



Integrated Engagement

- Mark Hayton



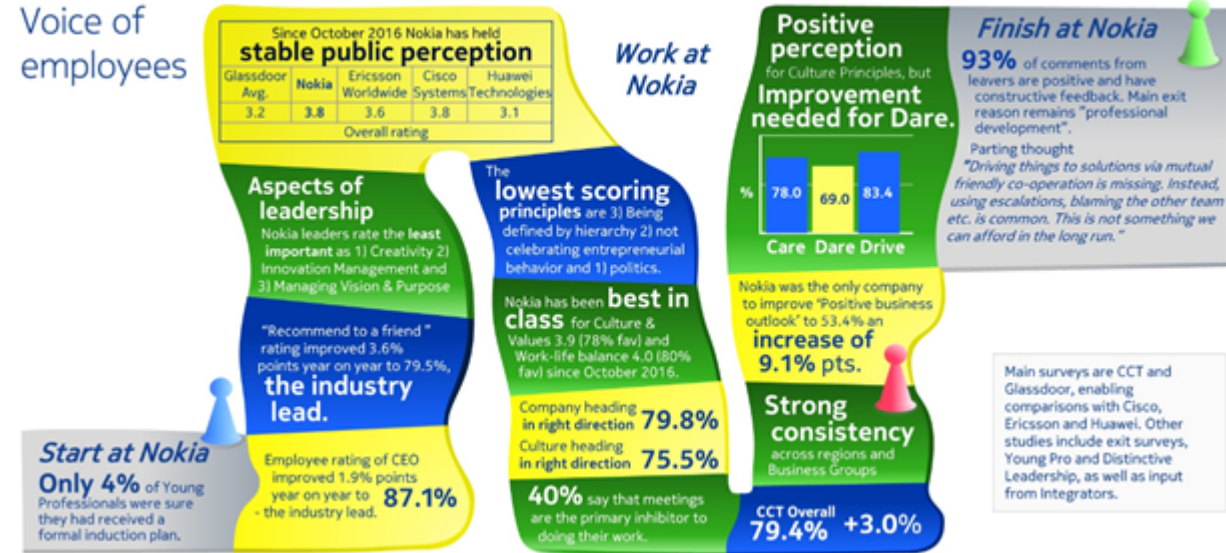
Mark Hayton

Global Lead Organization Development Analytics

Nokia Human Resources

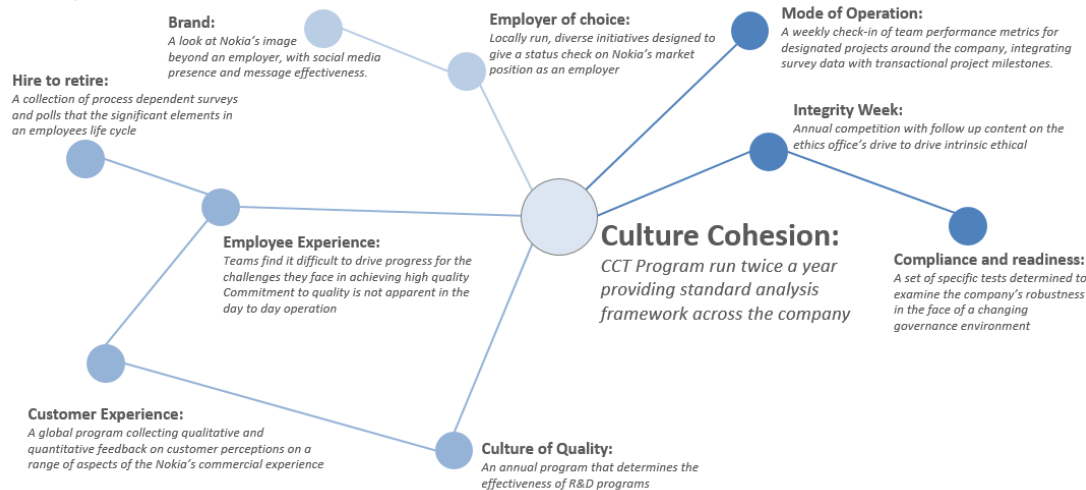
This is me

NOKIA
Voice of employees

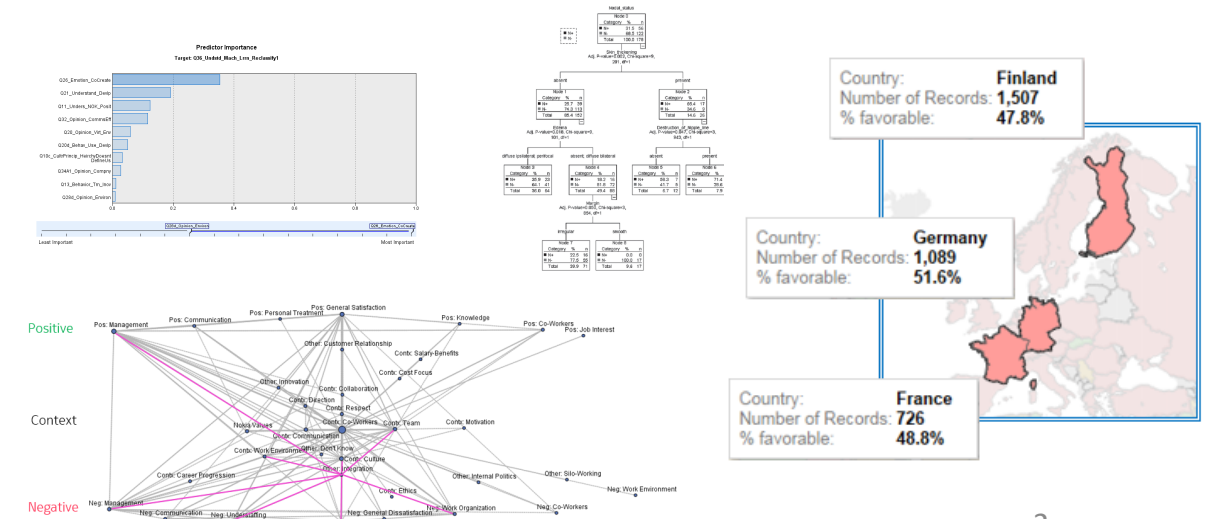


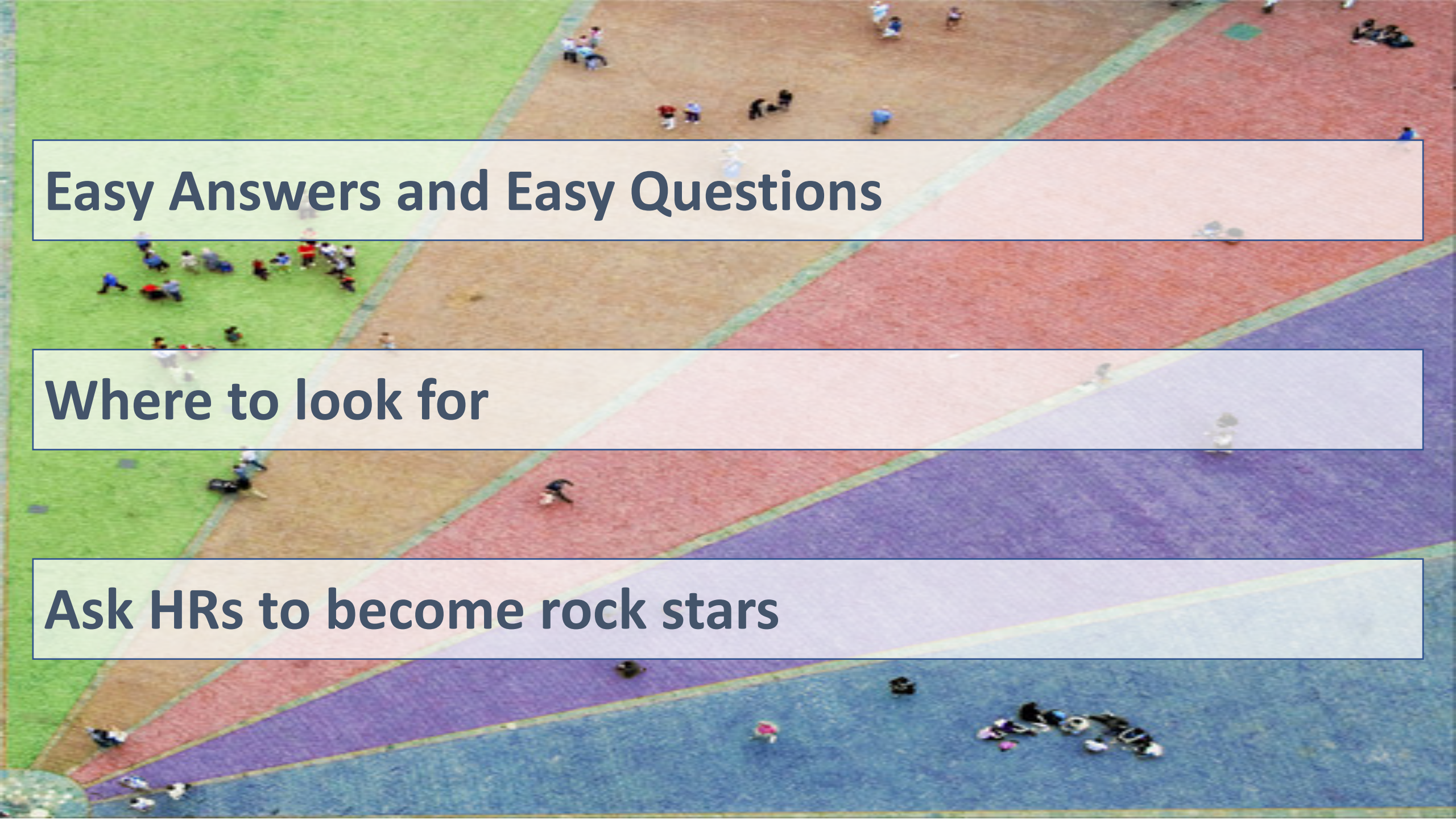
OD Analytics

Survey network



Frameworks





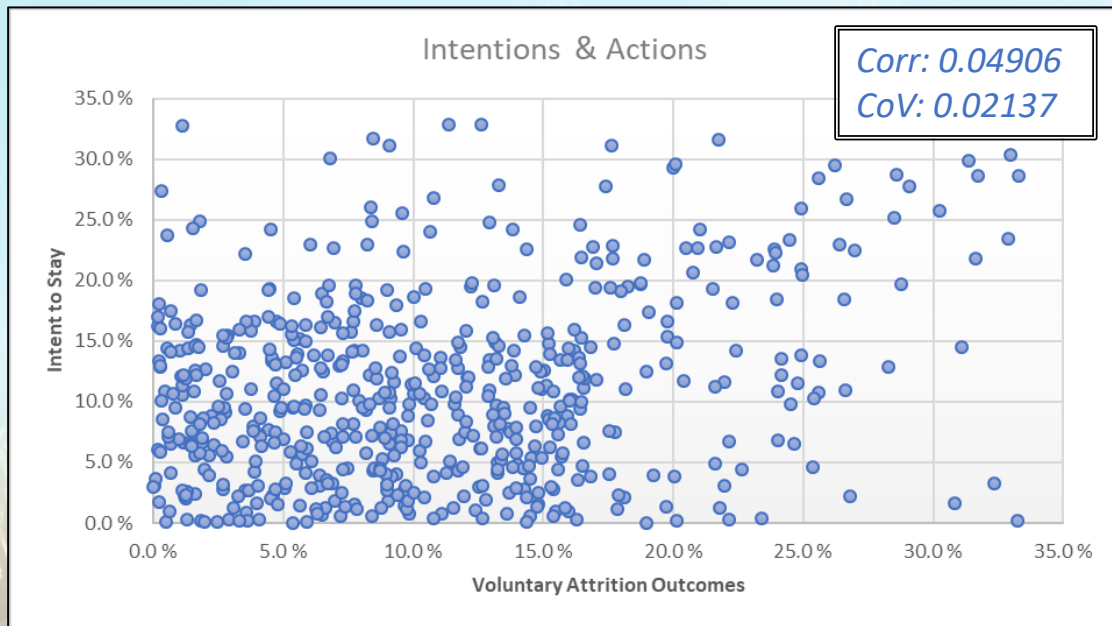
