

# CEM+

## Employee experience survey



**HOW DO YOU  
ALIGN YOUR PEOPLE  
TO DELIVER YOUR  
EXPERIENCE?**

Many organisations fail to execute customer experience successfully because they fail to align their processes and people. And you can't do this successfully without listening to your people and understanding what helps or hinders them in delivering a great experience. CEM+ can help.

### CEM+ Snapshot

The CEM+ employee experience survey is a simple, quick tool to help you identify what helps or hinders your organisation in delivering a distinctive customer experience. It will help you:

- identify the gap between desired performance and current organisational capability, and give you a very clear picture on where weak alignment is hindering your success.
- evaluate the extent to which your people are aligned with your customer experience strategy and what you need to do to engage them to deliver it.
- evaluate the existing employee experience and identify gaps in training, communication, technology and HR processes and policies.

### Introduction

The CEM employee survey builds on our more extensive Organisational Alignment Survey\* which has been used by over 400 organisations worldwide. Although our latest survey is geared specifically to customer experience implementation, it still uses the same proprietary methodology based on the 12 key factors critical to organisational success.

\*The OAS was independently validated by Dr David Matsumoto of San Francisco State University, based on correlated responses from over 23,000 OAS@ respondents from 52 companies, across 20 countries. This survey is distributed by Persona Global.

---

### Contents

---

|                         |     |
|-------------------------|-----|
| How it works            | 3   |
| Try out the taster      | 4   |
| The taster survey       | 5-8 |
| Scoring sheet           | 9   |
| Summary analysis        | 10  |
| The complete picture    | 11  |
| Our surveys in practice | 12  |

## How it works



The survey measures employee perceptions on the 12 key dimensions proven critical to business success.

The survey can be conducted online or via self-scoring answer sheets. The results can be broken down by department, location, level and function, identifying precisely where the main barriers and opportunities for improvement lie.

- |  |   |
|--|---|
| <b>1. MARKET FOCUS</b>                   | How well does your company listen to customers?   |
| <b>2. VISION, MISSION &amp; STRATEGY</b> | Are vision, mission and strategy clearly understood throughout your company?              |
| <b>3. CULTURE</b>                        | Are all employees working toward the same goals?  |
| <b>4. STANDARDS &amp; PROCEDURES</b>     | Are processes efficient and designed to serve the customer?                               |
| <b>5. SERVICE</b>                        | Does your training support internal and external customer service excellence?             |
| <b>6. CLIMATE</b>                        | Is internal communication open and morale high?   |
| <b>7. PEOPLE POLICIES</b>                | Do your reward and recognition systems support employees' high performance?               |
| <b>8. QUALITY</b>                        | Is reducing errors, whilst maintaining highest product or service quality, a priority?    |
| <b>9. LEADERSHIP</b>                     | Is management willing and able to bring the 12 key factors into alignment?                |
| <b>10. DIFFERENTIATION</b>               | Has your company achieved market prominence as a result of its customer experience?       |
| <b>11. PERFORMANCE TRACKING</b>          | Is customer experience measured and communicated regularly?                               |
| <b>12. SUSTAINING PERFORMANCE</b>        | Do you measure the commercial, political and social aspects that affect your marketplace? |

---

### Try out the taster

---

To give you a taster of the survey, we've included a self-assessment on the next few pages.

Try it out and use the scores at the end to evaluate where you are on your journey of customer experience alignment.

#### Instructions

Print off the **Self-Assessment** survey and read the practices over the next few pages.

Rate each on the following scale:

- 1** OH-OH. I strongly disagree

---

- 2** SO-SO. We do this some of the time but could do better

---

- 3** OKAY. Tend to agree

---

- 4** YES! Completely agree

---

Then transfer your scores to the Scoring Sheet, total your scores and read the evaluation at the end of this document.

1 – Strongly disagree   2 – Do this some of the time but could do better   3 – Tend to agree   4 – Completely agree

| Market focus   | My assessment |   |   |   |
|--|---------------|---|---|---|
| 1 We seek our customers' views on new products/services before introducing them        | 1             | 2 | 3 | 4 |
| 2 My organisation regularly conducts market research to determine our customers' needs | 1             | 2 | 3 | 4 |
| 3 We are quick to seize new market opportunities                                       | 1             | 2 | 3 | 4 |
| 4 We constantly review our range of products or services to meet customer needs        | 1             | 2 | 3 | 4 |
| 5 We introduce new products or services in a timely and effective manner               | 1             | 2 | 3 | 4 |

