



8 Critical Steps After Your Engagement Survey

An eBook on setting the groundwork for change





So you recognize that changes need to happen, but putting that change into action is easier said than done. Many times organizations jump head first into new initiatives without doing the necessary groundwork; these initiatives are often destined to fail. In order to improve the likelihood that your change efforts will be successful, there are eight stages that should be followed:



1. Create A Sense Of Urgency

Steps to Take

- Evaluate the competitive market to determine where potential crises may occur and what opportunities are being missed
- Convince others that the status quo is more dangerous than making changes

Pitfalls to Avoid

- Underestimating the challenges of getting people out of their comfort zone
- Becoming overwhelmed by potential risks – worrying too much about what can go wrong



2. Create A Guiding Team

Steps to Take

- Create a group of individuals who share your commitment for change and who have sufficient power to influence others

Pitfalls to Avoid

- Not getting enough buy-in from group
- Not getting high level people involved
- Relegating work to HR or other corporate entity rather than line managers



3. Create a Vision

Steps to Take

- Create a vision to drive change
- Identify strategy for realizing this vision

Pitfalls to Avoid

- Creating a vision that is too vague or complicated



4. Communicate Vision

Steps to Take

- Use multiple methods and channels to communicate the vision and strategies to achieve it
- Have the Guiding Team model the new behaviors/changes

Pitfalls to Avoid

- Under-communicating
- Assuming people already understand the message
- Behaving in ways that contradict the message



5. Empower Action

Steps to Take

- Remove obstacles that undermine the vision
- Encourage risk taking and new ideas and ways of doing things

Pitfalls to Avoid

- Failing to identify/remove structures or people that may block change efforts



6. Create Short-Term Wins

Steps to Take

- Define what performance improvements look like
- Recognize and reward individuals contributing to improvements

Pitfalls to Avoid

- Leaving success to chance
- Failing to identify successes early in the change process



7. Don't Let Up

Steps to Take

- Use credibility from early successes to change systems, structures and policies that undermine change efforts
- Reinvigorate the change process with new projects

Pitfalls to Avoid

- Assuming success has been achieved too early
- Allowing detractors/resistors to sway people away from the vision



8. Make Change Last

Steps to Take

- Articulate the connection between new behaviors/change and organization success

Pitfalls to Avoid

- Not creating new social norms and values that are consistent with changes



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