



# Insight Alliance®

## Engaging Employees in Change



Successfully improving the performance of organizations, inevitably depends to a large degree on the alignment, engagement and capabilities of employees. Skilled application of Organization Effectiveness Profiling (OEP) can assist leaders to diagnose issues and to build an aligned, engaged and empowered organization that is focused on improving performance.

Creating buy-in to the change and empowering employees to engage and act are crucial steps in successful change. Using Organization Effectiveness Profiling (OEP) can help leaders to diagnose issues, provide evidence of the need for change, engage and empower employees, and ultimately provides a measure of improvement in targeted areas.

### Using OEP to drive effective change

OEP (Organization Effectiveness Profiling) is a business diagnostic and business improvement tool used by hundreds of organizations globally to help them keep on improving.

#### Step 1 – Getting the data

Organization Effectiveness Profiling can be implemented in a user-friendly way, with employees providing their views on a confidential basis. Employees can respond through a user-friendly on-line survey either at work, or elsewhere. For employees who don't have ready access to computers, paper based survey forms are available. To help ensure that responses reflect employees real views, it's important that employees trust that their individual responses will be kept confidential, and that no individual responses will be accessible to the organization.

#### Step 2 – Use the data to support conversations that identify issues, shape action plans, and help to build a collaborative, performance oriented culture.

The data is collated and provided to the organization in a way that helps leaders and employees understand how the organization is performing on 19 key drivers. The information can be provided by department, location, management level etc – provided that there are at least four people responding in each area so that the confidentiality of each respondent's information is maintained.

Presentation of the result includes a graphic traffic light approach which helps quickly communicate the areas of strengths or weakness, and provides evidence of areas for improvement – see Figure 1. Given that the results are based on the input from employees, employees tend to consider the information to be objective and credible.

These presentations should be followed by facilitated discussion in smaller employee groups to help people in these groups understand the results for their area, identify key issues, and explore opportunities for improvement. A key aspect of these facilitated discussions is helping employees to take ownership of what they can improve. Discussion can then progress to action planning. (See further Page 2)

- Diagnose issues
- Credible data and evidence based on employee input
- Key input to shaping priorities and action plans.
- Can help build alignment to the organizations direction.
- Can help you build employee engagement in tough times and as the economy recovers.

See further:

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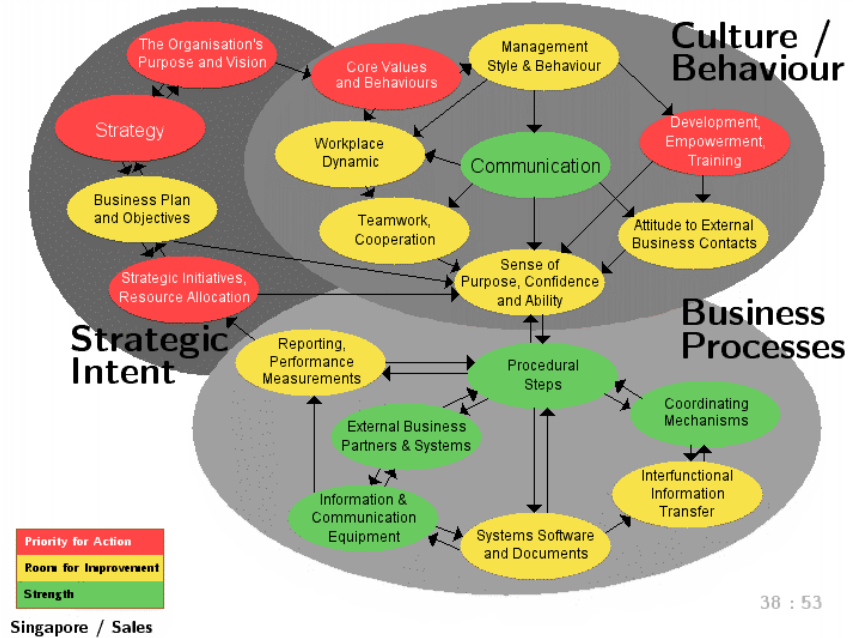
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Figure 1 - OEP 19 Driver Model an example



Engaging employees in the analysis, interpretation, prioritisation and actioning of these issues is key to achieving their buy-in, and to successfully empowering employees to implement the necessary changes. This approach helps employees to understand how change will affect their roles, and empowers them to participate in creating action plans and improved outcomes. Importantly, this approach encourages open communication and helps to focus everyone on constructively addressing the priorities.

- Results can be provided by total organization, by department, by geography, by employee level (assuming >4 respondents in each area)
- Opportunity to Include questions tailored to your organization
- Track improvement
- Helps organizations achieve change.

### Step 3. Keep moving forward

Creating and recognising short term wins can help motivate employees to engage in the organization change, and to focus on further improvement.

Promoting a sense of urgency, and tracking progress are also important. The change program should include monitoring implementation of the actions identified, providing encouragement, resources, and support, as well as giving recognition and celebrating success as appropriate. Some organizations may include key action items in the performance objectives for managers and other employees, further encouraging focus and rewarding achievement. It is recommended that the OEP survey be repeated down-the-track to measure improvement, and to help the organization review and update priorities. In rapidly changing organizations (or departments), the OEP might be repeated in six months. In other situations it is generally recommended that OEP surveys be refreshed annually.

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Organization Effectiveness Profiling software & data analysis is hosted by the COI group. Access to the survey forms, analysis and reports is only available through accredited providers. Insight Alliance® is an accredited provider.

To learn more about Organization Effectiveness Profiling contact [Info@InsightAlliance.biz](mailto:Info@InsightAlliance.biz).

See further:

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