



Using the Voice of the People to Determine Direction

Generally Accepted People Metrics™

One community bank has taken a bank holiday once a year to focus on improving their people and their culture. Although the bank is closed to the customers, the entire company reports to work for a day of training and employee or management development.

Each year the bank needs to decide what focused training topic would be the greatest benefit in improving the results of the organization. The historic approach was to appoint 3-4 people to a planning committee to determine what the entire bank would spend a day learning. Since there was no consensus tool, each department would offer a different opinion. One might think the bank needs better time management, another thinks the bank needs more employee engagement, another thinks accountability and so on. Each department is somewhat valid.

The committee spends hours gathering the input and then debating among their findings as to what the training day should focus on to provide the highest Return On Investment. After all, hundreds of employees cost \$1000s of dollars to assemble for a day of training! Eventually they pick one, and the rest of the employees are free to criticize their selection because there is no consensus.

Then, they implemented PS Culture Matters' GAPM™ cloud-based tool. After several months of trends they had a consensus of the entire population on the weaknesses in order of priority. The committee was able to meet once instead of multiple times. The decision to focus on the voice of the people was well received. Most importantly they all knew what it was they needed to own and improve to impact the entire team rather than just one department.

The direction was clear and already conveniently available with the power of Generally Accepted People Metrics™!



(319) 431-6845
www.psculturematters.com



Using the Voice of the People to Improve Accountability

Generally Accepted People Metrics™

A light manufacturing firm had discussed its various needs to improve for years. They never really were motivated to take action until they implemented PS Culture Matters' GAPM™ cloud-based tool. By seeing the priorities in order, they gained confidence not only on what to work on but on the fact that they could indeed improve and it would make a valuable difference!

After receiving their first few months of reports, they found that their GAPM™ accountability scores were a 2.4 on a scale of 1-8. They always knew they needed to improve, but this was lower than expected and the low score in this area understandably bothered the management team. If they didn't have GAPM™ to show them that accountability was their worst people metric, by far, they would have likely made the mistake of selecting something much less valuable to work on and thus missing a results' improvement opportunity.

In their words, "We knew that it would be a major challenge to improve accountability, as it would involve a culture change. We needed to move from a culture that was too relaxed to a more accountable culture, without swinging too much the other way. We had always taken pride in being a family friendly company."

They implemented the best practices approach included in GAPM™ to identify action plans with their people that would overcome barriers to improvement. This approach enables the entire organization to OWN the improvement and determine the solutions, rather than just blaming management or HR for any weakness in the culture. Through the process of gaining employee input on action plans to improve accountability at every level they implemented a four point action plan.

They began in February and continued to utilize GAPM™ reporting monthly to track results. After a few months of working diligently they had improved within the organization. Their scores had risen from a 2.4 to in the mid 3's, however, this was not good enough for the management team on a scale of 1-8.

By utilizing the GAPM™ analysis tool they selected a couple key people metrics, which they felt would increase along with the improvement in accountability. Not only did they want to compare themselves against their own internal historic performance, but also they wanted to achieve favorable results when compared to the external "all GAPM™ users" index. After all, they compete for employees in the same market as many other companies.

The GAPM™ analysis tool revealed that accountability on average (externally) was scoring around the low to mid 4's so management decided to push for sustained improvement of the accountability metric until they were able to obtain an average rating. By having monthly reports they gained the visibility over the success or failure of their various efforts and were able to refine the approach to focus efficiently on the resources that actually would drive the best results.

By December they had achieved multiple months of accountability ratings on average around 4.65 with a high month of 5.16. This was a fantastic improvement in their culture from the 2.4 level. They could see the results on their GAPM™ reports and could feel the effects of an improved work environment in many aspects of daily and strategic operations.

They continued to utilize GAPM™ to ensure they had visibility on their improvement. By integrating GAPM™ into regular management reporting, they've sustained an improved accountability throughout the organization and kept management focused on LEADING the organization in cooperation with the voice of their people.

The power of Generally Accepted People Metrics™ is the ability to improve and sustain results that drive everything else that matters.



(319) 431-6845
www.psculturematters.com