Listening to your Employees - an Evolution

#smarterworkforce
This series of questions asks your opinions about the company’s benefit program as well as about the pay you receive.

51. How do you feel Sears benefits compare with those offered by other companies you know of?
   A. Sears benefits are not as good
   B. Sears benefits are about the same
   C. Sears benefits are much better
   D. I don't know what other companies offer
   E. I have no opinion

52. How well do you feel your retirement years are provided for?
   A. Very adequately
   B. Adequately
   C. Inadequately
   D. Very inadequately
   E. No opinion

53. Do you ever worry about being faced with a large medical bill?
   A. Almost constantly
   B. Much of the time
   C. Occasionally
   D. Seldom
   E. Never
150... In this store, there is:

A. A very great deal of friction
B. Quite a bit of friction
C. Some friction
D. Little friction
E. Almost no friction
CONSUMER EXPECTATIONS have changed.
EMPLOYEE EXPECTATIONS have changed.
BUSINESS TO CONSUMER

BUSINESS TO EMPLOYEE
Customer Feedback

Customer Satisfaction Surveys, Blogs, Social Conversations, etc.

Employee Feedback

Employee Surveys, Comment Analysis, Social Listening, etc.
Customer Data

Employee Data

Online & Profile Data:
Geography, Shopping Preferences, Buying Patterns, Life Events, Age, etc.

Assessment Data:
Cognitive Ability, Situational Judgment, Bio Data, Skills, Personality, Culture Fit, Competencies, Motivations, Learning Styles, Leadership Ability
BUSINESS TO EMPLOYEE

about creating a relationship with your people.

“Employees are the essence of your products & services.” – Josh Bersin, 2014
TRENDS

EMPLOYEE EXPECTATIONS

BEYOND ENGAGEMENT

CONTINUOUS LISTENING
Smarter Workforce

Smarter Workforce Survey

Engage
Enable
Manage
Lead
Culture
Fulfill
Everyday on my way to work
I contemplate driving past it
And never coming back.
satisfaction  commitment

advocacy  pride

ENGAGEMENT
**QUALITY**

- Senior leadership is committed to providing high-quality solutions and services to external clients.
- Where I work, we set clear performance standards for product/service quality.

**CUSTOMER ACTIVATION**

- Client problems are dealt with quickly.
- We regularly use client and other feedback to improve our processes.

**ENABLEMENT**

- Where I work, colleagues are getting the training and development needed to keep up with client demands.

**TEAMWORK**

- The people I work with cooperate to get the job done.
- I am appropriately involved in decisions that affect my work.

**SKILL DEVELOPMENT**
Ethics

1. Where I work, ethical issues and concerns can be discussed without negative consequences.
2. The senior leadership of this company is committed to ethical business practices and conduct.
3. The organization is committed to serving the interests of multiple stakeholders (e.g., customers, employees, suppliers and community), not just the shareholders.
4. The behavior of the people I work with is consistent with this company's mission, vision, and values.
5. In my department, people do not "get ahead" unless their behavior clearly demonstrates this company's values.
6. I can report unethical practices without fear of reprisal.
7. My immediate manager demonstrates honest and ethical behavior.
8. I do not feel pressure to compromise ethical or compliance standards to get my work done.
9. I know how to report suspected unethical business practices.

Based on the CEBC Integrity QuickCheck developed by the Center for Ethical Business Cultures and IBM Kenexa.
Culture

<table>
<thead>
<tr>
<th>Statement</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>XYZ’s culture has been clearly <strong>communicated</strong>.</td>
<td></td>
</tr>
<tr>
<td>The company has clearly <strong>explained</strong> why XYZ’s culture is important to our business <strong>success</strong>.</td>
<td></td>
</tr>
<tr>
<td><strong>I believe</strong> that XYZ’s culture is <strong>important</strong> to our business <strong>success</strong>.</td>
<td></td>
</tr>
<tr>
<td>The behavior of our <strong>senior leadership</strong> team (VPs and Executives) is <strong>consistent</strong> with and <strong>supportive</strong> of XYZ’s culture.</td>
<td><strong>Red</strong></td>
</tr>
<tr>
<td>The behavior of my <strong>manager</strong> is <strong>consistent</strong> with and <strong>supportive</strong> of XYZ’s culture.</td>
<td><strong>Red</strong></td>
</tr>
<tr>
<td>The behavior of the <strong>people I work with</strong> is <strong>consistent</strong> with and <strong>supportive</strong> of XYZ’s culture.</td>
<td><strong>Red</strong></td>
</tr>
<tr>
<td><strong>My behavior</strong> is <strong>consistent</strong> with and <strong>supportive</strong> of XYZ’s culture.</td>
<td><strong>Green</strong></td>
</tr>
</tbody>
</table>

**Strong alignment, gaps in executives and coworkers perception**
Cultural archetype framework

Culture with strengths in integrity, fun, intelligence, and fairness; opportunities in imagination, innovation, and adventure

XYZ Key Drivers:

- Involvement & Belonging
- Communication
- Growth & Development
- Quality
- Recognition
- Future / Vision
- Trust
Customer activation

- People in different businesses I work with partner effectively in putting our customer's interests first.
- Where I work, our performance is evaluated based on how well we deliver on our customer's needs.
- Where I work, people are able to solve our customer's problems in a quick and efficient manner.

