

Cultivating Engagement and Strengthening Organisational Culture at HORIBA MIRA

Working with Head Light's Talent EnGauge tool enabled HORIBA MIRA to:

- *Measure company-wide employee engagement – and leadership effectiveness*
- *Strengthen the alignment between employee perspective and the company's strategy map and scorecard*
- *Analyse employee data across multiple dimensions and present information through heat maps*
- *Provide detailed insights for managers through individual results packs, enabling team-specific action planning*



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*Julian Webber,
Talent Management
Lead, HORIBA MIRA*

HORIBA MIRA is an outstanding organisation. With a vision of the world in which the automotive industry is not only a driver of change but a catalyst to support a sustainable and thriving planet, it understands that its people need to feel engaged with and connected to the business's ambitions – and their own particular roles.

The challenge: Measuring engagement from a standing start

Julian Webber, Talent Management Lead, explains: *"As a company, we know we have strong corporate values, a great culture and are an excellent engineering business. But how do we measure this?"*

"Several years ago, we introduced a corporate scorecard that included employee perspective. We wanted to understand not only how engaged people felt with the business, but also what was important to them. We wanted to make sure that we learned from the survey feedback and took action to build a greater sense of belonging. For us, employee engagement is both a measure of how our employees feel as well as a measure of the effectiveness of our leaders in terms of engaging our people."

There had been no company-wide initiative such as this before. While there was some initial scepticism about the benefits and insights to be gained from a survey, from his use of Talent EnGauge in a previous organisation, Julian was confident it would deliver the insights the company needed.

"I knew that the data gathered via the engagement survey would offer up insights for us as a leadership team, as well as for each of the individual managers leading their own teams. Moreover, I knew that Talent EnGauge had strong analytical capabilities that would allow me to slice and dice the results any way I needed: by gender, department location and so on."



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HORIBA MIRA*

The solution: The Talent EnGauge platform

All 650 staff members are invited to take part in the annual survey, with six surveys now completed over the years. HORIBA MIRA uses the Head Light engagement factors and statements already built into the platform. These statements offer the capability of being answered for an organisational, managerial or individual perspective, adding a level of detail and value that other surveys don't.

Employees find the survey easy to complete. When HORIBA MIRA started with Talent EnGauge, the user interface had a traditional survey format, using a mouse to click the relevant radio button. Now, the more mobile device-friendly format allows for speedier completion wherever the employee wants to complete it.

After each survey, Julian sets about analysing the data, making use of the analytics functionality of the platform.

From the outset, he knew the importance of sharing the firm-wide summaries with the senior leadership team.

“As this was new to us, I wanted to present heat maps of engagement for each area within the business to show the pockets of strong engagement (where the managers are working well with their teams) and areas that might need more focus.”

“Practically, I show the heat maps all together, across one wall. The first time I shared this, the excitement and surprise from the management team was evident. They didn't know that we could get this amount of information from just one survey.”

As well as these heat maps, Julian creates individual results packs for each line manager. These provide the headline results and summary of their team's feedback, and the further detail should they want to drill down.

“These information packs are not only for the managers. They are to be used with their teams in a face-to-face action planning workshop, looking at the engagement strengths and the areas for development for each of the engagement factors.”

“Sharing this information encourages the team to understand the difference they can make and take ownership of the next steps. They identify three or four results that they want to move forward with and improve.”

High completion rates and direct action

Organisations can get hung up on completion rates of employee-wide surveys, and industry benchmarks vary as to what is deemed to be a “good” completion rate.

Yet the value in any survey isn't in reporting the percentage of the workforce that answer the survey questions (although that is a good litmus test of the survey's value proposition, the comms programme executed and the perceived value and ease of completion). Rather it is in the action the organisation takes as a result of the survey.



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*Julian Webber,
HORIBA MIRA*

That said, HORIBA MIRA has an outstanding response rate that increases year on year. This is a demonstration of the value that employees see in sharing their views.

“The fact that our completion rates increase year after year is because our employees know that we value their input and, more importantly, they see the action that we take.”

“Our first survey had a completion rate of 66% – which is okay for the first time. Now, even with multifactor authentication – which we now insist on for all our systems – our completion rate is an impressive 85%.”

Julian continues: *“Rather than follow the annual cycle of running a survey, communicating the results and waiting for 12 months before checking on progress, we designed an action planning process into the engagement cycle.”*

“This takes the results from the survey for each team or department and challenges the leader to share them and take any required action in the key areas. Crucially, we ask their team in the following survey, whether they feel their opinions have been heard and relevant action has been taken.”

The outcome: Buy-in and embedded engagement review

A measure of the value of any survey is not only from the results generated and the action taken, but the extent to which it is embedded within the organisation.

Julian expands: *“In the early days, there was a push to get managers and team members to complete the survey. That’s turned on its head. Now managers email me for the exact release dates of the survey so they can prime their teams!”*

He comments that the integrity of the process has led to its success.

“Employees see that the survey is sponsored from the very top of the organisation, by the managing director. Managers take it seriously, and employees see that action is taken as we run the post-survey briefing, action-planning sessions and provide a summary of the action that has been taken the following year. Also, everyone knows that their anonymity is entirely protected – without exception.”

Julian sums up: *“Using Talent EnGauge has brought us greater transparency, openness and communication between our managers and their people. Hearing their people’s views via the survey, then sharing the feedback and creating the action plan has brought teams closer together. It has reinforced the employee perspective on the company’s strategy map and scorecard and provides valuable metrics for both employee engagement and leadership effectiveness.”*

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