

[DataDriven] Improvement

Employee Engagement

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 well-designed, specific, focused, and actionable.

We are dedicated to making the survey process as easy as possible for our clients so they can focus their energies on what's really important.

“The central premise of focusing on engagement is that it is within the power of organizations and individuals to increase engagement, and by doing so, organizations can get more out their employees and employees can get more out of their work.”

[Why is engagement important?]

Research shows that engaged employees are more productive, more innovative, and more committed to their work. Engaged employees are excited about doing good work. Disengaged employees, on the other hand, may just be doing the absolute minimum. And somewhere in the middle lie the modestly-engaged; these are people who are doing their jobs, but they have more to give, sometimes a lot more, and for whatever reasons, they are not motivated to give it.

Clearly, there is a benefit to organizations to have engaged employees. It is equally beneficial to employees to be engaged. After all, who among us doesn't want to have a job that energizes and excites us? Given the powerful intersection of organizational and individual interests that engagement represents, engagement is an increasingly important area of focus for organizations looking to be their best.

[How can MOR help?]

We have a streamlined process and set of tools to help organizations efficiently and credibly gather good data about the current state of engagement and what aspects of the workplace would be good targets for improvement efforts. We ensure that the most important insights about engagement are captured, clearly documented, and easy to share. Applying our organizational development expertise, we also help our clients process the results and arrive at a promising set of action steps to increase engagement.

[How do we measure engagement?]

Our base survey asks about dimensions of engagement that the literature suggest are most important. We also provide our clients with the opportunity to ask additional questions that are specific to their culture.

Here are standard dimensions from our base survey:

- Challenge/Job Fit
- Communication
- Excellence
- Pride in Job and Employer
- Prospects for Personal Growth
- Recognition
- Resources
- Shared Leadership
- Supervisor Credibility
- Supervisor Fairness and Respect
- Supervisor Support
- Teamwork

The dimensions above contribute to engagement, but they don't measure engagement itself. For that, we have a separate set of questions designed to measure “the amount of discretionary effort exhibited by employees in their job,” a widely recognized measure of engagement. By comparing actual engagement and the dimensions that contribute to it, we are able to report back which dimensions would be good targets for improvement efforts.



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[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, 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.

“MOR’s approach was collaborative from beginning to end and helped us to align the survey with our strategic planning efforts. Their analysis provided valuable hard data that we used to determine priorities and to allocate focus and resources. The results also provided performance measures that we could use to assess our progress over time. MOR’s presence assured the community of privacy, neutrality, and statistically sound methods.”

[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:

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