spark'd
The Science of Employee Engagement

Insights to ignite passion, productivity & performance.

"Case Study: How Making Employee Engagement a KPI and Linking It to Compensation Focused an Executive Team on People Management"

"We help you align your management practices with engagement drivers to drive performance."
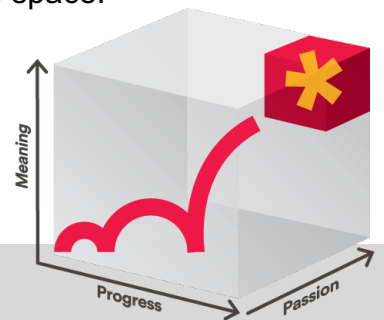
The Organization

This local insurance company has been a market leader for 50 years. It prides itself on "home grown" talent at the executive level. It markets itself as offering technically-advanced underwriting with a health specialization.

Due to a series of rapid acquisitions, the organization tripled its workforce and product offering. This growth enabled the organization to compete in many new areas such as pensions and life insurance.

Within a very short period of time, the organization dramatically expanded its product and services offering, client base and market share. The result? The organization is currently viewed as a market leader in the local insurance space.

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The Benefits

Spark'd insights help organizational leaders, managers, HR professionals and OD practitioners to direct employee engagement efforts toward the things that matter most.

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Challenges

With the rapid growth, a leadership challenge emerged. The senior management team viewed themselves as technical experts. They served on industry panels advising the government, they supported the sales force by presenting the most complex and technical proposals to clients, and they loved delving into management reports. But, they pulled back from people management. In fact, they avoided it as much as possible. They did not know how to lead people and, more problematic, had little interest in it!

With a workforce triple its original size, it became increasingly difficult to direct activities and stay on top of assigned tasks and projects. It also became challenging to ensure everyone knew the high-level game plan, knew their role, and received adequate feedback. Staying on top of communications began to feel impossible and many executives gave up trying, deciding to do simply what they felt were "have to knows".

The Impact

In a relatively short period of time, employee morale began to wane. People began to disengage, as they did not know how best to contribute. Frustrations increased as communications decreased. Those who were self-driven began to do what they thought was needed, without knowing if their actions aligned to corporate goals.

The CEO needed his senior team to focus on people leadership. He needed them to focus their energy on ensuring employees were engaged, productive and hitting their targets in ways that sustained their commitment and continued to inspire them to perform at their best.

To find out more about how Spark'd can help you,
visit our website at: www.spark-engagement.com
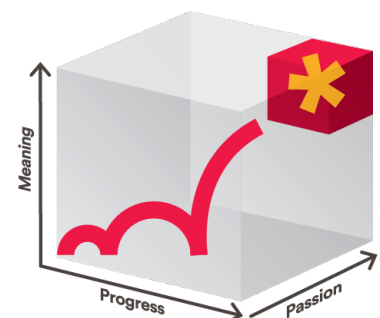
The Solution

Engagement data and targets focused leaders on people management: What role did Spark Engagement play?

Pulse Taking & Action Planning: Spark'd applied its 21 question survey, validated to measure and define true employee engagement for individuals, teams and the organization overall.

- Producing *a snapshot of the organization's emotional landscape*, Spark'd segmented the workforce into eight validated emotional states, and drew a comprehensive, insightful view of employee mindset.

- Reporting on *the key 21 engagement drivers*, validated to create workforce engagement, we provided insight into the needs and strengths of the employee experience.

- Pinpointing *critical areas for leadership action*, based on documented best practices, focused the planning and resource allocation.

- Presenting *a research-based coaching model to engage employees "on-the-spot"*, presented visually and simply, embedded engagement practices into everyday employee interactions.

This assessment phase, focused solely on data, appealed to the technical preferences of the leadership team and gave them the insights needed to enter more comfortably into people management. Quantifying the employee experience, in terms that were _digestible, understandable and actionable,_ won the leadership team over to a more people-focused approach.

Designing the KPI. Next, based on the data, targets were set and calibrated for the following year, just as is the practice with financial goal setting and other critical success factors.

- Targets were set, based on a statistical analysis, for the areas deemed most critical for the success of the strategic and business plans.

- Next, a component of executive compensation was tied to the employee engagement target to ensure that "What gets measured, gets done." Moreover, when the CEO spoke to staff, he was able to demonstrate commitment to employee engagement saying, "We are putting our money where our mouths are!"
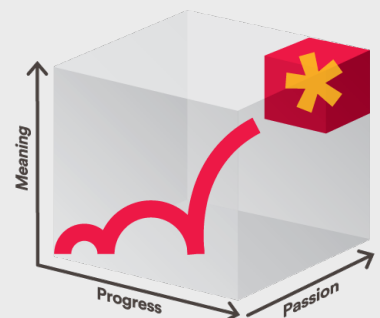
The Results

Focused and shared leadership practices boosted engagement significantly as well as retention, loyalty, and advocacy outcomes!

The leadership team executed the action plan over the following months. Having a shared focus on key drivers, knowing what success looks like, and regular progress reporting enabled them to work as a team for significant results. The validated survey and model guarantee results when executed appropriately by leaders.

Key benefits: Within one year, employee engagement significantly improved and as a direct result of this improved mindset, people reported much more likely to:

- Recommend the organization as a place to work
- View their organization favorably compared to the competition
- Remain employed with the organization.

And, most importantly, the improved engagement scores also collated with improved year-end financial results.

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