

Transforming Surveys Into Leadership Tools





eePulse approach to:

**HR Metrics and
Employee Engagement**

HR Metrics are developed with data “about people”

Turnover

Succession

Movement

Training

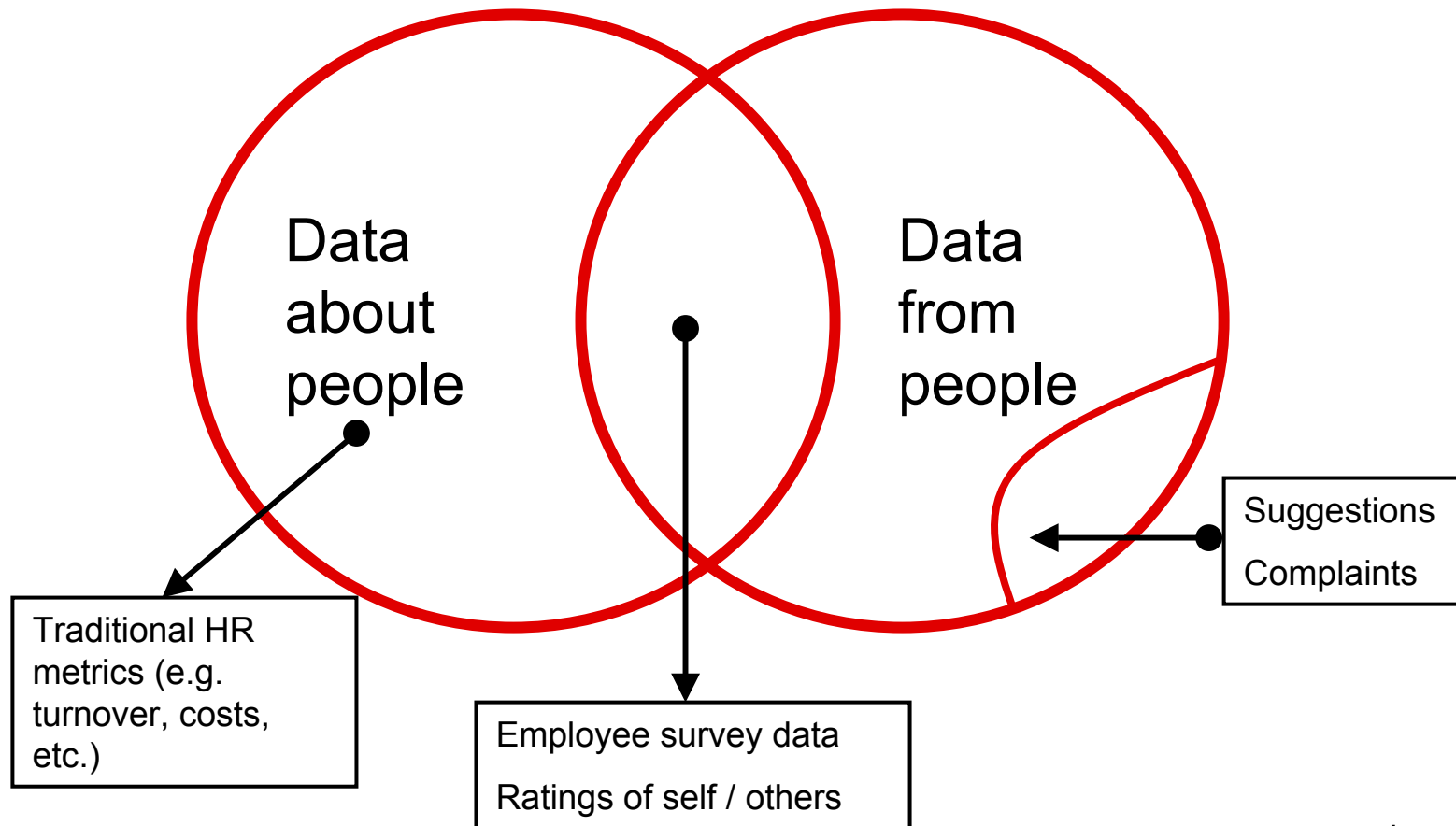
Absenteeism

Compensation

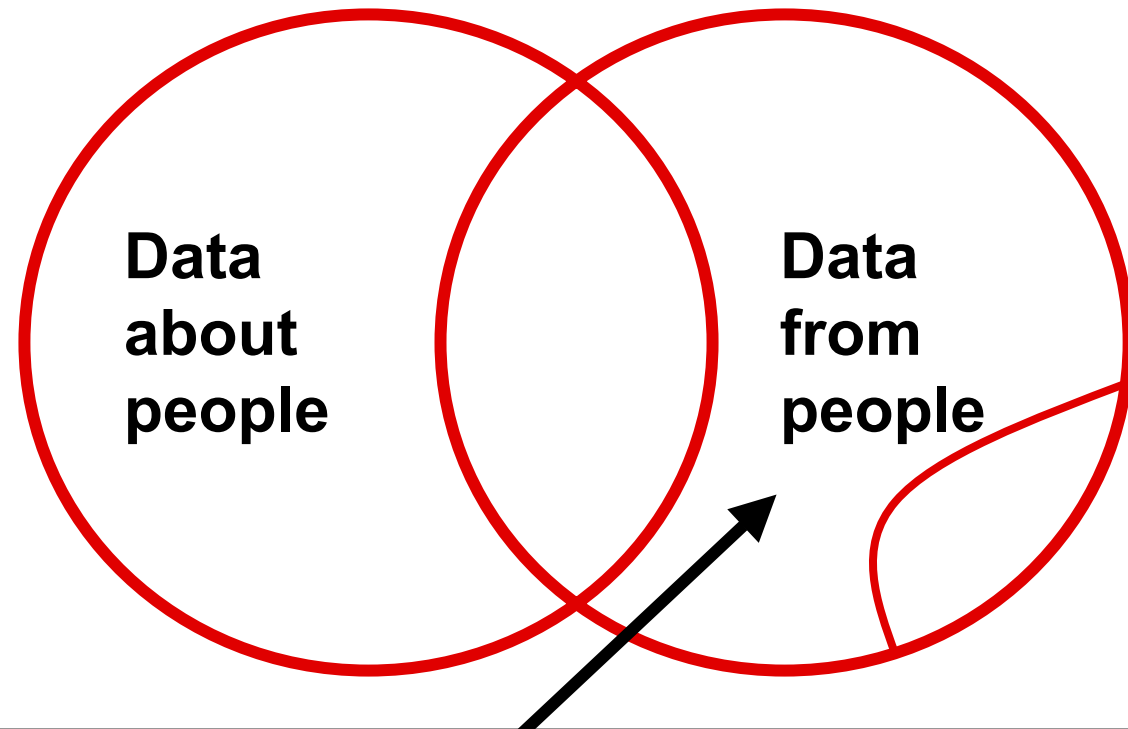
Productivity

Benefits

And sometimes we collect data “from” people



But there's a huge opportunity for improvement



IF you add data FROM people, not about how they “feel,” but ABOUT THEIR EXPERIENCE AT WORK OR ABOUT THE BUSINESS

eePulse Approach

- **Provide frequent metrics about people**
 - Energy Pulse, Valour Pulse, Customized strategic metrics
- **Add business data FROM people**
 - Open-ended comment data that is categorized via our technology
- **Deliver data to managers immediately**
 - Reports to all managers who need them as frequently as weekly
- **Record actions managers take**
- **Document and “roll up” ROI on actions**

Why is this our approach? See next page

Big wins for productivity, financial performance, decision making, customer experience, employee experience, and more are a function of data and actions

$$\text{BIG WINS} = [f(X_1) + (X_2)] \times [(10)(X_3)]$$

Where X_1 = data about people

X_2 = data from people

X_3 = manager actions

Why 10 Times Manager Actions?

