capturing passion: unpacking the practices of a purpose-driven organisation

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voice project

• Our purpose and passion is ‘improving organisations by giving people a voice’

• We specialise in organisational surveys of culture, engagement, leadership and service quality
believe, belong & achieve

purpose
organisation direction
results focus
mission & values
ethics
role clarity
diversity

participation
leadership
recruitment
cross-unit cooperation
learning & development
involvement
reward & recognition
appraisal
supervision
career opportunities

progress
organisation objectives
change & innovation
customer satisfaction

passion (engagement)
organisation commitment
job satisfaction
intention to stay

I believe in the purpose, work, and values of this organisation.

work practices & passion

Gap analysis based on over 100,000 employees across more than 2,000 of Voice Project’s research & consulting clients.
the aged care advantage

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 strongest belief in mission & values (>85%):
  • Aged Care (90%)
  • Disability Services
  • Community Services
  • Education – Primary and Early Childhood
  • Education - Secondary Schools
  • Law
the aged care advantage

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

Industries with weakest belief in mission & values (<75%)
- Retail Trade
- Accommodation, Hospitality, Tourism, Cafes and Restaurants
- Government Administration
- Cultural and Recreational Services
- Construction & Engineering
- Professional, Property & Business Services
purpose practices

purpose
organisation direction
results focus
mission & values
role clarity
ethics & diversity
talk about it!

• “This organisation has a positive impact on society & the community”
• “This organisation plays a role in society that goes beyond the mere generation of profits”
results focus – purpose in the spotlight
select for fit and socialise

spell out the significance for support staff

8 universities

5564 academic staff

1. organisation success
2. mission & values
3. change & innovation
4. leadership
5. career opportunities

8388 professional staff

1. role clarity
2. career opportunities
3. organisation success
4. mission & values
5. rewards & recognition

8 universities

5564 academic staff

1. organisation success
2. mission & values
3. change & innovation
4. leadership
5. career opportunities

8388 professional staff

1. role clarity
2. career opportunities
3. organisation success
4. mission & values
5. rewards & recognition
“Building a visionary company requires 1% vision and 99% alignment”
Collins & Porras (1996) HBR

walk the talk

DRIVERS

purpose
- organisation direction
- results focus
- mission & values
- ethics
- role clarity
- diversity

participation
- leadership
- recruitment
- cross-unit cooperation
- learning & development
- involvement
- reward & recognition
- appraisal
- supervision
- career opportunities

people
- motivation & initiative
- talent
- teamwork

passion/engagement
- organisation commitment
- job satisfaction
- intention to stay

progress
- organisation objectives
- change & innovation
- customer satisfaction

property
- resources
- processes
- technology
- safety
- facilities

peace
- wellness
- work-life balance
- flexibility

alignment
decisions, processes, way people managed consistent with values?
## walk the talk

### Legend
- **High** ≥80%
- **Medium** 50<80%
- **Low** <50%

### PASSION / ENGAGEMENT
- Organisational Commitment 80%
- Job Satisfaction 81%
- Intention to Stay 55%

### PROGRESS
- Organisation Objectives 66%
- Change & Innovation 45%
- Client Satisfaction 71%

### PURPOSE
- Organisation Direction 58%
- Results Focus
  - Mission & Values 82%
  - Ethics 73%
  - Role Clarity 89%
  - Diversity 77%

### PARTICIPATION
- Leadership 57%
- Recruitment & Selection
- Cross-Unit Cooperation 46%
- Learning & Development 65%
- Involvement
- Rewards & Recognition 54%
- Performance Appraisal
- Supervision 74%
- Career Opportunities
- Values in Action

### Region A
- 2008
- 2006

### Region B
- 2008
- 2006

### Other Values in Action
- 82%
- 69%
### PASSION / ENGAGEMENT

- **Organisational Commitment**: 2008 - 80%, 2006 - 72%
- **Job Satisfaction**: 2008 - 87%, 2006 - 81%
- **Intention to Stay**: 2008 - 66%, 2006 - 55%

### PROGRESS

- **Organisation Objectives**: 2008 - 79%, 2006 - 66%
- **Change & Innovation**: 2008 - 64%, 2006 - 45%
- **Client Satisfaction**: 2008 - 77%, 2006 - 71%

### PURPOSE

- **Organisation Direction**: 2008 - 87%, 2006 - 58%
- **Results Focus**: 2008 - 83%, 2006 - 75%
- **Mission & Values**: 2008 - 91%, 2006 - 82%
- **Ethics**: 2008 - 82%, 2006 - 73%
- **Role Clarity**: 2008 - 93%, 2006 - 89%
- **Diversity**: 2008 - 83%, 2006 - 77%

### PARTICIPATION

- **Leadership**: 2008 - 70%, 2006 - 57%
- **Recruitment & Selection**: 2008 - 65%, 2006 - 48%
- **Cross-Unit Cooperation**: 2008 - 59%, 2006 - 46%
- **Learning & Development**: 2008 - 75%, 2006 - 65%
- **Involvement**: 2008 - 61%, 2006 - 49%
- **Rewards & Recognition**: 2008 - 57%, 2006 - 54%
- **Performance Appraisal**: 2008 - 64%, 2006 - 60%
- **Supervision**: 2008 - 79%, 2006 - 74%
- **Career Opportunities**: 2008 - 57%, 2006 - 45%

### OTHER

- **Values in Action**: 2008 - 82%, 2006 - 69%
free online resources

• www.voiceproject.com/research/voicebites

• Suggested actions for organisational development based on scientific evidence

• Case study of successful client change

• Follow-up resources

mission & values

Staff belief in the purpose, work and values of their organisation

Research conducted by Voice Project has shown that employees’ belief in the mission and values of their organisation is the strongest driver of employee engagement. This connection between purpose and passion is strong across sectors, industries and all types of staff – both front-line delivery and back-office employees. Practices that support organisational purpose and values meet basic human needs of meaning, stability, esteem, and belonging.

suggested actions

• communicate: Employees need a well-formulated purpose (not a mission statement that is little more than public relations ploy) that offers something for people to commit to, with leaders providing clear, consistent, frequent and inspiring messages about direction and values. Keep mission and values part of everyday conversation in the organisation, and on meeting agendas. Invite employees to discuss what the values mean in action to help ensure alignment. Put them in documents, posters, websites and other media to help staff remember them.
You are invited: change challenge
improving organisations by giving people a voice

• **Motivate and measure real change** in work practices, employee engagement and business outcomes
• Easy **online administration**
• **Free report** of team results against industry benchmarks
• Support and resources for change initiatives
• **Awards** for greatest measurable change