Easy Answers and Easy Questions

Where to look for

Ask HRs to become rock stars

The end of easy answers

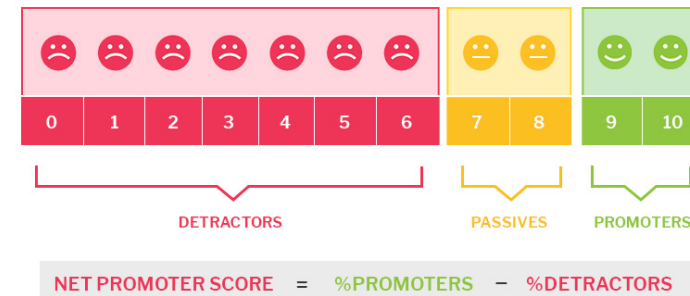
The eye-opener:



Nokia 2013 – 16, Workforce Analysis

NET PROMOTER SCORE

A METRIC FOR RELATIONSHIPS, NOT TRANSACTIONS



Advocacy Predictors:

- Geo- Culture
- Personality
- Tenure
- Profession
- Market Performance
- Incentivisation programs

Some of my friends, maybe.

If they asked me

If I thought I could help

What do you mean?

Oh, I'd tell them about colleagues and culture

77%

If I thought they were a good fit

The truth about surveys

- They usually have a broad focus with practitioner lense
- They tend to reduce complex issues
- We usually challenge their veracity based on our relationship to the content.
- We usually interpret the results in line with what we believe to be the case.

+/- 3.5%

