

improving organisations by giving people a voice

Capturing passion: www.voiceproject.com.au

unpacking the practices of a purpose-driven organisation

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voice project

- Our purpose and passion is 'improving organisations by giving people a voice'
- We specialise in organisational surveys of culture,
 engagement, leadership and service quality





believe, belong & achieve

participation

leadership
recruitment
cross-unit cooperation
learning & development
involvement
reward & recognition
appraisal
supervision
career opportunities

passion (engagement)

organisation commitment job satisfaction intention to stay

purpose

organisation direction results focus mission & values ethics role clarity diversity

progress

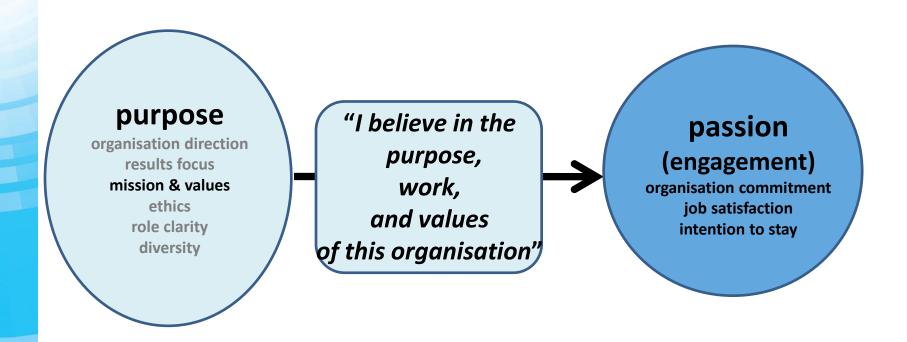
organisation objectives change & innovation customer satisfaction

Langford, Parkes, & Metcalf (2006).

Developing a structural equation model of organisational performance and employee engagement. Proceedings of the joint conference of the Australian Psychological Society and the New Zealand Psychological Society, Auckland, New Zealand.

strongest driving practice





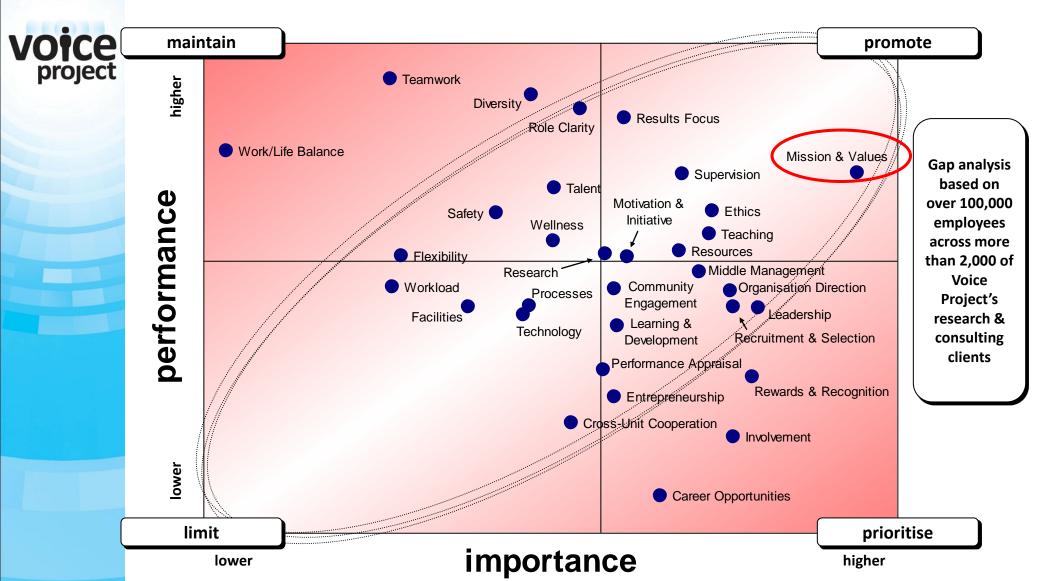
Parkes & Langford (2008) Work-life balance or work-life alignment?

A test of the importance of work-life balance for employee engagement and intention to stay in organisations.

Journal of Management & Organisation 14 (3) 267-284



work practices & passion







the aged care advantage

Industries with most **highly engaged** staff (>75%):

- Education Secondary Schools
- Education Primary and Early Childhood
- Aged Care
- Law
- Agriculture, Forestry & Fishing
- Disability Services

Industries with **strongest belief in mission & values** (>85%):

- Aged Care (90%)
- Disability Services
- Community Services
- Education Primary and Early Childhood
- Education Secondary Schools
- Law





the aged care advantage

Industries with **least engaged** staff (<65%)

- Accommodation, Hospitality, Tourism, Cafes and Restaurants
- Government Administration
- Retail Trade
- Cultural and Recreational Services
- Information & Communication Technologies
- Professional, Property & Business Services

Industries with weakest belief in mission & values (<75%)

- Retail Trade
- Accommodation, Hospitality, Tourism, Cafes and Restaurants
- Government Administration
- Cultural and Recreational Services
- Construction & Engineering
- Professional, Property & Business Services



purpose practices



purpose

organisation direction
results focus
mission & values
role clarity
ethics & diversity





talk about it!