| Vision, mission, strategy   | My assessment |   |   |   |
|---|---------------|---|---|---|
| 6 We have a simple and easy-to-remember vision in this organisation                   | 1             | 2 | 3 | 4 |
| 7 Top management clearly communicates the company's mission to employees              | 1             | 2 | 3 | 4 |
| 8 Most employees fully support our company's vision, mission and values               | 1             | 2 | 3 | 4 |
| 9 We have a well-defined strategy to overcome competitors                             | 1             | 2 | 3 | 4 |
| 10 Our managers constantly demonstrate their own commitment to executing our strategy | 1             | 2 | 3 | 4 |

| Culture   | My assessment |   |   |   |
|---|---------------|---|---|---|
| 11 There is good cooperation among departments in my organisation                     | 1             | 2 | 3 | 4 |
| 12 My unit has a strong feeling of teamwork - from the most senior to junior employee | 1             | 2 | 3 | 4 |
| 13 People are proud to work for this company  | 1             | 2 | 3 | 4 |
| 14 There is a strong feeling of unity and trust in my organisation                    | 1             | 2 | 3 | 4 |
| 15 We have a policy of open communication at all levels and between units             | 1             | 2 | 3 | 4 |

1 – Strongly disagree    2 – Do this some of the time but could do better    3 – Tend to agree    4 – Completely agree

| Standards & procedures   | My assessment |   |   |   |
|--|---------------|---|---|---|
| 16 Our work procedures make it easy to meet customer needs/produce quality work effectively                    | 1             | 2 | 3 | 4 |
| 17 Procedures between departments are simple and aligned to ensure a smooth flow of work                       | 1             | 2 | 3 | 4 |
| 18 Employees are told what they should do to meet the needs of internal/external customers                     | 1             | 2 | 3 | 4 |
| 19 We have clearly defined performance standards for quality/customer service                                  | 1             | 2 | 3 | 4 |
| 20 My department sets realistic performance targets that are consistent with our organisational vision/mission | 1             | 2 | 3 | 4 |

| Service   | My assessment |   |   |   |
|---|---------------|---|---|---|
| 21 Employees are well trained to meet the performance standards required by their jobs    | 1             | 2 | 3 | 4 |
| 22 Our equipment and systems make it easy for us to give good service and product quality | 1             | 2 | 3 | 4 |
| 23 Our work areas are well organised, enabling employees to produce quality work          | 1             | 2 | 3 | 4 |
| 24 The quality of service my organisation produces is excellent                           | 1             | 2 | 3 | 4 |
| 25 Our premises and equipment give customers a very good impression of the organisation   | 1             | 2 | 3 | 4 |

| People policies   | My assessment |   |   |   |
|---|---------------|---|---|---|
| 26 People in our organisation are treated fairly and equitably  | 1             | 2 | 3 | 4 |
| 27 Compared with similar organisations in the same industry, my organisation pays well                    | 1             | 2 | 3 | 4 |
| 28 People who get promoted generally deserve it because they have performed very well                     | 1             | 2 | 3 | 4 |
| 29 If we achieve/exceed our performance standards, we are rewarded by pay increments /bonuses accordingly | 1             | 2 | 3 | 4 |
| 30 The physical work environment of most employees is very good   | 1             | 2 | 3 | 4 |

1 – Strongly disagree    2 – Do this some of the time but could do better    3 – Tend to agree    4 – Completely agree

| Climate  | My assessment |   |   |   |
|--|---------------|---|---|---|
| 31 There is high morale and motivation within my unit  | 1             | 2 | 3 | 4 |
| 32 There is good communication within my unit  | 1             | 2 | 3 | 4 |
| 33 Managers recognise employees make an important contribution to the organisation's success | 1             | 2 | 3 | 4 |
| 34 People in this unit have high job satisfaction  | 1             | 2 | 3 | 4 |
| 35 I see myself having a career with this company  | 1             | 2 | 3 | 4 |

| Quality  | My assessment |   |   |   |
|--|---------------|---|---|---|
| 36 We have an effective organisation-wide quality/customer service program   | 1             | 2 | 3 | 4 |
| 37 My organisation has a very effective procedure for dealing with customer complaints   | 1             | 2 | 3 | 4 |
| 38 Employees are empowered to resolve quality/customer problems on the spot  | 1             | 2 | 3 | 4 |
| 39 Quality/customer service problems are quickly rectified   | 1             | 2 | 3 | 4 |
| 40 We frequently liaise with other departments to solve problems affecting customer service/quality and prevent their recurrence | 1             | 2 | 3 | 4 |

| Leadership   | My assessment |   |   |   |
|--|---------------|---|---|---|
| 41 Managers in this organisation genuinely care about their employees                  | 1             | 2 | 3 | 4 |
| 42 The people I report to are well trained and very professional                       | 1             | 2 | 3 | 4 |
| 43 Managers ask for, and act upon, employees' views regarding improvements             | 1             | 2 | 3 | 4 |
| 44 Managers and supervisors regularly brief employees on company goals and performance | 1             | 2 | 3 | 4 |
| 45 Employees are given regular feedback on their performance and coached accordingly   | 1             | 2 | 3 | 4 |