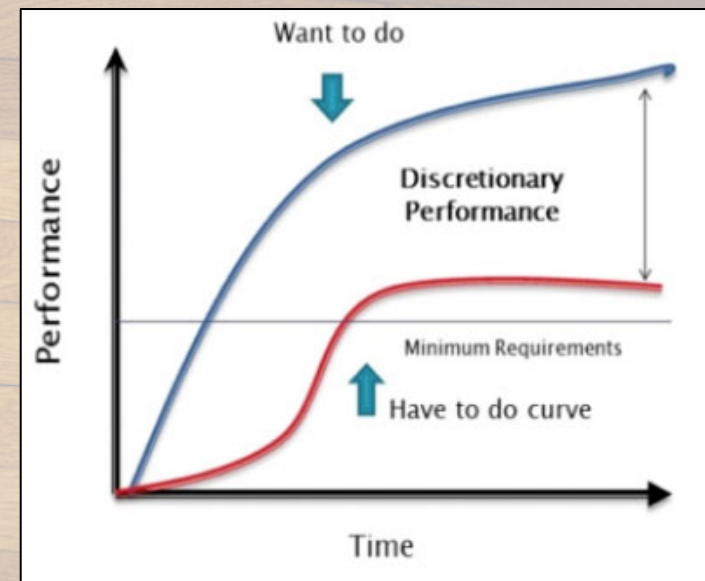


+/- 3.0%

Walking away from engagement

If we think about **Engagement** as the relationship between employees we need to ask ourselves honestly some key questions:

- Has the nature of work changed?
- Have our employees expectations of work changed?
- Do we have a reliable measure that links what we believe and how we act?
- Does current theory posit a hypothesis we experience to be true?



