



# Reward communication

---

Shifting the performance  
needle

 CABURN HOPE









# Communication = outcome

Bees = honey

Ants = organised behaviour and productivity

£750m advertising = £95b sales



Nobody ever buys  
communication...

they buy **the results**  
it achieves





What will people have to change  
to move that performance  
needle?





# Behaviours



A REVOLUTION DOESN'T HAPPEN  
WHEN SOCIETY ADOPTS NEW TOOLS,  
**IT HAPPENS WHEN SOCIETY  
ADOPTS NEW BEHAVIORS.**

- CLAY SHIRKY, US NOW.

# Engagement

“....researchers have made huge strides in understanding human behaviour and motivation over the past decade. But few businesses are actually applying these discoveries to finding, and keeping, star employees....”

“As a result, companies miss opportunities for growth and revenue because they don't understand the impact of human nature in the workplace.”

Gallup 2015

# Engagement

“**59%** more growth in revenue per employee is doable”.

“Some companies are seeing **147%** higher EPS than their rivals”.

“There also is a theory that gathering and processing more information will lead to better decision making”.

Gallup 2015

Communication

Transactional

Processes

Data

Systems

Policy

Content

= Engagement

# Communication

Transactional

Emotional



Processes

Data

Systems

Policy

Content



Inspirational

Entertaining

Dynamic

Personal

Development

# Apple



**Screen with one button**

## **Features:**

185.7mm x 241.2mm

Weight - 652g

264 pixels per inch

Dual-core A6X chip

Headphone jack

Backside illumination

**Price: £399 each**



# Shot on iPhone 6

[View the World Gallery >](#)





# Your Personal Total Reward Statement

Statement Date : 08-MAY-2012

Currency = Pound Sterling

## Total Reward Summary

**Overall Amount** 177,317.02

### Reward Items

|   | Amount            |
|---|-------------------|
| Basic Salary                                  | 130,000.00        |
| Profit Share                                  | 17,455.20         |
| Flexible Benefits Fund Remaining              | 12,251.32         |
| Retirement Plan                               | 15,600.00         |
| Accident Insurance - Core Benefit             | 78.00             |
| Healthcare Plan - Core Benefit                | 399.12            |
| Life Assurance - Core Benefit                 | 418.60            |
| Income Protection Insurance - Core Benefit    | 516.10            |
| Healthcare Plan Dependants - Choice Benefit   | 598.68            |
| Holiday Trading - Brief description           |                   |
| Additional Voluntary Contributions to Pension |                   |
| Employee Assistance Programme                 |                   |
| Eye Tests                                     |                   |
| Family Benefits                               |                   |
| Interest Free Season Ticket or Bicycle Loan   |                   |
| Maternity and Paternity Benefits              |                   |
| Medical Screening                             |                   |
| Seasonal Flu Vaccinations                     |                   |
| Personal Pension Statement                    |                   |
| Professional Subscriptions                    |                   |
| Well Woman Screening                          |                   |
| <b>Total Reward</b>                           | <b>177,317.02</b> |

### Profit Share Allocation

|                         | Amount        |
|-------------------------|---------------|
| Profit Share Allocation | 519.50        |
| <b>Total Reward</b>     | <b>519.50</b> |

### Holiday Entitlement

|                 | Amount |
|-----------------|--------|
| Annual Leave    | 25 Day |
| Holidays Bought | 0      |

# How can Reward communication change behaviours?

Relevance

Competitive

Aspirational

Brand

Impact



# Future of Reward communication



# Future of Reward communication

## Employer Value Proposition

What does your company *stand* for?

Does your Reward strategy match your *values*?

# Future

1. Transparency
2. Community
3. Ethics
4. Social media
5. Insight, data and understanding

# Look inside any company!

Jobs

Companies & Reviews

Salaries

Interviews

Company Name

Lewes, England (UK)



Sainsbury's

J Sainsbury



"Amazing colleagues, team leaders and managers. Training in everything..."

Work in HR or Recruiting?

Major Traits  
Major Events  
Ages  
Years

## GI GENERATION

Born before  
1936

76+

WORLD WAR II  
.....  
GREAT  
DEPRESSION

FORMALITY  
.....  
UNIFORMITY  
.....  
COOPERATIVE  
.....  
PUBLIC INTEREST  
OVER PERSONAL  
GAIN

## SILENT GENERATION

1937–1945

67–75

WORLD WAR II  
.....  
GREAT  
DEPRESSION  
.....  
ADVENT OF TV,  
TELEPHONES

RESPECT FOR  
AUTHORITY  
.....  
LOYAL  
.....  
HARD WORK

## BABY BOOMERS

1946–1964

48–66

CIVIL RIGHTS  
.....  
WOMEN'S  
LIBERATION  
.....  
COLD WAR

EXPLORE  
.....  
OPTIMISTIC  
.....  
WORK-CENTRIC

## GENERATION X

1965–1976

36–47

VIETNAM  
.....  
WATERGATE  
.....  
ADVENT OF MTV

INDIVIDUALISTIC  
.....  
FLEXIBLE  
.....  
SKEPTICAL OF  
AUTHORITY

## MILLENNIAL GENERATION

1977–1993

19–35

AIDS  
.....  
TECHNOLOGY

TECH-  
COMFORTABLE  
.....  
FAMILY-CENTRIC  
.....  
OPTIMISTIC

## GENERATION Z

1994–

18  
and younger


9/11  
.....  
IRAQ/  
AFGHANISTAN  
WARS  
.....  
MARKET CRASH

MISTRUST IN  
POLITICAL  
SYSTEMS  
.....  
ALWAYS  
CONNECTED  
.....  
MULTI-TASKERS





Current need for  
Reward  
communication



“Businesses are struggling to find the right candidate for the job. This competition to secure talent has created a job hunters’ market, with pay growth reaching a three month high”.