- When a manager takes action, the productivity of that manager's employees improves
- When managers take action, managers become better managers, morale improves, and this also affects productivity
- When managers take action, you get short-term quick wins in addition to larger wins
- When senior managers or "corporate" take action that in turn helps managers take action, then overall results or wins are multiplied by at least 10

Leaders and managers work with data differently

INTER"ACT" WITH DATA

VS.

RE"ACT" TO DATA

The Role of Human Resource
Executives Evolves and Changes

HR Executive Role

- HR now has data “from” people ABOUT the business. That is in addition to their data “about people.”
- HR data is now even more key to strategic decision making and strategic realignment efforts.
- HR becomes critical in helping managers with their interaction strategies.
- HR helps build the new people data into the decision making processes that already exist in the organization (business plans, meetings, reporting, etc.).



Next:

**eePulse Approach to
Employee Engagement**

Traditional Survey

vs. eePulse Solution

Point-in-time data	Continuous data, trend data
Limited questions	Strategic metrics strategy
Limited open-ended comment data	Liberal use of open-ended comments; code comments
You must buy into the “magic questions”	You listen to employees; react to the issues that are getting in their way
Issue identification, action planning highly dependent on consulting expertise	Issue and action planning modules built into technology; flow from each manager’s issues
Process is aligned with consultant’s strategy	Process is aligned with YOUR strategy; makes strategic realignment possible
Data not actionable	Actionable data

Employee Engagement: eePulse Learning

1. You can't have engaged employees without engaged managers

eePulse process starts with management

2. Engagement happens when you get the productivity blockers out of the way

Open-ended comments

3. There are no "magic" questions; productivity blockers can be small things

Strategic metrics strategy

4. To get managers to take action, you have to give them something specific to act upon

Code comments; collect frequently

5. To engage managers in continuing to take action, they need positive reinforcement

Issue and action planning on line

6. Senior management needs real ROI data

ROI data rolls up

Academic Research and Learning

- Drive customized metrics strategies
- Next: A brief introduction to the academic research
 - A story of “Valour”
 - Dictionary definition of valour:
“strength of mind and spirit that allows one to conquer danger with firmness”

Research

- Over 17 years of predictive research with thousands of companies and hundreds of thousands of employees
- Results point to 2 factors that are critical for long-term firm and individual performance, including:

Two Factors Predict:

Earnings growth

Stock price growth

Firm Survival

360 feedback scores, turnover

And those two factors are:

Sense of Urgency

AND

Valor

Valour

(added U from Urgency to traditional spelling of Valor)

VAL = value, employees feel valued by manager and peers

O = ownership, employees feel sense of ownership in job, company, team


U = urgency, sense of urgency or energy at work

R = rewards, formal and informal

Research shows that when URGENCY is balanced with other components of Valor, then you win – higher firm performance, higher individual performance, higher engagement ... all equal long-term success

