



P I L A T

HR Consulting
Division



Pilat – The Leaders in
Organisational Surveys

Aligning Your Organisation With Its Strategy

Organisational success depends on the implementation of a well considered strategy. But how do we know whether or not our strategy is being implemented throughout the organisation, and that our operations are aligned and delivering that strategy? Through *feedback*.



Feedback from employees and customers is essential in ensuring continued business success and for obtaining a measure of how well aligned our organisations are in achieving that strategy. Recent research published in the Harvard Business Review describes how a shortfall in either of these areas - employee or customer satisfaction, will eventually have a negative impact on the 'bottom line', emphasising the importance of regularly collecting customer and employee feedback and acting on it.

If you aren't currently using a survey, here are some of the ways that they can add value:

- As a regular 'health-check' to understand how satisfied employees are
- To understand how the culture is being shaped and transformed on an on-going basis or in times of major change (e.g. during a merger/acquisition or period of rapid growth)
- To identify on an ongoing basis, how customers feel about the service provided and competitor activity

As well as keeping you informed, carrying out research into key areas like these allows you to

develop concrete and meaningful measures for your business. These can form part of a balanced scorecard or other business review process, assessed on an on-going basis. Asking the *right* questions of the *right* people is therefore becoming increasingly important to organisations that want to maintain their competitive edge.

If you are currently using surveys to improve the organisation's performance, yet feel that you could get more value from your survey, here are some ways in which Pilat can help:

Pilat has over 20 years experience in designing and running surveys. We have worked with organisations throughout the world, and from every industry sector and size. Our team includes over one hundred highly qualified and experienced psychologists, statisticians, programmers, analysts and HR practitioners, with line management experience at senior levels.

Our clients say they choose to work with us for our expertise in:

- Tailored questionnaire design
- Effective survey communications
- Smart data collection processes and techniques e.g. including paper, email or internet based questionnaire surveys, focus groups, interviews, repertory grid, group based voting technology
- Swift and accurate data analysis
- Business oriented analysis of the key issues from the survey results, providing an informed view of your positioning relative to other organisations
- Presentation of the results in a user-friendly and tailored format
- Integration of the survey data with other performance measures used in your organisation
- Design and facilitation of an action planning process to take the organisation forward from an understanding of the survey results to real improvements in your organisation's performance



The Survey Process

Clarify

- Clarify the organisational need

Develop

- Develop the communications strategy and materials
- The questions
- The methodology (focus groups, interviews, questionnaire)
- The analysis process and report

Measure

- Collect data (paper, internet, email)
- Analyse results

Interpret

- Interpret the results in the business context
- Formulate recommendations

Act

- Action planning
- Implement change

Review

- Review progress

Pilat will help you with any stage of the process, from the design of the survey through to acting on the results, or simply analyse your survey data for you.

If you would like to find out more about how Pilat can help you with your survey, phone +44 (0)20 8343 3433 (UK Office) and ask to speak to one of our HR Consultants or email us on info@pilat.com

Examples of how Pilat has helped their client organisations to succeed

Employee Survey Results Linked to the Management Bonus

Our client - a major UK Hotel Chain - has demonstrated that the level of satisfaction and morale among their employees directly impacts the quality of service that they provide to their customers. In order to understand how their employees are feeling and to capture their ideas regularly, they carry out an employee survey across the business at 6 monthly intervals. Pilat worked with the client to design a survey process which would deliver this.

The results of the employee survey together with the results of the customer survey are then used to calculate performance indices for each business region and hotel, and these results are taken into account in calculating the annual bonus for each of their Hotel and Regional Managers. The impact of this process has been that employee opinion is taken seriously.

Employee satisfaction has improved year-on-year, and business performance in many of the hotels has improved particularly in areas which employees highlighted as requiring attention.

Customer Research in a Highly Competitive Market

Our client - a major manufacturing company - was keen to get feedback about the service they were providing in the face of increasing competition from other suppliers. Pilat carried out face-to-face and telephone interviews and focus groups with key customers to identify how they viewed the current level of service provided and how this compared to their view of the major competitors. Voting technology was also used internally with employees to engage them in thinking about customer service and to capture their ideas on how it could be improved. As a result, our client was able to identify and implement important changes such as a restructuring of the leadership team, and skills training for the field sales team. This has enabled them to deliver an improved level of service to their customers and increase their growth in the market.

Understanding the Culture During a Period Of Rapid Growth

A growing retail organisation invited Pilat to help them to define and understand how the culture of their organisation had developed through a series of recent acquisitions and period of major growth. We worked with our client to develop a questionnaire that was broad enough to capture any new behaviours which had been adopted. The survey provided valuable insight into the behaviours that were valued and seen as important for the future. Over the next few years the organisation will undergo major changes in how it operates due to new legislation. The survey will be repeated on a regular basis to provide ongoing insight into how the employees in the organisation are coping with these changes and the impact on the overall culture and performance of the business.

About Pilat

Pilat is an international Human Resources Solutions company that has been providing a unique blend of consultancy, data analysis/ management and customised software for over 25 years. Pilat improves the business performance of organizations and their people by offering integrated HR solutions. Clients range from blue-chip private companies to major public sector clients.



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