Jan 2015

Phil Cotton, Chairman, KPMG

LinkedIn data:

start preparing (your EVP)  
for increased growth

**52%**

say it's a top  
**priority**

**58%**

are spending more on  
**brand** to raise awareness

**49%**

because increased belief in **impact**

**38%**

difficulty recruiting  
**quality** candidates

**40%**

increased **competition**



# Enterprise/HRIS platforms

- Brilliant and necessary **tools** as they are, they are not **communication** tools
- They improve process, streamline efficiencies, but will anyone get excited about joining a company because it has a great management tool?

# Reward communication today

Delivers **EVP**

Builds **equity** in the Reward proposition

Embeds **Reward philosophy** across a diverse workforce

Changes **behaviours** through emotional commitment and buy-in

Provides added value and a **competitive** advantage

# Reward communication today

Develops **self reliance** through educated and informed workforce

Creates **energy**

Encourages community and **social interaction**

Reduces **risk**

Enables workforce to be more **productive**

Solutions



How are  
organisations  
viewing  
Reward as a  
performance  
tool





Unilever



**REWARD**





HOW IT WORKS

WHAT DO I GET?

SHARE STORIES

GLOBAL   

# SHARES

001,723 SHARES REMAINING

BUY SHARES NOW

'We want everyone at Unilever to have the opportunity to be part of our success. That's why we are offering to match your commitment - with a free share for every three you buy.'

You are already part of a unique global story and a business that aims to make a real and lasting difference to the world. With Project Sunlight we have pledged to invest in a brighter tomorrow - I encourage you to take the next step and share in our future.'

Paul Polman, CEO

share in our future



WATCH THE FILM



REWARD



**SHARES**  
Buy 3 get 1 free >>



Everything You Need to Know >>



What Do I Get? >>

## LATEST STORIES



**What's it all about?**  
The benefits explained.



**Buy Shares Now**  
Click here to invest in the future.



**Project Sunlight**  
We believe in a brighter future for our children.



**Our History**  
Find out how the Shares scheme fits in with our legacy



Lisa's story

SHARES

05:21 / 03:34



mark's story



# SHARES

Buy 3 get 1 free >>



- HOME
- WHAT'S IT ALL ABOUT?
- HOW IT WORKS
- WHO CAN ENROL?
- ENROL & ACCESS SHARES ACCOUNT
- INFORMATION HUB

"We want everyone at Unilever to have the opportunity to be part of our success"  
Paul Polman, CEO.

Share in our future



WATCH THE VIDEO HERE

## WHO CAN ENROL?

See if you're eligible >>

## HOW IT WORKS

Find out how to enrol and how to invest >>

## YOUR SHARES ACCOUNT

Access here >>


## ANY QUESTIONS?

We've answered your questions in your language >>

## SHARE YOUR VIDEO!

Tell us what you think about SHARES >>






share in our future  
Share in our heritage

>Lorem ipsum dolor sit amet, consectetur adipiscing elit.

Aenean commodo ligula eget dolor. Aenean massa. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

>Lorem ipsum dolor sit amet, consectetur adipiscing elit.

**SHARES**



REWARD



Unilever Shares

Shared future ...

**SHARES**

0:07 / 2:23



“Lorem ipsum dolor sit amet, consectetur adipiscing elit.”

>Lorem ipsum dolor sit amet, consectetur adipiscing elit.

Aenean commodo ligula eget dolor. Aenean massa. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.

**SHARES**



I want to be part of this ...

REWARD

Share  
in our  
Future

This Semester, SHARES is making history for the business unit, all employees will be invited to participate in the company's first ever share purchase plan and give you a hand to hold.

Let's make history together. Go to [www.thebusinessshares.com](http://www.thebusinessshares.com) to find out more.

**SHARES**  
Buy 3 get 1 free

**SHARES**

Shares - Give away!

**SHARES**  
Buy 3 get 1 free

Share  
in our  
Future

This Semester, SHARES is making history for the business unit, all employees will be invited to participate in the company's first ever share purchase plan and give you a hand to hold.

Let's make history together. Go to [www.thebusinessshares.com](http://www.thebusinessshares.com) to find out more.

**SHARES**  
Buy 3 get 1 free



# share in our Future



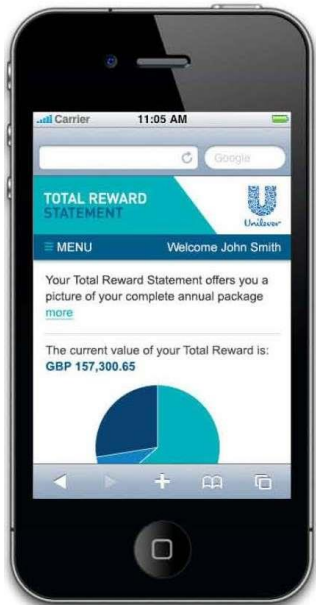
This November Unilever is making history. For the first time ever, all employees will be invited to purchase shares in the company. For every three you buy, we will give you a fourth for free.

Let's make history together.

Go to [www.shareinourfuture.com](http://www.shareinourfuture.com) to find out more.



