

achieving change from employee surveys 101

**voice
project**

improving organisations
by giving people a voice

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agenda

1. The Voice Project story
2. Top 10 tips to prevent positive change from employee surveys
3. What's slick & what's sticky – what practices change more easily & how much change is achievable
4. Discussion of how to maximise positive change



the voice project story



- Voice Project began as a research program at Macquarie University exploring the impact of employee and client "voice" on engagement, leadership and service quality in private, public and not-for-profit sectors
- We've now conducted research involving over 3,000 organisations and implemented 500 consulting projects across 200 commercial clients involving 700,000 employees, leaders and clients in a wide range of industries and countries
- We're headquartered on campus in the commercial Research Park at Macquarie University, with a second office in Melbourne CBD

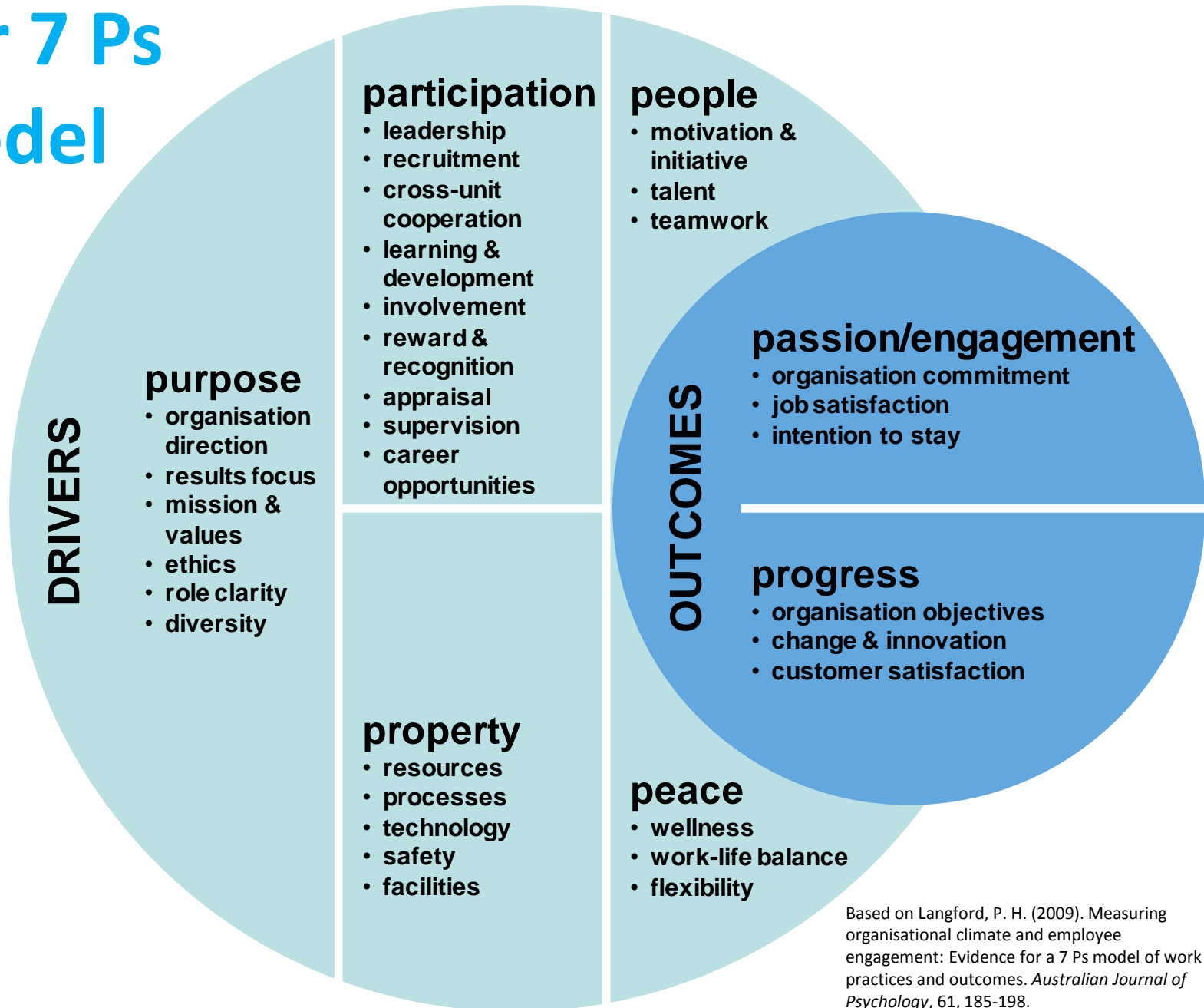


top 10 tips to prevent positive change

10. Shelf your results
 9. Adopt a laissez faire response to survey results
 8. Measure and act upon superficial, low importance, and unaligned practices
 7. Expect more change than is achievable
 6. Assume what's good will stay good
 5. Spread your focus and resources thinly
 4. Rely on supervisors rather than executives to drive change
 3. Punish folks for taking a risk
 2. Reward A while hoping for B
 1. HR should take all the responsibility
- Bonus Tip: Keep actions and successes a secret

