depth interviews of at least 50 executives. Of those surveyed, 35% are based in the U.S., and the other 65% in more than 100 nations in North America, Europe, Asia, and Africa. The data reflect responses from executives in 50 [internal functions](#) and 90 [industries](#), with an average of 19 years of experience preceding their current leadership positions.

## Collecting the Metrics

We received nearly 6,000 responses to the NPS questions. Our NPS results (see Table 1) reflected responses related to position (pNPS), function (fNPS), company (eNPS), industry (iNPS), and country (for an international assignment) (cNPS).

How likely is it that you would recommend the following to a friend or colleague?



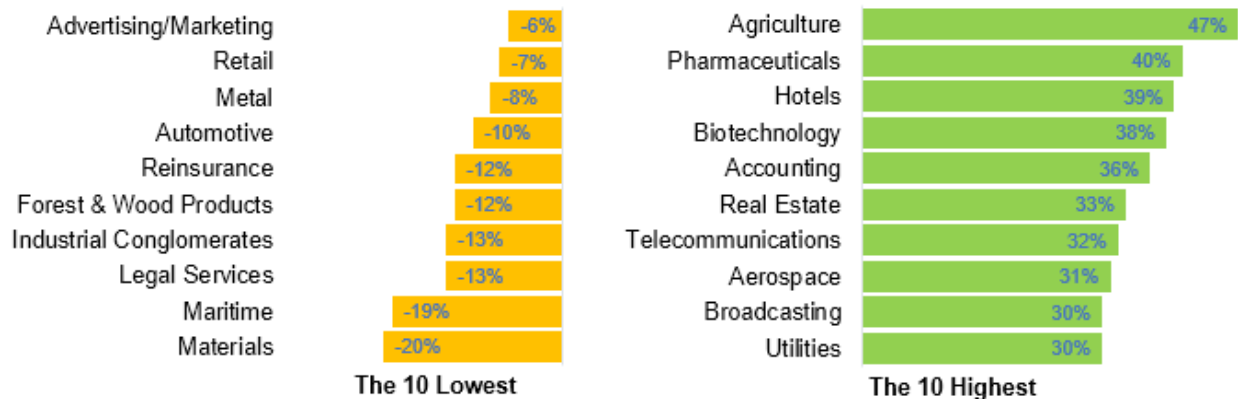
### Five Metrics for Executive Job Attractiveness

We calculated the percentage of promoters (responses offering ratings of 9 and 10, with 10 being extremely likely), passives (responses of 7 and 8), and detractors (responses of 6 and below). For example, in the company NPS category (closest to the eNPS companies have been using), we have 47.2% promoters, 29.2% passive, 23.6% detractors for an NPS of 23.6%. In tables and graphs below, we excluded entries with less than 20 responses.

### Industry Attractiveness: iNPS

In our far-reaching survey we found that, when it came to positions in specific industries (see Table 2), those industries with the highest iNPS included: Agriculture, Pharmaceuticals, Hotels, Biotechnology, Accounting, Real Estate, Telecommunications, Aerospace, Broadcasting, and Utilities. Among the lowest iNPS were those in Materials, Maritime, Legal Services, Industrial Conglomerates, Forest & Wood Products, Reinsurance, Automotive, Metal, Retail, and Advertising/Marketing.

### Industry Attractiveness (iNPS)



How likely is it that you would recommend your industry to a friend or colleague?

Why do some industries score higher than others? In some cases, the higher iNPS reflects the robustness of the industry overall. One executive in the defense industry commented, "I think that it's attractive because it's enduring for one thing. It will go through its cycles and it has ups and downs, but for the most part, the defense industry is not going anywhere. It's not likely to become obsolete." For other industries a healthy iNPS reveals a sense of purpose among those in the field. The healthcare industry received a 27% iNPS; one executive explained his take on this score:

*U.S. healthcare is in some respects the best in the world. It's highly entrepreneurial. It's very innovative. We're pushing the envelope every day. There are possibilities in U.S. medicine that can't be equaled anywhere else...Our business is growing. It's constantly changing, which is fun, so it's a challenging career. And I have no concern whatsoever about the job prospects. If anything, healthcare is going to represent a steadily growing piece of the economy.*