**SHARES**  
Buy 3 get 1 free



Carrier 11:05 AM

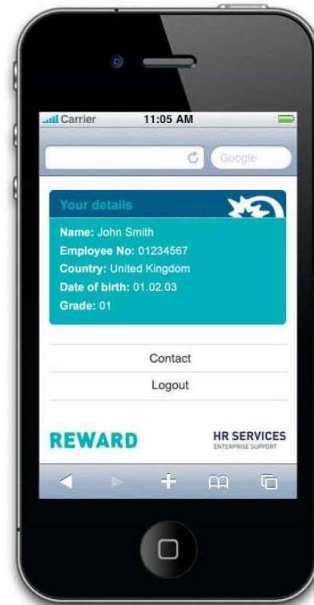
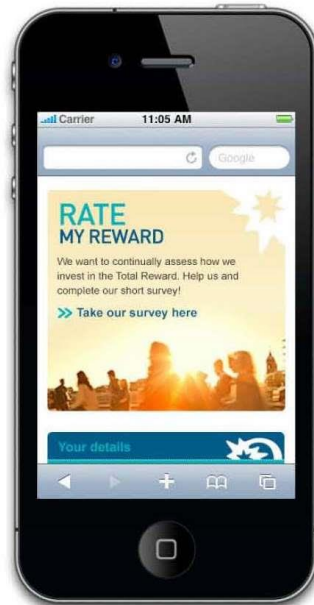
Google

| PAY    |          |
|--------|----------|
| CASH   | NON CASH |
| 98,500 | 98,500   |

| BENEFITS |          |
|----------|----------|
| CASH     | NON CASH |
| 98,500   | 98,500   |

| INCENTIVES |          |
|------------|----------|
| CASH       | NON CASH |
| 98,500     | 98,500   |

Navigation icons: back, forward, home, search, refresh



# Arup

## Your Personal Summary

### At a glance:

All data summary is based on UK reward information held by Arup as of 31 June 2015.

| Your Total Cash                           |            |
|---|------------|
| Basic salary                              | £57,950.00 |
| Profit share                              | £5,040.08  |
| Flexible Benefits Grade Related Allowance | £9,970.00  |
| Your Core Benefits                        |            |
| UK Healthcare Plan                        | £477.00    |
| Financial Assistance Cover                | £20.43     |
| Life Assurance                            | £200.48    |
| Arup UK Retirement Plan                   | £8,964.00  |

Your Total Reward  
**£77,695.96**

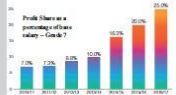
Working 7 also m



**Basic salary**  
 Your annual salary is £57,950.00 per annum, based on your agreed working hours.

**Profit share**  
 We're very proud that Arup remains a completely independent firm. It means we're free to make rewards a high priority and bring you a share of the firm's profits. Our Global Profit Share scheme ensures that your hard work is recognised every year.

Your profit share payment for the financial year 2014/2015, paid in November 2014, is £5,040.08. Under the Global Profit Share scheme rules you have no rights to participate in the scheme for the June 2015 payment.



This chart illustrates your relative performance relative to the percentage of basic salary and the bonus opportunity for next financial year, compared with the previous year. The percentage is an indication of profit share share of profit share.

**Arup UK Retirement Plan**  
 To help build your retirement fund, Arup currently contributes 2% into the plan for those in the mid-levels, and you are contributing 6% of basic salary. The total contribution is £8,964.00. You can change your contribution rate at any time of the year.

**Additional Voluntary Contributions**  
 You have opted to make additional voluntary contributions to your retirement plan of £275.50.

**Other Payments and Allowances**  
 You currently receive other allowances in recognition of your role that are not included in this statement.

**Annual Leave**  
 Your paid annual leave allowance is 25 days (pro-rated where appropriate). You can buy or sell annual leave through the annual flexible benefits mechanism. This, combined with the ability to carry over or overtake your annual leave entitlement, gives you more control of your work-life balance.

This is your summary of all the elements that make up your total financial and non-financial.

A lot has changed over the past year but one thing still remains the same: our focus on the future success and aspirations. And developing a focused people plan for the very first time, the five pillars of our 2015-17 Region Strategy in terms of and retaining the best talent.

It is for this reason that we believe that a paper-based one important to illustrate how much we value your commitment to your retirement plan of £275.50.

Please read your Total Reward Statement carefully, and if you have any questions about your employment package, then do let us know.