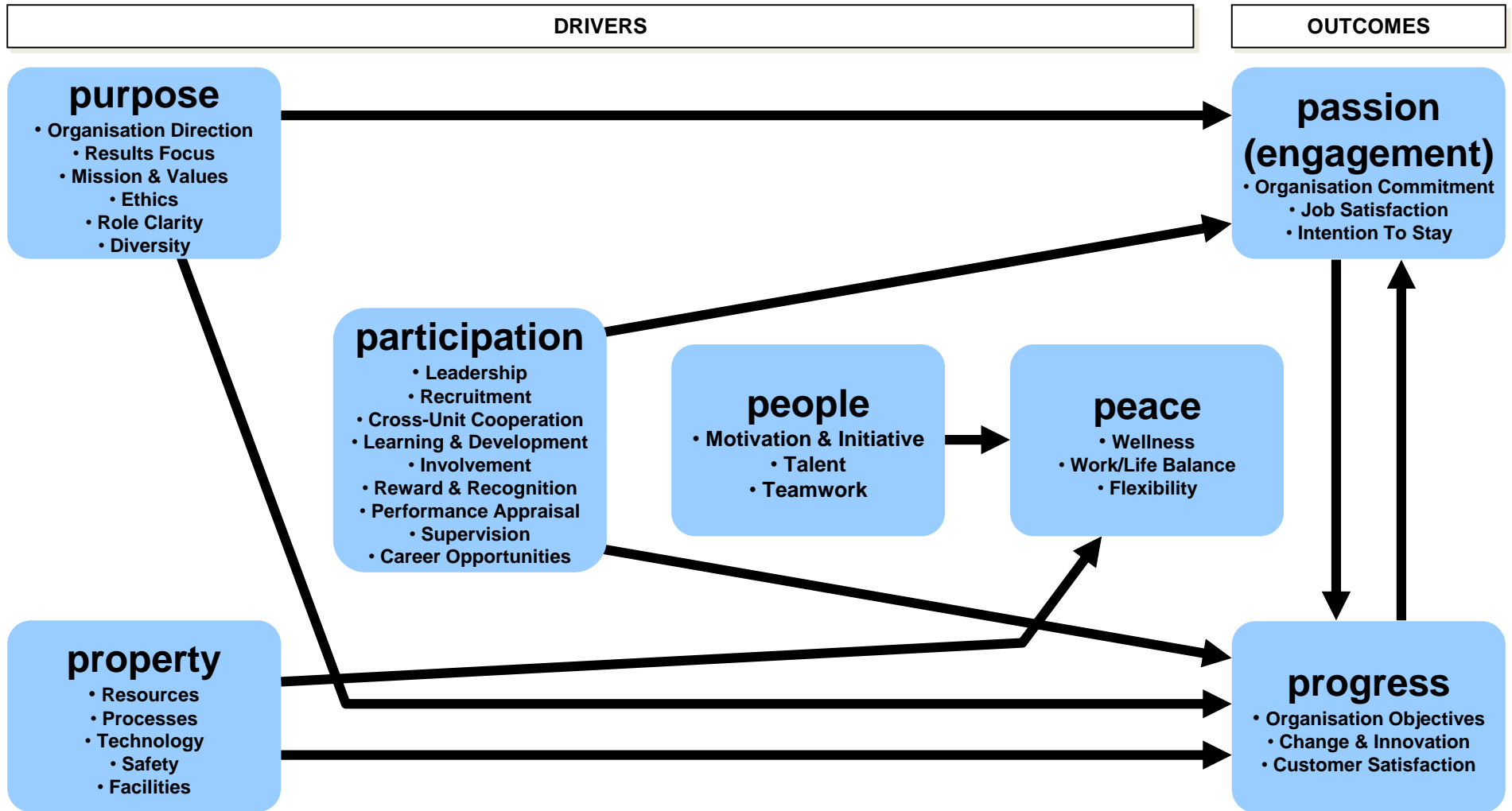


our 7 Ps model



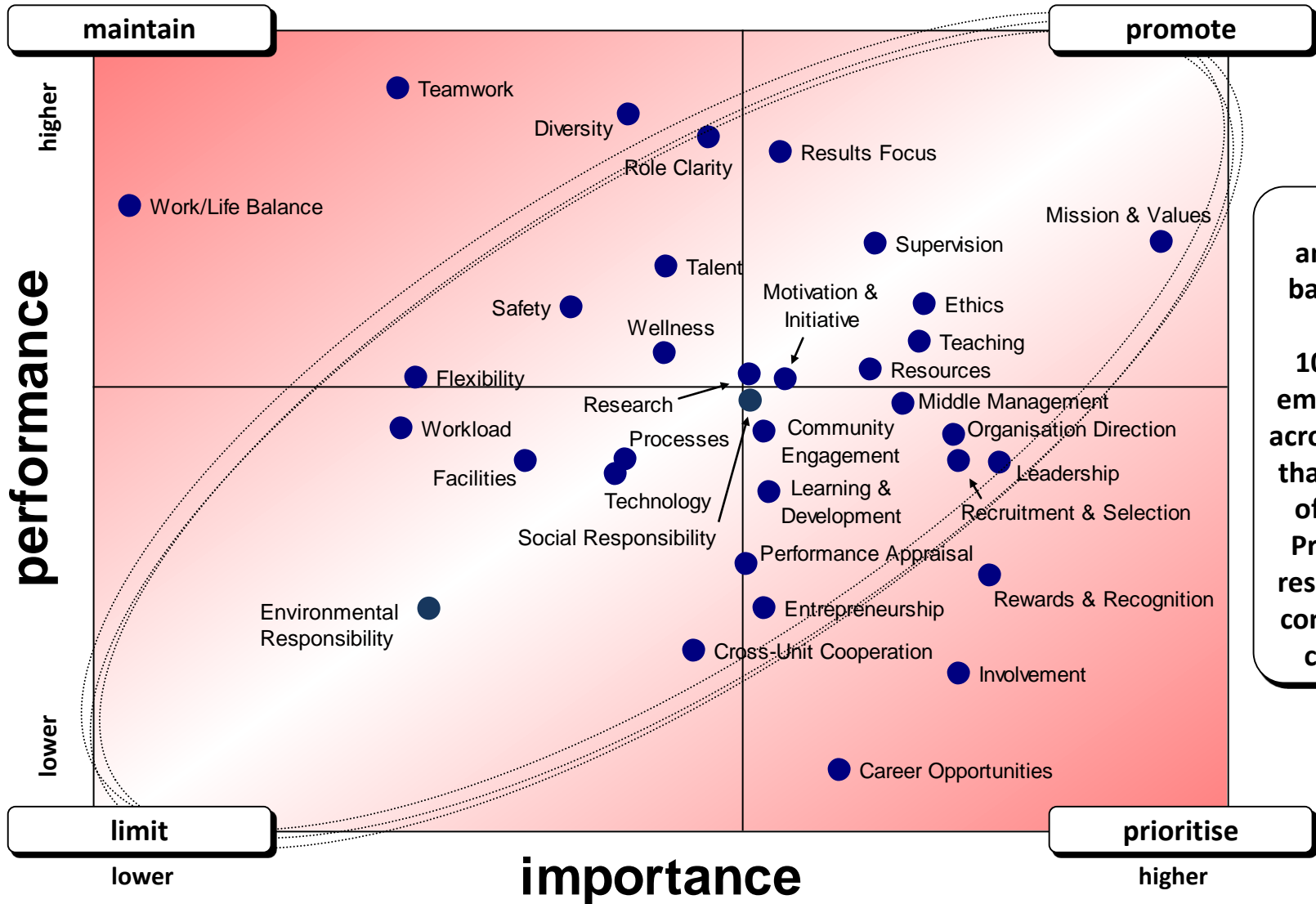
Based on Langford, P. H. (2009). Measuring organisational climate and employee engagement: Evidence for a 7 Ps model of work practices and outcomes. *Australian Journal of Psychology*, 61, 185-198.