This was also evident in high iNPS scorer biotech, which, as legal counsel in a major biotech firm noted, is “helping the world become a better place, helping people have a better life, and helping justice find its way to the lowest bottom layer, which may be the patient who is ill. That for me has been a really good use of my time.” He added:

*And I think that the reason that I love this area is because it's not very static. It's unfortunately in some ways impacted by many, many pieces of legislature and new laws, but I really enjoy the innovations that come with working with scientists and that comes with working with physicians and healthcare organizations who are always on the leading edge of new devices and new practices and new ways of treatment. So for lawyers, that gets to be a real challenge when you have a law on the books that is so obsolete because the technology has changed in the meantime. For me, it's a very challenging diverse, intellectually stimulating, personally rewarding area of practice.*

One executive noted that measuring employee loyalty is a good gauge of whether a job is a necessary evil, a fleeting steppingstone, or a good, viable fit: “I think it's not a job, it's a lifestyle; and I think anybody getting into this industry, particularly at my level, has to understand that.” And a defense industry executive concurred, commenting that a “conservative financial” type would likely be a good fit for his industry while “if I picked somebody at the other end of the spectrum, somebody artistic, they would more likely feel suffocated, constrained, unmotivated.”

Another factor that may make an industry more or less attractive from the perspective of its participants is the speed at which industry participants believe their skills become obsolete. Survey respondents were asked what percentage of their skills they believed became obsolete each year. Those who said that the rate was 30% or greater gave their industry an iNPS of only 2% on average. Those who said that that rate was less than 30% gave their industry a 12% iNPS. One technology executive explained his views on this:

*I've been in technology all my career. It is a rapidly changing environment. That's the nature of the business. If you like that, that's great. If you don't, you're going to struggle in that industry. Part of the challenge is that you don't have full control of all the pieces that will make you successful, or have fun, or make you fail, or not have fun. Software is the base technology that continues to evolve and change. You have to deal with outside forces that aren't under your control and then still navigate the business. How do you make a successful business model? How do you feel good about what you're developing and where you're working? That may be a piece there, just the rapidness and velocity of change in software. It can drive people absolutely bonkers. But if you thrive on that, you would do quite well.*

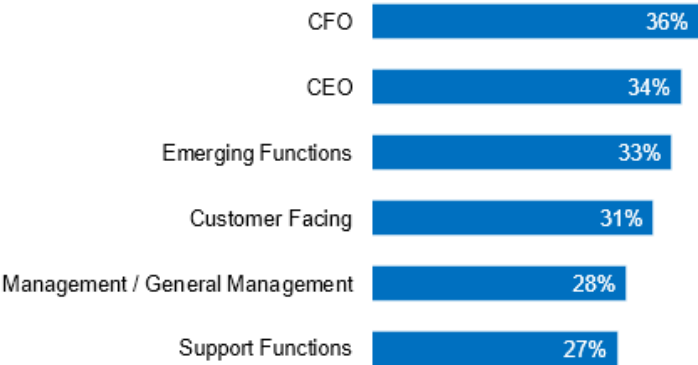
## **Country Attractiveness: cNPS**

Though the number of respondents from each country varied extensively, from nearly 2,000 (U.S.) to just one (Algeria, Haiti, Iran, Paraguay, and several others) the highest cNPS included New Zealand (82%), Austria (59%), Canada (59%), Australia (57%), Switzerland (54%), Ireland (54%), and the U.S. (46%). For nations with a significant number of respondents, those with scores deep in the negative included Italy (-47%), Japan (-36%), and Argentina (-35%) (see Table 3).



distinction belonged to CFOs with an fNPS of 36%. The lowest fNPS belonged to Support Functions, with an fNPS of only 27% (see Table 5).

