

Improve your business — just by listening.



If you're serious about improving your business, your people, and their performance, you need to be serious about — and be good at — “employee listening.” That's because understanding employee attitudes, beliefs, and behaviors is critical to identifying and driving the kinds of organizational change that lead to better performance.

Why employee listening?

- It can give you a competitive advantage by focusing your efforts to improve overall engagement and performance.
- It can enhance your position in the eyes of your employees by demonstrating your willingness to engage them — and you can further enhance it by communicating what you learned and the action you intend to take.
- It can increase your effectiveness by enabling you to operate on the basis of sound information — as opposed to untested (and possibly erroneous) assumptions.

Five Good Reasons for not Engaging in Employee Listening

We've heard them all before. Any of these sound familiar?

1. **We don't want to raise expectations.** The fact is, your employees already have expectations — and those expectations aren't always reasonable. Employee listening can help you align expectations for employees with your business goals.
2. **We're not prepared to deal with the findings.** Avoiding the data doesn't solve any underlying problems. Better to talk with your employees about the issues that can be addressed quickly and the ones that will take time.
3. **We already know what they think.** Survey after survey tells us that employees believe their companies “make major decisions that affect my life without asking me.” You'll have a hard time enlisting employees' support for company goals when you don't demonstrate you know or care about theirs.
4. **We're surveyed to death.** Being “surveyed to death” is a good sign that you need to put a “listening strategy” in place to limit the questionnaires and make the process both painless and far more effective.
5. **We don't have the time or the money.** Through email and Web-based surveys, you can get data quickly and cost-effectively. And, it's an investment in your human capital that can have a positive ROI in many ways.



The Nuts and Bolts Technical Stuff

If you believe that employee listening is right for you, you need a firm that can help you:

- Learn what your employees are thinking
- Make the most of what you learn

Our extensive capabilities include all phases of an employee survey project, and our proven approach helps ensure that you get the information you want from the audiences that matter most to you.

Research design: What you're really after in listening to employees is how to improve your business. We help you identify the "real questions" to get you those answers, through both questionnaire design and in-person interview, focus group, and panel study approaches.

Sampling design: We make sure the right people are surveyed to give you reliable results. The choice of sampling design depends on the objectives of the survey, the need for precision in overall and sub-group results, and the most efficient use of your resources. We're experienced in all types of sampling, from the simple to the complex, and have developed mechanisms to draw samples from available databases.

Questionnaire design: We design questionnaires that identify opinions, preferences, priorities, options, and choices that will be the most useful to you.

Survey administration: When you undertake an employee listening survey, you want to make sure you get the highest response rates possible. We have extensive experience with all survey data collection methods, and will handle all the activities related to gathering the information.

Data processing: You want to be certain of the integrity and quality of your survey data. We manage all aspects of data processing, including handling and tabulation of quantitative responses in printed questionnaires, automatic data capture from online surveys, and compilation of verbatim responses from open-ended questions.

Statistical analysis: When the results come in, you want to be able to see clearly what's been found. We developed an extensive system for producing client-friendly statistical results — in graph and table formats — which summarize question-by-question and aggregate results for a particular topic. Our consultants have the statistical expertise to ensure you get the right analysis and draw the right conclusions.

Interviews and focus groups: At your discretion, we can further engage those involved: interviews with key decision-makers to gain commitment to the process; focus groups with employees to uncover hidden issues to explore in the survey (and help engage them in the project); and post-survey discussions to elicit maximum employee participation and candor.

Action planning: We help you turn survey data into meaningful action that improves the business. We work with your senior leadership, line management, and employee teams to develop more effective work systems, structures, and processes that achieve higher levels of performance. Our expertise in communication, human resources, organizational change and development, employee benefits, and compensation — all of which support performance — enables you to bring the results full circle.



Learn More

To find out more about our Employee Listening survey, contact our Engagement Practice consulting team at 1.866.355.6647 or hrservices@conduent.com.

www.conduent.com/hrservices

The Right Survey

Our core Employee Listening Survey Suite includes:

- Communication Effectiveness
- Health Care and Wellness
- Retirement Planning and Benefits
- Employee Engagement
- Organizational Culture
- Total Rewards and Benefits Optimization

The surveys we develop are customized to meet your needs and deliver useful results. Some of the objectives we can help you achieve through an employee listening process are to:

- Enhance work environment/culture/climate
- Improve communication systems
- Assess training and development needs
- Monitor organizational change
- Measure employee engagement
- Support executive vision
- Analyze staffing needs
- Reorganize department workflows
- Improve incentive pay
- Support benefit redesign
- Measure satisfaction with deferred compensation plans
- Assess satisfaction with total compensation/benefits/ statements

Still not sure about employee listening? Consider a few real-life examples.

A Fortune 200 steel manufacturer used a broad-based employee “pulse” survey to gauge how well the CEO’s objectives had cascaded down through individual goals at every level in the company. The survey data enabled the client to pinpoint exactly where the cascading process had been effective and where more work was needed.

A large food processor engaged Conduent HR Consulting to survey employee perceptions of high deductible health plans (HDHPs), develop a social media campaign to facilitate a CDHP roll-out and survey the impact of the social media campaign. The surveys enabled the organization to effectively roll-out the new HDHP and showed a very positive impact of our social media campaign on attitudes and expectations.

An international paper manufacturer used annual surveys of managers and executives to understand the extent to which a large-scale strategic transformation was “taking root” throughout the organization. Based on the survey results, a country-specific communication campaign was launched that substantially accelerated the transformation.

We can share many other stories of clients who learned things that surprised them — and then turned those findings to their advantage. The question is not whether an organization should engage in employee listening, but whether it can afford not to.