Valour Survey

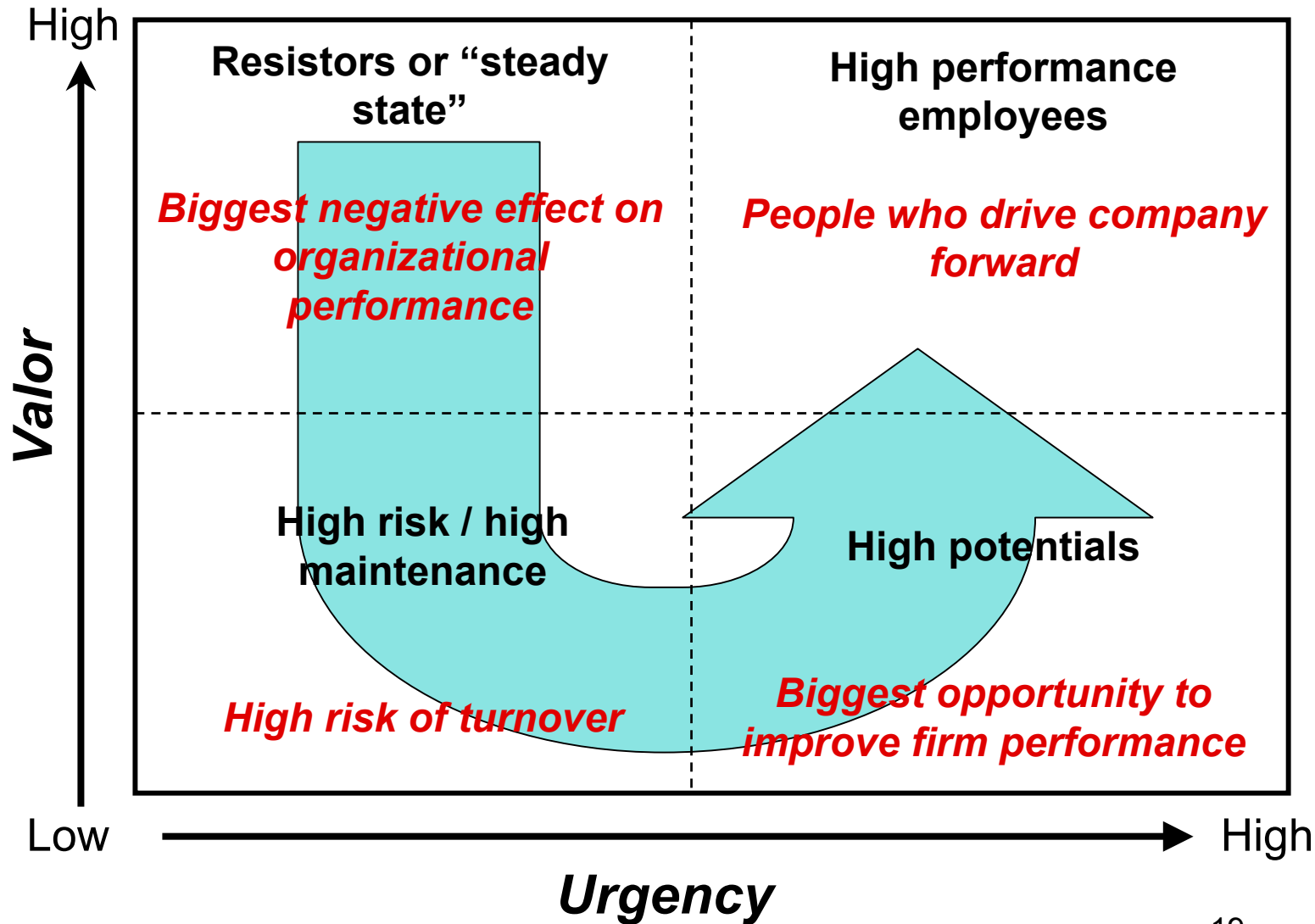
(recommend every 6 months)

ValourPulse 

Please take time to answer the questions below. These questions will be used to assess several aspects of our company's culture. The survey results are sent to eePulse directly, and your individual responses will be completely confidential. Thank you for helping us in this process.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My manager values me as a person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. My manager values the work I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. My co-workers value me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. My co-workers value the contributions I make at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My opinions and ideas are valued by people at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. My job is very important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I feel like an owner of this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I have the opportunity to learn and develop my self and my skills at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. My work is challenging.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I have to perform well in this company to be successful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. The pace of work is usually very high.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Overall, I feel a high sense of urgency at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I am fairly rewarded for the work I do and the role I play at this company.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. The company rewards people who are contributors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. My manager recognizes a job well done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Valour Analysis





If you only work on the
VALOR* side of the equation

**You only understand half the
equation for success**

Need the “U” = Sense of Urgency

* Most traditional approaches to employee surveys or employee engagement include questions that closely parallel those include in the Valor side of the equation.