drivers of passion & progress



Based on Langford, P. H., Parkes, L. P., & Metcalf, L. (2006). Developing a structural equation model of organisational performance and employee engagement. Proceedings of the joint conference of the Australian Psychological Society and the New Zealand Psychological Society, Auckland, New Zealand.

gap analysis



Gap analysis based on over 100,000 employees across more than 2,000 of Voice Project's research & consulting clients

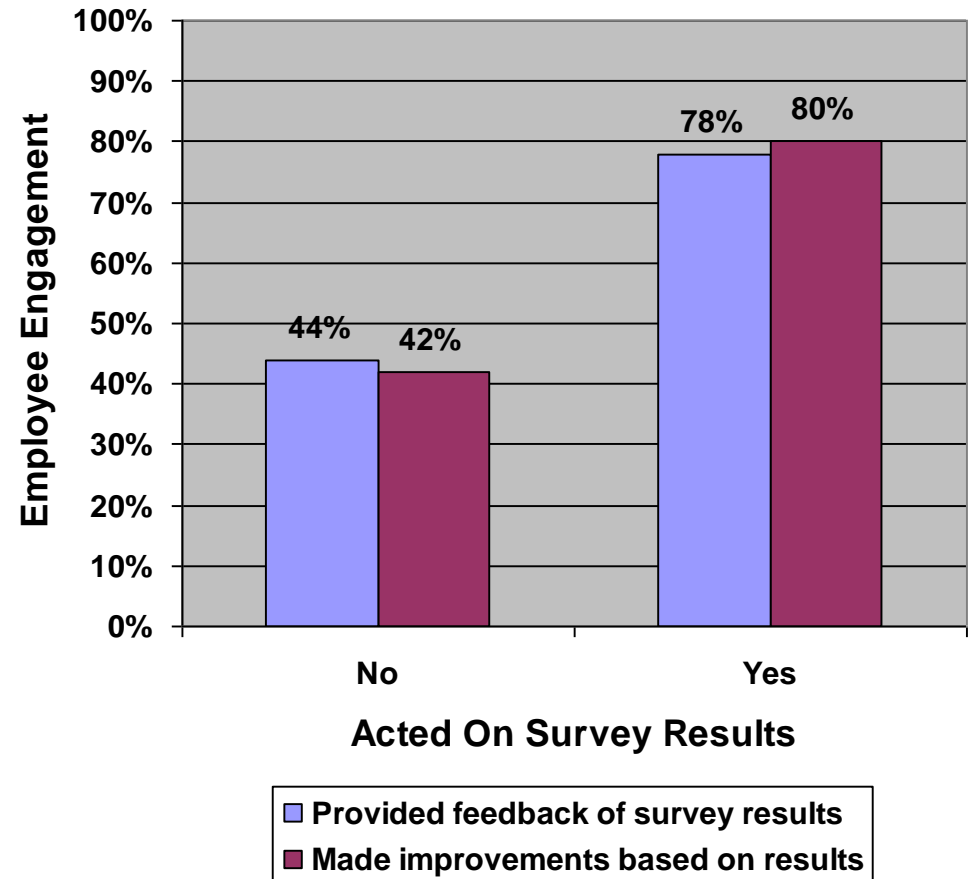
how much change is achievable?

- We compiled data from longitudinal surveys within 21 of our clients who gave permission for us to use their data for this research
- We examined changes in scores for 123 business units within these clients, representing responses from over 10,000 employees at each of two time periods (average of 85 responses per business unit per time period; average response rate 64%)
- We examined the improvements in “% favourable” scores for all of the standard categories in our engagement survey



