

The process after the survey makes all the difference

“ALLOWING MANAGERS TO MAKE THEIR OWN SURVEY INTERPRETATIONS WAS KEY TO OBTAINING ORGANIZATIONAL BUY-IN AND OWNERSHIP BOTH AT THE CORPORATE LEVEL AS WELL AS THE BUSINESS DIVISION LEVEL.”

- Gord Johnston Vice President Human Resources

CLIENT

Bayer Canada Inc.

FOUNDED

1863

HEADQUARTERS

Toronto, Canada

LINE OF BUSINESS

Healthcare, Material Science Products and Innovations

BAYER'S CORPORATE PRIORITIES:

1. Compensation
2. Work Processes
3. Flexibility and Access
4. Recognizing and Celebrating Success

Bayer Canada Inc., a leading Canadian healthcare and material science organization, which plays a vital role in improving the quality of life for Canadians, recently partnered with Talentmap to conduct an employee engagement survey. The goal of the survey was to elicit employee input regarding organizational culture, their priorities and to identify areas for improvement. Bayer's overall scores were extremely high and the response rate was excellent (80%), clearly indicating employee interest in maintaining and improving Bayer's workplace. This case study highlights Bayer's survey follow-up process. It details how Bayer was able to help executives and managers embrace the survey process, and use it as a tool to drive positive change throughout the organization.



LAYING THE GROUNDWORK FOR ACTION

Prior to initiating the action planning process, the survey results were shared and interpreted. Talentmap communicated the overall company results to the Bayer Leadership Team and organized Web conference calls with divisional managers to explain the results. Philip Blake, Bayer Inc.'s President and CEO, communicated the high level results to employees at an Employee Town Hall meeting and shared the results on Bayer's Intranet. Once all employees had seen the results, the action planning process began. The executive team's successful action planning process focused on three unique steps.

STEP 1: MANAGERS WERE ASKED TO IDENTIFY PRIORITIES

Armed with the overall company report and business division reports, VPs and managers reviewed the data together. Managers were asked to review both company-wide and their own business division reports to establish priorities. Bayer's Human Resource Business Partners (HRBPs) were also present to facilitate each session, but asked managers to arrive at their own conclusions from the data instead of looking at Talentmap interpretations. Encouraging managers to identify both corporate and business division priorities laid the groundwork for their support and buy-in. This inclusive process led to a greater sense of ownership, less resistance to change, and more support for the implementation of actions. For example, managers identified greater visibility of the compensation structure as an opportunity for improvement. Bayer is currently working with Aon to examine best practices that can be implemented in this area.



STEP 2: EXECUTIVES LISTENED TO MANAGERS

Each VP presented the managers' feedback at an Executive Leadership Team meeting. Together, the executives looked for trends in corporate and business division feedback. The executives filtered through the corporate priorities and identified four that they felt applied to all business divisions and would take the organization to the next level as an employer of choice. Each priority area was championed by members of the Leadership Team. Their role was to develop and implement actions that would lead to creating further positive change within Bayer.

STEP 3: DIVISIONAL PRIORITIES

Bayer also asked VPs to develop and implement specific actions at the business division level. For example, divisions are looking at ways to improve business processes, such as eliminating layers of approval, modernizing salary planning, time and attendance recording and company travel and entertainment policies. Improvements in these areas are being examined and in some cases already implemented across various divisions at Bayer.

SUMMARY: INTERPRETATION IS THE KEY TO SUCCESS

Bayer's survey follow-up process is setting the stage for ongoing successful organizational change. Although Talentmap's report provided recommendations for key areas of focus. A vital step in survey follow-up is creating actions, based on the feedback, that can and will be implemented. As Bayer has demonstrated, multi-level involvement leads to successful implementation of actions. Bayer's survey follow-up process was carefully crafted to generate improvement in the organization based on the survey results. Moving forward, Bayer plans to conduct additional TalentMap surveys and to continue with its survey follow-up process. This ongoing research will monitor trends, employee engagement levels and the impact of changes made to Bayer's workplace. Bayer, unlike many organizations, seems to have captured the essence of a successful survey follow-up process.



About TalentMap

A thought leader focused exclusively on workplace culture and engagement measurements and research, TalentMap is passionate about understanding the people behind organizational success: Employees.

Since its start in 1999, TalentMap has conducted tens of thousands of employee engagement survey projects and surveyed more than 14 million employees. Working in partnership with public and private sector organizations of all sizes across North America, TalentMap's deep understanding of methodologies and assumptions unique to different sectors alongside volumes of benchmark data accrued over the years have become valued resources for organizations that value their people.

TalentMap employee engagement survey tools — readily customized from hire to retire — are based on years of research, field experience, and scientific measurement. The company also offers expert consulting services, deployment, data collection, analysis reporting, and post-survey action planning. It's a proprietary workplace intelligence process — developed and delivered by people-oriented people consumed with helping leadership teams and HR professionals create positive organizational change.

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