

EMPLOYEE ENGAGEMENT

Engagement survey results can be elusive for many organizations, and using the data to actually drive business outcomes is even more challenging. The IRI Analytics Employee Engagement Survey platform helps organizations harness the full potential of employee surveys by linking survey items to business outcomes. We enable businesses to integrate engagement across the entire organization, not just in problem areas. Even organizations using such efficiency systems as Six Sigma and LEAN, have found that improving employee engagement strongly impacts business results.

Our first step is a thorough assessment of the client's current engagement practices. We consider:

- In which parts of the organization are employees engaged?
- Where are they disconnected?
- What are the issues that are interfering with engagement?
- What areas have engaged employees doing things that disconnected areas are not?

Our Strategic Survey HeatMaps focus leaders on the critical few drivers that will have the greatest impact on results. HeatMaps:

- Utilize analytics to identify the employee attitudes that drive business outcomes
- Prioritize interventions that have the greatest impact on business outcomes
- Focus front-line managers on the areas that will improve performance
- Improve the attitudes that improve your business

STRATEGIES TO INCREASE EMPLOYEE ENGAGEMENT

By integrating our analysis of engagement practices with the results of the HeatMaps, IRI teams with clients to develop an enterprise-wide engagement strategy of operational, financial, customer relations and marketing initiatives. Although we offer an assortment of tools to firmly embed engagement in an organization's culture, we have found three to be of particular value to many clients:

1. Employee Advisory Groups
2. Shared Governance
3. Fastrack Teamssm

EMPLOYEE ADVISORY GROUPS

One of the most effective tools to promote engagement and manage critical issues, Employee Advisory Groups (EAGs) provide managers with focused, non-binding employee input on workplace issues. EAGs serve many roles, including as safety valves that highlight areas of conflict and dissatisfaction to help management identify and address problems in the workplace. Additionally, EAGs:

- Improve two-way communication about issues that may affect staff, operations and productivity
- Allow managers to recognize and resolve employee concerns
- Increase employee involvement and commitment to organizational goals
- Provide employee input into customer service, operations and human resource policies
- Boost overall employee satisfaction and organization performance

IRI has worked with hundreds of clients to establish effective, high-functioning EAGs. This process, designed to ensure compliance with legal and regulatory guidelines, begins by establishing the EAG's mission, purpose and scope of responsibility and, importantly, those issues “off limits” – particularly issues involving wages and benefits.

IRI then collaborates with the client to design and conduct EAG training – or train client trainers – to develop membership criteria and outline the process by which organizations select and recruit EAG members.

One goal is to establish a sustainable EAG program by helping to design the meeting structure, facilitator responsibilities, communications guidelines and tools to monitor the group's progress and measure its success.

Finally, we assist the organization in designing and implementing the internal communications that will help build support for the EAG, engage employees, and demonstrate the organization's commitment to increasing employees voices in the workplace.

SHARED GOVERNANCE

Shared Governance is a highly effective tool used in the healthcare industry to promote quality patient care, increase nurse satisfaction and improve retention by providing a forum for improved decision making at the point of service.

IRI has extensive experience helping clients develop Shared Governance programs that promote collaboration among doctors, nurses and the entire patient care team. This teamwork not only encourages professional growth and leadership qualities in nursing, it also taps their collective insight and experience to improve patient care and outcomes.

Hospitals with effective Shared Governance programs experience measurable gains including:

- Improved patient outcomes
- Reduced nurse turnover rates
- Open communication and collaboration within the patient care team

IRI helps clients establish the guidelines and procedures critical to an effective Shared Governance program, develop goals and benchmarks, select participants and train team members. In addition, we provide coaching and mentoring for managers, supervisors and directors to help ensure the success of the new-shared governance practices.

FASTRACK TEAMSSM

In most organizations, change comes only with difficulty. Most intervention programs and organizational development tools take time to implement. Yet most critical performance issues or operational changes require immediate attention.

IRI's Fastrack Teamssm offer a rapid resolution process that provides measurement-driven results in a compressed time frame and within a clearly delineated budget. Fastrack Teamssm provide a powerful change process that works by assessing a specific, urgent issue and implementing timely corrective action.

Through Fastrack Teamssm clients can:

- Identify a problem, its parameters and expectations for change
- Identify key resources
- Develop an action plan and communication process

Fastrack Teamssm provide clients with rapid results (often in less than a week) that allow leaders to involve and engage employees in priority initiatives, helping to ensure their success through employee buy-in and support.



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