Yours sincerely

Alan Bellard

Chair, UK/EMEA Region



People

## Arup: A more rewarding place to be



© Alamy









# MY CAREER MAP GUIDE

- CREDIT ANALYSIS **AAA**



**YOUR CAREER.  
YOUR FUTURE.  
YOUR CHOICE.**



MAP OUT YOUR CAREER

## RESEARCH ASSISTANT

**LEVEL 1 IC**

- Core Functional Responsibilities**
- In the process of developing basic skills. Activities are transaction oriented. Time is spent on basic work.
- Complexity, Volume, and Consistency of Ratings Portfolio**
- Supports analysts in assigned deals within a portfolio that are typically simple in nature.
  - Assists in the surveillance of rated debt issues and issuer's ratings.
  - Prepares summaries of issues discussed at issuer meetings attended.
- Integrity and Standards**
- Develops and maintains a centralized source of news information, including legal media.
  - Writes contextual information following signed methodologies.
  - Reviews members used in publications accuracy and prepares material identification.
  - Conducts research for industry trends.
- Industry Breadth Knowledge**
- Knowledge by supporting assigned deals.
- Financial and Analytical Expertise**
- Financial and economic data materials and issues into analysts to sign readiness and equipment, maintenance, etc.
  - Into a financial modeling, prepare or municipal financial information.
- Local, Regional, and Global Experience and Scope**
- Works as part of a local team.
  - Provides statistical data for local publications.
  - Supports global sector reviews, both statistics and text.
  - Client Service and Business Support
  - Conducts research for potential new business.
- Rating Committee Participation**
- Prepares and submits detailed reports and summaries incorporating information required for evaluation by the rating committee.
  - May attend and participate in rating committee meetings as assigned.
- Level of Autonomy/Degree of Freedom to Make Decisions**
- Under direct supervision, gathers and maintains information using established procedures and documented checklists.
  - Works in entry level, and performs little work independently.
- Communication and Influence Internally and Externally**
- Builds and maintains relationships with internal and external contacts of various levels.
  - Contacts source of information to gather required documentation as specified by group document checklists.
  - May answer mail or telephone inquiries.
  - May contact corporate or governmental officials when clarification or governmental information is needed.
  - Answers mail or telephone inquiries.
  - Ensures relevant analysts are aware of developments and are involved in the surveillance of data, its collection and processing.
  - Collects materials for management meetings, rating committee presentations, and press releases.
- Special Projects**
- Participates in ad hoc projects together with 100% utilization, as assigned.
- Talent Management**
- NA
- Thought Leadership**
- Provides information as requested in support of thought leadership publications and materials.
- Voting Rights**
- No
- Experience**
- Educated to degree level in business related field with 0-2 years work experience.
- Certifications**
- NA



## Welcome to My Career Map

Look to the future. Discover a new path.

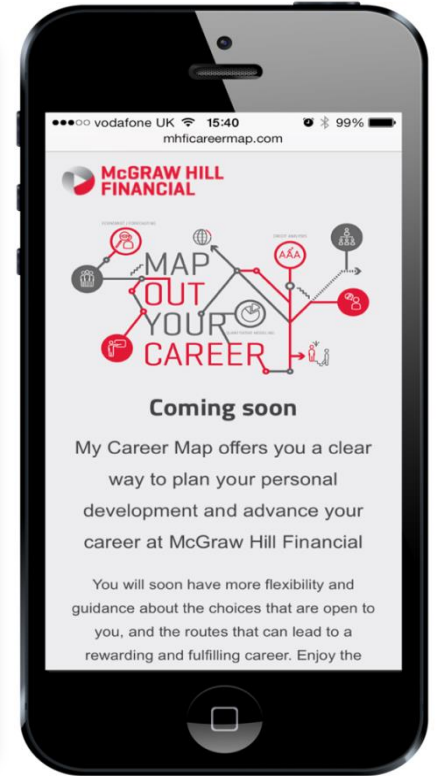


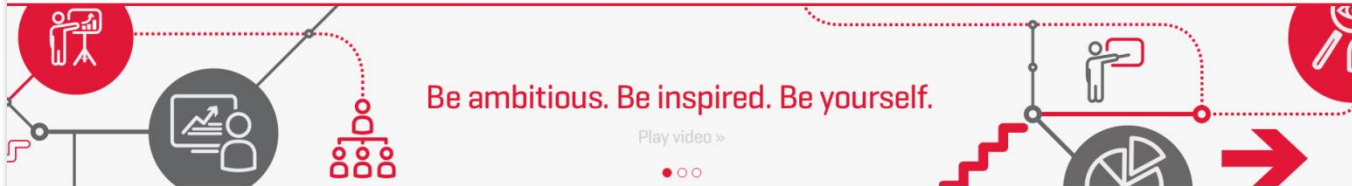
Be ambitious. Be inspired. Be yourself.

My Career Map brings you a clear way to plan your personal development and advance your career with McGraw Hill Financial.

Based on our robust new Career and Rewards Framework, you can browse and understand all the roles that exist within McGraw Hill Financial. You will be able to investigate and consider all the doors that are open to you – whether that is in management, deeper into your area of knowledge or across in a new direction.

My Career Map has been designed to encourage mobility, smooth transitions and support your professional growth. It will help you to move your career forward and hone your skills in a precise and targeted way. In turn, it will strengthen our market position and better equip us to develop our business. We hope you will seize the opportunity to maximize your part in our success story.





**Welcome Joe, to your career at McGraw Hill**

 Change picture >  
 Edit profile >  
 Log out >  
 Last visited: 12/09/2014

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Sed in mollis mi, non aliquet tellus. Ut sed placerat urna, at vehicula ipsum.

Sed in mollis mi, non aliquet tellus. Ut sed placerat urna, at vehicula ipsum.

**MY CAREER MAP**

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Sed in mollis mi, non aliquet tellus. Ut sed placerat urna, at vehicula ipsum. Lorem ipsum dolor sit amet, consectetur adipiscing elit.

**45%**


Congratulations! You have passed **9 out of 20** of your milestones towards your goal of Senior Director (Analytical Team Manager 1)

[Review your goal](#) | [Set a new goal](#)

[Take me to MY CAREER MAP](#)

**This is about you**

**Your Advice Network**




**Conversation with Sally Phillips**

Hi Joe, how are you? If you have any questions about your next steps please let me know.

