



Commbites

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Issue 4

Commbites: an occasional newsletter to share learning in engagement and communication evaluation.

What lies beneath?

- dig for engagement in all that data

Piles of statistics, charts and information – the end of the survey is the start of the action planning. But is the real story of the organisation buried beneath all that data?

It is amazing how much valuable information lies underneath.

Analysis reveals insights and understanding hidden in the overall findings.

Key driver analysis identifies the strongest links with business aspects such as engagement, change and communication.

This can be invaluable – but if not “customised” could be misleading. In one retail organisation, we looked at engagement among retail people and their colleagues in distribution and head office separately.

This revealed that these very different types of staff shared four key drivers of engagement but others varied, depending on their roles. It was, therefore, essential to tailor action appropriately.

In another organisation, trust was very low. How could this be improved?

We looked at those who did trust organisational information across their usage of all the communication channels. This revealed the most popular sources among the “trusting” – pointing to the most effective for future use.



“One size fits all” approach can be misleading, but there are some basic characteristics shared by motivated, engaged people.

By looking at an extensive normative database, we can see they have:

Involvement
Trust
Pride
Communication

From Susan Walker whose approach focuses on research that:

Aligns with the business

Evaluates performance

Solves with action orientated feedback

Talk normal – a message for leaders

Lack of transparency from leadership is a frequent criticism.

Two books bringing clarity to leadership communication come from chairman of Bell Pottinger, Kevin Murray in *The Language of Leaders* and journalist Tim Phillips in *Talk Normal*. Put these on your book list – and pass on to your CEO and colleagues.

Kevin and Tim will be speaking at the Sunday Times Oxford Literary Festival on Wednesday 28th March 2012. Come along to hear some great advice.



Follow Susan's journey in writing her book about engagement and communication research on her blog: commevaluation.wordpress.com/

and Susan is speaking in India at the Corporate Communications Annual Summit 10th/11th January and at the Institute of Internal Communication Central Region UK conference 28th February 2012.

Contact:

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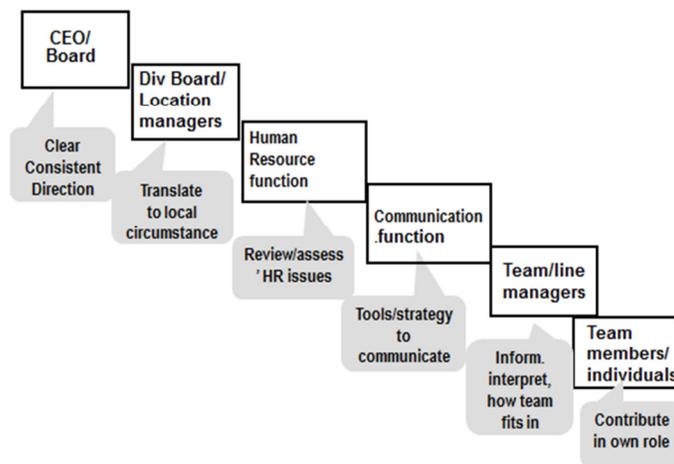
How happy are we?

The first official attempt to create a Happiness Index finds that three quarters of UK people feel satisfied generally. The Office of National Statistics also discovered key differences: the young and older are happiest, as are women.

Those with jobs were also happier than those without, although the difference is less than might be thought

However, research by recruitment consultants Badenoch & Clark finds only one in three is truly happy at work. They believe this relates to the lack of opportunities, concern about job losses and work pressures.

This makes it even more important for organisations to look at motivators like a sense of being valued, performance feedback and personal development.



Aiming action

Why is the main moan about internal surveys the lack of any real action?

Much work goes into the planning and implementation but then enthusiasm fades.

Successful action programmes depend on taking the planning step by step, from the direction given by the CEO and Board to the involvement of all at grass roots level.

Most powerful workplace motivator

What we are all looking for – the prime motivation for our people. Ian Larkin, Harvard Business School, tells us that the real motivator is our natural tendency to measure our performance against others.

Our own work among employees has shown that it is not so much pay levels that motivate, but perceived fairness, not only income, but also how they are treated compared to others and their performance recognised.

Does communication matter?

Communication is a vital part of business. But how would we convince management?

When asked what they would say to senior management, communicators told us they would focus on hard measures like links with business performance. Here are a few of their convincing quotes.

“To keep colleagues informed, involved and motivated on how they can play a part in the success of their business”

“To fulfill its purpose. An organisation can't achieve anything if it doesn't communicate with the people responsible for doing the work”.

“To inform people about where they work and help them develop a sense of identity and belonging”.

“Your employees are your ambassadors – they deserve to be properly briefed so that they can give the best service to their customers.”