

achieving change from employee surveys 201

**voice
project**

improving organisations
by giving people a voice

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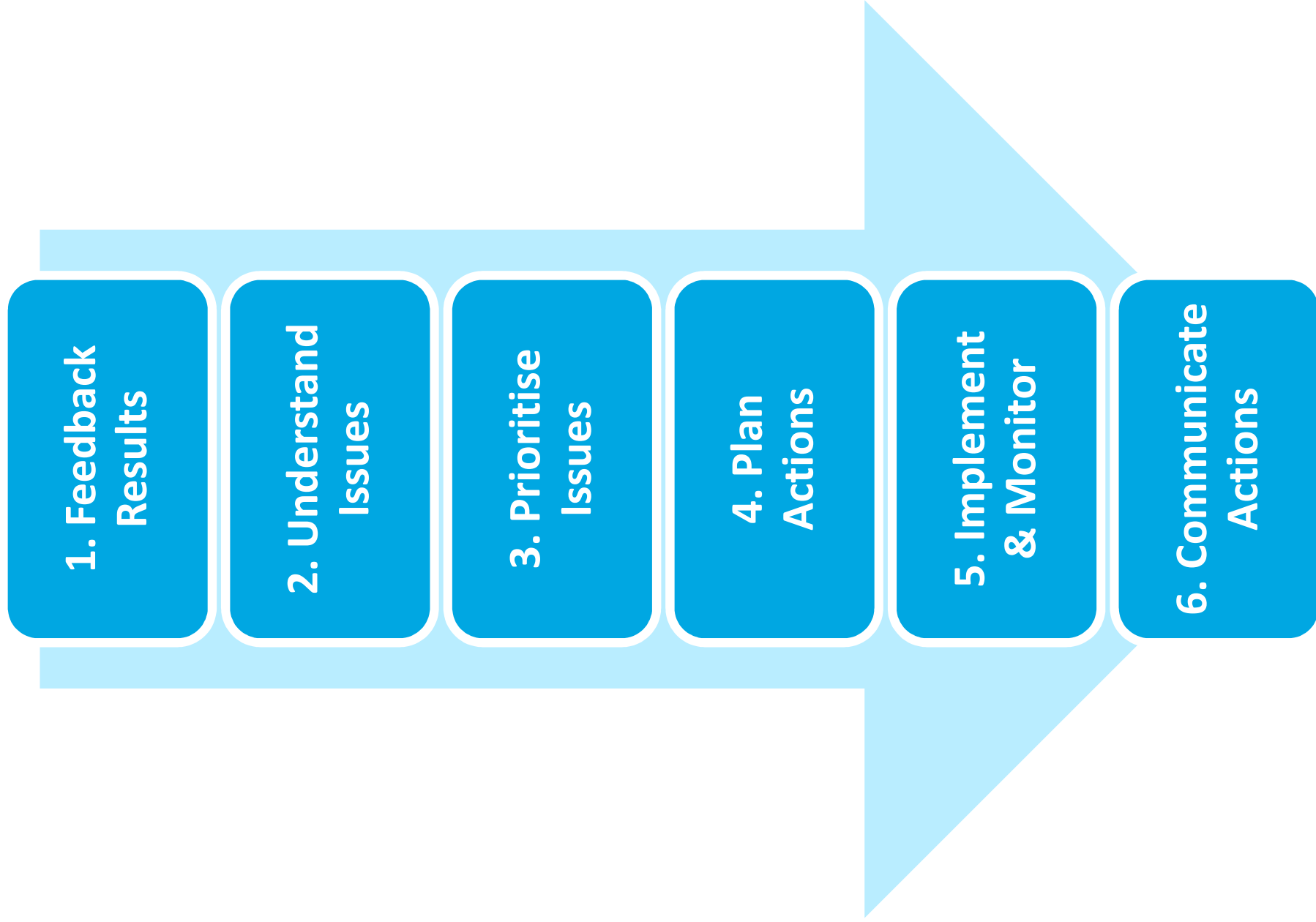
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agenda