Reply

[Invite more colleagues >>](#)

**Your Total Reward at a Glance**



- Salary: £58,500
- Short term incentives: £2,000
- Long term incentives: £3,094
- Pension: £2,825
- Benefits: £1,283
- Total (GBP): £71,442**

[See the full breakdown >>](#)

**Upcoming Opportunities**

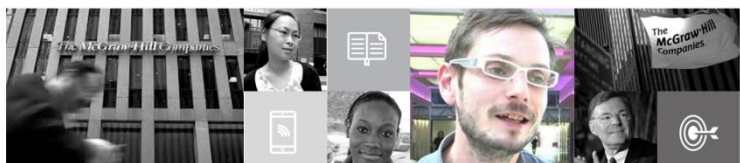
**Course**  
[Media Training and Public Speaking >](#)  
 When: 29/09/2014 Where: London HQ

**E-learning**  
[Media Training and Public Speaking >](#)  
 When: 29/09/2014 Where: London HQ

**Course**  
[Media Training and Public Speaking >](#)  
 When: 29/09/2014 Where: London HQ

[See all opportunities >>](#)

**Latest videos**



# Evidence

In general:

**86%** of employees who receive clear communications are more motivated to deliver added value

Whereas only **36%** are motivated to deliver added value where communication is confusing

Gallup 2014

# Evidence



M&S – with over 21 million people visiting their stores each week, they employ over 78,000 people globally

Stores with improving engagement delivered an average of **£62 million more in sales** to the business every year, compared to stores with declining engagement.

The more engaged stores also showed better staff attendance, with absenteeism 8% lower in the most engaged third of stores.

Source: Kennexa

# Evidence



Conducted an employee engagement survey. Findings showed the highly engaged branches:

- Met or exceeded financial targets 40% more often than dealers who reported lower levels of engagement
- Recorded a higher level of customer loyalty by 5.3%
- Had a 71% lower voluntary turnover rate
- Experienced higher technician productivity by 4.5%
- Lowered technician-related rework by 60%
- Recorded three times fewer accidents

Source: Kennexa

# Evidence



Sears – American multinational department store chain.

*“By enabling employees to see the implications of their actions, it changed the way everyone at Sears thought and acted. **The bottom line reflected this changed behaviour: the merchandising group**”*

## **Result:**

**From a loss of nearly \$3 billion to a net income of \$752 million.**

– Harvard Business Review

*“a store manager whose engagement scores increased by 5 units, could expect a 1.3 unit increase in customer impression (satisfaction) followed by a 0.5% increase in revenue growth.”*



# Outcomes

1. I understand the **purpose** of my role.
2. I have the **opportunity** to do what I do best every day.
3. The business seems to **care** about me as a person.
4. The business is **encouraging** my development.
5. I recognise the **mission** or purpose of my company.
6. I recognise the **opportunities** at work to learn and grow.

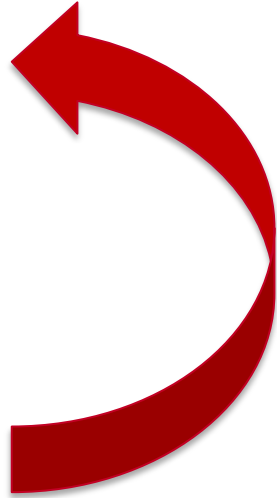
Demonstrating a number of **behavioural characteristics** attributed to an **engaged and productive workforce**



Action

# Checklist for 'moving the performance needle'

1. Objectives
2. Review
3. Plan
4. Deliver
5. Measure



# The objectives of Reward

1. Competitive advantage - attract, retain and engage the best talent
2. Maximise cost efficiency and productivity
3. To pay the right people in the right way
4. Support business and HR strategy/goals
5. To drive individual performance

# Review – Purpose?

1. v. HR and business objectives
2. Gap analysis
3. Effectiveness

## Questionnaire (extract)

| TOPIC: REWARD & RECOGNITION   |           |  |                        |
|---|-----------|--|------------------------|
| <b>3</b><br><b>Question:</b><br><b>How does the business communicate benefits to employees?</b>   | Responses |  | Comment / benchmarking |
|   | 1         | We communicate this through payslips only.   |                        |
|   | 2         | We communicate this through payslips and supply provider information.  |                        |
| <b>Responses</b><br><b>Comment / benchmarking</b><br><br><b>1</b><br><b>We distribute the terms and conditions from the benefit provider.</b> | 3         | We communicate this through payslips, supply provider information and produce a booklet for new starters.  |                        |
|   | 4         | We communicate this through payslips, supply provider information, produce a booklet for new starters, and do an annual printed statement for senior managers.                                 |                        |
|   | 5         | We communicate this through payslips, supply provider information, produce a booklet for new starters, and do an annual printed statement for all employees.                                   |                        |
|   | 6         | We communicate this through payslips, supply provider information, produce a booklet for new starters, and do online statements for all employees.   |                        |
|   | 7         | We communicate this through payslips, supply provider information, produce a booklet for new starters, and do online statements for all employees, supported by some awareness communications. |                        |
|   | 8         | We offer personalised and targeted, brand aligned communications which are part of our broader comms programme.  |                        |
|   | 9         | No answer  |                        |

