

## Quantify Survey Research November 2010

### Difficult times

Things are looking up (see Survey of the Month, below) but in the current difficult economic conditions, many employers are looking for efficiencies wherever they can find them. London Underground wants to capitalise on the success of the Oyster system, which means that most people no longer need to buy a ticket over the counter and London Fire Brigade\* wants to revise shift patterns to make best use of its people. In each case, this has led to industrial action by the staff, who feel threatened in one way or another.

These are extreme examples of a phenomenon which arises in any organisation that needs to introduce change. The change will almost certainly affect the lives of the people who have to operate it. It may disrupt carefully laid plans for child or elder care or interfere with regular social engagements. It may require a change of working methods or break up long established happy teams of workers. It may have many other consequences which employees can only imagine, and employers couldn't possibly predict. For all these reasons and many others, people fear, and resist change.

With so much necessary change happening in so many organisations at present, fear and resistance among employees will be a major influence on the performance of an organisation and the success of the changes they introduce. That means that it is now more than ever important to manage employee engagement and employee satisfaction. And you can't manage anything without measuring it.

The best way to measure employee engagement and employee satisfaction is to run an employee survey. There is time to run a survey now and get it finished before Christmas. Then you can have some objective data to provide input to the initiatives you put in place in the New Year.



David Lusty  
Principal Consultant  
Quantify London

\* Did you know that in England and Wales, only London still has a **Fire Brigade**? All the others are called Fire and Rescue **Service**.



### We can help with

Consultancy and bureau support for [Employee Satisfaction / Engagement Surveys](#)

[Customer Satisfaction Surveys](#)

[Internal Customer Satisfaction Surveys](#)

[Bespoke 360° Feedback](#)

[360° Feedback off the shelf](#)

### We also offer:

A comprehensive [Employee Satisfaction Survey Research Kit](#) for those who just can't instruct a consultant to help. It provides everything you need to develop, administer and reports an employee survey in-house.

[Training Seminars](#)

[Quantify Survey Research back-numbers](#)

[What clients say about us](#)

### More information

For a complimentary initial consultation, please call David Lusty, Quantify London on 08452 41 41 60 or 020 8704 1296 or click to [email](#).

Or call Sue Alderson, Quantify Yorkshire, on 0845 241 3450 or click to [email](#).



Sue Alderson, Quantify Yorkshire

## Guest Spot

Quantify is a member of the A2Z HR Solutions network and David Lusty is a member of the [A2Z Change Team](#). On 5 October 2010, the A2Z Change Team presented a complimentary webinar on the subject:



## Embracing Change: Are you a change champion?

You can still register, and listen to a recording of the webinar.

**Change is inevitable.** A key driver for success in the business world but not always keenly received. Is this why **70% of all change management programmes undertaken fail\***, or is it how they are executed? Listen to the webinar and discover how, by being a **Change Champion**, you greatly increase your chance of success.



### Embracing Change – Are You a Change Champion? Fay Thompson, HR Director

**Date:** Tuesday, 5th October 2010

**Time:** 14:15 GMT / 15:15 CET / 09:15 EDT

[\*\*REGISTER HERE\*\*](#)

Feedback from the **2010 HR Directors Business Summit** told us loud and clear that Change Management was high on your agendas for 2010-11. We listened and now bring you a complimentary webinar to help ensure your next Change programme delivers the results intended. **Three members** of the **A2Z HR Solutions** change team co-presented this webinar. In just one hour they drew on their collective expertise to bring you tried and tested Change Management techniques that can be implemented in your own company straight after this webinar! Why delay success?

### Webinar highlights:

- Continually focusing on outcomes makes the difference between success and failure during the **Change Journey**
- Identifying and executing the **Priority Key Enablers** leads to success
- Developing and managing **Critical Success Factors** is essential in reducing the risk of failure

[\*\*REGISTER HERE\*\*](#)

This session was followed by live Q&A with all your hosts including:

**Fay Thompson**, HR Director

**Keith Baker**, Business Transformation Specialist

**David Knowles-Leak**, Leadership & Business Transformation Specialist

The Q&A was moderated by **David Strong**, Managing Director of **A2Z HR Solutions**.

### Missed the date?

**Register now**, and you will be sent a link to the webinar recording and downloadable presentation slides once they become available.

Contact Kate Marston: **email** or telephone +44 (0) 20 7202 7705 with any questions.

\* according to a survey of business executives by McKinsey & Company in 2008

*Please forward this email to any colleagues or associates who you feel will benefit from participating in this webinar.*

## The QUANTIFY sample Web Survey

Visit our [sample web survey](#) . This imaginary employee survey demonstrates the speed and flexibility of our web system and describes the many aspects which can be arranged to suit you. It provides a quick tour of Quantify services you may choose to use, and links to selected outputs illustrations.

If you know anyone who is considering a survey, please forward this email to them and suggest they have a poke around in our sample survey.

## Refer a Friend?

Would you please forward this email to anyone you know who might be interested in any of our services? Or if they prefer, pass us their details, and we'll get in touch directly.

## Quantify Press Releases

[April 2008 Quantify launches Employee Satisfaction Survey Research Kit](#)

[January 2008 Quantify launches web-based 360 degree Feedback systems \(off the shelf\)](#)

[November 2007 British Medical Journal seeks second opinion](#)

[September 2007 Gold award to Quantify Principal Consultant for 50 blood donations.](#)

[September 2007 Harrow Council consults about the Way Ahead](#)

[June 2007 Quantify Principal Consultant enrolls as Blood Platelet Donor](#)

[April 2007 Quantify's unique presentation of employee survey results helps prevent a waste of resources](#)

[April 2007 Identifying room for business and individual improvement](#)

[April 2007 Quantify illumines Cara Irish Housing Association's room for improvement](#)

[April 2007 Quantify launches a bespoke 360° feedback system](#)

## Blood Doning

I am currently suspended from donations but I shall soon be back on the blood donations trail again.

