voice project

improving organisations by giving people a voice

www.voiceproject.com.au

# capturing passion:

## unpacking the practices of a purpose-driven organisation

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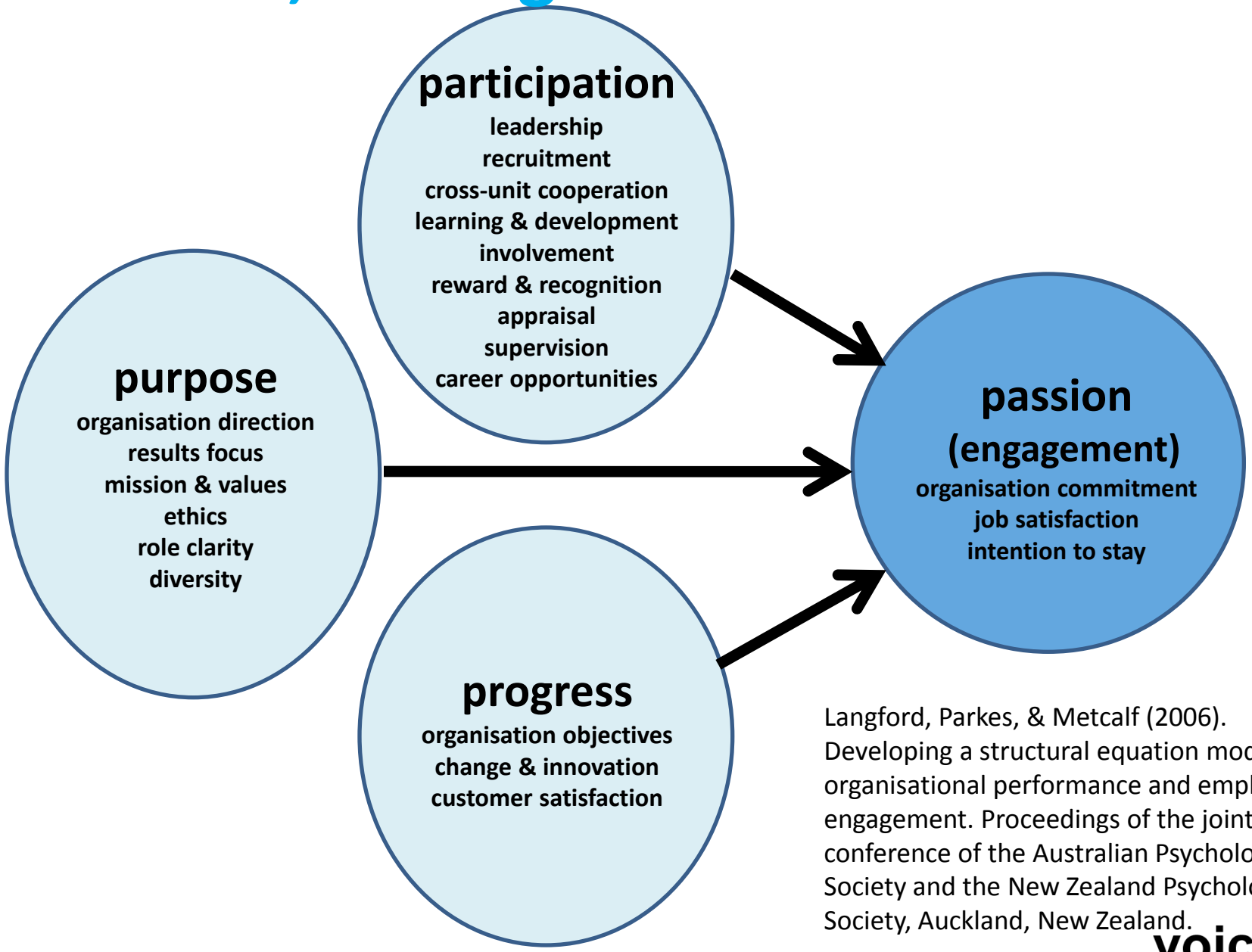
**Aged & Community Services Association of NSW & ACT**