1. Voice Project's 6 step change process
2. Kotter's 8 steps for successful change management
3. Lewin's resisting & driving forces
4. Discussion of how to maximise positive change



voice project's 6 step change process



1. feedback results

- Transparent communication, through multiple channels, of highs and lows from the quantitative results (eg, statistics) and qualitative results (eg, text responses) to all staff, within 3 months of survey close.
- Involve as much face-to-face communication from senior execs as possible.
- HR can coordinate and possibly facilitate, but should minimise the role they play in communicating results, planning actions and implement change.
- Open forums involving all staff, or if restricted audience then at least communicate process and decisions to all staff.
- Cascade in a top-down manner so that each level management has time to understand and absorb results, and can facilitate feedback at the lower levels.
- Provide a process and templates to teams for action planning. 4

2. understand issues

- It is the two-way conversation between management and staff about how to improve the workplace that is one of the most valuable components of conducting a survey.
- Spend some time identifying and celebrating the positive results.
- Dig deep for underlying root causes – solutions will only be effective if they are targeted at the real problem, not superficial issues. Keep asking ‘why’ this problem exists, and then ‘why’ again.
- This stage should be characterised by managers doing most of the listening and asking questions, with lower level staff doing most of the talking.
- Sometimes issues are too sensitive for staff to discuss in front of managers. In these cases it may be helpful for a third party (eg, HR or a consultant) to run focus groups.

3. prioritise issues

- Start by reviewing the overarching mission, vision and values.
- Brainstorm a large number of issues highlighted by the survey results, possibly using a SWOT matrix, avoiding evaluation.
- Be as specific as possible about the issue, to maximise understanding and agreement.
- Use a process such as voting or a decision matrix (eg, risk/impact/alignment vs effort/resources/investment) to identify priorities for action.
- For each “unit” (eg, whole organisation, or payroll team), develop a list of “quick wins” (eg, issues easily or quickly solved), and focus on only 1 to 3 “big wins” (eg, issues that will involve substantial resources and planning).
- Don’t forget to consider how to leverage strengths and capitalise on opportunities.

4. plan actions

- For each priority, the most important initial step for planning is to allocate . . .
 1. A single point of responsibility for the priority (who), and
 2. A time at which the action plan will be completed
- If time and knowledge allows in the initial planning session you can also start filling in the rest of the action plan:
 3. Specific measurable deliverable to be achieved (what)
 4. Why it's important and aligned with mission, values and strategy (why)
 5. Tasks and resources required (how)
 6. Where might there be resistance, conflict or risk (where)
 7. Deadline for completion (when)
- In most cases, detailed project management methodology (eg, Gantt charts, project management software) isn't needed.

5. implement & monitor

- Senior management must set a clear expectation that plans must be developed, resourced, implemented and regularly reported to back senior management (not just HR).
- Set specific timeframes for reporting progress against plans to senior management.
- Include a metric such as “% completion” that can be used as a rough indicator of progress; but recognise that progress is rarely linear and that projects often sit at 90% completion for a long time!
- There must be a consequence for not reporting or not making sufficient progress against plans (eg, a “chat” with a senior manager, and components of the appraisal process should assess each individual’s successful change management).
- In the next survey, ask staff whether they received feedback about results from the last survey and saw actions taken.

6. communicate actions

- Regular communications linking change and improvements (small and large) to the survey initiative will enhance the credibility of and commitment to the survey process.
- Establish regular channels for downward or horizontal communication of summarised actions to other departments and/or the whole organisation.
- Link actions back to the feedback from staff received through the survey (eg, “You said X so we’ve done Y”).

kotter's 8 steps for change

Source: Kotter, J. (1995). Leading change: Why transformation efforts fail. Harvard Business Review, Mar-Apr, 59-67.

