



Employee Research: Basic - Best - Beyond

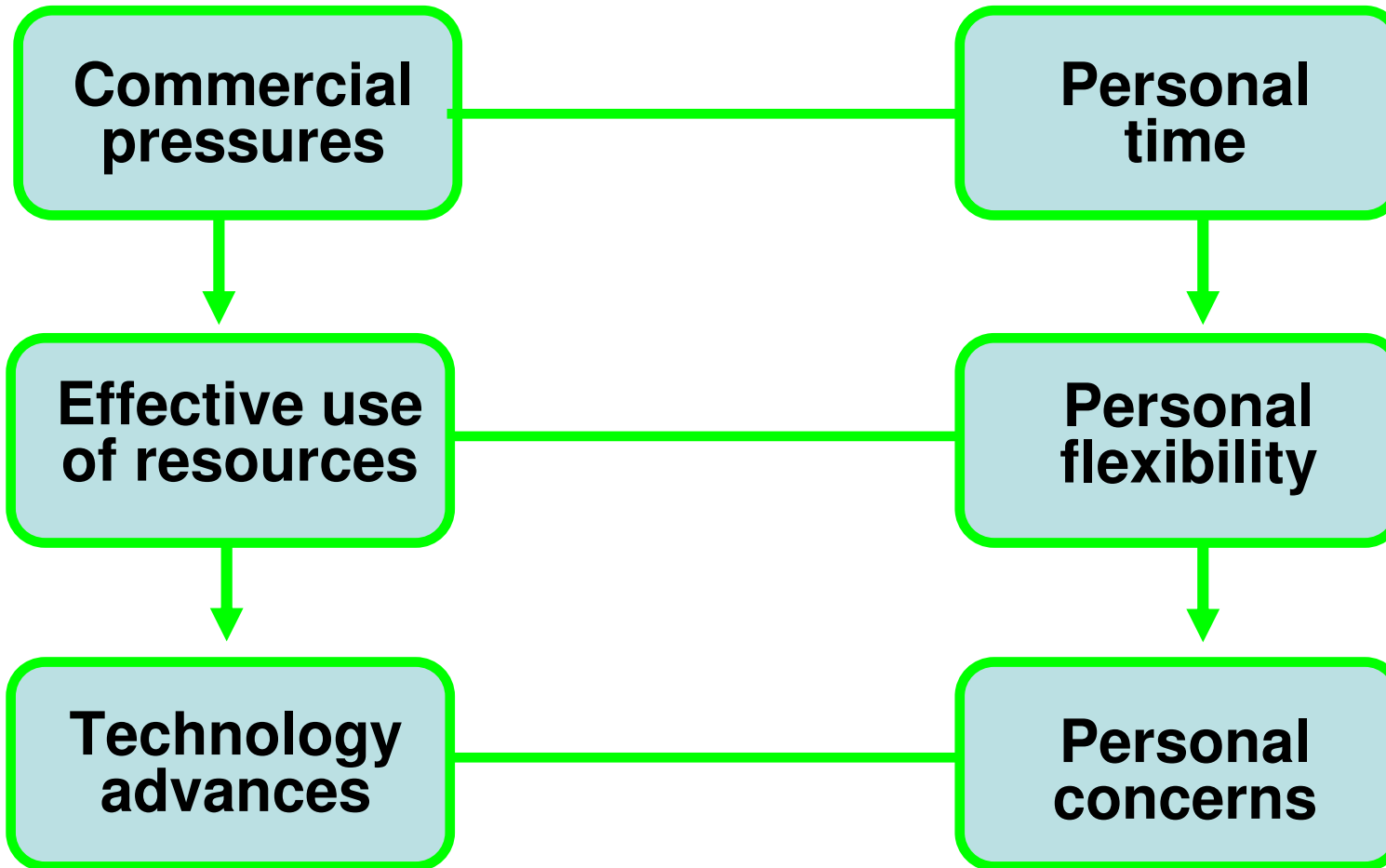
Susan Walker

IABC New York 2001

We're living in a paradox world...

