BPA'S ENGAGEMENT MODEL

From Blame+ to Success

CULTURE
OF
SUCCESS

AMBITION

CONSOLIDATION

REACTION

BLAME

BLAME+

Success Rates from BPA Surveys

Prepared by Best Practice Australia

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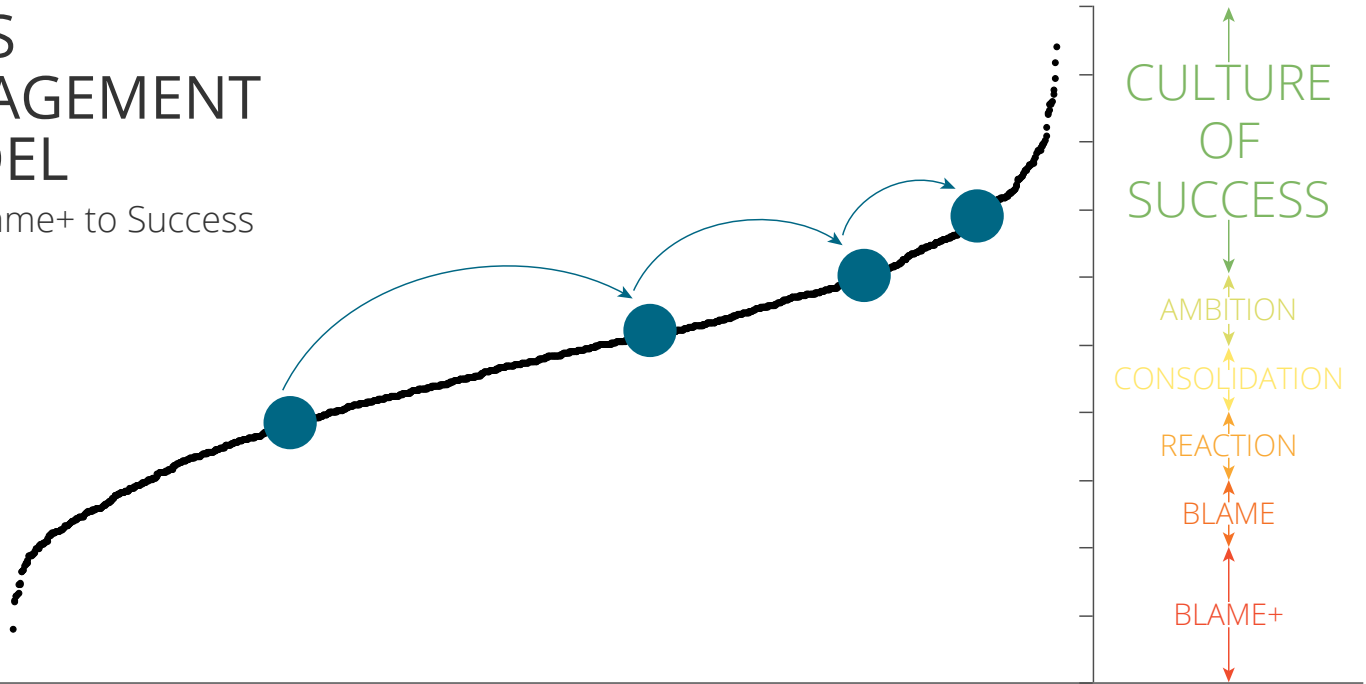
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BEST PRACTICE
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Success Rates from BPA Surveys

72%

Success Rate in implementing change based on BPA survey results
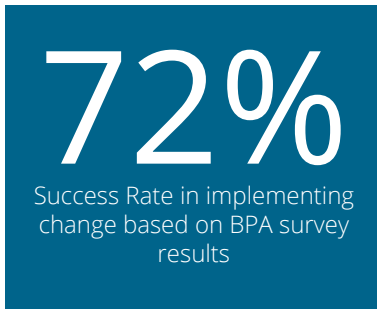
BPA's client base has an exceptionally high Success Rate of 72% in implementing change based on BPA survey results. This increases to 89% for larger organisations.

The most frequently used statistic for the success/failure rates of organisational change initiatives is 30/70% - that is, 30% of change initiatives succeed whilst **70% of change initiatives fail**.[1] Whilst there is quite a deal of controversy about this statistic, there is no other more reliable estimate to compare with.

BPA has been providing employee survey data to health sector organisations for nearly 25 years. The BPA database includes some 474,000 Health & Community Services respondents.

Our most recent analysis of our partners' Success Rates in using this information to implement organisational change is listed in the table on the following page.

Success Rate:

> A Success Rate of 84% means that 84% of organisational partners have improved by greater than 2.5% between their 1st BPA Survey and their 3rd BPA Survey. We assume a Margin of Error of 2.5% - that is, improvements below 2.5% are not recognised as statistically significant improvements.

> Success Rates vary depending on the size of the organisation. Larger organisations (over 2,000 employees) have significantly higher Success Rates. BPA believes that this is due to the higher level of resources that larger organisations can put into action to implement its change initiatives.

Average Percentage Improvement:

> This refers to the average increase in the percentage of the workforce who are rating this Research Program questions positively. It is the average level of success being achieved by successful partners.

Best Percentage Improvement:

> This refers to the highest level of improvement by a BPA partner.

The average Success Rate for BPA's client base is 72% (ranging from 84% to 58% across the Research Programs) though this increases to an average 89% Success Rate for organisations with more than 2,000 employees.