**Aggregated Function Attractiveness (fNPS)**



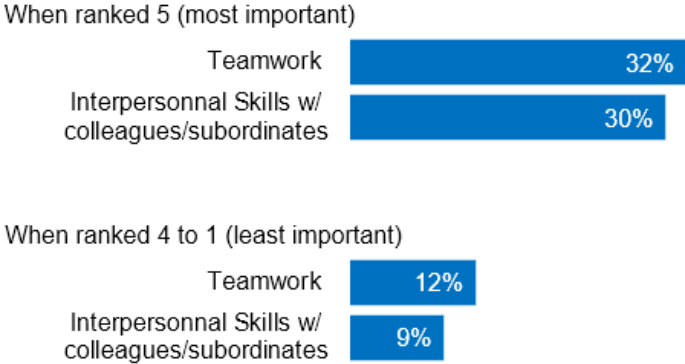
fNPS likely reflects trends with some functions being viewed as “hot.” As one compliance executive opined about his own space, “It has become a very hot area, given the recession, given the government position, given the greater reliance and dependence on the compliance function. It is becoming, instead of being a tangential matter, a core matter.”

What are the implications of these results for leaders hoping to maximize employee engagement and productivity? To what extent are these scores driven by factors beyond their control (e.g., industry growth prospects or personality fit)? The survey results point to some potential factors within management’s control that may result in an improved NPS.

**Attractiveness by Skills and Traits**

Survey respondents were asked to rate certain skills that they believed enabled them to be successful in their job, giving each skill a rating of 1 (least important) to 5 (most important). Those respondents who rated interpersonal skills with colleagues and subordinates a five gave their companies an aggregate eNPS of 30%. The respondents who rated interpersonal skills less than five gave their companies an eNPS of only 9%. Similarly, those employees who rated teamwork a five had an average eNPS of 32% versus those who rated teamwork less than 5 had an eNPS of 12%. Thus, a focus on community and collaboration and fostering a sense of collegiality may be a way to improve employee loyalty, engagement and productivity.

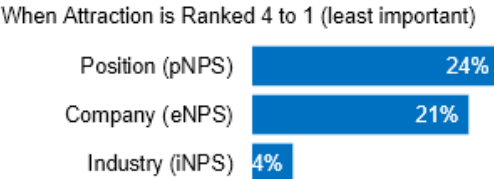
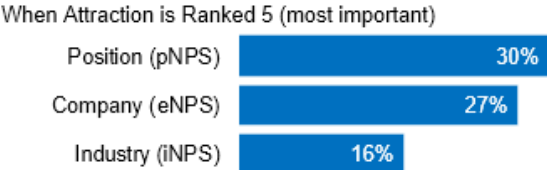
**How would rate the importance of... to be successful in your job?**



**Collegiality Drives Company Attractiveness (eNPS)**

Survey respondents were also asked to rate certain traits that they believed enabled them to be successful in their job, again, giving each trait a rating of 1 (least important) to 5 (most important). Those respondents who rated Imagination, Creativity, and Curiosity a five gave their companies an eNPS of 27%. Their counterparts who rated these qualities less than a 5 had an eNPS of 21%. pNPS displayed similar results—with a 30% pNPS for those who rated Imagination, Creativity, and Curiosity a 5, and a 24% pNPS for the others. And individuals who rated Imagination, Creativity, and Curiosity a 5 had an average iNPS of 16% compared with 4% for the others. Thus, stretch assignments that allow executives to explore new areas may be an effective tool for improving employee loyalty.

How would rate the importance of Imagination, Creativity, and Curiosity to be successful in your job?

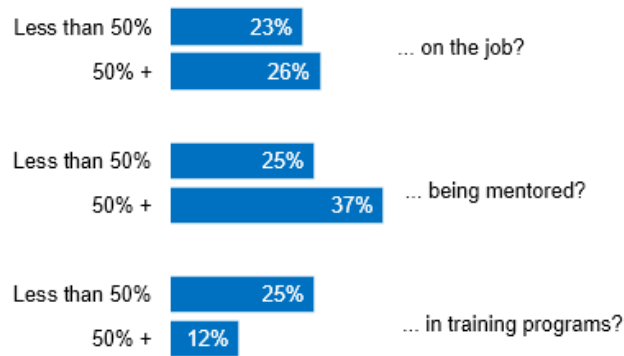


Creativity Drives Company and Position Attractiveness in All Industries

**Attractiveness by Developmental Types**

Mentoring programs may provide another opportunity to improve employee engagement. Survey respondents were asked, “What percentage of the skills necessary to be successful in this role did you learn: on the job; via mentoring; via training programs, and via other means?” By “other means”, respondents included self-guided learning (primarily reading) and formal education. Overall, executives surveyed attributed 58% of their skills to on-the-job learning, 20% to mentoring, 14% to training programs, and 8% to other means. Those employees who attributed more than 50% of their skills to mentoring had an eNPS of 37%, compared with an eNPS of 25% for those who attributed less than 50% of skills to mentoring. Similar to the findings above—companies that emphasize teamwork and collegiality, including active mentorship, seem to benefit from higher employee engagement and loyalty.