# Assessment criteria

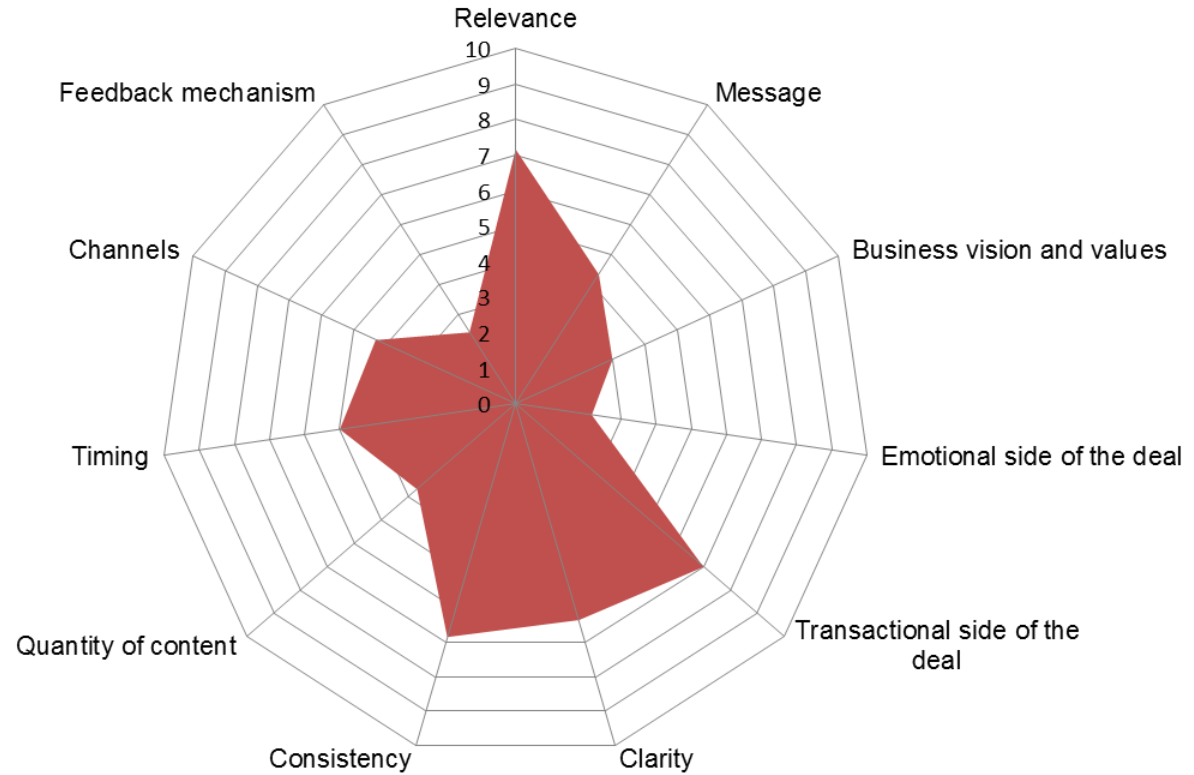
1. Relevance (tailored for region/grade and targeted/personalised to individuals)
2. Message (collaboration, global organisation, regional team, value of HR as a service provider)
3. Alignment with business vision and values
4. Emotional side of the deal
5. Transactional side of the deal
5. Clarity
6. Consistency
7. Quantity of content
8. Timing
9. Use of channels
10. Feedback mechanism

# Areas of focus

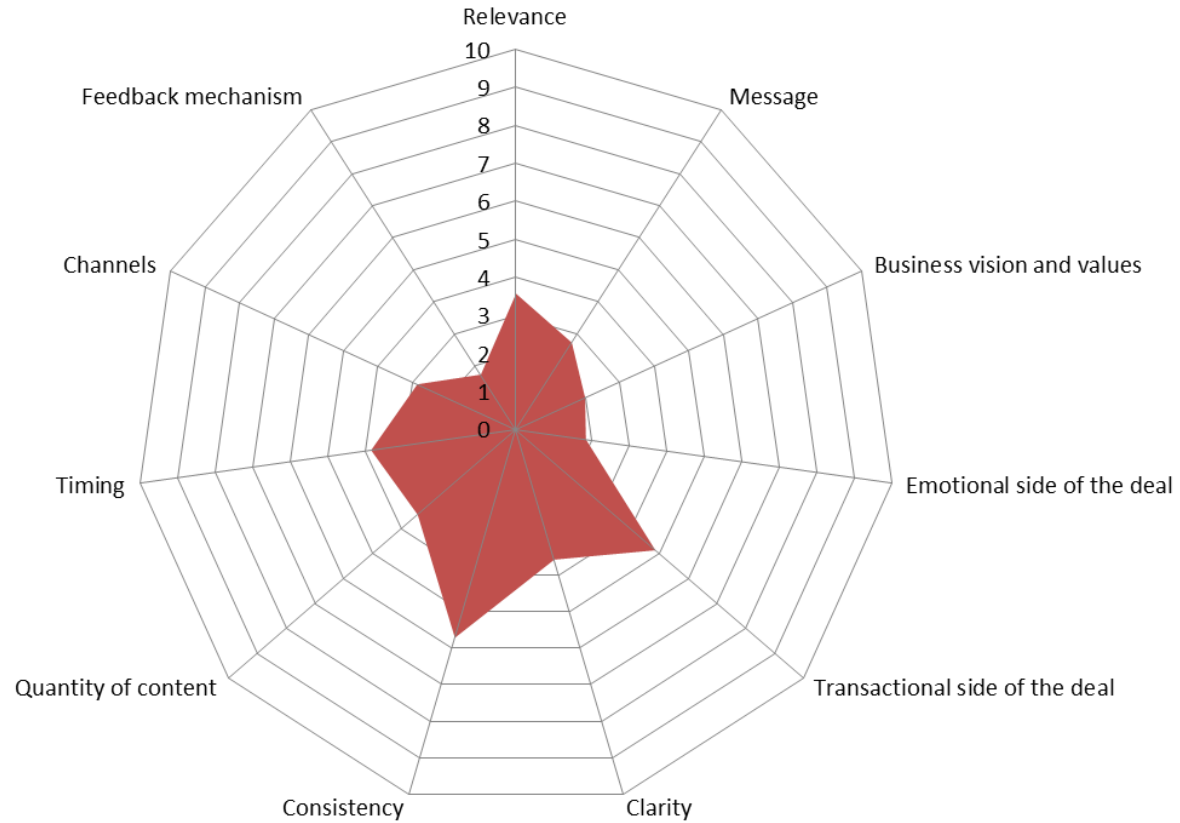
1. Total Reward package
  - a. Total Reward Statement
  - b. Salary review
  - c. Benefits
  - d. Profit share
2. Line Manager communication
3. Leadership communication
4. Learning and development
5. Performance management
6. Onboarding
7. Graduates
8. Mobility
9. Talent attraction



