



Paris Phoenix Group

Case Study: Employee Engagement and Culture Survey Program

This is an example of a process we have used successfully with several companies, as well as implementing a similar method with merger and acquisition clients.

Business Context

An organization of approximately 700 employees without a previous employee survey or broad employee feedback program. Their goal was to assess employee engagement and form baseline metrics for several areas of engagement and impact within the organization that can be influenced by managers, leaders, and the organization as a whole.

Develop Survey Content

Using existing company information and guiding principles, we met with the Director of Organization Development to brainstorm internal areas for feedback, as well as include research-supported key drivers of employee engagement, and industry best-practice items. We then determined that a clear picture of their own unique organizational culture was an area that was unknown to the leaders, so an additional section on the current culture based on specific organizational attributes was added.

Develop Reports and Feedback Materials

Individual team and department-level reports were designed for Excel following industry standards, and more visual reports based off the Excel results were designed in PowerPoint, including customized summaries for each group. An introduction to action planning was developed and included in each report, as well as other key internal information.

Deliver Feedback

Results were shared at the organization-level with the Director of Organization Development, who then shared results internally with the CEO and leadership team. We worked together through the results phase to identify deeper dives and supporting materials, such as differences in results related to demographic groups, drivers/root cause analysis, and coaching on best practices in using survey data. We met with the HR Business Partners to review the organization-wide results, answer their questions about trends in employee engagement, and to be available as external facilitators and a resource in delivering feedback to their internal clients. Individual leaders and managers received reports internally from these HR Business Partners.



Outcomes

The leadership team identified areas of focus as a group that they needed to work on together, and each leader identified areas of development specific to his/her workgroup or department which, if improved, would help achieve higher engagement. Soon after, the CEO issued a statement on the organization's five overall areas of focus for employees going forward. A Pulse survey was conducted honing in on these five areas to assess progress made year-over-year at an organizational and individual level. Additional drivers/root cause analysis was used to determine the levers necessary to re-engage employees and deliver sustainable positive change.

Notes...

Additional extensions can include customized Action Planning materials (ideas for each item/concept in the survey), feedback and action planning workshops, and focus groups to generate ideas and solutions for individual teams to use going forward.

Through customized business solutions, Paris Phoenix Group helps answer complex organizational questions around employee issues. Our consultants focus on understanding how the employee perspective fits into the organizational people system. Each of our customized solutions is founded on a rigorous research approach. This allows us to provide our clients with well-founded and effective solutions to meet their business needs.