Updating the hardware



Survey Vendor

- Question Design.
- Pre-Coded Structure Provision
- Data Preparation
- **Security Settings**
- Results Presentation
- Unit / Region Results Split
- **Data Processing**
- **Data Analysis**
- **Findings & Conclusions**
- Participant Support
- HR / facilitator Support

Lead Time: **9 Months**

Analytics Team



Survey



Data



Visualization



Lead Time: **1 Month**

The case for Cohesion

We had a pretty good plan ...

1865 Year Nokia was founded	MERGER MATRIX: WHERE THEY STAND			
Espoo Corporate headquarters in Finland				
~103 000 Employees	Headquarters	Espoo, Finland	Headquarters	Boulogne-Billancourt (Paris suburb)
~130 Countries of operation	Sales (2014)	12.7bn euros	Sales (2014)	13.2bn euros
€23.1 bn Net sales*	R&D investment	2.5bn euros	R&D investment	2.2bn euros
8 Nobel Prizes	Employees	61,656	Employees	52,600
€4.9 bn Annual R&D spend	RIVALS			
	Ericsson		24.4	
	Huawei		37.4	

... so did our executives.

What causes large scale mergers to fail?

- Working in siloes
- Lack of trust and collaboration
- Non-standard processes
- Poor communication
- Inability to speak openly

Our Key Question, became clear:

Can we work together?

The case for Cohesion

Trying to understand working together...

Reduce Opinions...

- I feel like...
- The people around me think...
- Most people in my organization...
- I am efficient when ...
- I am strategic when ...

Add Context...

- “I understand”, then prompt
- Compared to our competitors
- Will this get better tomorrow

Focus on the practical...

- Team Meetings
- Quality Checks
- Brainstorming Sessions
- The number of friends
- The time it takes to...