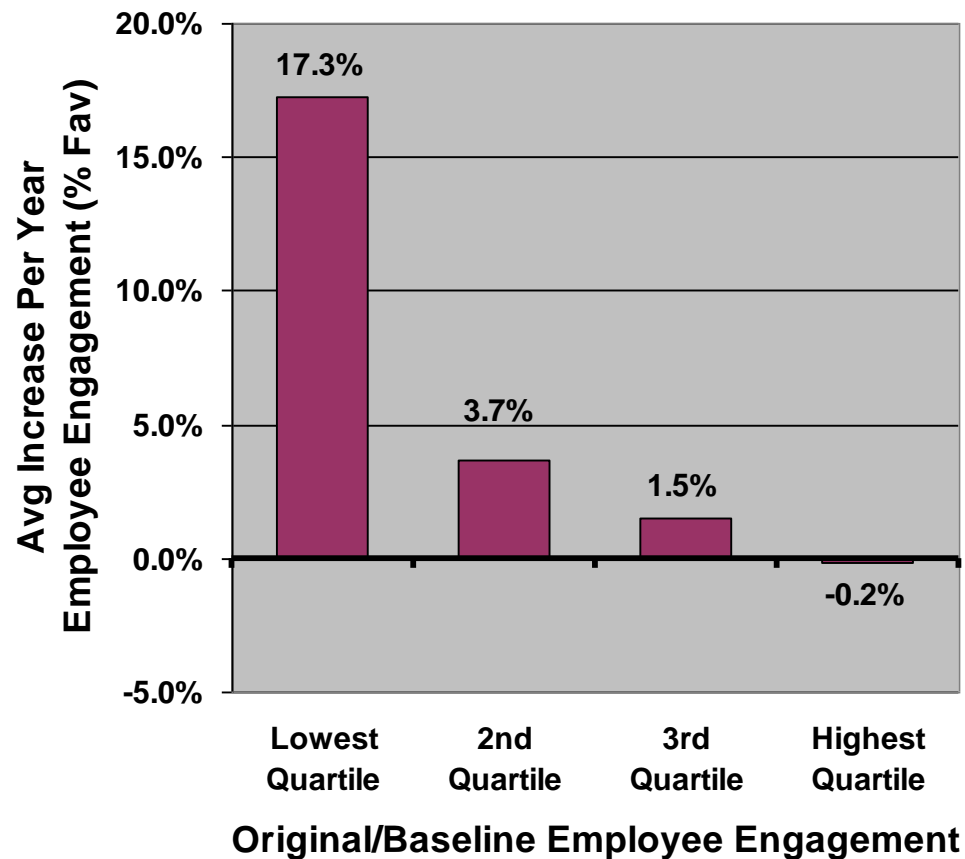
how much change is achievable?

- Organisations that provide feedback and take action score substantially higher on employee engagement (36% higher employee engagement; showing correlations .45 to .50)
- Acting upon survey results won't cause an immediate 36% improvement, but cultures that act on survey results show far higher engagement



how much change is achievable?

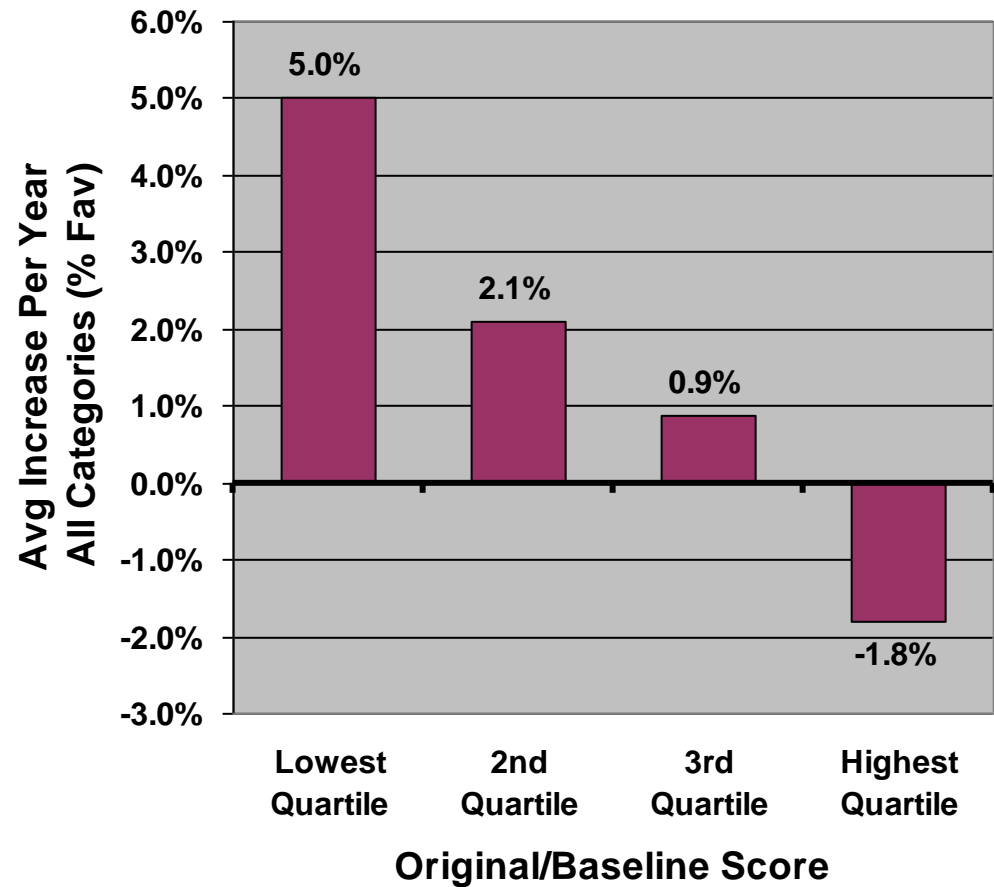
- Substantial improvements in employee engagement were seen for units scoring below average
- More modest improvements for units in the 3rd quartile
- A clear ceiling effect is seen for organisations in the top quartile