Sample Valour Results

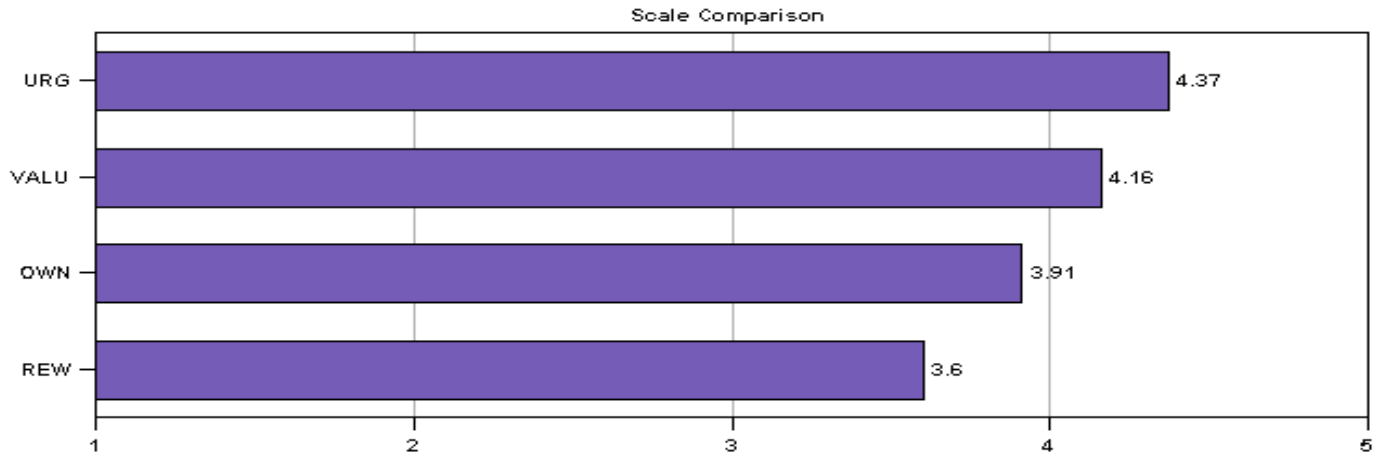


Chart to right shows percentage of employees in each category; these groups are tracked over time so you can measure transition



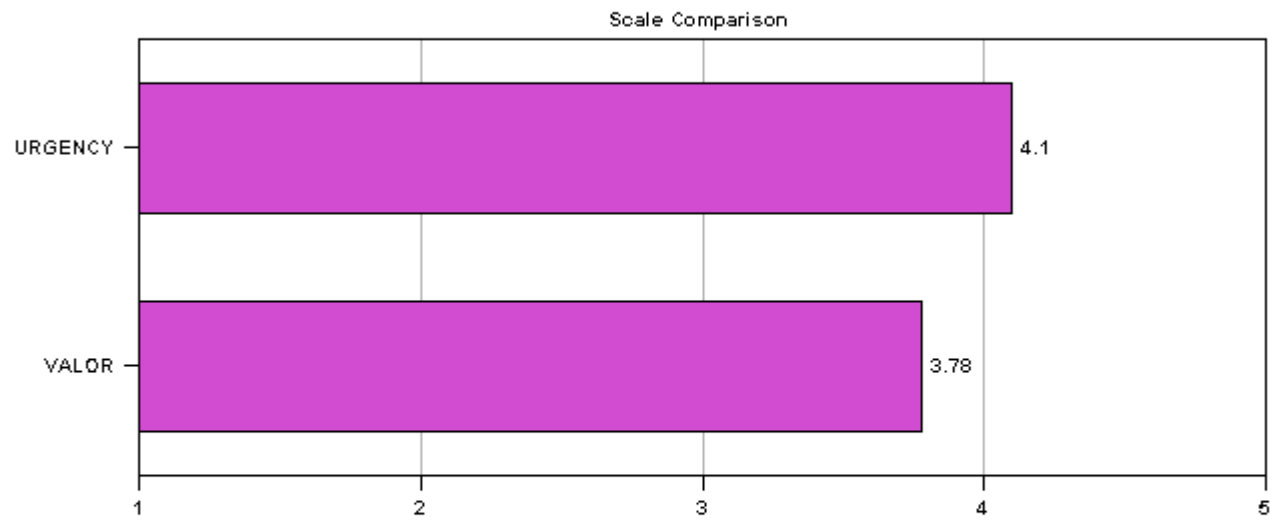
		<i>Urgency</i>		
		Low	High	
<i>Valor</i>	High	2%	46%	High
	Low	18%	34%	Low
		Low	High	
		<i>Urgency</i>		