Breaking the framework

We had a rough target to aim at



With no clear framework to get there

We knew what to ask



And the tools to derive relevance and significance

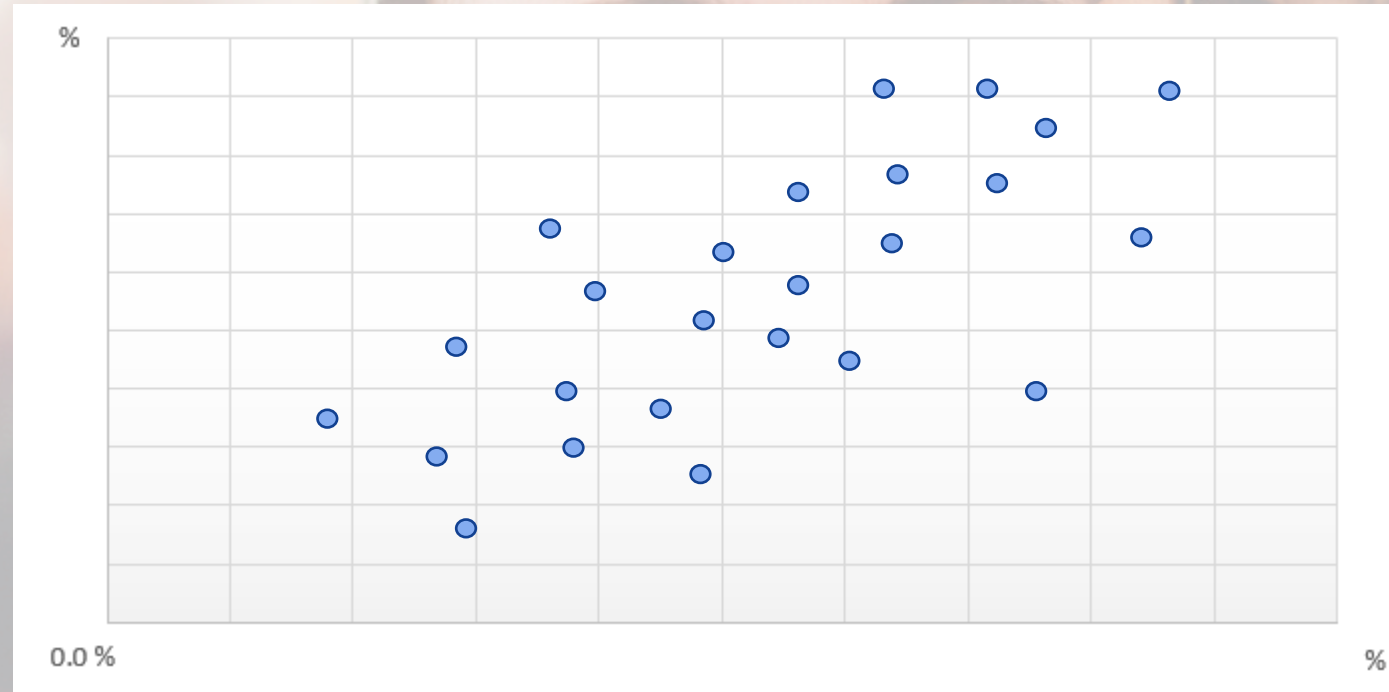
But we didn't know what was important



and we had a very small support network

... and then this happened

My team regularly discusses Quality issues in our weekly team meetings.



The quality delivered matched our expectations.

Cohesion through analytics

Comparison landscape

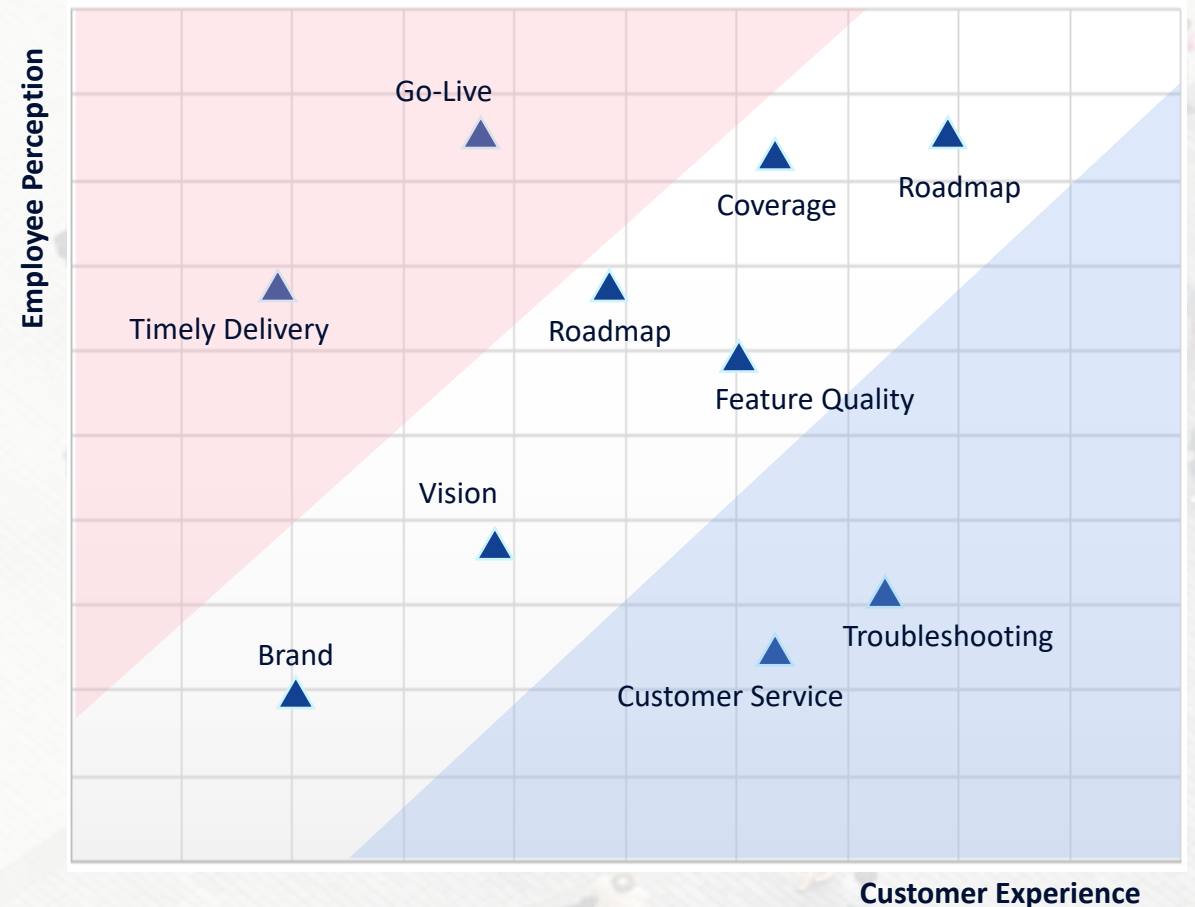
- Green fields – there is agreement between customer and employee
- Blue moods, the employee incorrectly believes that this is a weak area
- Rose tints – the employee is mistaken in thinking that this is a strength