What percentage of the skills necessary to be successful in this role did you learn...

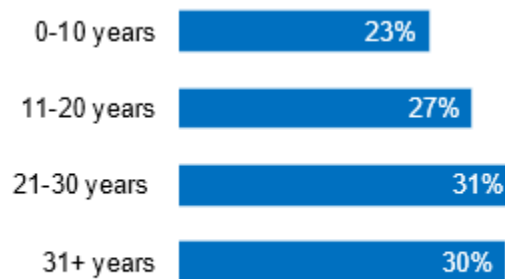


Company Attractiveness by Development Type (eNPS)

Interestingly, training did not seem to be a positive driver of company or position loyalty—those individuals that attributed 50% or more of their skills to training programs had an eNPS of 12% (versus a 25% eNPS for those who attributed less than 50% of their skills to training programs) (see Table 6).

### Attractiveness by Experience and Education

The survey data also allowed for the examination of the impact that experience, education levels, and fit had on executive NPS. Here we focused primarily on pNPS. Sorting employees by years of experience, employees with 0-10 years of professional experience prior to their current position had the lowest pNPS at 23%. Those with experience of 11 years or more had pNPS in the 27%-31% range. We attributed this differential to a number of factors. First, it often takes time to find the right “match” in terms of a position that is a good fit for one’s skills and interests; employees earlier in their careers are more likely to be still searching. Additionally, job rotations are often a factor in executive careers, particularly early on. Individuals may rotate through a variety of positions that don’t necessarily interest them as part of the training process. Individuals are also more likely to take risks and to experiment earlier in their careers—trying out jobs that may or may not work out. Finally, there is often an element of “paying one’s dues”—taking positions early in a career as a stepping stone. All of these factors can result in relatively lower pNPS for less experienced executives (see Table 7).

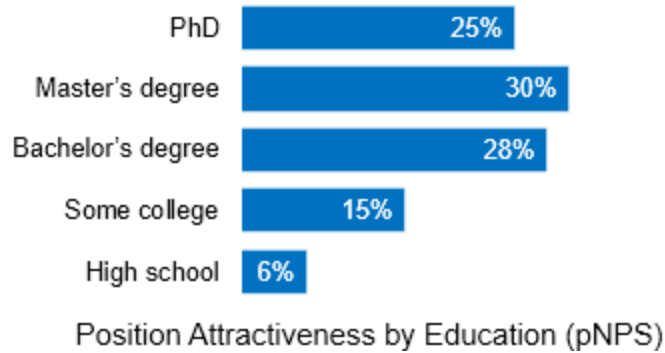


Position Attractiveness by Years of Experience (pNPS)

With respect to education, executives with the least amount of education (high school diploma) had the lowest pNPS—6%. They were followed by employees with only “some college”—a pNPS of 15%. Executives with a college or graduate degree had a pNPS of 25% or higher. This differential may be driven by the fact that executives with higher education levels may feel they have greater options relative to their less educated peers—they are in their current position because they choose to be so and feel they can leave if and when that are not happy. Those more educated executives may also feel more

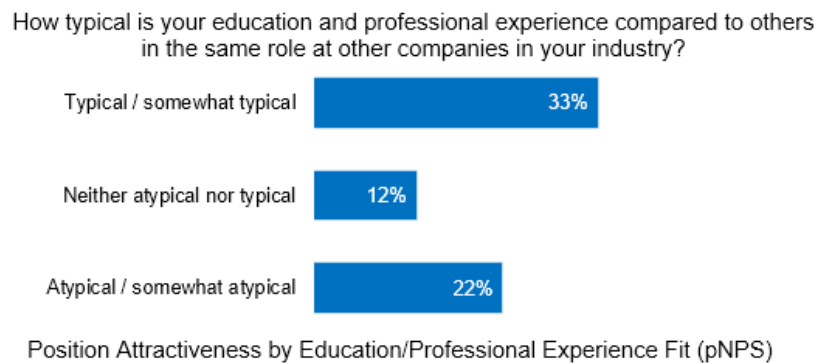


valued by their employers and peers—feeling that their additional years of education defines them as “pedigreed”, adding to their job satisfaction (see Table 7).

