

BUSINESS CONNECTION PULSE CHECK™

PURPOSE

The Business Connection Pulse Check provides a snapshot view of how ‘connected’ employees are to the organisation, illuminated with ‘real stories’ that support the findings in a simple and memorable form. By ‘connected’ we mean the level of understanding and engagement they have to the organisations objectives and priorities.

Most organisations have a relatively well defined business and brand strategy, and a programme of activity underway designed to deliver on the strategy and improve company performance.

However, many organisations fail to deliver the planned benefits attributed to their strategic initiatives because the problem is not in the thinking - but in the doing.

By analysing the level of ‘connection’ employees have with the business we are better able to determine the extent to which they are engaged with, and aligned to, organisational priorities and objectives. This is important as it strongly influences the ability of the organisation to successfully execute strategy.

The Business Connection Pulse Check is a qualitative research tool that provides a snapshot view of business ‘connection’, presented in a way that uncovers issues and helps determine any remedial action. The use of real stories from within the organisation to illuminate and support the findings is a key element of the Pulse Check.

The Pulse Check can be undertaken as a discrete piece of work, or can be used to augment a larger organisational culture or staff engagement survey

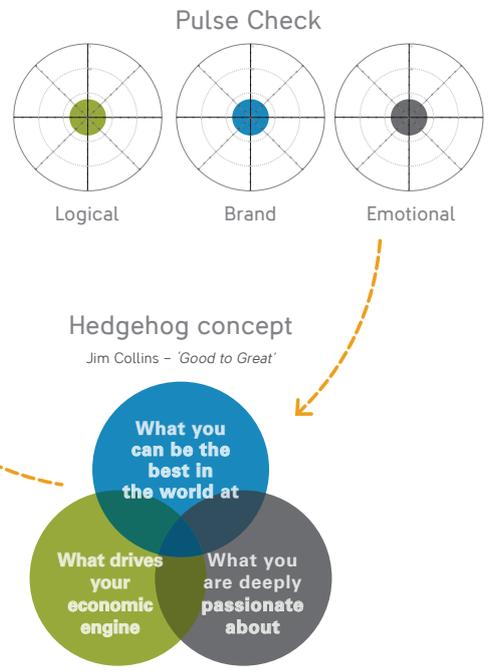
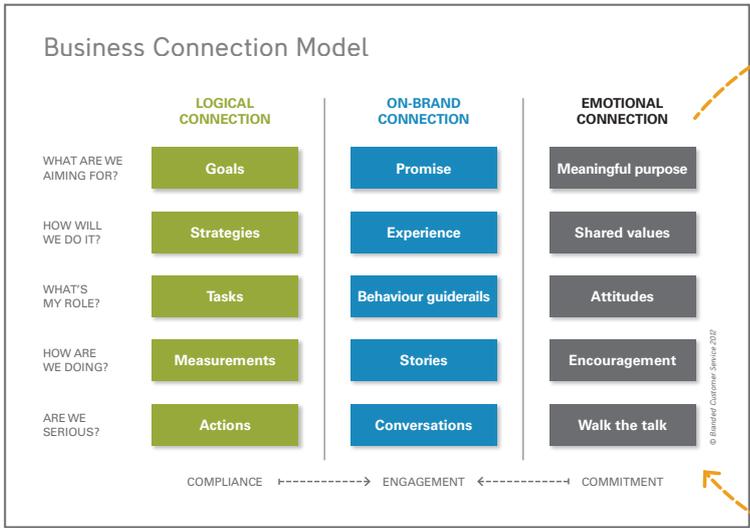
ABOUT BUSINESS CONNECTION

The Business Connection Model (©Branded Customer Service, 2004) is based on the premise that for employees to add value to an organisation, there are 5 strategic questions that they need to be able to clearly answer in their own minds:

- What are we aiming for?
- How will we do it?
- What’s my role?
- Are we serious?
- How are we doing?

These questions are framed in the context of three broad dimensions: Logical Connection, Emotional Connection, and Brand Connection - which enable us to assess the tangible and intangible drivers of performance.

ALIGNING CULTURE TO DRIVE PERFORMANCE



DIMENSIONS OF BUSINESS CONNECTION

LOGICAL CONNECTION

Logical Connection relates to the tangible aspects of organisational performance, such as goals, targets, processes and policies, and quantitative performance measures.

The logical framework can be thought of as the skeleton of the organisational framework, it provides structure and focus.

However, over-emphasis upon Logical Connection can create a 'compliance-based' culture. Under these conditions, employees will often do what is required but valuable discretionary effort is lacking.

EMOTIONAL CONNECTION

Emotional Connection relates to the intangible drivers of organisational performance such as the climate, values, attitudes, and non-financial recognition. It's what brings the organisation to life, builds true commitment from employees and drives discretionary effort.

High levels of 'emotional connection' are often evident in not-for-profit organisations, where the intrinsic motivation is underpinned by a 'meaningful purpose' that transcends business and financial objectives.