Consensus

- Nokia is seen to be a company that executes with Quality
- Nokia is not seen as flexible or agile, and tends to get there in the end

Misalignments

- Employees are less aligned in softer areas
 - *Blue mood about relationship topics*
 - *Rose tinted about technical efficiency*



Cohesion through analytics

Comparing Perceptions

We were able to provide a story about ourselves, using data validated by the market and by our colleagues.

We involved Sales, Customer Services, Procurement, Quality, IT, Finance and Leadership to provide context.



Returning to engagement

... and to rock stars



Munchies

Potato chips with assorted dips

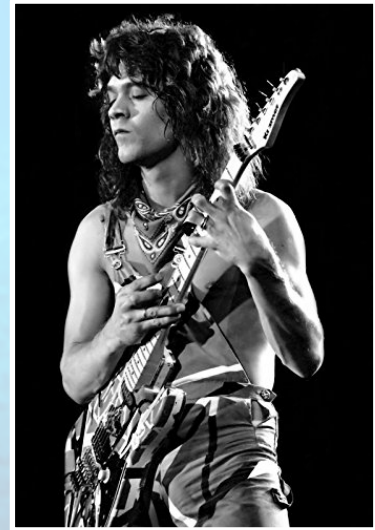
Nuts

Pretzels

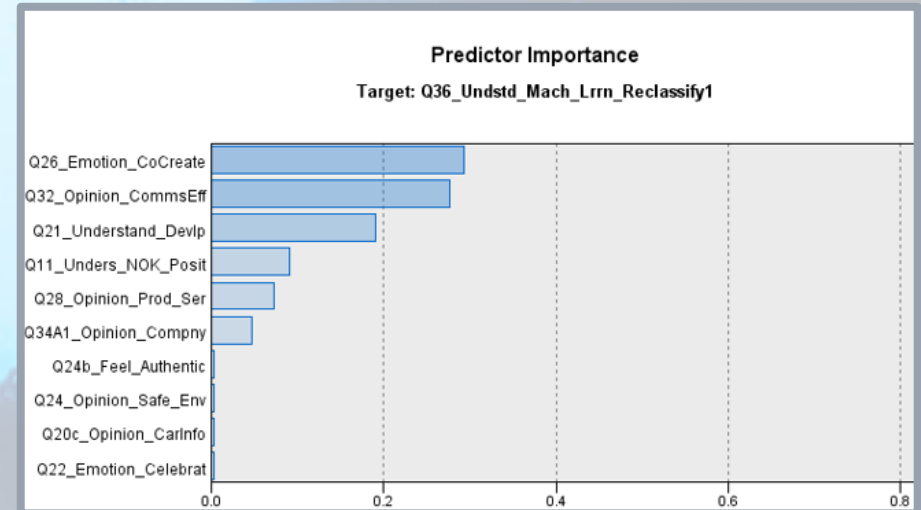
➔ M & M's (WARNING: ABSOLUTELY NO BROWN ONES)

Twelve (12) Reese's peanut butter cups

Twelve (12) assorted Dannon yogurt (on ice)



Returning to engagement



5x

more likely to...

