Improving Employee Work Passion

A Case Study

This organization, a global marketer of consumer and commercial products with a strong portfolio of leading brands, has sales in more than 100 countries. Their products help consumers flourish where they live, learn, work, and play—all over the world. Their portfolio of leading brands is organized into six business segments, which are united by a belief in brand-led growth based on an understanding of the constantly changing needs of consumers and the ability to create products that win in the market by delivering superior performance, design, and innovation. This commitment has enabled them to build a strong competitive position in each of their categories, as consumers worldwide trust and prefer their brands.

Since much of their growth has been fueled through acquisitions, a key challenge for the organization was to blend the different facets of the organization into one cohesive culture through a consistent approach to leadership development, culture alignment, and a consistent model for leading change.

This organization possesses a desire to create culture where its leaders are perceived as providing a climate of success with a balanced focus on employee satisfaction, customer loyalty, and peak performance. The desire to achieve growth objectives, maintain high performance levels, and retain key talent drove the need to assess the current state of the Home and Family Business Unit to identify areas for improvement and take the necessary action to create an environment that results in a highly engaged workforce.

The organization and The Ken Blanchard Companies® (Blanchard®) deployed Blanchard's Employee Work Passion Assessment in order to benchmark current levels of satisfaction in several key areas:

Meaningful Work—the extent to which people understand and resonate with the organization's purpose and believe they are working on projects that matter and produce positive results

Collaboration—the extent to which the organization encourages the sharing of ideas, teamwork, and collaboration on projects and tasks

Fairness—the extent to which resources, compensation, and workloads are fairly balanced and policies and procedures are consistent and fairly applied

Autonomy—the extent to which individuals can choose how tasks are performed, are trusted to do their jobs, and have the authority to make decisions

Recognition—the extent to which individuals receive adequate feedback on performance and are recognized for improvements and ideas

Growth—the extent to which there is support for current and future career growth

Connectedness to Leader—the extent to which one's leader makes an effort to build rapport and personal and professional relationships

Connectedness to Colleagues—the extent to which colleagues make an effort to build rapport and personal and professional relationships

Passion—the level of passion and enthusiasm for the job and the organization that is represented by the employee's intent to put in overtime, to stay with the organization, and to recommend the organization to others

THE **Ken Blanchard** COMPANIES

The Leadership Difference.®

Planning and Deployment Process
The planning and deployment process had several phases:

Respondents were asked to indicate the extent to which they agreed or disagreed with each statement using the following 6-point Likert scale:

1 = To no extent

2 = To a little extent

3 = To some extent

4 = To a great extent

5 = To a very great extent

6 = To the fullest extent

PHASE	COMPONENTS
Pre-Planning and Consultation	• Survey design • Panel design • Report content and design
Set Up, Test, and Launch Assessment	• Panel design and selection and file transfer • Survey setup • Email invitations and client internal communications • Survey introduction • Survey exit design • Test launch • Launch survey
Analysis	• Data processing • Statistical analysis • Data review and needs analysis • Report generation
Post-Survey Consulting	• Consulting • Recommendations • Generation of solution and treatment • Recommendations
Treatment/Solution	• Create action plans • Define population for treatment • Implement treatment plan
Re-Assess	• Redeploy survey • Analyze data • Share findings

The assessment was deployed to more than 7,000 individuals in 6 business units and in 7 languages including English, Mandarin Chinese, German, French, Japanese, Korean, and Spanish. In total, 5,800 individuals responded and the results were analyzed by:

- **Business Unit**

- **Gender**

- **Age**

- **Tenure**

- **Department within Business Unit**

- **Business Unit Compared to National Sample**

- **Whole Organization Compared to National Sample**

Methodology
The assessment results were analyzed statistically to produce the following:

- *Summated means*—the sum of all item means for each scale. Each summated mean could have a value from 5 (lowest) to 30 (highest).

- *Summated standard deviations*—the measure of the variation in the distribution of the data from the mean or average.