1. Establish a sense of urgency

- Build a “burning platform” – a clear sense of pain and a need to change

2. Ensure powerful sponsorship and guiding coalition

- Get senior executives to show support and a group of committed people to drive the change

3. Create the vision

- Paint the picture of the vision and direction for change

4. Communicate the vision

- Make sure everyone understands the vision and critical stakeholders have bought into the process

5. Empower others

- Provide sufficient delegation and resources for people to fulfill their duties in the change process

6. Create short-term wins

- Build momentum and trust by achieving, communicating and celebrating “quick wins”

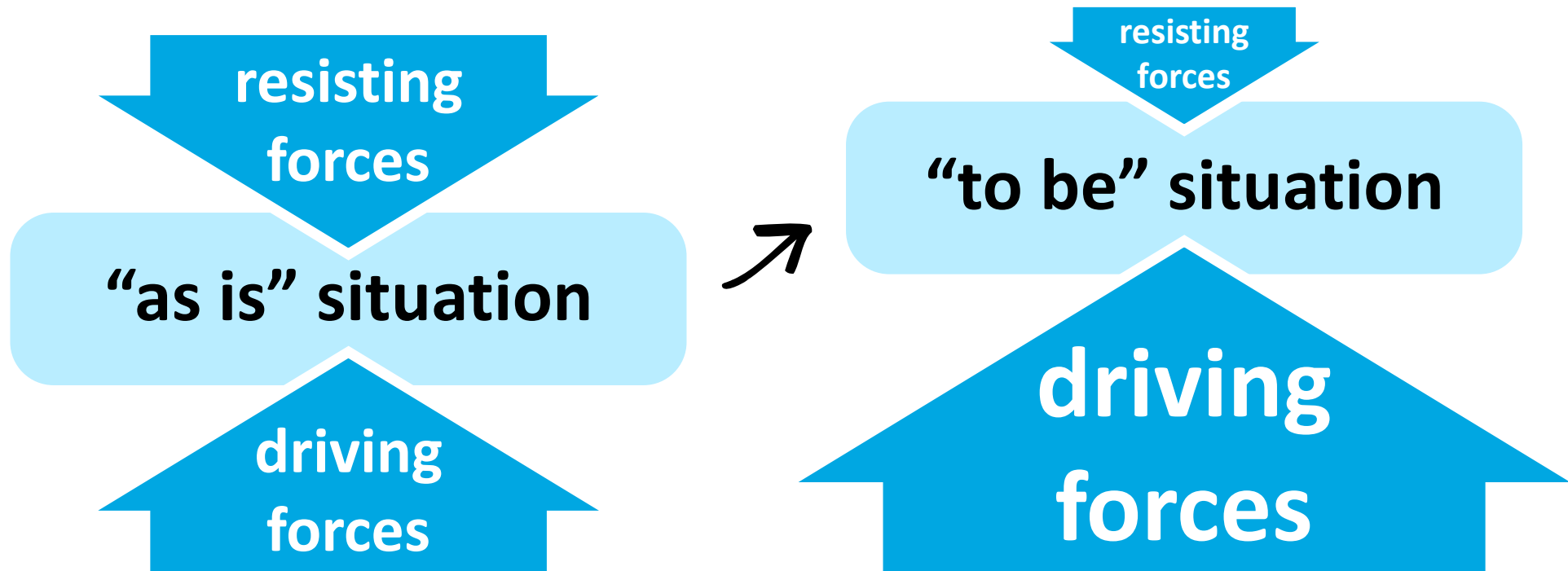
7. Continuously build momentum

- Get more and more people on side, keep pushing, remain vigilant, don't get lazy, and don't take success for granted

8. Institutionalise new practices

- Set up organisational systems to sustain the changes in behaviour

lewin's resisting & driving forces



Lewin, K. (1951). Field theory in social science. New York: Harper & Row.

lewin's resisting & driving forces

Resisting forces

1. Lack of purpose
2. Fear of unknown
3. Lack of skill & confidence
4. Disrupted habits
5. Loss of control
6. Loss of power
7. Loss of rewards & benefits
8. Loss of face
9. Work or change overload
10. Change cynicism

Driving forces

1. Clear purpose
2. Understanding of what & how
3. Trained & practiced
4. Time to adapt
5. Consulted & involved
6. Reassured of status
7. Rewarded
8. Acknowledged & praised
9. Resourced & well paced
10. Earned trust

how to maximise positive change

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

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