

Leading by Listening

How an Employee Survey Put Critical Information in the Hands of a New Leader

THE CHALLENGE The newly appointed CEO faced an immediate challenge: establishing sensible growth goals for the organization. His predecessor had been removed because he did not reach the aggressive goals he had set. In order to set goals that were both ambitious and realistic, he would need to first gather information from the core of the company – the employees.

But how would he get targeted, relevant information that was both actionable and could be collected quickly from a broad sample?

THE SOLUTION E.G. Insight developed an online employee survey to quickly collect relevant and actionable information from a broad sample of nearly 2,000 respondents. The survey targeted 12 specific dimensions of performance. Employees rated the organization's current performance and the importance of the items associated with each dimension. Several open-ended questions were included so respondents could also respond qualitatively. The method used gave the CEO insight into needed improvements, which areas were most important and whether certain groups had unique concerns.

THE RESULTS The information gathered from the employees helped the CEO achieve his primary objective of setting realistic performance goals. E.G. Insight assisted him in clarifying specific plans for growth – including the expansion of product and service lines into new markets. The company is currently on the leading edge of this new market and expects great returns in the near future.

Beyond achieving the primary goal, there were other valuable outcomes from taking action to listen to employees. For example, the survey respondents provided management with critical insight regarding the need to attract and retain key talent. Subsequently, the company established coaching and other development activities, succession management processes, and talent management systems to measure performance.

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About E.G. Insight:

Customers, employees, suppliers, stakeholders, and alliance partners all have plenty to say about your business. Are you really listening? E.G. Insight helps Global 1000 companies develop and implement feedback processes that yield a better understanding of the current health of critical business relationships, and further assists clients to use that data to make better business decisions and guide organizational improvement.