

TRANSFORMING ORGANIZATIONAL CULTURES: A NEW SOLUTION

Is the choice between real-time pulse surveys and annual assessment surveys an either/or proposition?

With headlines like “Smart companies now survey employee satisfaction daily, not annually,” it is common these days to see popular press blogs and articles take the position that fast and frequent pulse surveys have an advantage over the “traditional” annual survey approach. That’s because they do!

Smart organizations know that transforming organizational culture is a dynamic and continuous process that depends on understanding the “voice” of the people. There is continual need to have your “finger on the pulse” so that you can gather quick, real-time feedback from your people on a variety of issues. New trends in pulse technology have created many options for generating immediate feedback. But without direction, this can lead to a lot of interesting data without long-term impact or an understanding about what to do differently. We feel that the real value of pulse technology comes from harnessing real-time data within an action-oriented methodology, grounded in the actions and behaviors which matter most to your organization.

Many new pulse survey providers have positioned themselves as the “disruptive innovators,” trying to force an either/or choice between “outdated” annual employee engagement surveys, and “modern” real-time pulse surveys. The Denison + Waggl strategic partnership takes a different approach: We believe that true power comes from combining these complementary approaches. Harnessing the best of both, they provide both the breadth and agility which will keep your organization focused on a process that drives real change.



INTEGRATE
YOUR PEOPLE



ALIGN FOR
SUCCESS







TAKE ACTION
TOGETHER

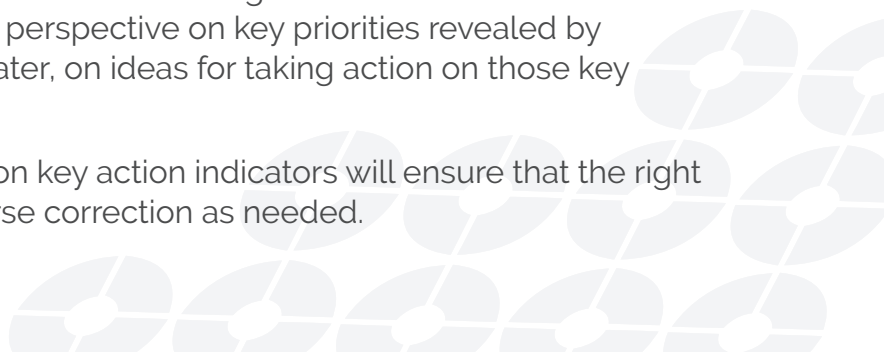


A comprehensive assessment, designed to provide a holistic picture of your organizational culture, is critical to setting an enterprise-level baseline that will focus attention on longer-term strategic priorities. From there, real-time feedback is a valuable way to build an action-planning process grounded in those priorities. Continuous feedback in an open forum creates connection and collaboration, and when pointed at key priorities, this creates alignment across the organization.

The New Solution for Transforming Organizational Cultures

So how does an organization combine these complementary tools to drive transformation?

-  All successful transformations start with a thoughtful discovery process, designed to clarify just how the culture of an organization influences the performance of the business. Interviews with key stakeholders have always been an important part of that process. But with the addition of pulse technology, the discovery process can now involve everyone in the organization in a dynamic process to gather and share their real-time input.
-  Following this initial discovery phase, we recommend that organizations capture an accurate and comprehensive baseline to provide a breadth of understanding around key aspects of organizational effectiveness. These aspects are critical for long-term success and are often closely linked to strategy implementation.
-  After results are disseminated, we recommend using real-time feedback to crowd source your organization for perspective on key priorities revealed by the enterprise-wide analysis, and later, on ideas for taking action on those key priorities.
-  Pulsing the organization quarterly on key action indicators will ensure that the right actions are taken, allowing for course correction as needed.



Real-time feedback technology is critical to capture perspective from employees on timely issues as they arise (e.g., what is most important for leadership to clarify during an upcoming staff meeting). But real value comes from harnessing the power of this technology to facilitate a thoughtful action planning process, grounded in what matters for healthy business management. Creating adaptive change requires a proven transformation process, not just the application of assessment technologies.

What is the impact?
 Disciplined and intentional culture development; progress towards higher performance; pulse regularly on key action indicators

How are we executing the actions and what are we learning?
 Support the execution of plans and facilitate feedback, learning, and adjustment; pulse regularly on key action indicators

How do we translate results into thoughtful actions?
 Detailed action plans and priorities at different levels; crowd source organization for ideas on taking action

Why is culture important to the performance of your organization? Gather and share input; interviews and real time feedback



How can we ensure effective and sustainable culture development?
 Detailed project and communication plans; role clarification

What is your current state?
 Accurate and comprehensive understanding of the current state

How do we create common understanding?
 Result review discussions and crowd sourcing organization for perspective on priorities

With most other metrics, organizations have long recognized the power of harnessing both breadth and agility. For example, CFOs don't just report financials once a year. Conversely, they also know it's not realistic to think you can manage your business with only real-time data. Today's people metrics are no different. A fully-integrated approach, with a targeted, high-impact process, will truly drive culture transformation.



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