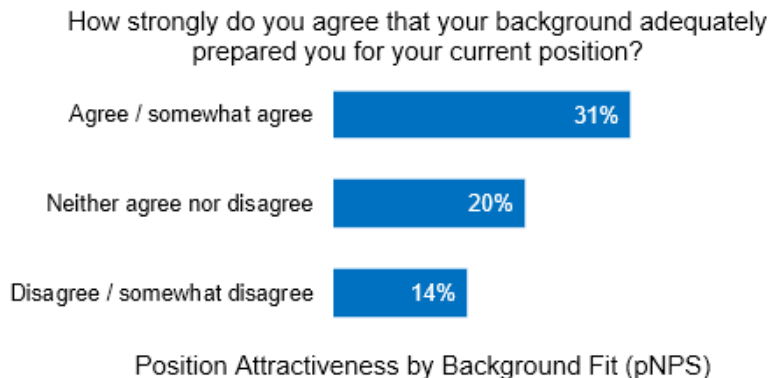


### Attractiveness by Job Fit

When asked, “How typical is your education and professional experience compared to others in the same role at other companies in your industry?,” executives who responded that their experience was “typical” or “somewhat typical” had the highest pNPS (33%), while executives who said their experience was “atypical” or “somewhat atypical” had a pNPS of 22%.

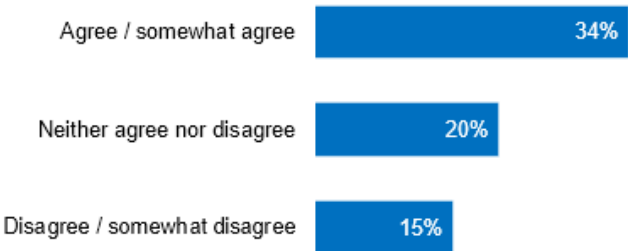


Similarly, when asked whether they agreed or disagreed that their past experience had prepared them for their current position, those executives who agreed/somewhat agreed that it had had a pNPS of 31% versus a 14% pNPS for those who said that they disagreed/somewhat disagreed. Fit matters when it comes to loyalty and job satisfaction—feeling prepared and feeling as if you are at the right level with others with similar backgrounds contributes to this sense of a good fit (see Table 7).



When asked if they agreed that the original job description of their current position was an accurate one, those who agreed/somewhat agreed that it was had a pNPS of 34%, while those who disagreed/somewhat disagreed had a pNPS of 15% (see Table 7). Clearly, accurately laying out the specifications of a job upfront is important in ensuring a good fit and a good outcome for the company and the employee. Academic and author Jone Pearce argues that “Carefully analyzing and describing the kinds of job knowledge, skills, and abilities needed for successful job performance before beginning a search is invaluable.”<sup>5</sup> Pearce adds, “Clarity about what is needed to succeed in particular jobs helps keep decision makers focused on gathering the actual information they need without jumping to conclusions.”<sup>6</sup> A complete and accurate job description allows candidates to self-assess, providing them with the information necessary to decide if a position is right for them.

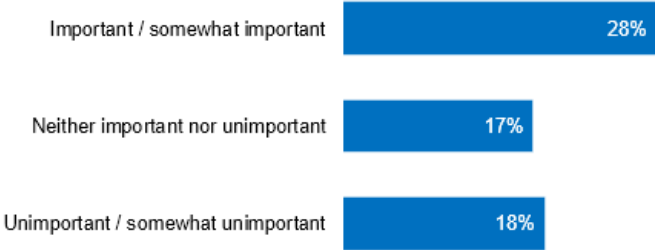
How strongly do you agree that your official job description is an accurate depiction of how you spend your time?



