

# Your people are your competitive advantage — if you engage them in an ongoing conversation. By listening, analyzing and acting on their collective voice, you will inspire them to drive business performance.

## What's changing in the world today?

### Employees have the mindset of consumers.

People today can provide instant feedback on just about every consumer interaction — and when they do, they expect quick response and resolution. Expectations in the workplace have begun to reflect this consumer experience.

Employees want to be heard — to have a voice in determining what actions are taken, when and by whom at work. Moreover, they desire a purpose in their work and want to be involved in conversations relating to workplace culture and ethics.

### The voice of the employee is more powerful than ever before.

Employees are more willing than ever to share their opinions at work. Serving as the eyes and ears of the organization, they can alert leaders to customer issues, product reception, and opportunities for growth.

But listening alone isn't enough. Employees want and expect organizations to follow up on their input with meaningful, appropriate actions.

### New technology allows us to continually listen and act on the voice of employees.

Organizations have long recognized that employees are their greatest resource. But never before have they had the means to truly tap into the power of employee sentiment to fuel business momentum.

Technology now allows us to translate the voice of the employee into actionable insights that help create a more engaged, productive and satisfied workforce.

## What's at stake? Why act now?

### People determine your organization's success or failure.

Employees' collective voice can be a powerful competitive advantage, helping organizations make better-informed decisions and actions.

By expanding your listening methods and frequency beyond once a year, you can significantly amplify these benefits. Organizations using multiple listening methods had 24 percent higher-rated performance and reputations than those that didn't.\*

### Your employees will make themselves heard.

If you don't give employees a way to be heard and act, they will find another outlet — and most likely use it to express their frustration at being ignored by their organization.

Continuous listening allows HR leaders to better understand and respond to the ebb and flow of workforce issues, so you can spot warning signs, answer questions, foster innovation or cultivate ongoing conversation.

### Engaged employees are empowered employees.

When employees feel like their voice is being heard, they are empowered to take action. In this sense, engagement is the gift that gives back — boosting employee effectiveness and therefore your company's profitability.

And by sharing critical insights from workforce listening company-wide, the benefits reach even further, contributing to the strategic goals and success of the entire organization.

## How do you act strategically?

### Give employees an outlet to share their voices.

Establish the infrastructure through which employees can provide feedback, opinions, information and insights. This will allow your company to take part in and influence the conversation.

Start with a strong annual census survey to create a strong foundation and target opportunities to add insight. Then continue to implement agile, ongoing listening by using different methods and channels.

### Create a cohesive listening strategy.

Listening is only part of the employee engagement equation; organizations must truly hear and understand what is being said, and why.

Use initial surveys to draw out issues and then build on those learnings to cultivate discussions that prompt even more input and action. Create ongoing, active and two-way conversations that continuously drive the business forward.

### Understand the data to drive powerful new actions.

You must have the capacity to make sense of all the data points coming in from people, through direct conversation or otherwise.

Establish the culture and channels to continuously capture, measure, evaluate and analyze employee input to predict the right actions and responses.

And don't limit learnings to HR. Deliver immediate, clear and compelling insights that the whole organization can easily understand — and act on.

## How can IBM help?

### IBM provides the end-to-end solution organizations need to continually listen to employees and drive new actions by:

#### Streamlining survey development and deployment

Our agile survey technology allows you to more easily and quickly engage employees with timely and targeted listening tools.

Our robust content library gives you a ready source of validated, comprehensive and relevant questions to build on for all survey types.

And our best practices library provides sample action steps to help guide your response to various workforce learnings as well as conduct benchmark testing against leading organizations or industry trends.

#### Unlocking valuable insights from diverse data sources

We can help you get answers to questions faster by applying advanced analytics to your expanding universe of workforce and survey data. Our built-in cognitive and natural language processing capabilities understand the HR language and enable you to make more accurate, fact-based talent decisions.

And, by linking multiple data points across multiple surveys and other sources, you can engage your employees across your enterprise for effective change management.

#### Helping you map continuous learnings to new actions

Our experienced consultants will work with you to develop and implement a continuous system of interaction and feedback.

We can help you embed continuous listening into strategy execution so you're able to infuse immediate insight into HR and business initiatives. This allows you to be more agile and responsive to evolving workforce needs and issues and build stronger connections between employees, the organization, and its mission.

## Why IBM?

From recruitment to retirement, Kenexa software touches virtually every point in the employee lifecycle, helping HR professionals build talent pipelines, recruit the right candidates, shorten the delay from talent need to hire, and keep employees engaged throughout their careers.

**Content Depth:** Behavioral-based content for Employee Voice includes a database of over 1 billion data points from 25 years of employee engagement surveys to provide unparalleled depth to your experience.

**Industry-leading Technology and Analytics:** IBM offers a technology platform in the cloud with dynamic organization mapping, self-service continuous surveying, real-time action planning and integrated predictive and cognitive Talent Insights, powered by Watson Analytics.

**Consulting Experience:** We deliver the expertise and know-how of more than 150 global consultants and I/O psychologists with experience in running global engagement programs.

\*\*"Amplifying employee voice: How organizations can better connect to the pulse of the workforce," IBM Institute for Business Value and IBM Smarter Workforce Institute, October 2015.

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