Question	ML Agree	ML other
Feels engaged in discussions	83.3%	59.7%
Understand professional growth	79.2%	56.1%
Communications are inspiring	87.7%	66.6%
Nokia is positioned to lead	87.8%	68.7%
Compared to our competitors.	87.0%	68.2%

The price of poker

➤ **Easy Answers**

➤ **Data Wrangling**

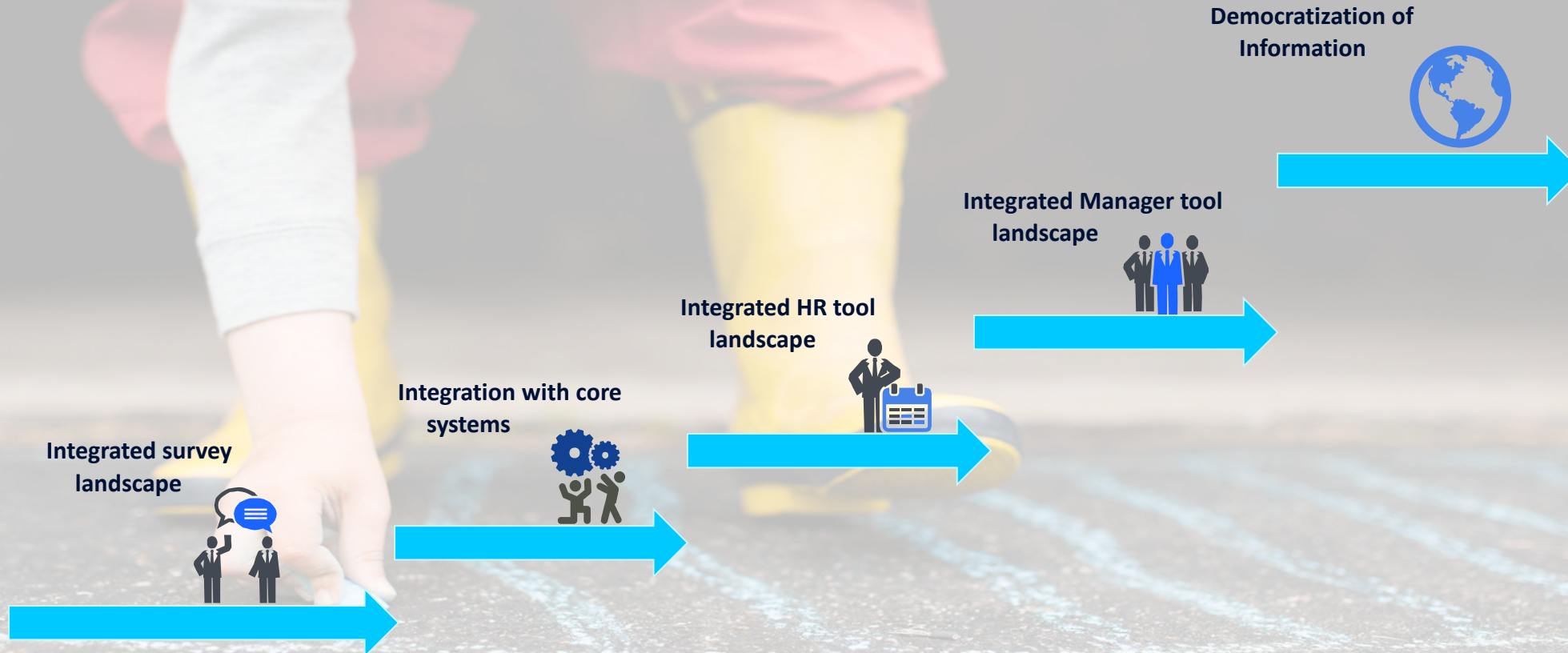
➤ **Program roll-out**

➤ **Deeper understanding**

➤ **Network of expertise**

➤ **A platform for the future**

The next steps



Any Questions

**The Power of
Paranoid Optimism
to Lead Through
Colossal Change**