# voice project

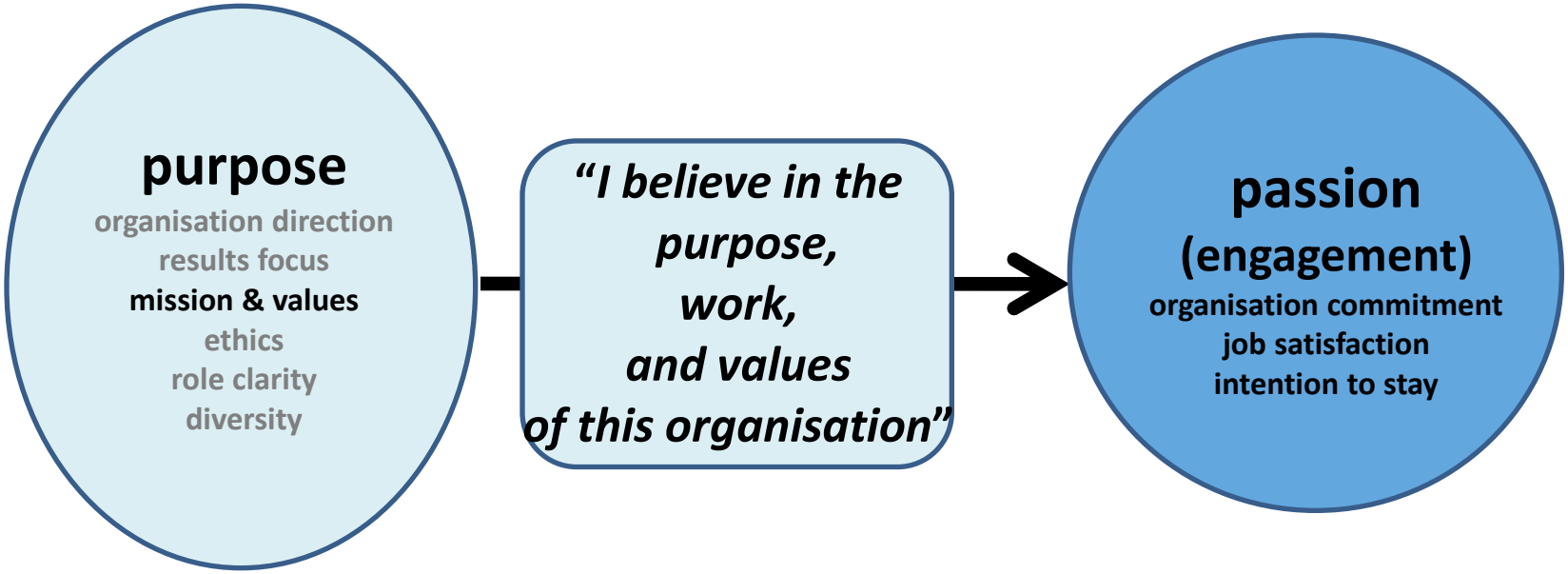
- Our purpose and passion is '**improving organisations by giving people a voice**'
- We specialise in organisational surveys of **culture**, **engagement, leadership** and **service quality**

