Passion and Progress: Reinforcing a positive cycle of engagement and performance

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industry differences?

Industries with most **highly engaged staff** (>75%):  
- Education - Secondary Schools  
- Education – Primary and Early Childhood  
- Aged Care  
- Law  
- Agriculture, Forestry & Fishing  
- Disability Services

Industries with **least engaged staff** (<65%)  
- Accommodation, Hospitality, Tourism, Cafes and Restaurants  
- Government Administration  
- Retail Trade  
- Cultural and Recreational Services  
- Information & Communication Technologies  
- Professional, Property & Business Services (including Management Consulting)
industry differences?

Industries with **highest rated Progress** (>75%):
- Management Consulting
- Education – Primary and Early Childhood
- Law
- Agriculture, Forestry & Fishing
- Pharmaceutical and Biotechnology
- Personal Services

Industries with **least rated Progress** (<65%)
- Government Administration
- **Councils**
- Universities
- Electricity, Gas and Water Supply
- Police & Security
- Other Tertiary Education (VETs)
- Cultural and Recreational Services
### councils

**1260 employees in 9 councils**

<table>
<thead>
<tr>
<th>PASION / ENGAGEMENT</th>
<th>% N/A</th>
<th>% Fav</th>
<th>Public % Diff</th>
<th>Private % Diff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Commitment</td>
<td>4%</td>
<td>69%</td>
<td>+7%</td>
<td>+8%</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>3%</td>
<td>67%</td>
<td>+4%</td>
<td>+2%</td>
</tr>
<tr>
<td>Intention To Stay</td>
<td>3%</td>
<td>78%</td>
<td>+8%</td>
<td>+10%</td>
</tr>
<tr>
<td></td>
<td>7%</td>
<td>63%</td>
<td>+8%</td>
<td>+13%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROGRESS</th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation Objectives</td>
<td>8%</td>
<td>56%</td>
<td>-5%</td>
<td>-13%</td>
</tr>
<tr>
<td>Change &amp; Innovation</td>
<td>9%</td>
<td>61%</td>
<td>-10%</td>
<td>-15%</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>9%</td>
<td>42%</td>
<td>-2%</td>
<td>-12%</td>
</tr>
<tr>
<td></td>
<td>6%</td>
<td>65%</td>
<td>-4%</td>
<td>-13%</td>
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</tbody>
</table>

**Public sector sample: 1128 employees in 130 work units**

**Private sector sample: 8405 employees in 975 work units**
gap analysis – councils

Practices towards the right (higher “importance”) have a greater impact on Passion and Progress. Ideally, practices should rest in the oval where there is a good match between performance and importance. Practices in the bottom right corner are potential priorities for action.
top 5 impacting passion

Overall, this organisation is successful
6% 66% -10% -15%
The future for this organisation is positive
8% 61% -9% -15%
I feel emotionally well at work
2% 64% -4% -7%
There are enough opportunities for my career to progress in this organisation
6% 28% -14% -15%
This organisation fulfils its obligations to me
2% 52% -3% -9%
## Top 5 Impacting Progress

<table>
<thead>
<tr>
<th></th>
<th>Public % Diff</th>
<th>Private % Diff</th>
<th>Impact On PASSION</th>
<th>Impact On PROGRESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have confidence in the ability of senior management</td>
<td>-10%</td>
<td>-18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior management are good role models for staff</td>
<td>-11%</td>
<td>-18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior management listen to other staff</td>
<td>-10%</td>
<td>-18%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior management keep people informed about what's going on</td>
<td>-8%</td>
<td>-11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>This organisation has a strong focus on achieving positive results</td>
<td>-15%</td>
<td>-17%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>High</th>
<th>Med</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>% N/A</td>
<td>≥80%</td>
<td>50&lt;80%</td>
<td>&lt;50%</td>
</tr>
<tr>
<td>% Fav</td>
<td>≥+10%</td>
<td>-10&lt;+10%</td>
<td>≤-10%</td>
</tr>
<tr>
<td>Public % Diff</td>
<td>≥+10%</td>
<td>≤-10%</td>
<td>-10&lt;+10%</td>
</tr>
<tr>
<td>Private % Diff</td>
<td>≤-10%</td>
<td>≥+10%</td>
<td>≤-10&lt;+10%</td>
</tr>
</tbody>
</table>
achieving progress: case study examples

Tamworth Regional Council

- leveraging purpose in ‘vision and values’ project to acknowledge strength and value of safety & health, and teamwork, and bring about change in equity, accountability & customer orientation
achieving progress: case study examples

Tamworth Regional Council

Survey feedback:

• Value most in need of improvement: “Accountability”

• How to improve accountability:
  • Performance management
  • Leadership and management
  • Individual responsibility
  • Fairness and Transparency
  • Cross-department cooperation
achieving progress: case study examples

