

Increase Employee Engagement by Changing Company Culture

In order to stay competitive, an MRA member undertook rapid implementation of a new strategic direction to create a unified company concept and cultural identity.

Challenge

Results from MRA's benchmark employee engagement survey showed the company scored significantly below national and regional norms, with a substantial number of employees resistant to change.



Objective

MRA helped the organization create and structure a cohesive process to increase employee engagement through competency development, performance management, and leadership development. Based on the data in the benchmark survey, MRA identified four priority areas for the company:

1. **Core and Leadership Competency Development:** MRA worked with the leadership team to identify and define core and leadership competencies that aligned with the company's new strategic plans.
2. **Management Training:** MRA provided communication, feedback, and performance review training.
3. **Performance Management Process Development:** MRA worked with the leadership team to revise the organization's performance management process to include newly developed competencies.
4. **Performance Management Calibration and Training:** MRA provided training to managers and employees for the transition and effective use of the new performance management process.

Results

Results of a second employee engagement survey administered 18 months after the first showed significant gains in all 10 categories measured in the survey, and a reduction of the number of disengaged employees by 50 percent. Employees shifted from feeling uninformed, underpaid, and unappreciated, to supporting the forward momentum of the company through organization-wide collaboration, communication, and cooperation around one mission and common objectives.

Increase employee engagement at your organization by contacting Member Relations at MemberRelations@mranet.org, or call 800.488.4845.

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