# believe, belong & achieve



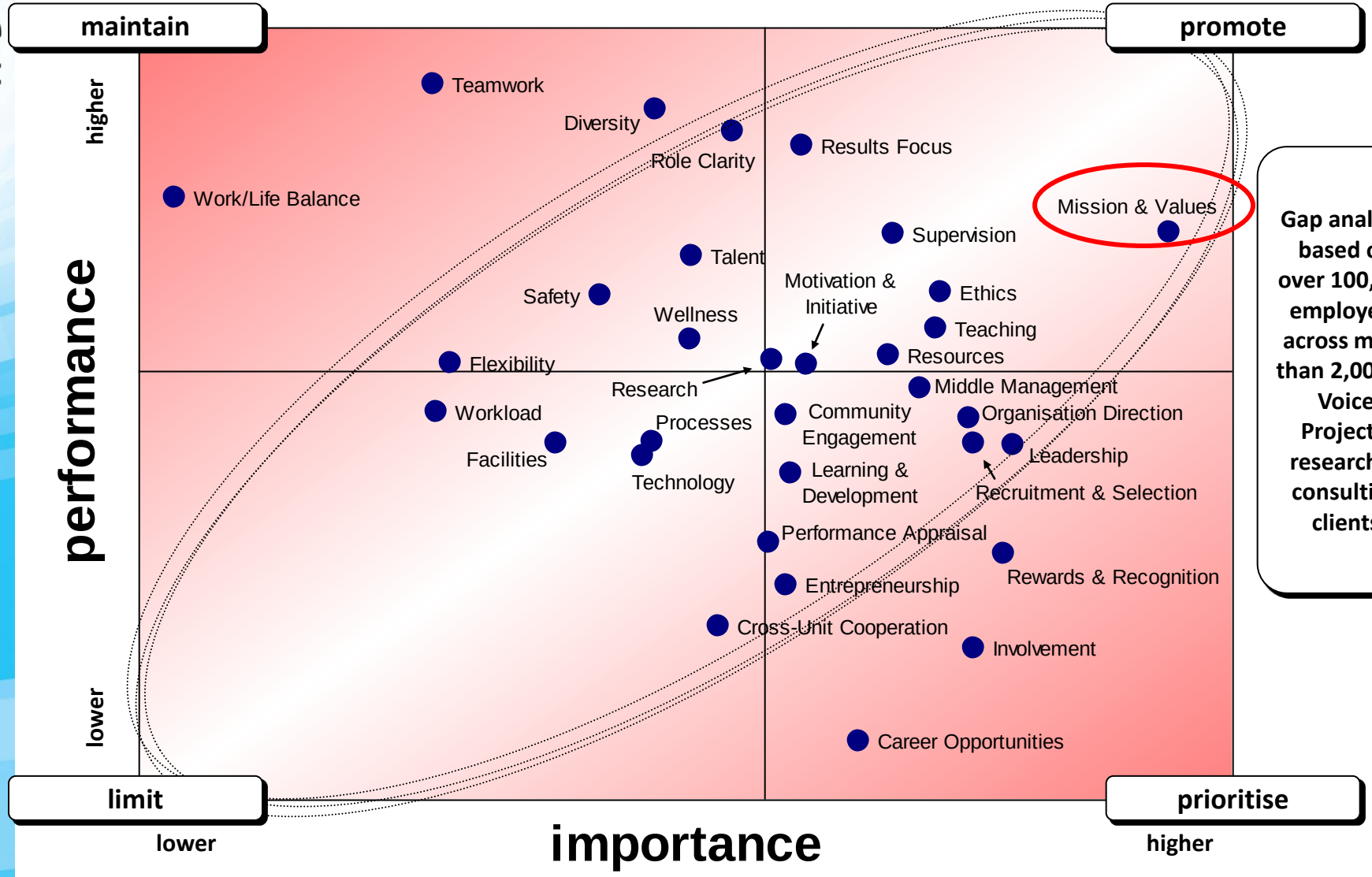

Langford, Parkes, & Metcalf (2006). Developing a structural equation model of organisational performance and employee engagement. Proceedings of the joint conference of the Australian Psychological Society and the New Zealand Psychological Society, Auckland, New Zealand.