Business

People

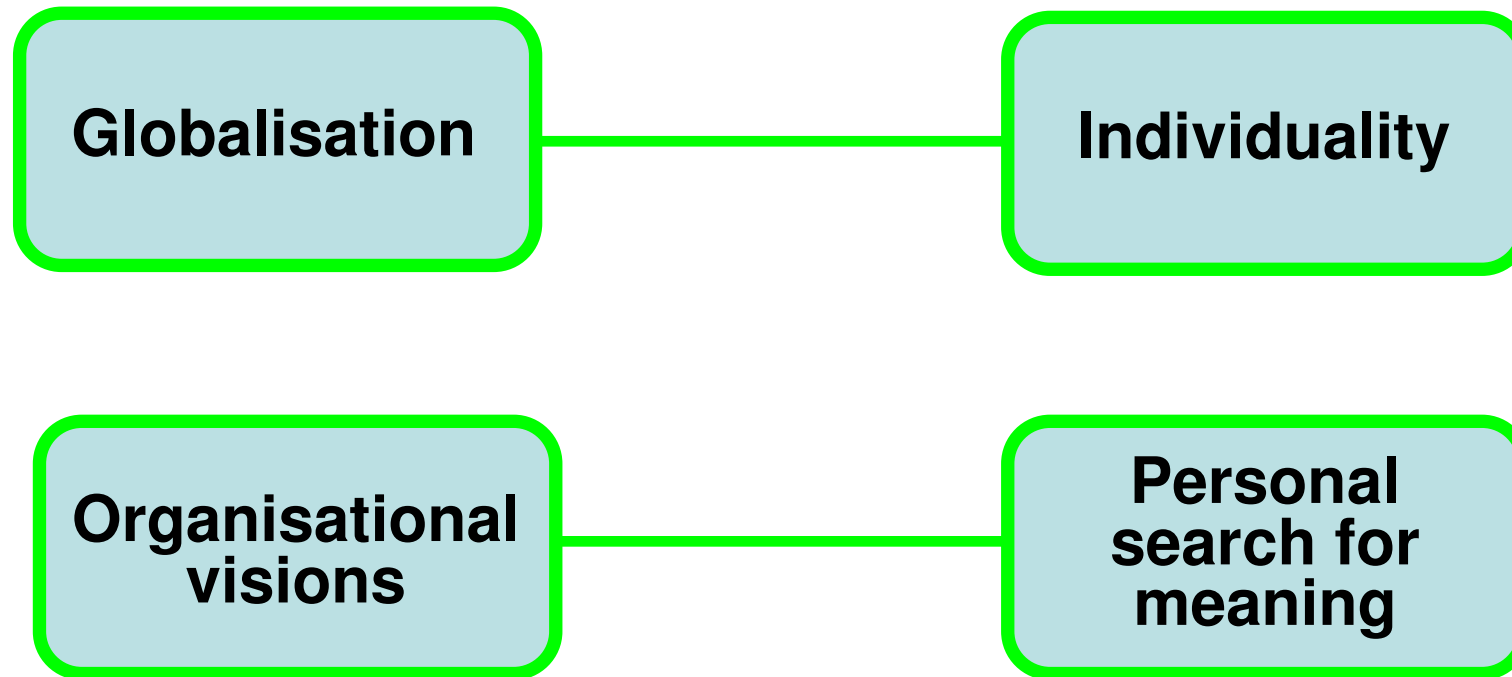


Source: Socio Consult Monitor

We're living in a paradox world...

Business

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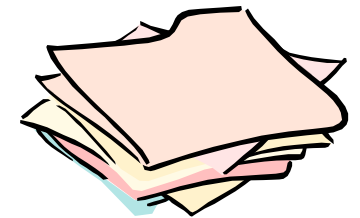
Is there a role for employee research?

Business is asking about the traditional approach:

£\$€ Does our staff research add value to the business?

 Can we respond to staff aspirations?

Is there time for our managers to trawl through the data dump?



Where's the action?

Should staff satisfaction be the right measure?



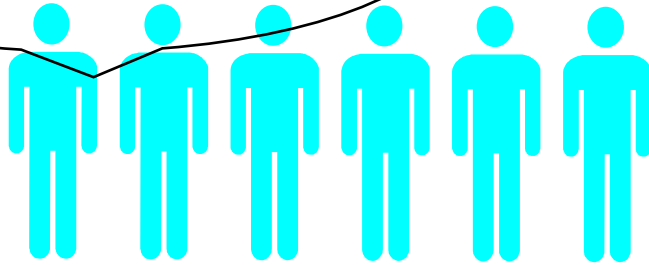
Is it really a year since the last one?

What's happening out there to employee research?

- Seeking links with the business
- Drivers to gain maximum leverage
- Flexibility
- Empowering and involving staff
- Technology
- Value of being an employer of choice
- And business needs its own champions!

Employers: your business needs champions!

