

[DataDriven] Improvement

Leadership begins by having a shared understanding of the current state, not just organizational lore, but a fact-based assessment.

Leaders, now more than ever, need to know what the real facts are. They need to know where they should focus their energies and their organizations', and sometimes, they need to know when to let go.

MOR Associates' experience and expertise will ensure that your survey will ask the right people the right questions. This means you can count on a survey that is actionable, specific and focused.

“The analysis done by MOR Associates following each survey iteration provided our organization and our clients with valuable hard data and a ready framework to identify actions to address key priorities of the community.”

[Engagement Surveys]

Research shows that engaged employees are more productive, more innovative, and more committed to their work. It's natural that organizations have a keen interest in measuring engagement and targeting efforts to improve it. Our validated survey reliably measures all of the factors that research says contribute to or detract from employee engagement – and it allows for additional factors unique to your organization. Our analysis ensures that the most important insights about engagement at your organization are captured and clearly documented in a way that makes it easy to share the results. Additionally, we apply our organizational development expertise to facilitate a follow through process that leaves you with a promising set of action steps to increase engagement.

[Customer Satisfaction Surveys]

Many of our clients are initially motivated to do customer surveys because they want to move beyond “death by anecdote,” an all too familiar situation in which a few individuals frame the narrative for their entire organization. Our expertly designed customer surveys provide a thorough accounting of the needs, wants, likes, and dislikes of the entire community, offering a clear road map for action planning. But our clients soon discover that our customer surveys do so much more. For all of the various stakeholders, they educate, they prove value, they demonstrate the organization's commitment to the larger community, and they build critical support for improvement efforts.

[360 Multi-Rater Feedback Surveys]

360 surveys provide participants with valuable insights about how others perceive their strengths and improvement opportunities. When the surveys are done right, they illuminate a path for participants to realize personal growth that, in turn, creates value for the organization.

By their nature, 360 surveys are personal, but you can be assured that we will get it right. Our survey instruments are of the highest quality, our administration processes deliver high response rates, and we make every effort to ensure that participants and respondents alike see the process as a constructive one. Our 360s can be customized to reflect the needs of individual organizations, we have a robust system in place to administer the surveys, and our industry-best reports present the results with clarity.

We believe that participants in 360 surveys deserve the benefit of one-on-one or group debriefs to help them make sense of the results and select appropriate development goals. Debriefs are always a feature of our 360s, whether they are provided by our own expert coaches, by our clients' in-house coaches or HR personnel, or by external coaches hired by our clients.



462 Main Street, Suite 300
Watertown, MA 02472
617.924.4501
www.morassociates.com

[Process Overview]

In all phases of the process, our role is to provide an excellent starting point from which clients can proceed with confidence. We provide a firm foundation upon which our clients can tailor their efforts. We take care of the details and provide clients with guidance on those things that need their attention.

[Questionnaire Design] ●●●●●

We have a library of validated, actionable questions that form the core of most of our surveys. We typically work with individual clients to supplement or add to our core set with new questions that reflect their specific needs.

[Survey Administration] ●●●●●

MOR Associates surveys typically exceed the highest response rates our clients have ever seen. The tools and techniques we use to achieve these results include respondent-friendly questionnaires, effective invitations and reminders, incentives, and sensitive responses to participant inquiries. Clients have full visibility into survey response rates, which are reported out regularly over the course of the survey.

Surveys are typically hosted on our own dedicated, secure server. All responses are confidential.

“ I found the 360 degree evaluations and feedback useful. Sometimes it was somewhat awkward or painful, but the insights and feedback were helpful for me. Prior to the leadership program, I would get defensive when I was given feedback. Now, instead of reacting defensively, I practice active listening to really hear what the person is saying. I also regularly ask for feedback from my colleagues and staff, which gives me a different perspective. ”

[Prioritizing the Results] ●●●●●

While we have an important role to play in interpreting the results, our clients also have an important role to play. Clients will ultimately view the results as “one piece of evidence” that must be seen in the context of what they know about their organizations. We meet with survey teams and their sponsors to review the results and establish a shared interpretation of the data. The next step is to identify action steps.

[Survey Reports] ●●●●●

Our reports accurately distill lots of data into templates that are readily understood and communicated: an executive summary provides interpretation of the results and highlights key findings; intuitive charts make the obscure obvious; detailed tables satisfy the statistically-minded; and sophisticated text analysis quantifies and visualizes what respondents say.

[Communicating the Results] ●●●●●

We work with clients in developing strategies for communicating the results to the larger community, often producing report breakouts for individual departments, trimmed-down versions suitable for public posting, and slide decks.

[Completing the Cycle] ●●●●●

While our surveys yield immediate benefits and actionable data, they also create a baseline for measuring change over time. When surveys are repeated, this ability to measure change over time creates a connection between actions undertaken and results achieved.

Learn more about how we can help you use data to support your organization:

[Contact Chris Paquette]

p: 617.924.4501

e: cpaquette@morassociates.com