- Our leaders demonstrate a clear understanding of the issues facing our customers.
- Where I work, people always consider our customer's point of view when making decisions.
- Our business area is proactive in identifying customer needs.
My work is extremely interesting and challenging. My job makes good use of my talents/skills and abilities.

My work gives me a feeling of personal accomplishment. I feel the work that I do has mutual benefit to me and to my company.
Motivation Questionnaire

The desire to allocate time and energy to a particular goal in exchange for some expected result and reward

Environmental Needs
- Activity
- Comfort & Security
- Financial Reward
- Structure (Flexibility)

Interpersonal Needs
- Competition
- Power & Progression
- Recognition & Status
- Relationships

Intrapersonal Needs
- Achievement
- Autonomy
- Creativity & Interest
- Growth
Elizabeth is a new hire and is reviewing her Onboarding plan with her manager.

**Elizabeth is Motivated by:**

- **Activity** – she likes to stay busy and is willing to work long hours
- **Competition** – she appreciates knowing where she stands with the team and strives to have the greatest growth in her region
- **Autonomy** – she likes to control her own activities and organize her own work schedule to achieve goals

**Onboarding Action Plan:**

- Review reports and sales call requirements for her territory
- Share how the other territories compare with each other and where Elizabeth's region is compared to the rest
- Explains the resources available for Elizabeth as she spends her time on the road making calls and the frequency of communication with her to ensure deliverables are met
TRENDS

EMPLOYEE EXPECTATIONS

BEYOND ENGAGEMENT

CONTINUOUS LISTENING
Pulse technology
Continuous Listening
Example: Pulse after census

<table>
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<tr>
<th>Question</th>
<th>People Manager</th>
<th>Ind. Contributor</th>
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<tbody>
<tr>
<td>Our Leadership Team has a good understanding of the concerns that we face in our day-to-day role.</td>
<td></td>
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<tr>
<td>Our Leadership Team is making a difference in removing the concerns that we face in our day-to-day role.</td>
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<tr>
<td>I have confidence that changes coming from employee feedback will create a more positive employee experience.</td>
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</table>
Feedback Preferences

What are your preferred options for receiving work related feedback in your day-to-day work (Please check all that apply)?

- via email: 65% (6210)
- face to face: 59% (5675)
- through instant message (e.g. Sametime): 36% (3449)
- over the phone: 28% (2672)
- via comments made to my Connections profile: 21% (2031)
- other (please specify): 2% (238)
Online collaborative discussion. Includes online real-time analysis of trending topics.
Sample implementation plan (high level)

- **Design**
  - Stakeholder interviews
  - Planning workshop
  - Hypotheses generation
  - Listening strategy

- **Active**
  - **Polling (Mini pulse)**
    - Strategic priorities (planned)
    - Events (planned and unplanned)
    - Set direction, values, planning

- **Passive**
  - Daily Pulse
    - Drivers of engagement, enablement factors, perceptions

- **Ad hoc**
  - Ad hoc survey

- **Jam**
  - Set direction, values, planning

- **Action planning (continuous)**

  = event, finding, important trend, unexpected patterns
Continuous listening approach

Hypotheses – how would we know?
- Trending topics
- Engagement markers
- Enablement markers
- Leadership/management perception
- Company perception

Business questions – what do we need to know?
- What is driving employee engagement / disengagement?
- What specific actions will improve the work environment?
- What is inhibiting employees from excelling in their jobs?
- Which of our workplace policies are working as designed?
- Which policies need to be adjusted to achieve our goals?

Listening – what can we learn?
Passive
- Employee social chatter (internal/external)
- Open-ended comments
Active
- Topic-specific survey/poll
Ad hoc / Reactive
- Polling based on trending topics

Analysis – what have we learned?
- Employee sentiments
- Enablers/barriers
- Local/group issues

Action – what should we do?
- Plan actions for addressing issues and improving employee engagement; continuously track pulse to assess impact
- Targeted actions for specific business units, job roles, geographies
- Based on unique insights gleaned from rich data
Thank you!