Position Attractiveness by Job Depiction Accuracy (pNPS)

Executives were also asked about the importance of continuous learning in their current position. Those who responded that it was important/somewhat important had a pNPS of 28%, versus those who said continuous learning was unimportant/somewhat unimportant who had a pNPS of only 18%. Continuous learning is an important way of keeping work interesting. Executives who feel like they are engaged in continuous learning are also likely to feel that they are maintaining skill relevance in today’s rapidly changing business environment. This will inevitably drive higher job satisfaction.

How important is continual learning in order to be successful in this position?



Position Attractiveness by Continual Learning Importance (pNPS)

This rapid pace of change in today’s business world is also evident in the responses to another question. Executives were asked whether or not they were the first person to hold their current position (and if so, whether their responsibilities formerly belonged to a different position). Just less than half of those who responded said “yes.” It is a high number even in the constantly changing world we live in. (Interestingly, these responses did not seem to have an impact on pNPS—with the yes and no responses having similar scores (see Table 7.)

Are you the first person in your company to have this position?



Position Attractiveness if First Person in the Job (pNPS)

### **Employee Loyalty and Attractiveness: A very Complex Phenomenon**

As the blog [retently.com](http://retently.com) pointed out, eNPS underscores that having “loyal and engaged employees is the key to a company’s ability to not only sell a product or service, but also to create brand ambassadors that will promote it as a great place to work.”<sup>7</sup> Executives we spoke with concurred that if you want to grow your business, you need engaged employees. As one executive in our survey remarked, these measures mean that leaders “have to really weigh loyalties and respect positions and be courageous enough to speak transparently and openly and honestly when it calls for it, and to recommend change when it’s necessary, to the board of directors, to colleagues, and to executive team leaders.”

Writing on the website TechTarget, George Lawton refers to eNPS as “a kind of barometer.”<sup>8</sup> He quotes Samuel Stern, principal analyst of customer experience at Forrester: “The advantage of eNPS is that it provides a single metric and one that yields a number that feels familiar to the large swath of executives who have become comfortable with NPS. A single metric and single number are valuable both for focusing attention and making it easy for people to know how the organization is doing.” When combined with related questions and used in conjunction with other metric tools and surveys, employee eNPS helps HR “better understand the employee experience and guide better policy and decision-making,” Lawton adds. He notes that some HR and employee experience executives employ NPS surveys as often as monthly to monitor employee morale and adjust leadership strategies accordingly.

As our analysis suggest, there are many factors that might influence employee loyalty with some being outside of anyone control. Perhaps one respondent put the value of eNPS most succinctly when he observed: “You try to get as much data as you can. You’ll never have enough. When you go totally with your gut, you’re screwed.”

**Table 1. Net Promoter Scores**

How likely is it that you would recommend the following to a friend or colleague (0 = Not likely 10 = Extremely likely)?

	<b>Total Responses</b>	<b>Promoters</b>	<b>Passives</b>	<b>Detractors</b>	<b>NPS Score</b>
Your position/title (pNPS)	5,763	47%	34%	20%	27%
Your function (fNPS)	5,743	47%	35%	18%	29%
Your company (eNPS)	5,758	47%	29%	24%	24%
Your industry (iNPS)	5,735	39%	32%	29%	10%
Your country for an Int'l assignment? (cNPS)	5,648	54%	25%	22%	32%

**Table 2. Industry Net Promoter Scores**

How likely is it that you would recommend to a friend or colleague (0 = Not likely 10 = Extremely likely): your industry?

<b>Industry</b>	<b>Total</b>	<b>Promoters</b>	<b>Passives</b>	<b>Detractors</b>	<b>NPS Score</b>
<i>Industries with the Highest Net Promoter Scores</i>					
1 Agriculture	30	60%	27%	13%	47%
2 Pharmaceuticals	171	57%	25%	18%	40%
3 Hotels	61	54%	31%	15%	39%
4 Biotechnology	91	53%	33%	14%	38%
5 Accounting	58	52%	33%	16%	36%
6 Real Estate	181	51%	31%	18%	33%
7 Telecommunications	153	52%	29%	20%	32%
8 Aerospace	51	51%	29%	20%	31%
9 Broadcasting	20	50%	30%	20%	30%
10 Utilities	67	51%	28%	21%	30%
<i>Industries with the Lowest Net Promoter Scores</i>					
1 Materials	54	28%	24%	48%	-20%
2 Maritime	54	24%	33%	43%	-19%
3 Legal Services	46	28%	30%	41%	-13%
4 Industrial Conglomerates	24	25%	38%	38%	-13%
5 Forest & Wood Products	25	32%	24%	44%	-12%
6 Reinsurance	43	28%	33%	40%	-12%
7 Automotive	104	26%	38%	36%	-10%
8 Metal	74	32%	27%	41%	-8%
9 Retail	116	28%	38%	34%	-7%
10 Advertising/Marketing	209	33%	27%	40%	-6%

Note: Excludes industries with less than 20 responses.