Sample Valour Pulse report with link to Action Objects

Click on box to right to link to memes



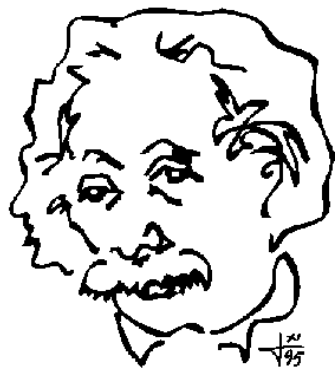
Scale Comparison	
Scale (an average of individual questions that make up a scale)	Mean (SD)
<u>VALOR</u>	3.78 (0.67)
<u>URGENCY</u>	4.10 (0.65)



		Low	High		
Valor	High	2%	46%	High	
	Low	28%	24%	Low	
		Low	High		

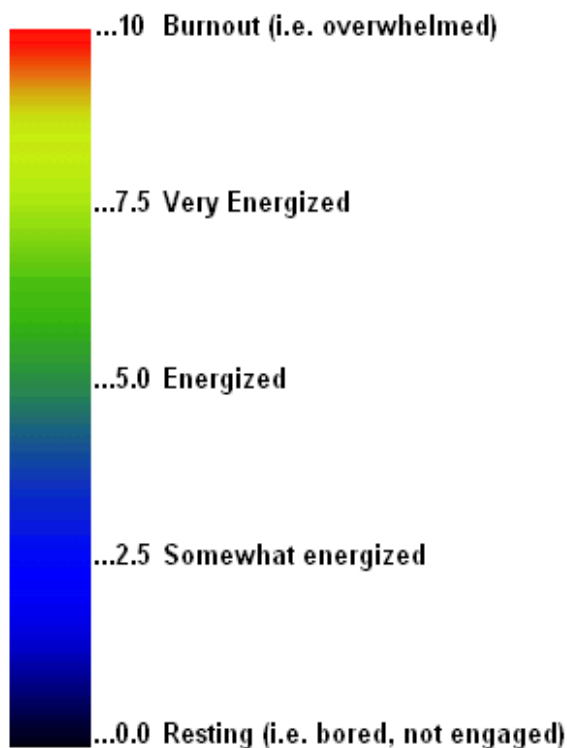
Link To Energy Pulse

- Measure 'sense of urgency' on a frequent basis (U from valour)
 - Energy Pulse – degree to which you are 'energized' by your job
- Assess frequently because energy fluctuates
 - You want to optimize energy
- Management takes action based on data
 - Managers make employees feel more valued; enhance sense of ownership; employees say process is a reward



Energy Pulse Scale

Using the 1 to 10 scale below, please rate the degree to which you feel *energized* by your work (your pulse). Think of energy as the degree of motivation you bring to the job. You can respond with any number on the scale from 1 to 10 (it's ok to use decimals such as 5.5).