Ryde City Council

• Focus on leadership development & involvement
performance overview: 2012

PURPOSE
- Leadership
- Recruitment & Selection
- Cross-Unit Cooperation
- Learning & Development
- Motivation & Initiative
- Wellness
- Work/Life Balance
- Flexibility
- Teamwork
- Supervision
- Career Opportunities
- Performance Appraisal
- Recognition
- Rewards
- Involvement
- Technology
- Processes
- Resources
- Results Focus
- Organisation Direction
- Mission & Values
- Ethics
- Role Clarity
- Diversity

PROPERTY
- Leadership
- Recruitment & Selection
- Cross-Unit Cooperation
- Learning & Development
- Motivation & Initiative
- Wellness
- Work/Life Balance
- Flexibility
- Teamwork
- Supervision
- Career Opportunities
- Performance Appraisal
- Recognition
- Rewards
- Involvement
- Technology
- Processes
- Resources
- Results Focus
- Organisation Direction
- Mission & Values
- Ethics
- Role Clarity
- Diversity

PARTICIPATION
- Participation
- Involvement
- Learning & Development
- Motivation & Initiative
- Wellness
- Work/Life Balance
- Flexibility
- Teamwork
- Supervision
- Career Opportunities
- Performance Appraisal
- Recognition
- Rewards
- Involvement
- Technology
- Processes
- Resources
- Results Focus
- Organisation Direction
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PEOPLE
- Leadership
- Recruitment & Selection
- Cross-Unit Cooperation
- Learning & Development
- Motivation & Initiative
- Wellness
- Work/Life Balance
- Flexibility
- Teamwork
- Supervision
- Career Opportunities
- Performance Appraisal
- Recognition
- Rewards
- Involvement
- Technology
- Processes
- Resources
- Results Focus
- Organisation Direction
- Mission & Values
- Ethics
- Role Clarity
- Diversity

PEACE
- Leadership
- Recruitment & Selection
- Cross-Unit Cooperation
- Learning & Development
- Motivation & Initiative
- Wellness
- Work/Life Balance
- Flexibility
- Teamwork
- Supervision
- Career Opportunities
- Performance Appraisal
- Recognition
- Rewards
- Involvement
- Technology
- Processes
- Resources
- Results Focus
- Organisation Direction
- Mission & Values
- Ethics
- Role Clarity
- Diversity

Legend
- High: >=80%
- Medium: 50<80%
- Low: <50%

PASSION Index
- Organisation Commitment
- Job Satisfaction
- Intention To Stay

PROGRESS Index
- Organisation Objectives
- Change & Innovation
- Customer Satisfaction

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Practices towards the right (higher “importance”) have a greater impact on Passion and Progress based on your data. Ideally, practices should rest in the oval where there is a good match between performance and importance. Practices in the bottom right corner are potential priorities for action.
gap analysis: 2012

Practices towards the right (higher “importance”) have a greater impact on Passion and Progress based on your data. Ideally, practices should rest in the oval where there is a good match between performance and importance. Practices in the bottom right corner are potential priorities for action.
# achieving progress: case study examples

## North Sydney Council

<table>
<thead>
<tr>
<th></th>
<th>NSC 2013</th>
<th>NSC 2011</th>
<th>Councils</th>
<th>All Ind</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Fav</td>
<td>≥80%</td>
<td>≥+10%</td>
<td>≥+10%</td>
<td>≥+10%</td>
</tr>
<tr>
<td>% Diff</td>
<td>50&lt;80%</td>
<td>-10&lt;+10%</td>
<td>-10&lt;+10%</td>
<td>-10&lt;+10%</td>
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<tr>
<td></td>
<td>&lt;50%</td>
<td>≤-10%</td>
<td>≤-10%</td>
<td>≤-10%</td>
</tr>
</tbody>
</table>

## PASSION / ENGAGEMENT

- Organisational Commitment
  - NSC 2013: 71% +5%
  - NSC 2011: 71% +3%
  - ≥80%
  - ≥+10%

- Job Satisfaction
  - NSC 2013: 78% +2%
  - NSC 2011: 78% +3%
  - ≥+10%
  - ≥+10%

- Intention To Stay
  - NSC 2013: 62% +9%
  - NSC 2011: 62% +2%
  - ≥+10%
  - ≥+10%

## PROGRESS

- Organisation Objectives
  - NSC 2013: 69% +6%
  - NSC 2011: 74% +10%
  - ≥+10%
  - ≥+10%

- Change & Innovation
  - NSC 2013: 53% +7%
  - NSC 2011: 53% +13%
  - ≥+10%
  - ≥+10%

- Customer Satisfaction
  - NSC 2013: 81% +2%
  - NSC 2011: 81% +20%
  - ≥+10%
  - ≥+10%
achieving progress: case study examples

• UK best practice councils: http://www.engageforsuccess.org/ideas-tools/staff-engagement-thank-goodness-its-monday/#.UcBqqqp--AI

• “When you do what it takes to facilitate progress, in work people care about, managing the organisation becomes more straightforward. You don’t need to parse people’s psyches or tinker with their incentives, because helping them succeed at making a difference virtually guarantees good work life and strong performance.” (Amabile & Kramer, 2011)