**Table 3. Country (for International Assignment) Net Promoter Scores**

How likely is it that you would recommend to a friend or colleague (0 = Not likely 10 = Extremely likely):  
your country for an Int'l assignment?

Country	Total	Promoters	Passives	Detractors	NPS Score
<i>Countries with the Highest Net Promoter Scores</i>					
1 New Zealand	34	85%	12%	3%	82%
2 Austria	32	72%	16%	13%	59%
3 Canada	255	70%	18%	11%	59%
4 Australia	153	69%	18%	12%	57%
5 Switzerland	116	62%	30%	8%	54%
6 Ireland	39	62%	31%	8%	54%
7 United States (USA)	1,962	63%	19%	18%	46%
8 Mexico	27	59%	26%	15%	44%
9 Germany	152	59%	26%	15%	43%
10 Pakistan	30	53%	37%	10%	43%
<i>Countries with the Lowest Net Promoter Scores</i>					
1 Italy	116	14%	26%	60%	-47%
2 Japan	53	19%	26%	55%	-36%
3 Argentina	20	20%	25%	55%	-35%
4 Greece	25	24%	24%	52%	-28%
5 Poland	35	20%	43%	37%	-17%
6 Brazil	45	29%	31%	40%	-11%
7 France	201	32%	26%	42%	-10%
8 Russian Federation	28	36%	25%	39%	-4%
9 Turkey	56	32%	38%	30%	2%
10 Indonesia	23	35%	39%	26%	9%

Note: Excludes industries with less than 20 responses.

**Table 4. Function Net Promoter Scores**

How likely is it that you would recommend to a friend or colleague (0 = Not likely  
10 = Extremely likely): your function?

Function	Total	Promoters	Passives	Detractors	NPS Score
<i>Functions with the Highest Net Promoter Scores</i>					
1 Procurement	33	55%	33%	12%	42%
2 Distribution	32	53%	34%	13%	41%
3 Credit	40	50%	40%	10%	40%
4 Digital	30	50%	40%	10%	40%
5 Compliance	41	46%	46%	7%	39%
6 Customer	43	51%	35%	14%	37%
7 HR	254	51%	35%	14%	37%
8 Communication	84	54%	30%	17%	37%
9 Local	46	48%	39%	13%	35%
10 Accounting	21	43%	48%	10%	33%
<i>Functions with the Lowest Net Promoter Scores</i>					
1 Manufacturing	40	23%	50%	28%	-5%
2 Design	23	39%	26%	35%	4%
3 Administration	26	31%	46%	23%	8%
4 R&D	77	35%	44%	21%	14%
5 Region	105	35%	47%	18%	17%
6 Technical	28	36%	46%	18%	18%
7 Secretary	55	44%	35%	22%	22%
8 Product	55	45%	33%	22%	24%
9 HSEQ	52	38%	48%	13%	25%
10 Medical	71	42%	41%	17%	25%

Note: Excludes industries with less than 20 responses.

**Table 5. Function Net Promoter Scores—Aggregates**

How likely is it that you would recommend to a friend or colleague (0 = Not likely 10 = Extremely likely): your function?