Conclusion:

BPA's 7 Research Programs target real-world issues and BPA's analysis and reports give organisations (and work unit managers) actionable, real-world information to successfully implement change initiatives.

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[1] Refer Harvard Business School professor emeritus John P Kotter.

| BPA Research Program	Research Objective	Partner Success Rate	Average percentage Improvement	Best percentage Improvement
Engaging Our People	The 'Engaging Our People' Program focuses on employees' emotional investment in the organisation's purposes & capabilities. It goes beyond Employee Commitment & Employee Satisfaction (with a job or an organisation).	84% (Larger Orgns = 97%)	16%	40%
Identity	The 'Identity' Program looks into the set of attributes that make one organisation different from other organisations. These are the attributes that attract individuals to it and that make an organisation stand out from others.	65% (Larger Orgns = 80%)	14%	45%
Values	The 'Values' Program examines the ethical principles, standards or codes of behaviour that guide decision-making and daily practices in an organisation.	76% (Larger Orgns = 91%)	13%	29%
Risk@Work	The 'Risk@Work' Program is a risk assessment to ensure that the organisation is providing a workplace that is free from dehumanizing, intimidating, bullying, unlawful, unsafe, unethical or corrupt behaviours.	58% (Larger Orgns = 77%)	10%	41%
Leadership Landscape	The 'Leadership Landscape' Program focuses on the set of behaviours of all individuals - at all levels - who are responsible for directing & evaluating the behaviours and actions of other organisational members.	77% (Larger Orgns = 90%)	12%	34%
Practices	The 'Practices' Program encompasses how things are routinely done in an organisation. It includes the systems, procedures, processes & modus operandi for managing change, ensuring quality outcomes, solving problems & adapting to new circumstances.	78% (Larger Orgns = 100%)	14%	37%
Client Engagement	The 'Client Engagement' Program focuses on how an organisation engages with its clients, both in creating client experiences & in meeting client expectations.	68% (Larger Orgns = 90%)	20%	45%

How Does a BPA Survey Achieve these Success Rates?

TYPE OF CULTURE GRAPH
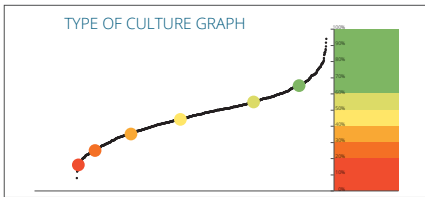
BPA's Signature Model of Engagement - From Blame+ to Success

BPA's signature model, the 6 Types of Culture from Blame+ to Success plots the level of Employee Engagement in a highly demonstrative way.

CEOs, Leaders and Managers at all levels enjoy the simplicity of the model and the ability to see the movement of their cultural bank account (the 'ball') by years of survey.
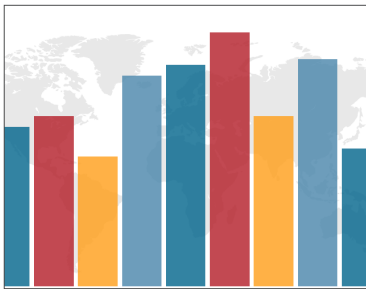
BPA's Methodology - The Benchmarking Approach

Since the company's inception 25 years ago, BPA has been using the research methodology of Benchmarking. This enables organisations to put their results into perspective, to easily identify areas of strength ... and opportunities for improvement.


BPA's Surveys always include a mix of Quantitative and Qualitative Questions

Quantitative questions are useful for comparing and tracking predefined measures, but qualitative text data is much stronger if you want an explanation of why something is the way it is.


BPA's Linguistic Coding - BPA's Surveys 'Tell it like it is'

The methodology of Linguistic Analysis enables BPA to create surveys with open-ended qualitative questions to find out why respondents think or feel the way they do ... and then to quantify and benchmark this information. Organisations don't have to run follow-up Focus Groups when they receive their results, because the answers are in the narrative data and the coding that goes with it.
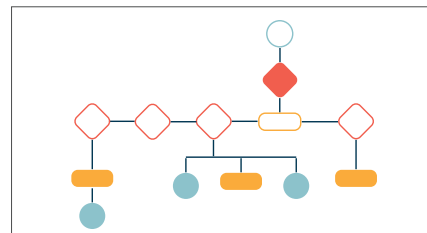
BPA's Approach to Mapping an Organisation

BPA uses an approach that we have named Structural Mapping – mapping the organisation's structure for the purpose of giving managers individual feedback. From the organisation's perspective, it means managers are accountable for improving results and they can track their department's level of improvement over time.
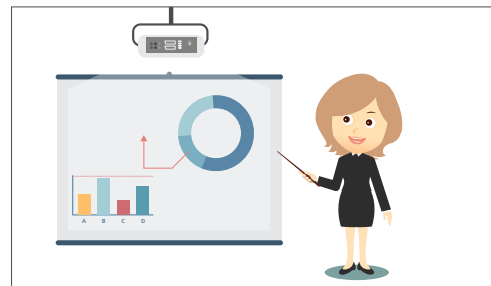
BPA's Inspiring Presentations focusing on Actionability

Clients who take-up an Executive presentation of the results by a BPA consultant tend to get maximum utility from the data and improve results between surveys. The presentation kick starts the Action Planning process and gets Executive Teams focused on using the data well.