VS



- "This organisation has a positive impact on society & the community"
- "This organisation plays a role in society that goes beyond the mere generation of profits"



results focus – purpose in the spotlight





select for fit and socialise

http://www.thomasholt.org.au/media_Kasey.html





spell out the significance for support staff



8 universities



5564 academic staff

- 1. organisation success
- 2. mission & values
- 3. change & innovation
- 4. leadership
- 5. career opportunities

8388 professional staff

- 1. role clarity
- 2. career opportunities
- 3. organisation success
- 4. mission & values
- 5. rewards & recognition



walk the talk

DRIVERS

purpose

- organisation direction
- · results focus
- mission & values
- ethics
- role clarity
- diversity

"Building a visionary company requires 1% vision and 99% alignment"
Collins & Porras (1996) HBR

participation

- leadership
- recruitment
- cross-unit cooperation
- learning & development
- involvement
- reward & recognition
- · appraisal
- superviv
- caree oppo

alignment

decisions, processes, way people managed consistent with values?

people

- motivation & initiative
- talent
- teamwork

passion/engagement

- organisation commitment
- job satisfaction
- intention to stay

progress

- organisation objectives
- change & innovation
- · customer satisfaction

property

- resources
- processes
- technology
- safety
- facilities

peace

- wellness
- · work-life balance
- flexibility



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walk the talk

Legend High >=80%		Region A 2008	2006	Region B 2008	2006
Medium 50<80%	PASSION / ENGAGEMENT - Organisational Commitment		69% 72%		75% 78%
Low <50%	Job SatisfactionIntention to Stay		81% 55%		85% 63%
PROGRESS	Organisation Objectives Change & Innovation Client Satisfaction		66% 45% 71%		75% 49% 78%
PURPOSE	Organisation Direction Results Focus	!	58%		71%
	Mission & Values Ethics Role Clarity		82% 73% 89%		86% 80% 89%
PARTICIPATION	Diversity Leadership Recruitment & Selection		77% 57%		80% 66%
	Cross-Unit Cooperation Learning & Development Involvement		46% 65%		47% 69%
	Rewards & Recognition Performance Appraisal		54%		52%
	Supervision Career Opportunities		74%		81%
OTHER	Values in Action				14

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walk the talk

Legend High >=80%		Region A 2008	2006	Region B 2008	2006
Medium 50<80% Low <50%	PASSION / ENGAGEMENT	78%	69%	69%	75%
	- Organisational Commitment	80%	72%	68%	78%
	- Job Satisfaction	87%	81%	80%	85%
	- Intention to Stay	66%	55%	59%	63%
PROGRESS	Organisation Objectives	79%	66%	59%	75%
	Change & Innovation	64%	45%	40%	49%
	Client Satisfaction	77%	71%	57%	78%
PURPOSE	Organisation Direction	87%	58%	82%	71%
	Results Focus	83%		75%	
	Mission & Values	91%	82%	80%	86%
	Ethics	82%	73%	68%	80%
	Role Clarity	93%	89%	86%	89%
	Diversity	83%	77%	73%	80%
PARTICIPATION	Leadership	70%	57 %	54%	66%
	Recruitment & Selection	65%		48%	
	Cross-Unit Cooperation	59%	46%	38%	47%
	Learning & Development	75%	65%	54%	69%
	Involvement	61%		49%	
	Rewards & Recognition	57%	54%	40%	52%
	Performance Appraisal	64%		60%	
	Supervision	79%	74%	69%	81%
	Career Opportunities	57%		45%	
OTHER	Values in Action	82%		69%	



free online resources

- www.voiceproject.com/research/voicebites
- Suggested actions for organisational development based on scientific evidence
- Case study of successful client change
- Follow-up resources



mission & values

Staff belief in the purpose, work and values of their organisation

Research conducted by Voice Project has shown that employees' belief in the mission and values of their organisation is the strongest driver of employee engagement. This connection between purpose and passion is strong across sectors, industries and all types of staff – both front-line delivery and back-office employees. Practices that support organisational purpose and values meet basic human needs of meaning, stability, esteem, and belonging.

suggested actions

communicate Employees need a well-formulated purpose (not a mission statement that is little more than
public relations ploy) that offers something for people to commit to, with leaders providing clear, consistent,
frequent and inspiring messages about direction and values. Keep mission and values part of everyday
conversation in the organisation, and on meeting agendas. Invite employees to discuss what the values mean
in action to help ensure alignment. Put them in documents, posters, websites and other media to help staff
remember them.





you are invited: change challenge improving organisations by giving people a voice

- Motivate and measure real change in work practices, employee engagement and business outcomes
- Easy online administration
- Free report of team results against industry benchmarks
- Support and resources for change initiatives
- Awards for greatest measurable change

