

Driving transformation using real-time employee feedback

The pace of change in the world of work has never been faster. Becoming more agile and flexible is now a business requirement. It seems that change is the only constant and this can be tough for the people you rely on the most in order to achieve success – your workforce.

Change fatigue and employee burnout are becoming increasingly common. A 2018 Gallup study of 7,500 full-time employees showed that two thirds experience burnout on the job¹. But to drive transformation, you need an informed and engaged workforce. And the first step is to understand what's going on with your people.

Conventional feedback surveys lead to a dead end

Employee feedback is fundamental to implementing change in businesses and workplaces successfully; but only if you collect it at scale, share and respond to it correctly. However, traditional employee feedback surveys simply don't deliver in the new world of work because the initial responses lead to a dead end.

Ask employees: 'what happens after you respond to a pulse survey?' and you're likely to hear: 'nothing'. This is hugely frustrating for employees. Participation then dwindles. Productivity and performance may be affected too as concerns and issues may not

be uncovered. All that time and energy you've spent getting the feedback mechanisms in place is perceived by some as wasted effort. And you're now faced with the prospect of conducting focus groups and follow-up meetings to get to the root cause of issues. All this can take months and in the meantime your people may have moved on in their thinking (or moved on completely!)

But what if you could go deeper and understand the *why* behind what your employees are thinking and feeling? And get the results in near real-time?

An agile approach to employee feedback

Organisations around the world have adopted a new agile employee feedback platform, developed by HR technology company Peachy Mondays, to help them do just that, and at scale.

In his talk at the recent **HRD Summit** in Boston, Peachy Mondays' co-founder James Anderson highlighted client case studies, including **VodafoneZiggo**, Brussels Airlines and Eurowings to illustrate how they're using the platform to drive change.

"When Vodafone and Ziggo merged in January 2017 it brought change that affected many employees," says James. "With over 8,000 people in the newly formed organisation, it was important to track employee sentiment during the merger, and beyond."

Although both organisations had their own employee feedback tools, the merger was an opportunity to introduce a new, more agile solution that was flexible and easy to use while maintaining anonymity. Unlike other employee feedback tools Peachy Mondays is the only solution that features Targeted Anonymous Dialogue™.

"Targeted anonymous dialogue is a unique way of having follow-up conversations with your employees that helps you to understand why people are thinking and feeling a certain way," James explains. "It allows you to get to the root cause of any issues and take action."

For VodafoneZiggo, unexpected Net Promoter Scores (NPS) led to follow-up conversations using Targeted Anonymous Dialogue™. These revealed that there was a lack of awareness of products and services across the newly formed organisation. The company took action and its NPS has increased significantly as a direct result of post-survey communications and activity.

Nynke Hagen, VodafoneZiggo's Senior Communications Adviser says



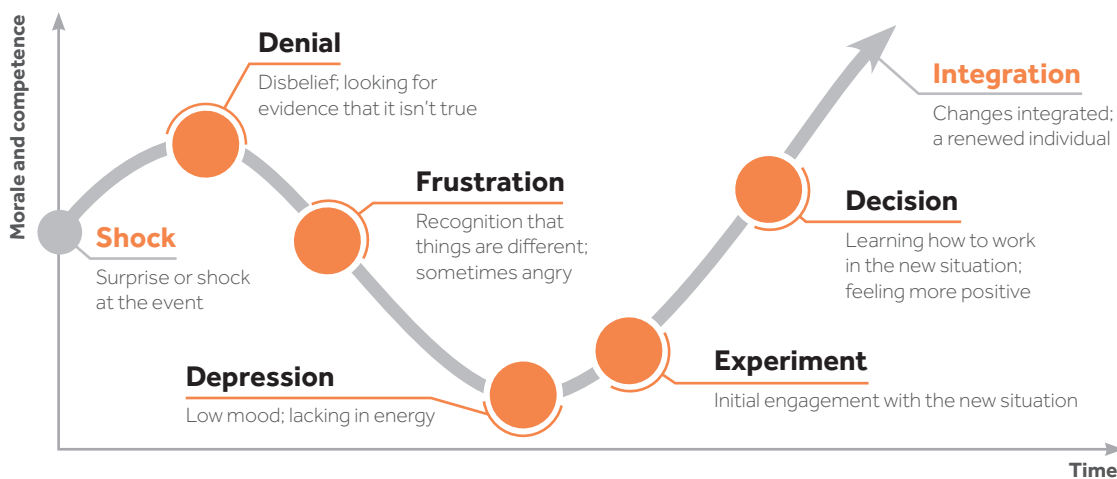
An example of Targeted Anonymous Dialogue™ in action

“Peachy Mondays enables us to measure how our employees are doing so we can see how their engagement is, how their energy is and how dedicated our employees are to their work and we can take action upon that to make sure all employees are as happy as possible.”

Tracking employee sentiment and the effectiveness of change programmes

A large and complex programme of change, involving over 10,000 employees, faced Brussels Airlines and Eurowings when they came together in 2017. The restructuring of teams, the creation of new roles as well as the loss of others; it was crucial for the leadership and senior management teams to understand and predict how the changes were affecting people.

Peachy Mondays developed a series of questions, validated by subject matter domain experts, to track employee sentiment during the change programme, aligned with the Kübler-Ross 'change curve' model. "The model has been adapted over the years and is based on the emotions that people experience following loss; from anger to acceptance," James explains. "Since adapting to change can involve loss to a lesser or greater extent, the model is a helpful way of monitoring how your employees are coping with change at any given time."



Peachy Mondays used another methodology when formulating its questions, **Kotter's eight-step change process**, to test how well the change was being implemented.

Every six weeks, employees are invited to participate in a pulse survey. The initial results, and the follow-up conversations using the Targeted Anonymous Dialogue™ feature, have revealed a need for more information about the changes. Brussels Airlines has ramped up its programme of internal communications and senior managers at Eurowings are adapting their integration plans to involve their teams more in moving forward.

Managers have read-only access to the feedback platform so that they can see the results from the pulse surveys for their area(s) of the business. With some training on how to interpret the results they are being equipped to use the insights with their teams.

Brussels Airlines' Internal Communications and CSR Manager, Ilse Verhelst, says "The speed at which we get deep insights is key, so managers are empowered to play their role in the change management programme."

Gerald Draht, Head of People Performance Management at Eurowings says, "Real-time insights shape how we communicate with employees – with the right message at the right time – reducing any negative impact, and helping people to adapt and embrace the change."

Agile working requires real-time employee feedback

Organisations are recognising the need to become more entrepreneurial. Rigid staff structures and complex processes and procedures are stifling innovation and preventing them from operating with the speed and agility that the new world of work requires.

The Peachy Mondays platform enables all employees to provide feedback, make suggestions and contribute to change. Visible, tangible action in response to their feedback drives further participation and engagement which is essential in moving your organisation through its transformation programme and achieving your organisational goals.

To find out how Peachy Mondays can help your organisation, contact the team@peachymondays.com or call **+44 333 123 9366**.

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Traditional surveys don't deliver because initial responses are a dead end



Anonymous two-way conversations enable rapid understanding at scale



So you can optimise actions and communication to drive participation, engagement and change