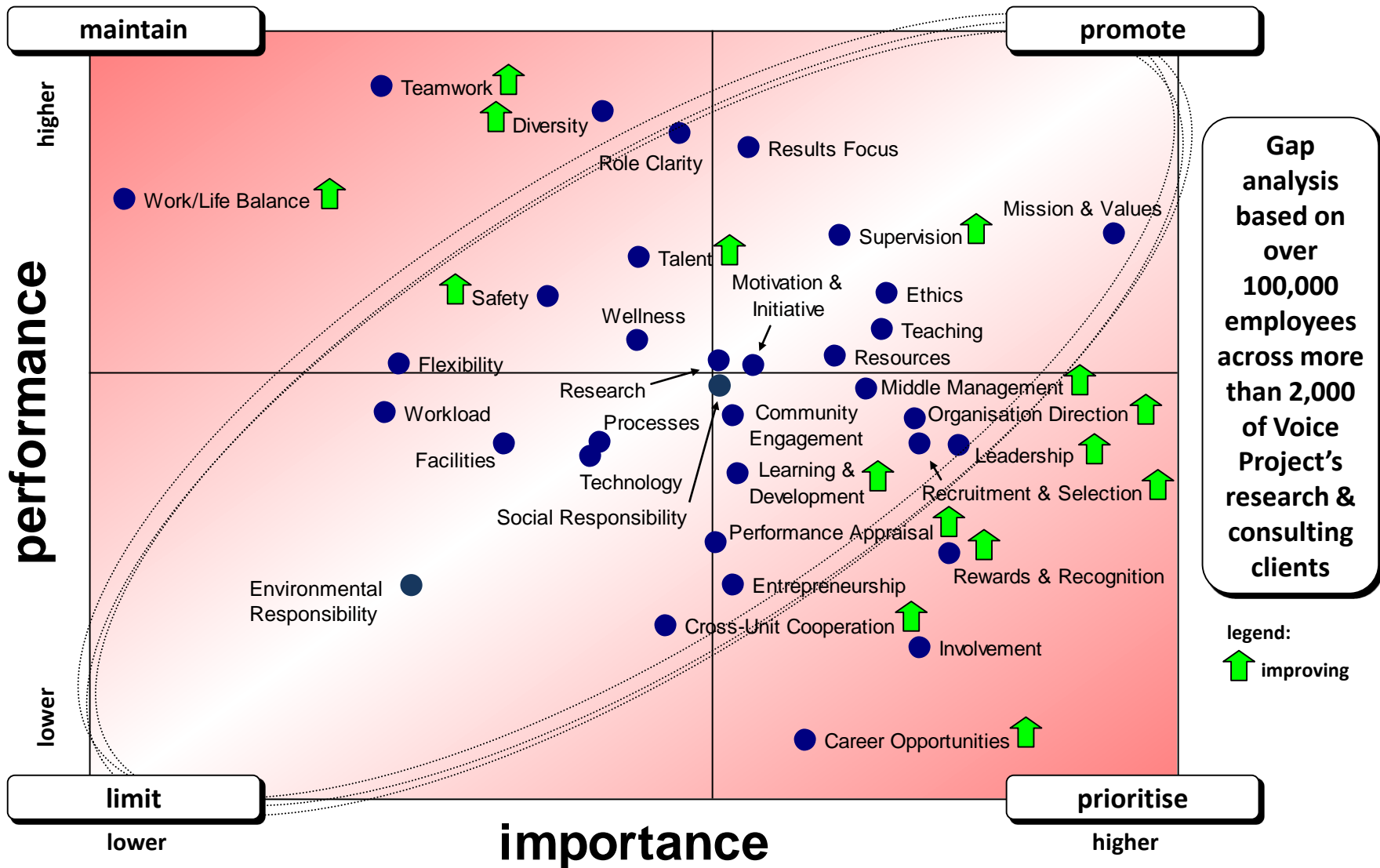
* n = 2 (ie only two business units) for the lowest quartile, so caution is needed in interpreting results