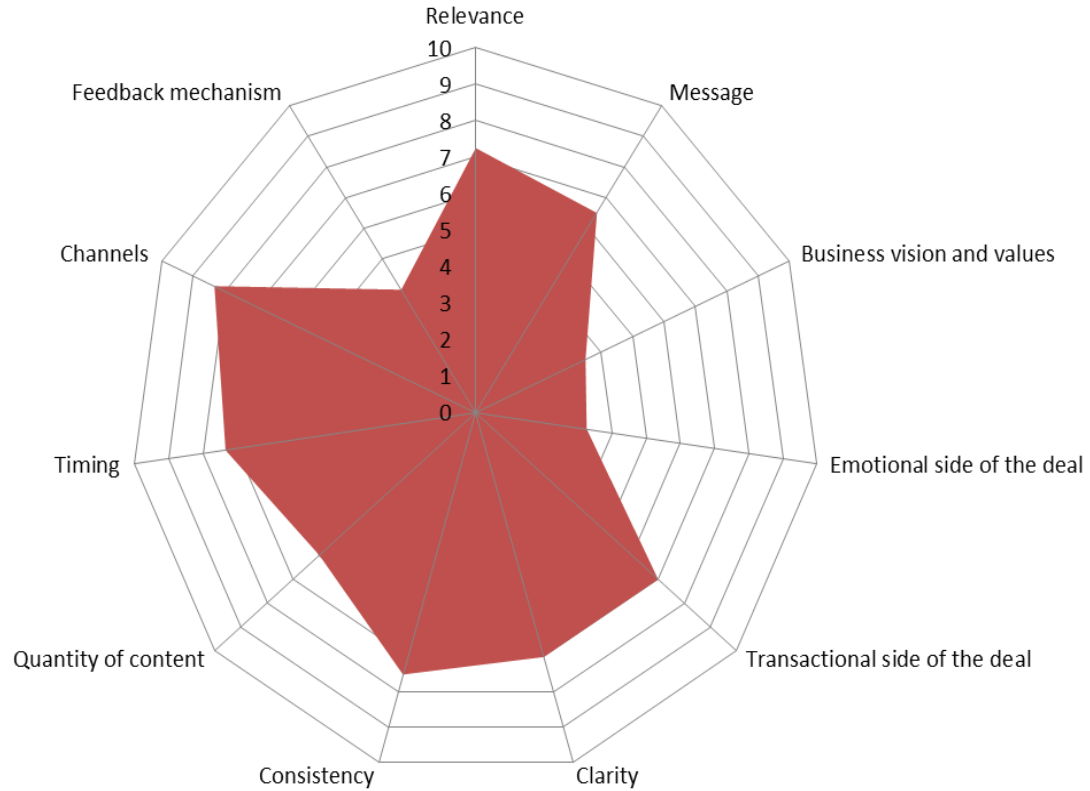
# Total Reward



# Benefits



# Talent attraction



# Overall



# Strategy and planning



FIX



FOCUS



EVOLVE



|                 |                     |                          |
|-----------------|---------------------|--------------------------|
| Research        | Concept Development | Define Behaviours        |
| Analysis        | Environment         | Define Audience          |
| Reporting       | Creative            | Define Channels          |
| Recommendations | Platform            | Map Out Employee Journey |
|                 | Tools               | Measure                  |
|                 |                     | Refine... Evolve         |
| COMMUNICATE     | COMMUNICATE         | COMMUNICATE              |

**BAM!**

The image features the word "BAM!" in a bold, stylized font. The letters are filled with a yellow halftone dot pattern and are outlined in black. The word is set against a red, jagged starburst background. The entire graphic is surrounded by a black and white halftone dot pattern, giving it a classic comic book aesthetic.