# 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




**Gap analysis based on over 100,000 employees across more than 2,000 of Voice Project's research & consulting clients**

# 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**

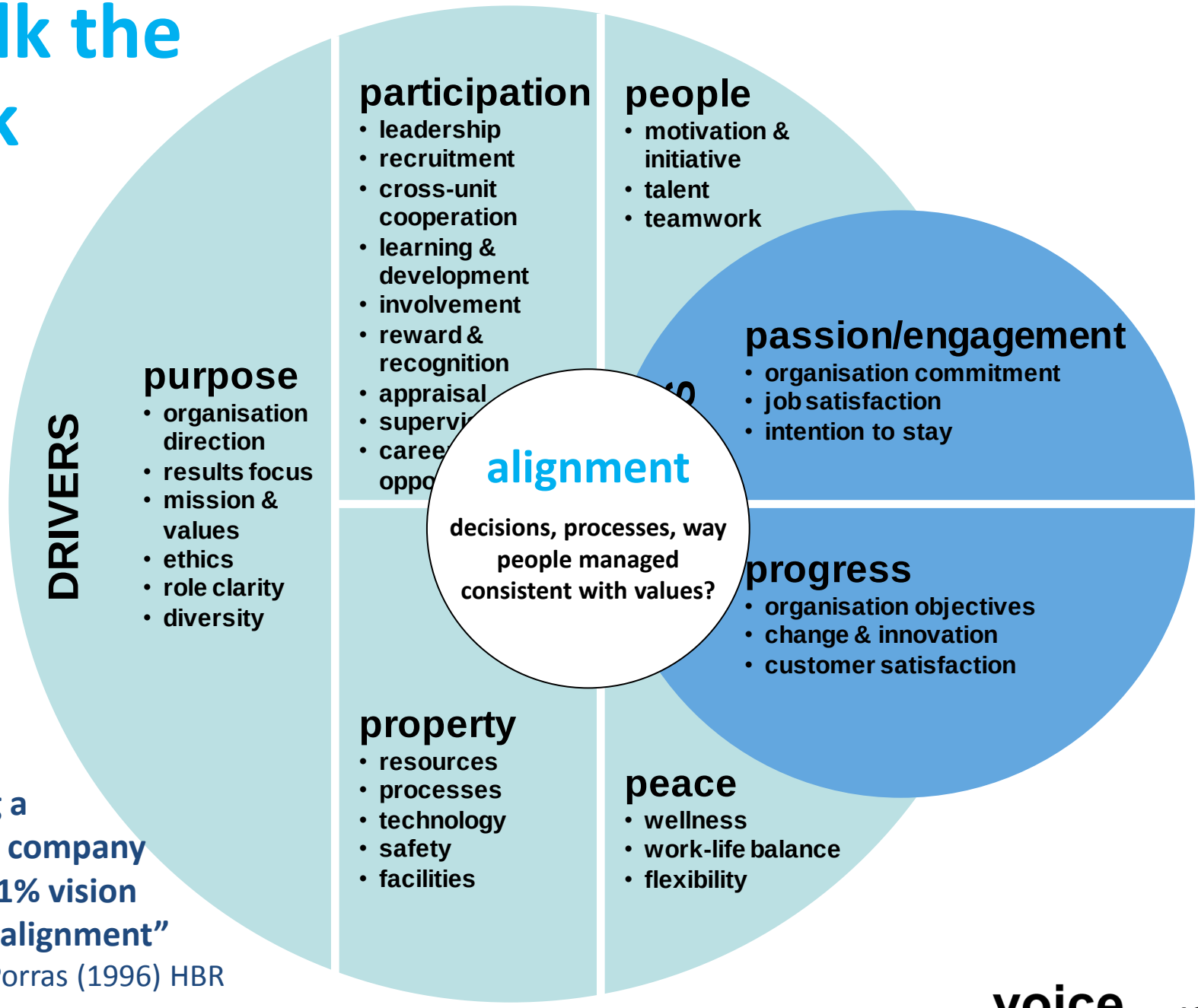
**5564 academic staff**

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




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

# walk the talk

Legend

| | |
|---|---|
| High | >=80% |
| Medium | 50<80% |
| Low | <50% |

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

# walk the talk

Legend

High >=80%

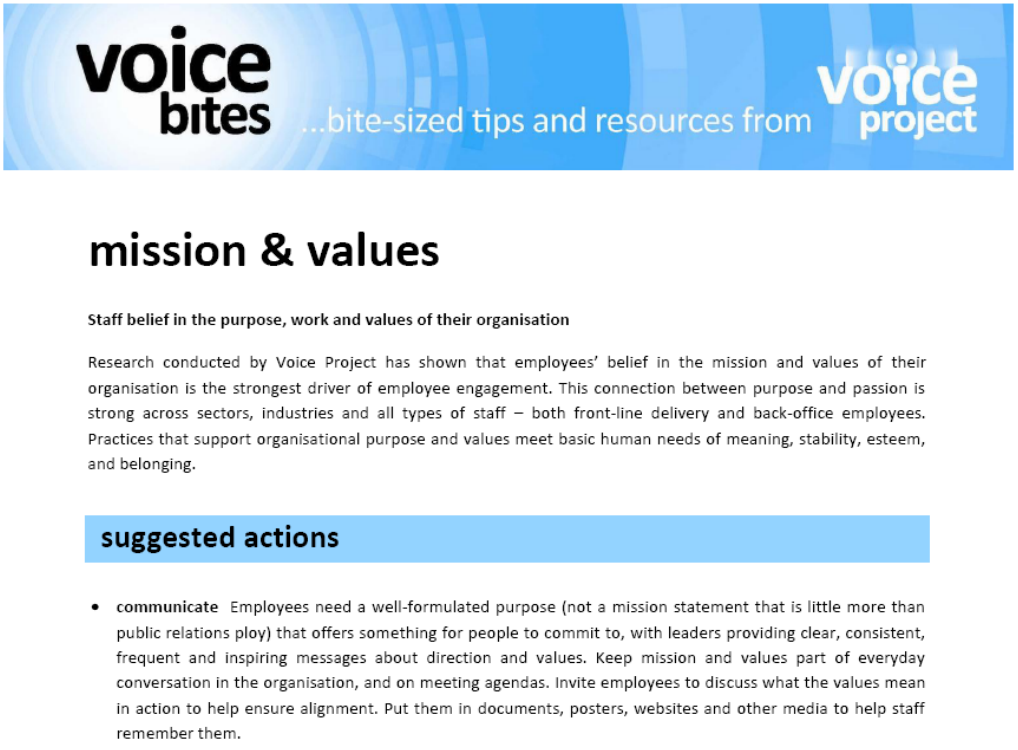
Medium 50<80%

Low <50%

| | | Region A 2008 | Region A 2006 | Region B 2008 | Region B 2006 |
|---|---|---|---|---|---|
| | 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



# 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

voice project change challenge