how much change is achievable?

- When clients scored in the lowest quartile on any particular practice they improved an average of 5.0% favourable per year
- When clients scored in the highest quartile on a particular practice (and probably didn't take action to improve that practice), they "decayed" an average of 1.8% fav per year



how much change is achievable?



See Mingo, S., & Langford, P. H. (2008). The HRM-Performance Link: A Longitudinal, Business-Unit Investigation. Proceedings of the 22nd Annual Conference of the Australian and New Zealand Academy of Management, Auckland, New Zealand, December.

how much change is achievable?

		Best Practice	Avg Yearly % Fav Increases When Scoring In The . . .			
		Avg Of Top 5 Improvements	Lowest Quartile	2nd Quartile	3rd Quartile	Highest Quartile
PURPOSE	Organisation Direction	23%	6.6%	4.6%	2.8%	-1.4%
	Results Focus	7%	2.1%	0.1%	0.5%	-1.2%
	Mission & Values	11%	42.7%	2.8%	1.7%	-0.7%
	Ethics	18%	41.3%	2.1%	1.1%	-1.3%
	Role Clarity	9%	5.4%	4.3%	2.1%	-1.5%
PROPERTY	Diversity	19%	4.7%	2.4%	0.1%	-3.7%
	Resources	22%	5.9%	0.3%	1.1%	-6.1%
	Processes	19%	2.8%	0.2%	-0.8%	-2.8%
	Technology	6%	5.1%	1.0%	-3.3%	1.9%
	Safety	19%	5.6%	3.7%	1.2%	-1.7%
PARTICIPATION	Facilities	3%	-0.3%	-9.4%	-6.4%	-0.4%
	Leadership	30%	5.6%	3.9%	3.5%	-8.5%
	Recruitment & Selection	11%	3.3%	1.0%	-0.7%	-2.6%
	Cross-Unit Cooperation	27%	4.0%	0.2%	-0.1%	-1.5%
	Learning & Development	21%	6.8%	2.1%	0.9%	-2.5%
	Involvement	21%	11.0%	4.8%	-0.1%	-3.2%
	Rewards & Recognition	18%	4.5%	3.4%	1.5%	-2.5%
	Performance Appraisal	10%	4.8%	4.1%	1.1%	0.4%
PEOPLE	Supervision	27%	13.0%	2.2%	0.9%	-4.2%
	Career Opportunities	8%	2.3%	2.5%	1.7%	0.7%
	Motivation & Initiative	1%			6.2%	-0.1%
	Talent	11%	8.0%	3.5%	2.4%	1.5%
PEACE	Teamwork	13%	6.7%	2.9%	1.4%	-1.6%
	Wellness	14%	3.4%	1.0%	0.1%	-7.0%
	Work/Life Balance	7%	2.6%	1.2%	-0.1%	-1.7%
PROGRESS	Organisation Objectives	25%	5.1%	1.4%	2.3%	-1.9%
	Change & Innovation	22%	3.7%	0.4%	-0.7%	-0.2%
	Customer Satisfaction	21%	5.7%	1.2%	-0.2%	-2.0%
PASSION/ ENGAGEMENT	Organisation Commitment	13%	22.6%	0.9%	1.0%	-0.3%
	Job Satisfaction	15%	17.9%	3.8%	1.4%	-1.3%
	Intention To Stay	13%	5.5%	6.2%	0.6%	-0.7%

how to maximise positive change

- Questions?
- Any insights from today's presentation that could inform future change initiatives?

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