	Total	Promoters	Passives	Detractors	NPS Score
CFO	234	50%	37%	14%	36%
CEO	572	53%	28%	19%	34%
Emerging Functions	63	52%	29%	19%	33%
Customer Facing	729	48%	34%	17%	31%
Management / General Management	1,647	47%	35%	19%	28%
Support Functions	2,041	46%	39%	18%	27%



**Table 6. Developmental Types: NPS**

	<b>Grand Total</b>	<b>Promoters</b>	<b>Passives</b>	<b>Detractors</b>	<b>NPS</b>
<b>What percentage of the skills necessary to be successful in this role did you learn: on the job?</b>					
Less than 50%	928	47%	30%	24%	23%
50% +	3,090	48%	29%	23%	26%
<b>What percentage of the skills necessary to be successful in this role did you learn: being mentored?</b>					
Less than 50%	3,872	48%	30%	23%	25%
50% +	146	59%	19%	22%	37%
<b>What percentage of the skills necessary to be successful in this role did you learn: training programs?</b>					
Less than 50%	3,937	48%	29%	23%	25%
50% +	81	42%	28%	30%	12%

**Table 7. Position Net Promoter Scores**

	Total	Promoters	Passives	Detractors	NPS Score
<b>Experience:</b>					
0-10 years	877	44%	36%	21%	23%
11-20 years	2,552	46%	35%	19%	27%
21-30 years	1,515	49%	32%	19%	31%
31+ years	294	50%	31%	20%	30%
<b>Education:</b>					
high school	211	35%	37%	28%	6%
some college	243	42%	32%	27%	15%
bachelor's degree	1693	47%	34%	19%	28%
master's degree	2927	48%	33%	18%	30%
PhD	441	44%	36%	20%	25%
<b>How typical is your education and professional experience compared to others in the same role at other companies in your industry?</b>					
typical / somewhat typical	3,173	49%	35%	16%	33%
neither atypical nor typical	533	41%	31%	28%	12%
atypical / somewhat atypical	1,809	44%	33%	23%	22%
<b>How strongly do you agree that your background adequately prepared you for your current position?</b>					
agree / somewhat agree	4,192	49%	33%	18%	31%
neither agree nor disagree	505	42%	37%	22%	20%
disagree / somewhat disagree	818	40%	35%	26%	14%
<b>How important is continual learning in order to be successful in this position?</b>					
important / somewhat important	5,184	47%	34%	19%	28%
neither important nor unimportant	92	43%	30%	26%	17%
unimportant / somewhat unimportant	214	42%	34%	24%	18%
<b>How strongly do you agree that your official job description is an accurate depiction of how you spend your time?</b>					
agree / somewhat agree	3,330	51%	33%	17%	34%
neither agree nor disagree	683	42%	36%	22%	20%
disagree / somewhat disagree	1,477	40%	35%	25%	15%
<b>Are you the first person in your company to have this position?</b>					
No	3,142	47%	34%	19%	28%
Yes	2,348	47%	33%	21%	26%

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<sup>1</sup> Jennifer Kaplan. "The Inventor of Customer Satisfaction Surveys Is Sick of Them, Too". *Bloomberg.com*, May 4, 2016, <https://www.bloomberg.com/news/articles/2016-05-04/tasty-taco-helpful-hygienist-are-all-those-surveys-of-any-use>, accessed January 2019.

<sup>2</sup> Bain & Company, "Trailblazer video series: Rackspace," January 26, 2012, <https://www.bain.com/insights/trailblazer-series-rackspace/>, accessed January 2019.

<sup>3</sup> "The Employee Net Promoter System," <http://www.netpromotersystem.com/about/employee-engagement.aspx> accessed January 2019.

<sup>4</sup> Jonathan Beretta, "How Calculating Your Employee Net Promoter Score® Can Help Keep Customers Loyal," February 19, 2014, (<https://www.satrixsolutions.com/blog/calculating-employee-net-promoter-score-can-help-keep-customers-loyal/>)

<sup>5</sup> Jone L. Pearce, *Organizational Behavior: Real Research for Real Managers*, 3rd edition (Irvine, CA: Melvin & Leigh Publishers, 2012), p. 43.

<sup>6</sup> Jone L. Pearce, *Organizational Behavior: Real Research for Real Managers*, 3rd edition (Irvine, CA: Melvin & Leigh Publishers, 2012), p. 43.

<sup>7</sup> "eNPS - Track and Grow your Employee Satisfaction," February 8, 2017, <https://www.retently.com/blog/employee-net-promoter-score/>, accessed January 2019.

<sup>8</sup> George Lawton, "Three ways the employee Net Promoter Score is an HR supertool," <https://searchhrsoftware.techtarget.com/feature/Three-ways-the-employee-Net-Promoter-Score-is-an-HR-supertool>, accessed January 2019.