

Deloitte.



Understanding employee engagement after a corporate acquisition

A global communications company

EngagePath™ client spotlight

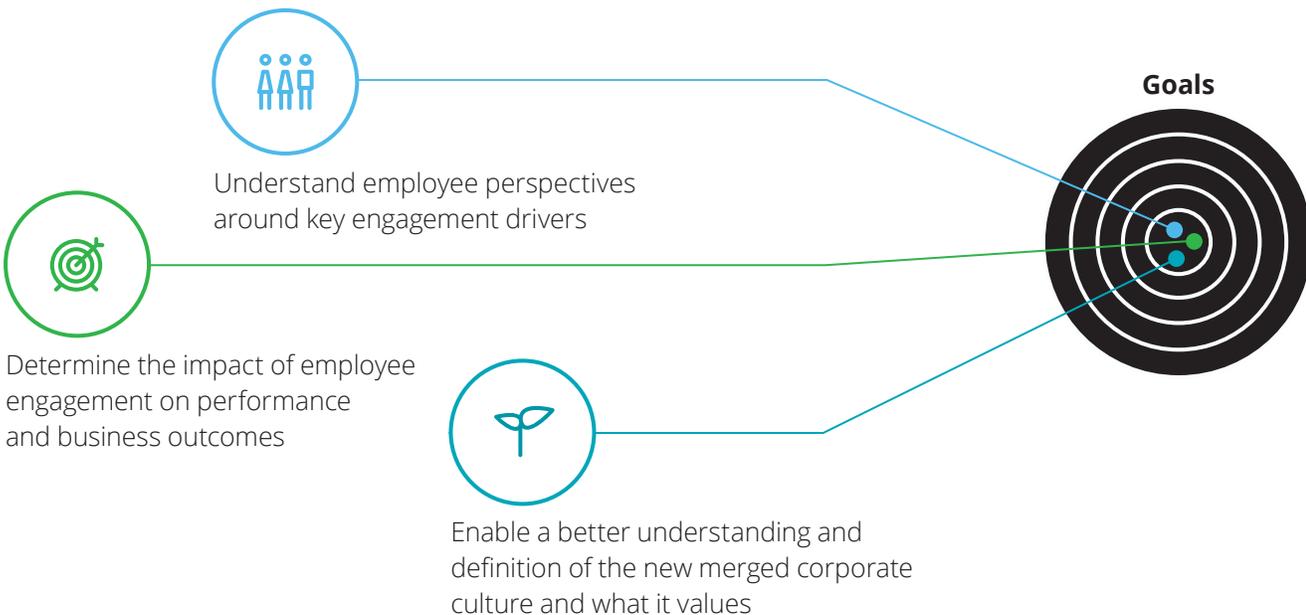
EngagePath™

Situation

Following a complex corporate acquisition, a global communications company sought to measure its employee engagement, understand what the newly merged workforce would value, and ultimately determine the impact of employee engagement on its business outcomes.



The client also looked to upgrade its engagement analysis methods, seeking a new solution, improved analytics capabilities, and engagement questions that measure critical drivers of engagement for the newly combined organization.



Approach



Launched the EngagePath survey to measure employee engagement, based on the Simply Irresistible Organization™ model



Customized additional questions to understand organization culture and diversity and inclusion efforts that were a priority of the client



Collected data for its 20,000 person workforce and established an email help desk team to manage all user questions, IT queries, and issues



Configured interactive dashboard of results, with local-level and enterprise-wide reporting capabilities to include cutting-edge data visualizations, which would drive action planning



Conducted thorough analyses of the engagement survey to include demographic data cuts, attribute and item breakdown analyses, and key driver analysis to understand which areas are the most critical to improving employee engagement for the organization