- *Statistical significance*—statistical significance was calculated using SPSS and set at the .05 level or less. (Any p-value higher than .05 was determined not to be statistically significant.)

- *Practical significance*—practical significance is calculated to determine the degree of difference in regard to statistical significance. Practical significance is calculated using the following analysis:

  1. Cohen's d was used for comparisons between two data sets. It is used to measure the degree of practical difference between the means. To interpret the Cohen's d use the following rationale:

     - lower than .2 is a trivial difference

     - between .2 and .5 is a small difference

     - between .5 and .8 is a medium difference

     - over .8 is a large degree of difference

  2. Eta-squared is used for comparisons of more than two data sets. It describes the ratio of variance explained in the dependent variable by a predictor while controlling for other predictors. Eta-squared is a biased estimator of the variance explained by the model in the population. To interpret the eta column use the following rationale:

     - Small degree of difference = .001–.03

     - Medium degree of difference = .03–.10

     - Large degree of difference = .10+

Results Summary

In comparison with Blanchard's national sample, the organization summated ratings were lower than Blanchard's National Sample in nine Employee Work Passion Factors at a statistically significant level with small to medium degrees of difference. The organization's lowest scoring Employee Work Passion Factors, Growth (16.15), Connectedness to Leader (16.30), and Connectedness to Colleagues (17.09) became a focal point for improvement.

The organization had worked with Blanchard previously to create a custom solution that provided coaching and training for Business Unit leaders and department heads utilizing SLII® to build internal leadership capacity and Blanchard's Leading Change model to build upon and leverage the leadership development investment and the culture change process. After deploying the EWPA the organization continued to offer leadership training to its leaders and high potentials. In addition to the training interventions, customized conversation guides were created to support the three factors the organization sought to influence. These guides offered templates for leaders to use for socializing the ideas and concepts of Employee Work Passion with direct reports and to solicit ideas for improvement.

Building change capacity required a multifaceted, integrated approach. The organization began with enterprise-wide learning and development, and equipping leaders with increased knowledge to lead their people through change. They worked with Blanchard to establish a Center of Excellence to support business leaders on specific strategic initiatives. Blanchard also helped them create a network of change agents to involve as many people in the change process as possible to create buy-in and support.

In addition, building and leading change was linked to the performance management and organizational review processes. Blanchard's change program, along with SLII®, became a requisite part of the global training curriculum for senior managers, directors, vice presidents, and functional department heads.

In addition to training leaders in the change process, Blanchard assisted the organization in creating an applied methodology for leading change, utilizing tools, templates, job aids, and examples from current projects.

Nine months after the initial deployment, the organization conducted a post-assessment using the Employee Work Passion Assessment. The organization's post-data was higher than the pre- treatment data in the three factors the organization sought to improve as well as two additional factors. These include Connectedness to Colleagues, Connectedness to Leader, Collaboration, Growth, and Meaningful Work. See Table 1 for results. The organization also realized improvements in three of the five passion or intention areas, including Performance Intentions, Employee Endorsement, and Intent to Remain while in the pre-assessment measurement, the organization was lower than Blanchard's national sample in all of the passion or intention areas. See Table 2 for results.

Organization Total—Pre and Post Assesment

	Pre Assess	Post Assess	Difference is Statistically Significant
Autonomy	20.52	20.64	No
Connectedness to Colleagues	18.85	20.13	Yes
Connectedness to Leader	18.17	19.69	Yes
Collaboration	19.77	20.32	Yes
Growth	16.21	17.59	Yes
Meaningful Work	21.53	22.47	Yes

Table 1—Pre-Assessment Results Compared to Post-Assessment Results

Organization Pre/Post Comparison—Passion/Intention

Passion	Client Sample	National Sample	Difference is Statistically Significant
Discretionary Effort	21.31	21.17	No
Performance Intent	26.83	26.29	Yes
Employee Endorsement	24.31	23.35	Yes
Intent to Remain	18.46	16.80	Yes
Organizational Citizenship	26.28	26.04	No

Table 2—Passion Ratings

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