# Impact!

# Deliver



Amadeus  
Reward Portal



Arup  
Your Total Reward



Aviva  
Spotlight Recognition



BP  
Total Direct Compensation Modellers



Centrica  
Your Total Reward



ChelloZone (Liberty Global)  
Your Total Reward



Coca-Cola  
International Compensation Hub



First Direct  
Your Total Reward



Kellogg's  
Your Total Reward



McGraw Hill Financial  
Your Total Reward and Career Paths



National Grid  
Your Total Reward and Reward Identity



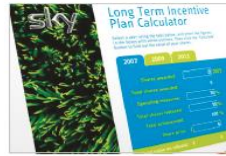
RBS  
Long Term Incentive Portal



Rentokil Initial  
International Workday Launch



Simplyhealth  
"Being Bothered" Recognition Scheme



Sky  
Long Term Incentive Portal



Telefonica  
Pension Change Communication



TUI  
Your Performance Your Reward Portal



Unilever  
Global Reward Identity





# Measure

## 1. Survey

# Outcomes

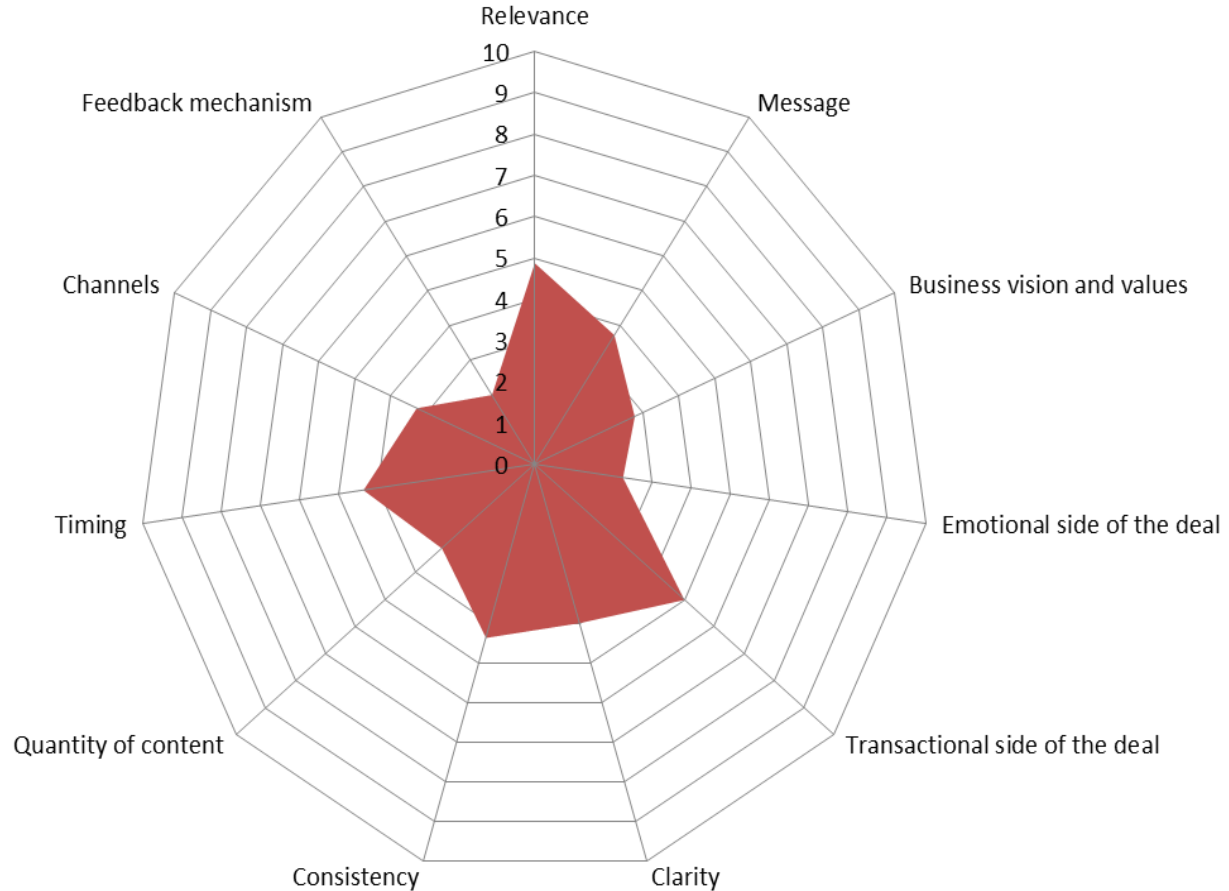
1. I understand the **purpose** of my role.
2. I have the **opportunity** to do what I do best every day.
3. The business seems to **care** about me as a person.
4. The business is **encouraging** my development.
5. I recognise the **mission** or purpose of my company.
6. I recognise the **opportunities** at work to learn and grow.

Demonstrating a number of **behavioural characteristics** attributed to an **engaged and productive workforce**

# Measure

1. Survey
2. Audit/review – pre and post campaign/project/period

# Overall

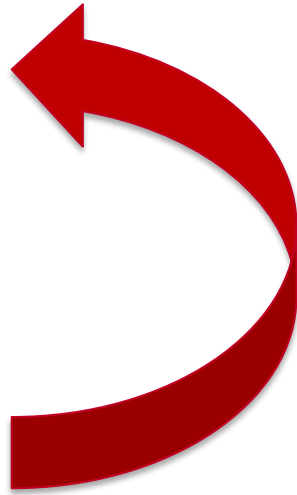


# Measure

1. Survey
2. Audit/review – pre and post campaign/project/period
3. Real-time feedback/sentiment analysis
4. Gap analysis
5. Benefits uptake
6. Workshops/focus groups
7. HR space analytics
8. Attendance to leadership events
9. Anecdotal feedback
10. Less requests to HR

# Checklist for 'moving the performance needle'

1. Objectives
2. Review
3. Plan
4. Deliver
5. Measure



PERFORMANCE DOESN'T HAPPEN  
WHEN COMPANIES ADOPT NEW TOOLS,  
IT HAPPENS WHEN EMPLOYEES  
ADOPT NEW BEHAVIOURS.



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