1 – Strongly disagree   2 – Do this some of the time but could do better   3 – Tend to agree   4 – Completely agree

| Differentiation   | My assessment |   |   |   |
|---|---------------|---|---|---|
| 46 Our products/services are distinctive and better than those of our competitors             | 1             | 2 | 3 | 4 |
| 47 Most of our customers are loyal and make a point of buying from us rather than competitors | 1             | 2 | 3 | 4 |
| 48 We match the claims made through our advertising and promotion                             | 1             | 2 | 3 | 4 |
| 49 We get most of our business from word-of-mouth recommendations and referrals               | 1             | 2 | 3 | 4 |
| 50 We are considered to be a highly successful organisation                                   | 1             | 2 | 3 | 4 |

| Performance tracking   | My assessment |   |   |   |
|--|---------------|---|---|---|
| 51 My organisation has an effective system for monitoring the customer experience we provide                                   | 1             | 2 | 3 | 4 |
| 52 Employees frequently receive customer feedback about the service we provide   | 1             | 2 | 3 | 4 |
| 53 My organisation regularly measures my unit's quality/service levels   | 1             | 2 | 3 | 4 |
| 54 Our customers are asked to provide feedback regarding their experience with us  | 1             | 2 | 3 | 4 |
| 55 Employees are regularly briefed on departmental and organisational performance service/quality and prevent their recurrence | 1             | 2 | 3 | 4 |

| Sustaining performance   | My assessment |   |   |   |
|--|---------------|---|---|---|
| 56 We regularly review our organisational vision, mission and strategy                       | 1             | 2 | 3 | 4 |
| 57 We measure quality/service performance against the world's top organisations in our field | 1             | 2 | 3 | 4 |
| 58 My organisation introduces best practices and the latest management techniques            | 1             | 2 | 3 | 4 |
| 59 Managers meet with customers and consumer groups on a frequent basis                      | 1             | 2 | 3 | 4 |
| 60 Employees are given regular feedback on their performance and coached accordingly         | 1             | 2 | 3 | 4 |



## SCORING SHEET



Add up the scores for each section. These should be the total ratings for all of the questions that you answered within the dimension.

Record these scores below:

- 1. MARKET FOCUS
- 2. VISION, MISSION, STRATEGY
- 3. CULTURE
- 4. STANDARDS & PROCEDURES
- 5. SERVICE
- 6. CLIMATE
- 7. PEOPLE POLICIES
- 8. QUALITY
- 9. LEADERSHIP
- 10. DIFFERENTIATION
- 11. PERFORMANCE TRACKING
- 12. SUSTAINING PERFORMANCE

Total Score

Now find the section over the page that your overall score falls within. Read the analysis of your current level of alignment.

## SUMMARY ANALYSIS

- 
- 60-119 Very Poor.** How are you managing to stay in business? Either your views are very critical, or you are not required to make profit. If this score reflects the reality for your organisation it is probably a very unhappy place to work.
- 
- 120-139 Poor.** Yours is an organisation with considerable opportunity for improvement. Unless you have a captive market you are probably competing on price rather than quality. This requires a low cost business model. If yours is not, you must either improve the alignment within your company or install a cost reduction program.
- 
- 140-159 Neutral.** Yours is an average organisation, being successful in some areas, with significant opportunity for improvement in others. Your returns are likely to be about average for your sector. You may be vulnerable to lower cost competitors or those with niche products.
- 
- 160-179 Good.** Yours is a good standard of performance, indicating a healthy organisation. However, your performance may not be strong enough to truly differentiate you from competitors. A Customer Experience Management programme will help separate you from the pack.
- 
- 180-209 Excellent.** Yours is an organisation performing at a high level producing good results. Be careful that your success does not lead to complacency and cause you to 'freeze' direction. Check out your perceptions with your employees using our *Employee Experience Survey*
- 
- 210-240 Outstanding.** This score would indicate that your organisation is the leader in its market. The challenge is threefold - to maintain your partnership with customers; to retain the loyalty of your employees; and to respond swiftly to changing circumstances in order to remain on top.
- 

Remember these are your perceptions only. For an accurate result you should use our full *Employee Experience Survey* with your employees. For more information on how to use this survey as part of your customer experience programme, just give us a call.

