

许多企业都知道**员工敬业度调研**的意义：了解员工的看法能够为业务决策提供有价值的观点和指引。然而只有少数企业知道用什么方式去了解员工的看法，才能既提高员工的敬业度，又能为提高企业业绩提供必要的员工智慧。那些将员工调研和企业战略联系起来的公司能够在诸如员工保留、劳动生产率以及客户服务质量等问题上积累有价值的发现。而这些问题对销售业绩和股东价值都会产生实质性的影响。和致的调研过程关注“我们”的问题，即推动企业经营业绩并影响最终财务结果的根本问题。

驱动经营业绩

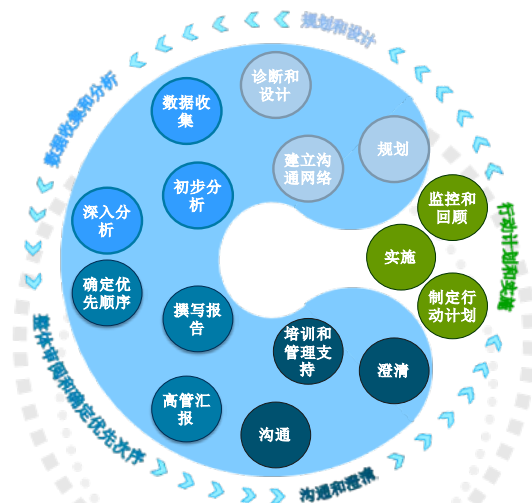
在一项针对75个跨国公司的研究中，接近80%的人力资源总监表示他们曾组织过面向员工的调查和讨论会，希望能够为整个公司范围内的变革提供指引，但是大多数人力资源总监同时也表示，对调查和讨论会过程中的收获并不是很满意。他们不满是因为传统的员工调研主要关注员工满意度，诸如薪酬、福利、职业安全感及工作环境等关于“我”的问题，却忽略了那些能够驱动经营业绩的关于“我们”的问题。无论是作为一项独立的服务，还是作为设计和出台咨询解决方案的基础工作，员工调研是我们咨询工作中的关键组成部分。和致熟谙于如何去研究“我”和“我们”的问题。

我们能提供什么帮助

通过策划和实施员工敬业度调查，进而识别出对于业绩影响最大的驱动因素，和致可以帮助贵公司实现人力资本投资的价值最大化。和致员工敬业度调查最关键的环节是，基于和致对贵公司的充分了解，根据贵公司的特殊需要，策划和实施为贵公司量身定制的员工敬业度调查服务。这些服务由和致顾问实施，他们在定性诊断、定量研究方法和组织有效性方面拥有广泛的专业知识。和致顾问将运用基于理论研究的模型框架(如下所示)，来为贵公司设计有效的调整措施。

和致的员工敬业度调查方法论包括以下的5个基本步骤：

- 步骤 1: 项目计划与问卷设计
- 步骤 2: 数据收集与分析
- 步骤 3: 审阅与优先级排序报告
- 步骤 4: 沟通与澄清
- 步骤 5: 行动计划与执行



我们提供以下服务，贵公司可以进行自由选择

- 员工意见与文化调查
- 员工满意度定性定量调研
- 基于网络的调研管理和数据收集工具
- 全国和部门员工态度标杆常模数据
- 员工态度与提高客户满意度和经营业绩关联调研
- 为实现关键业务提升而进行的调研后续服务和行动计划
- 变革计划策划与实施
- 沟通审计、沟通策略制订及实施
- 沟通技巧分析与领导力有效性培训

案例

一家全球性的石油公司经过了一次重大的组织架构重组，公司高管层非常焦急地想要了解到这些变革对于关键员工群体的工作效率和动机正在产生什么样的影响。

和致策划并实施了一项面向全球员工的敬业度调查，该项目由定量(问卷调查)和定性(员工焦点小组和研讨会)调研组成。利用网上调研平台和全球业务网，和致帮助客户在不到6周的时间内，在30个国家，使用14种语言，分70组调查了900名员工。通过调研我们甄别出了该公司特有的员工敬业和绩效提升关键驱动因素。这次调研是非常缜密、非常有深度的，它帮助客户确定如何采取行动以实现必要的调整。

联系和致 400-676-1528.

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Most organisations know intuitively that understanding employee opinions can provide valuable insights for guiding business decisions. Few, however, know how to do so in a manner that both enhances **employee engagement** and provides the intelligence required to improve performance.

Driving Business Performance

In a study of 75 international companies, almost eight out of 10 HR directors reported that they conducted surveys and workshops with employees to help guide company-wide change, but the majority also said that they were dissatisfied with the value of the process. This dissatisfaction is because traditional employee research often defines satisfaction in terms of areas such as pay, benefits, job security and working conditions – the ‘me’ issues – but overlooks the ‘we’ issues that drive business performance.

How Can We Help

CoreCapital can help you get the most from your human capital investment by designing and delivering an employee engagement process that identifies areas that will have the greatest impact on performance. The key to our approach is the design and delivery of services that are based on a full understanding of your organisation and tailored to meet your organisation’s specific needs. These services are delivered through consultants with expertise in qualitative diagnostics, quantitative research methods and organisation effectiveness, and structured on a research based model, as showed on the next page, for developing effective interventions. Our Research and Effectiveness Model includes five phases:

- Step 1. planning and discovery
- Step 2. data collection and analysis
- Step 3. review and prioritisation
- Step 4. communication and clarification, and all underscored by
- Step 5. action planning and intervention.

Here is a selection of our services

- employee opinion and culture surveys
- qualitative & quantitative research on employee engagement



- web-based tools for survey administration and data exploration
- benchmarking employee attitudes to national & sector norms
- linkage research to identify employee attitudes which drive customer satisfaction and business performance
- survey follow-up and action planning tools to target key business improvements
- change programme design and delivery
- communication audit, strategy development and implementation, and
- communication skills analysis and leadership effectiveness training.

Case Study

A global oil company went through substantial restructuring and its leaders were concerned to determine what impact these changes were having on operating effectiveness and the motivation of key employee groups. CoreCapital designed and delivered a global employee engagement programme, consisting of quantitative and qualitative research. Using our global network, we involved 900 employees in 70 groups, held in 30 countries, and in 14 languages, in less than six weeks. The research identified the company-specific key drivers of commitment and performance. The research exercise was considered to be both rigorous and insightful and was instrumental in identifying actions to achieve the necessary changes.

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