Employees can be highly committed in such environments. However, effort and focus may not be well directed unless there is a coherent logical framework.

BRAND CONNECTION

A well developed brand is both a logical and emotional construct. Logically, the brand represents an expression of the business strategy (who we are, what we stand for, what we put priority on, and our point of uniqueness). However, because brand perceptions (internal and external) are heavily driven by personal 'experience', it is also a highly emotional construct.

Consequently, one of the benefits of looking at 'brand connection' is that it highlights the opportunity to make better use of the brand to integrate the intangible and tangible drivers of performance – creating a common framework for decision-making, attitudes and behaviours.



PROCESS - RUNNING THE PULSE CHECK

The Business Connection Pulse Check can be completed in just days. Results are presented back to the Executive Leadership team. It's important to have direct access with 'top team' leadership in terms of briefing, sponsorship and reporting back. This is critical for engagement.

PREPARATION

1. Identify and invite participants to the focus group (get the company to organise this). We are looking to involve staff who will not be afraid to express an opinion and have some good insights.

We usually separate frontline staff from supervisory/management staff to create open discussion. Around 8 people per focus group if possible.

Each focus group will take 90 mins to complete.

2. Ensure there is a room booked for the focus group. The room needs to have a white board and plenty of wall space for the activity.
3. Select your questions and print a copy of the Pulse Check for each focus group member.

PULSE CHECK

4. Ideally two people will conduct the focus group - one to facilitate and one to document the feedback.

TYPICAL AGENDA

- Introduction / framing
- Positioning (promise of confidentiality - feedback will not be attributed)
- Handout the survey and ask them to complete it (as individuals)
- Facilitate discussion on responses - seek consensus/agreement - note comments, note differences in opinion, capture stories (focus on areas where assessment is Very High or Very Low), seek insights.
- During the process test the level of understanding that focus group members have of the business. Questions around understanding the strategy enables you to identify gaps.

PRESENT RESULTS

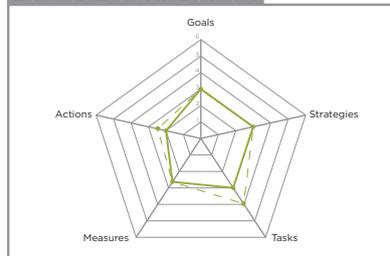
Results can be presented back within a day if required.

5. Focus group responses are mapped onto the pulse check template - or you can present more completely if you wish.
6. Results should then be workshopped with the senior leadership team.

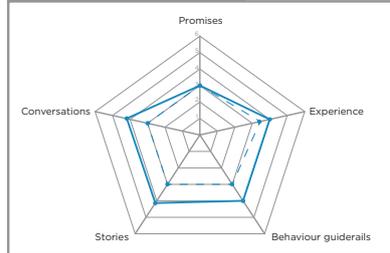
The results are presented back as a combined (all focus groups) result focusing on the three key components -emotional, logical and brand. The example below shows a 6 month comparison.

Comments and stories are also provided to supplement the result findings.

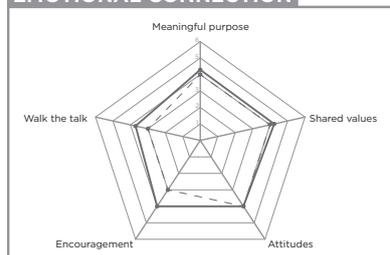
LOGICAL CONNECTION



BRAND CONNECTION



EMOTIONAL CONNECTION



PAY-OFF

The Business Connection Pulse Check will help provide powerful insights to shape the action required to improve the level of Business Connection and organisational performance.

TOOL



PULSE CHECK SAMPLE QUESTIONS

* Note: you should tailor these questions to each organisation

	Terrible!	Not good	Pretty ave	Alright	All good	We rock!
WHAT ARE WE AIMING FOR?						
We are well informed about our organisations future plans and direction						
Everyone is aware of the promises that we make to our customers through our marketing						
There is a real passion for what we do						
HOW WILL WE DO IT?						
We have a clear understanding of what is required to make our organisation successful						
We are clear on the unique experience we want to deliver to customers - that aligns with our promises						
We share a strong set of organisational values that guide our behaviours						
WHAT'S MY ROLE?						
Everyone understands their individual and team role, and the contribution they make to the organisations success						
We strive to exceed our customers expectations						
We are proud to work for this organisation, and committed to the teams we work with						
HOW ARE WE DOING?						
Everyone receives regular feedback on their performance - we reward good performance, and address poor performance						
Our customers have a consistent brand-aligned experience whenever & wherever they touch our organisation						
We support each other to achieve the right outcomes.						
ARE WE SERIOUS?						
Everyone has the tools and resources they need to perform						
When our customers experiences don't match what they expect from us, we have good processes for dealing with this						
Leadership behaviours are consistent with our values						

ADDITIONAL RESOURCES

- Sample report
- Pulse Check questions - full list. Refer to BCS Toolkit