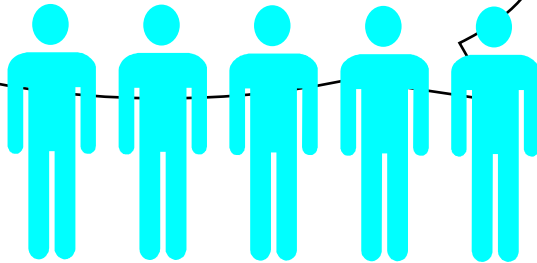
“Buy our great products/services!”



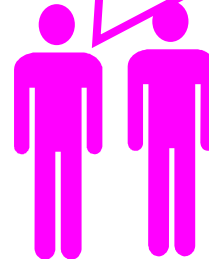
“Don’t - it’s rubbish & I should know!”



“This is a great place to work!”



“You’d have to be mad to want to work here!”



Source: normative database

What makes a champion?

*I feel involved
and able to
contribute*

*I believe in my
organisation*

*I'm proud to
say I work
here*

*I'm aware of what's
going on, give
feedback - and they
want to listen!*



Source: normative database analysis

Potential transformation

- Traditional research does not meet today's business needs
- You need three levels of response

3.

Look **beyond** over the horizon...

2.

Move on to **best**
practice...

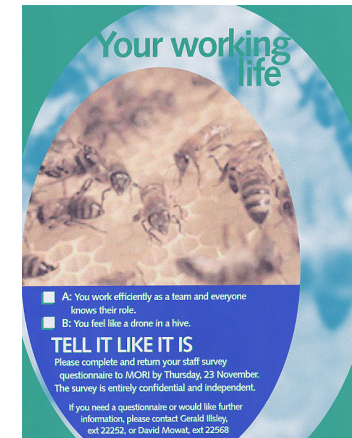
1.

Get the **basics** right...



Five steps to get the basics right...

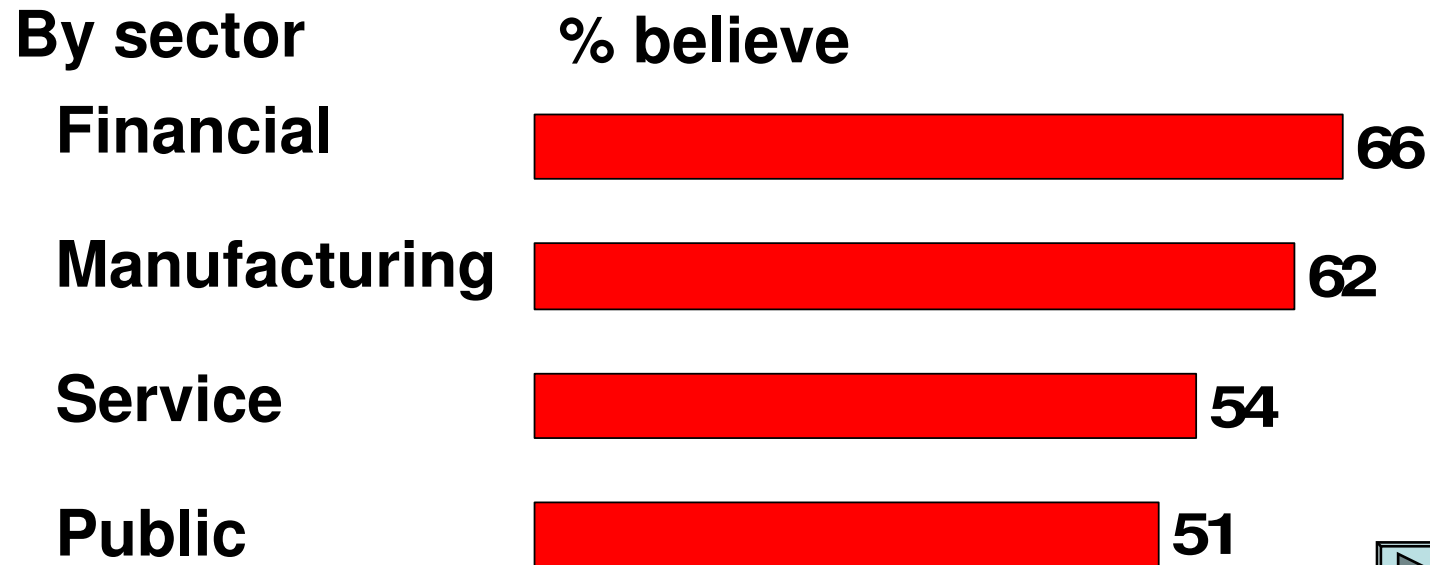
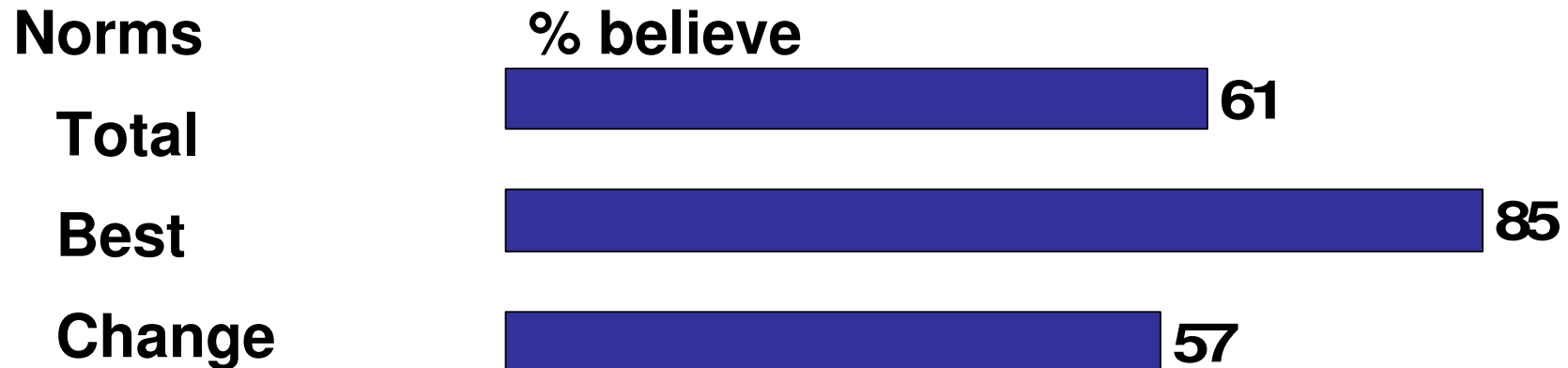
1. Commitment from senior management
2. Clarity for the objectives
3. Conviction through robust/reliable research method/outputs
4. Context through comparisons
5. Communication throughout the process



