

# Partners in Growth

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Partners for Organizational Success, founded by Linda L. Brown, Ph.D., is a practice that focuses on supporting successful change and development in organizations and their people.

How can you know what is on your employees' minds? Some leaders are able to walk around their organizations and find out, but often this can be difficult. In order to maintain employee satisfaction at work it is important to know:

- \* Whether they enjoy the work they do
- \* If they have good relationships with their supervisors
- \* That coworker relationships are good
- \* If employees see career opportunities available
- \* That employees believe they are treated fairly

Given the pending Employee Free Choice Act (EFCA) legislation, the timing could be right to survey your employees and ensure that you have the trust and confidence of your workforce. Partners for Organizational Success offers a survey that predicts your employees satisfaction at work and their potential interest in a union.

Call to chat about how an employee survey can benefit you.

Best regards,  
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## The Benefits of Employee Surveys

Surveying your employees takes planning, but the payoffs to knowing more about your employees' opinions can be valuable. With EFCA legislation on the horizon it could be much easier for a union to organize your workforce. Leaders want to make sure that they know what their employees are thinking before organizing activity begins. An employee survey is an effective tool for this. Here are a few things to consider:

- \* **Why conduct a survey?** Survey results provide data for an HR or organizational needs assessment, measure outcomes of employee engagement initiatives, contribute to union avoidance efforts, and give you a practical tool for change management.
- \* **What do you want to know?** Employee attitudes about their job, supervisor and coworker relationships, commitment, career opportunities, fair treatment, and communication in your organization are some of the most critical areas to survey. You can add others depending on your interests.
- \* **When?** Depending on your organization's climate and needs, surveys can be conducted every other year or a 2-3 times a year (using short "pulse" surveys). Most importantly, conduct a survey when you are certain that leadership can respond to the survey results. Lack of response weakens trust in management and contributes to employee dissatisfaction.
- \* **How?** There are specific steps to follow and decisions we can help you make for an employee survey process to be maximally effective. Will administration be electronic or paper/pencil? What type of reporting can we expect? How should employees be grouped (by department, function, other) for results analysis? How will results feedback be handled? And, most importantly, how can leadership respond to the results?

A successful employee survey process provides you with a clearer understanding of your employees' perspectives. It also provides employees with an opportunity for "voice." Providing an opportunity for employees to voice their concerns and recommendations leads to a more committed workforce that knows their ideas count.

Partners for Organizational Success would be pleased to support your employee survey efforts to make it a smooth process, yielding valuable information and insights.

## Case Study: Linking Survey Results to Organizational Change

**Please forward this email on to anyone else you think might have an interest.**

**Visit our website at [www.orgsuccess.com](http://www.orgsuccess.com)**

**Thanks!**

My survey clients range widely in size and operate in a variety of industries. No matter what size or industry, the difference in the level of success and usefulness of their surveys lies in the commitment from leadership to support the process and pay careful attention to the results. This commitment is the starting point for using the results to support positive change.

One client decided that after repeated surveys over the years, the time was right to combine a number of organizational change efforts; including using the results of their employee survey to get leadership and employees focused on improvements in the workplace. Market pressures, changes in technology, growth, government regulation, and employee turnover all pointed to a need to change the way that the organization was structured and how people approached their work.

Leadership committed to using their survey results to respond to employee concerns. The survey results told them that the employees were very aware of a need for change, and contributed many ideas for improvements, some of which were implemented immediately. Managers and supervisors created simple action plans to respond to their employees' top three concerns in their specific departments; the idea was to make reasonable progress rather than respond to every issue raised. Process improvements were made and communicated based on these action plans. The survey also pointed to employees' extreme dedication to their customers, which became the foundation for changes in organizational structure, management development, and policies and procedures.

So far, the organization has found new energy and focus; and the new structure is functioning well. The idea was to pay closest attention to their core strengths and change only a few things at a time, with a plan in mind. So far, these efforts have begun to yield positive results in terms of better communication and reductions in unnecessary costs.

#### FUN FACTS:

What do employees consider to be "fair treatment?" Research tells us that there are three main types of perceived fairness or justice (Colquitt, 2001):

- \* Interpersonal: How respectfully we feel we are treated by others
- \* Procedural: How fair we perceive organizational processes to be
- \* Distributive: How fair we perceive the outcomes of decisions to be

This model helps us to understand how to manage perceptions of what others believe is fair. Procedural and distributive justice interact. If both are perceived to be unfair, employees may take action to work against the organization (Cropanzano & Folger, 1996); union activity, absenteeism, or breaking rules for example. Perceptions of procedural fairness can be managed by consistently administering policies and procedures. Distributive fairness is demonstrated when outcomes such as pay increases or discipline are given out according to accepted guidelines. Perceptions of interpersonal fairness are related to treating people with respect, allowing for employee voice, and recognizing employee performance in a timely manner. Strive to demonstrate at least 2 out of 3 for the best chance at being perceived as having treated people fairly.