David

P.S. If you aren't already a blood donor, click the logo below to visit the National Blood Service site to find out more about why it is so important and how easy it is.



David is the proud possessor of a Gold Award for 50 donations (illustrated on the left), and these days, he is a [blood platelet donor](#).

The process involves being connected for an hour or more to a machine which draws out blood, separates the platelets, and returns the rest of the blood.

Because most of the blood is returned to the donor, platelet donors can donate every four weeks. "Normal" whole blood donors give only three donations a year. The procedure is much simpler and their donation is limited to ten minutes.

## Quantify in the Media

Date	Publication	Item	Link
July 2009	Human Resource Management International Digest Vol 17 No 4	Article by David Lusty "Find out what your people really think: How to maximise response rates to employee satisfaction surveys". (Only slightly mangled by sub-editors!)	<a href="#">Link</a>
March 2009	Training Journal	Article by David Lusty "Maximise the Response Rate to your Employee Survey". This is a digest version of a more detailed article. The full article is <a href="#">here</a> .	<a href="#">Link</a>
November 2007	Human Resource Management International Digest Vol 15 No 7	Article by David Lusty "Debunking the Benchmarking Myth".	<a href="#">Link</a>
September 2007	Human Resource Management International Digest Vol 15 No 6	Article by David Lusty "How to avoid the pitfalls of employee satisfaction surveys".	<a href="#">Link</a>
September / October 2007	Human Capital Management	Article by David Lusty "Answers Before Questions"; 12 key points to get useful information form an Employee Satisfaction Survey	<a href="#">Link</a>
12 June	Personnel Today	Article by Kirstie Redford on 360 Feedback with a case study and expert comment from Azure Consulting (Quantify Yorkshire)	NA
May / June 2007	Human Capital Management	Article by David Lusty "Debunking the Benchmarking Myth" pointing out the risks associated with benchmarking comparisons.	<a href="#">Link</a>
May 2007	Training & Coaching Today	"Digest" version of the HCM article above	<a href="#">Link</a>
May 2007	Training Journal On Line	Announcement of bespoke 360 Feedback capability on the web, inventory based on client competencies framework	<a href="#">Link</a>
March 2007	Training Journal On Line	Release of latest Subset Tabulation report providing significance indicators for differences between subset results for individual items, and for clusters of items	<a href="#">Link</a>

## Survey of the month

**The survey of the month is not one of ours.** It might not always be particularly topical, or very important or even serious, but we hope you will find it interesting.

**OUR surveys are more than just interesting.** They provide **management information** about how people **feel** doing business with you or working in your organisation. This allows you to manage your relationship with clients and employees, to retain clients and employees better, to reduce costs, improve customer satisfaction and to compete more successfully.

### Manufacturers optimistic about growth

The CBI's Quarterly Industrial Trends Survey published last month shows that the manufacturing sector expects a solid rise in output over the next three months driven by predictions for a stronger increase in export orders. The predicted strong output growth follow a slightly softer patch over the past three months, as the temporary boost to second-quarter output from the turn in the stock cycle faded. Following four consecutive quarters of rising optimism, overall business sentiment was little changed on three months ago.

Ian McCafferty, the CBI's Chief Economic Adviser, said, "The recovery in the manufacturing sector is well grounded and looks set to continue, despite a soft patch last quarter, when production growth slowed as firms had expected. Over the next three months, firms predict a strong rise in output driven by predictions of firmer export orders growth, while support from stockbuilding fades."

CBI [Press release](#) CBI [Survey Report](#)

## Complimentary "How to" guides

- Your Customer Satisfaction Survey
- Your Employee Satisfaction Survey
- Your Internal Customer Satisfaction Survey
- Your Management Feedback System (360 Feedback)

These e-books are full of practical advice and checklists for planning every stage of the project. Most people will find something useful in them. To request your copy, at no cost to you, please [click here](#).

## Questionnaire authors' Top Tips

These tips are drawn from our popular and successful one-day seminar, *Developing, Authoring and Designing Survey Questionnaires*.

Forthcoming open course dates are on the web page.

We also offer a seminar about analysing and interpreting the results of surveys.

### Make sure a response scale represents a continuum

If you can, it is good to record survey responses as a single number. Responses to an agreement scale, for example, can then be averaged and the result provides a measure of agreement for the group concerned. But this only works if the number you record for each individual response relates to the level of agreement, such that a higher level of agreement is represented by a higher number as below.

	Strongly disagree	Disagree	In between	Agree	Strongly agree
I like rhubarb crumble	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Score	1	2	3	4	5

So if you plan to record responses with a single number, make sure that the relationship between the numbers is consistent, so a bigger number represents a more satisfied informant than a smaller number, or one who uses a service more frequently. Then if you work out the average of the responses you have recorded, it means something; a measure of satisfaction or frequency of use, say.

If you recorded the responses to the following question with the numbers shown, the average would not mean anything because the options don't represent a continuum, each less frequent than the last. In this case, the author has put the least frequent option, *Never*, first in the list, so if we record the responses with the numbers shown, averaging the numbers would produce a meaningless result.

	Never	Daily	Weekly	Monthly
How often to you meet your manager?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Score	1	2	3	4

Arrange it this way, and the average of any subset of respondents will represent a measure of frequency.

	Never	Monthly	Weekly	Daily
How often to you meet your manager?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Score	1	2	3	4



David Lusty, Quantify London

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Sue Alderson, Quantify Yorkshire

**QUANTIFY**<sup>®</sup>  
Management information about how people FEEL

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