Five steps for best practice...

- 1. Alignment with the business**
- 2. Awareness of need to identify key drivers for maximum leverage**
- 3. Attractive friendly feedback and outputs**
- 4. Action programme and follow up**
- 5. Aspirational comparisons**

Aspirational context: the best vs the rest



Source: normative database



Five steps to move beyond...

- ① Speed
- ② Segmentation
- ③ Salience

Speed...

- ← Organisations are changing fast - and the speed of that change promises to increase...
- ← Data which dates from months ago may no longer be relevant in this fast moving world...
- ← Fieldwork will be shortened with technology - both on line surveys and faster ways of processing...
- ← Outputs sharpen to give information to leadership/functions/managers when needed for the business....

Segmentation...

- ← External research often focuses on specific audiences...
- ← Internal research has, typically, covered all staff...
- ← The future will see much more flexibility with specific groups surveyed on specific topics...
- ← This means a flexible, continuing research programme using all parts of the research toolbox as required..

Salience.....

- ← Piles of computer tables may interest the enthusiast but most managers lack time...
- ← Staff research results must always link with other business measures...
- ← Focus on the key areas of maximum leverage provides management information.....
- ← Attention on the key action points brings most value to the business. Examples follow.....

Salience: key drivers of engagement

Importance

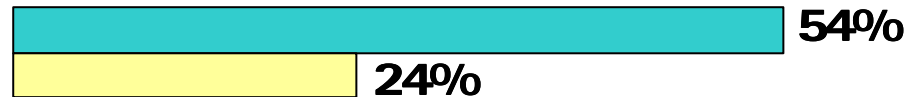
Performance

■ % Positive ■ % Negative

Valued and recognised



Making best use of skills & abilities



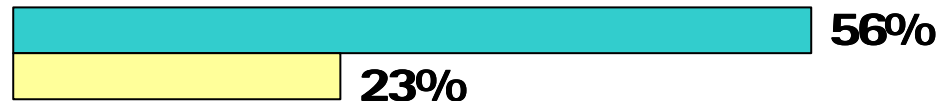
Accomplishment



Opportunity to show initiative



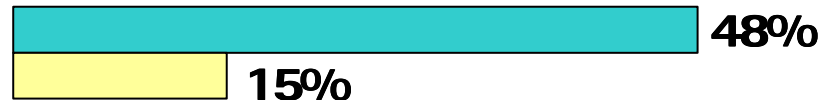
Feeling part of team



Working for a company that looks after staff



Pride

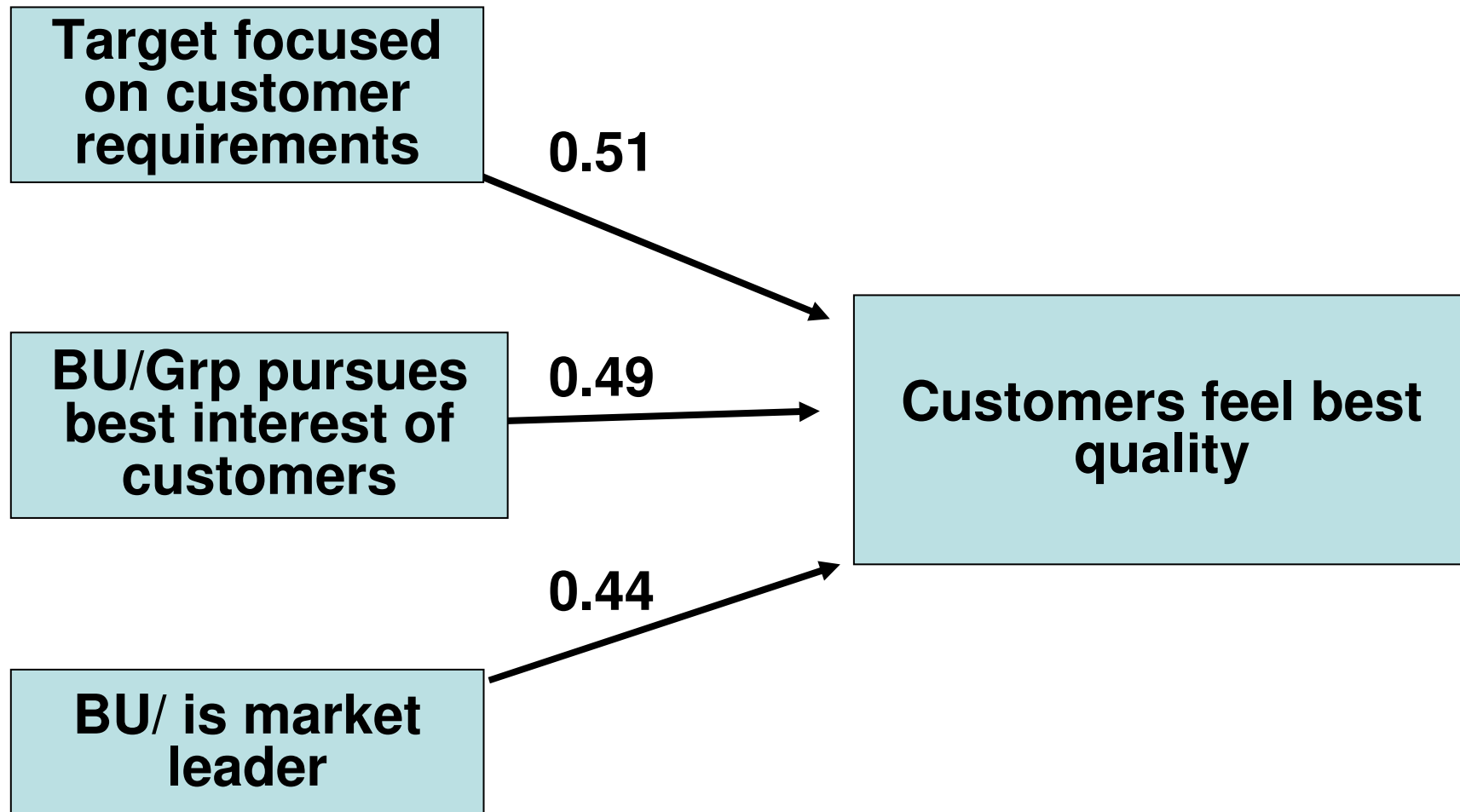


Level of responsibility



Case study

Salience: customer service delivery



Case study

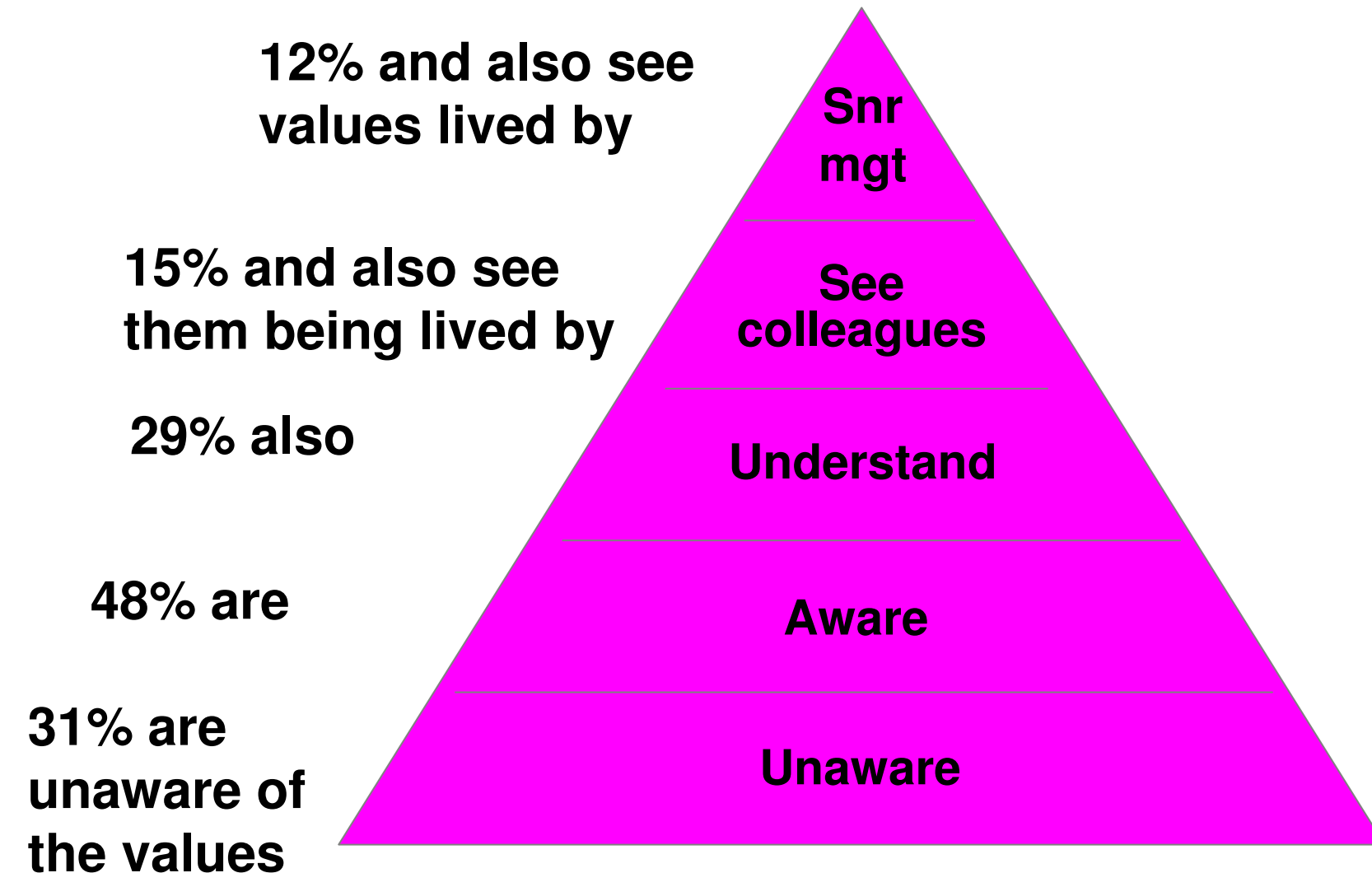
Five steps to move beyond...

- ① Speed
- ② Segmentation
- ③ Salience
- ④ Strategy

Strategy...

- ← Staff research has typically lived in the human resources or communication functions.....
- ← Senior management will become more closely involved in setting the objectives and parameters...
- ← it will be much harder nosed - not aiming for staff satisfaction but motivation, commitment, engagement, performance and values. An example follows.....

Strategy: living the core values



Case study

Five steps to move beyond...

- ① Speed
- ② Segmentation
- ③ Salience
- ④ Strategy
- ⑤ Society

Society...

- ← Increasing recognition will be given to the “whole person” not just as an employee...
- ← Research will cover other aspects such as caring responsibilities, community and society involvement...
- ← The picture will, therefore, extend beyond employment by recognising a host of other influences on the employee and their ultimate performance in the business...