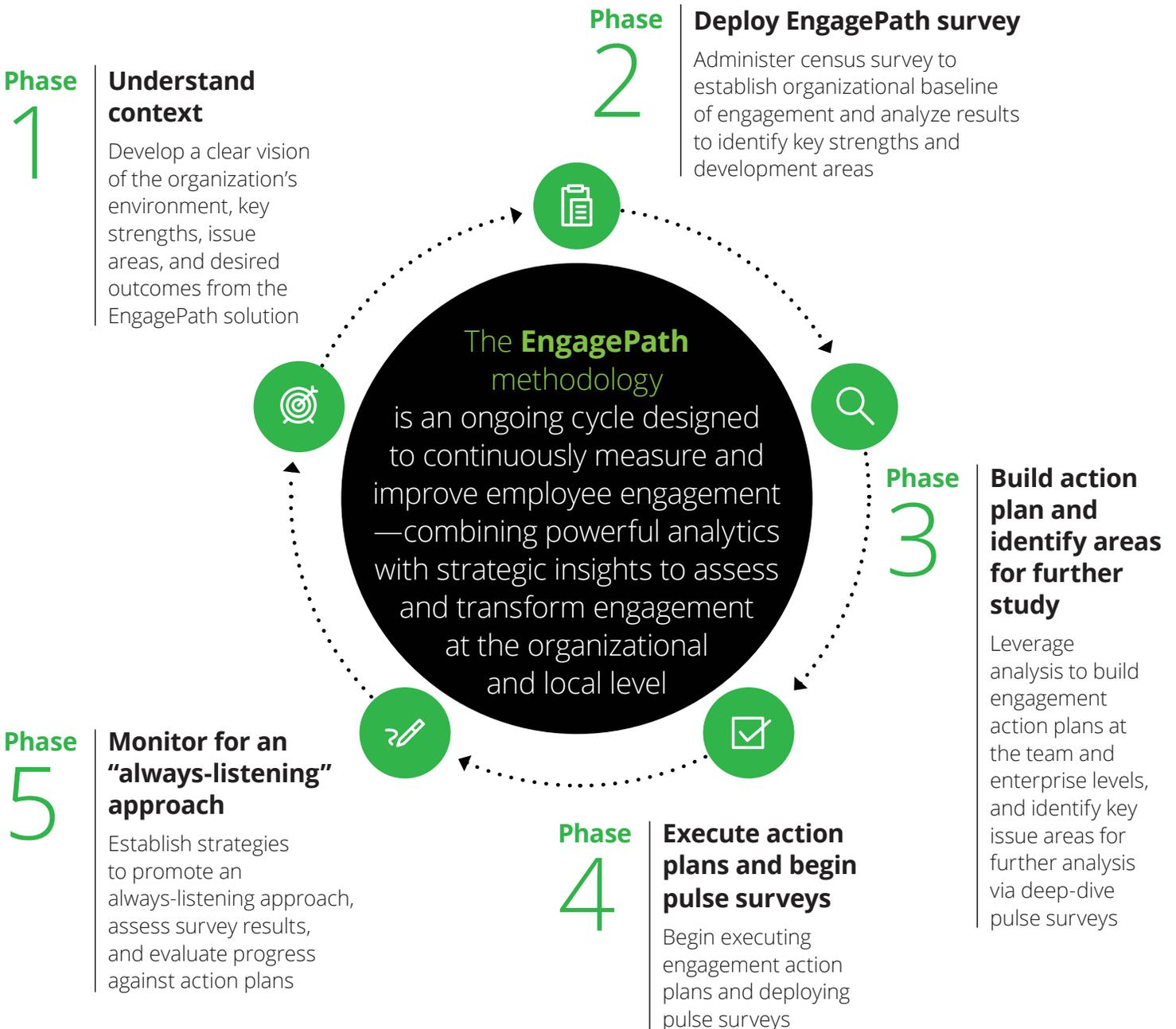


Analyzed customer satisfaction and employee performance data to understand how employee engagement impacts the success of its business



Synthesized results and delivered comprehensive engagement findings to the leadership team; results included recommended action plans based on most salient findings and high-level engagement infographic to share with the workforce

The Deloitte EngagePath framework



Impact



Demonstrated the linkage between customer satisfaction ratings and employee engagement scores, which showed that higher customer satisfaction scores were achieved by the most engaged employees, among customer service personnel and technicians



Demonstrated the linkage between performance ratings and employee engagement scores; higher performers were the most engaged employees and low performers had the highest level of disengagement



Determined the key drivers of engagement and critical areas that impact employee engagement the most—for legacy workers, lack of trust and authenticity around leadership was the key takeaway, showing the need to act in the best interest of the worker



Highlighted what leaders should be doing and who should be doing it—determined leader roles in supporting engagement needs—from senior levels to front line managers—identifying ways to best connect and understand what matters most to employees and be aligned with the combined company's culture aspirations

“EngagePath and the experience that the Deloitte team provided was a thoughtful approach with expert guidance that was playful, business focused, and adaptive. We found the Deloitte team to be very customer service oriented, and we worked in close partnership with them throughout, with regular guidance and advice to think about our approach differently for employee engagement. The team was professional and gracious, with a sincere interest in ensuring we understood the data, along with key takeaways for our business to meaningfully impact our most distinct engagement opportunities.”

Global Communications Company AVP, Talent Development and Culture

EngagePath™

www.deloitte.com/engagepath

Contact engagepath@deloitte.com and visit www.deloitte.com/engagepath for more information.

Alyson Daichendt

Managing Director
Human Capital
Deloitte Consulting LLP
adaichendt@deloitte.com

Marc Kaplan

Leader
Organization Transformation and Talent
Deloitte Consulting LLP
mkaplan@deloitte.com

Stephen Redwood

Principal
Human Capital
Deloitte Consulting LLP
sredwood@deloitte.com

Deloitte.

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