1. What is your pulse? (enter a number from 1 to 10 using Pulse scale on left)

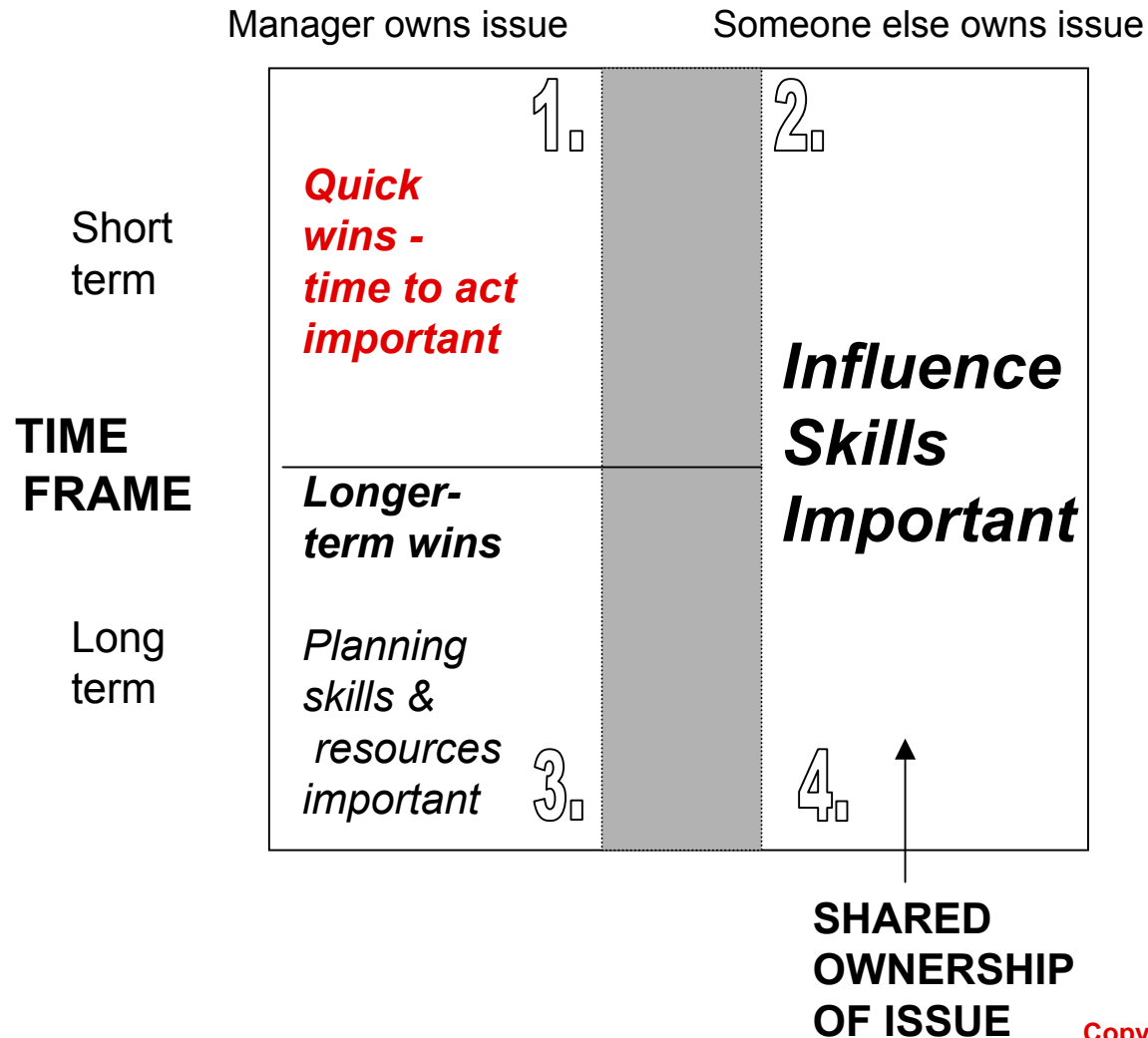
2. Please report what you think the average pulse would be for the group of people who report directly to you.

3. Please take time to tell us about factors affecting your work. What things are working well? If there are obstacles getting in your way, let us know. And, if you have suggestions for improvement, please pass on your ideas.

“Always look for the simple solution”

Managers learn to take action and focus on quick wins to build engagement and energy

ISSUE OWNERSHIP



Real employee engagement is a continuous process

When employees are engaged, you get “above and beyond” behaviors; those behaviors lead to improved firm performance

These above and beyond behaviors cannot be easily copied by your competition