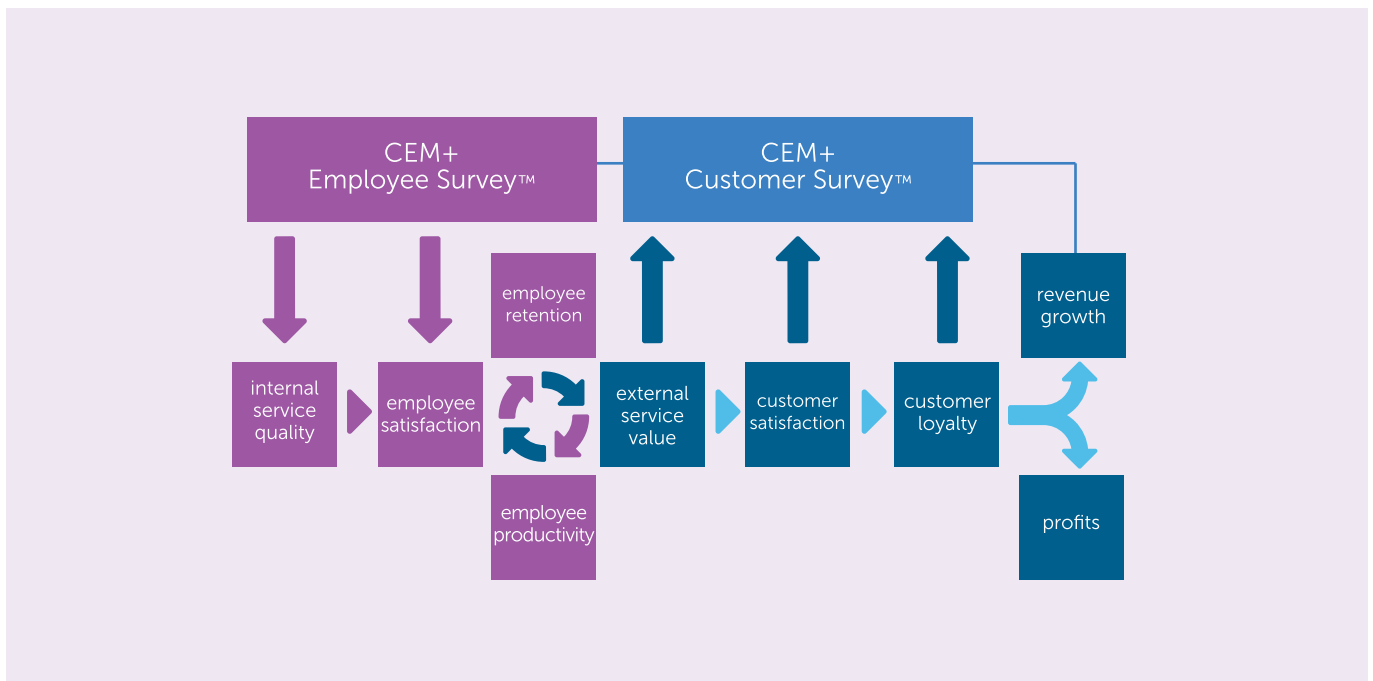
## THE COMPLETE PICTURE

**Researchers at Harvard Business School discovered a link between profitability, CUSTOMER loyalty and EMPLOYEE satisfaction, loyalty and productivity\*.**

They found that profit and growth is stimulated primarily by customer loyalty which is a direct result of customer satisfaction. Satisfaction, in turn, is largely influenced by the value of services provided to customers.

Our CEM+ Customer Survey measures external service value, satisfaction and loyalty. Our CEM+ Employee Survey measures internal service quality, employee satisfaction and retention. Each survey can be used independently but they are particularly powerful when used together.

These two tools provide a comprehensive insight into your organisation's performance, allowing you to assess the extent to which your organisation is aligned with customer expectations.



\* 'Putting the Service-Profit Chain to Work' – James Heskett, Thomas Jones, Gary Loveman, W Earl Sasser. Leonard Schlesinger

Our surveys and tools are used by many organisations to help them implement their customer experience, but also as measurement tools to continually evaluate the employee experience, the customer experience and the ROI of customer initiatives. What's common to all, is that they're simple, they're quick, they're cost effective and they deliver real insight, rather than mounds of data.

**For more information on any of our tools or services, just drop us a line.**

Contact us :

t : 44 (0) 207 064 4775

e : jd@smithcoconsultancy.com

## Our surveys in practice.....



The survey has served to validate a number of key assumptions, as well as uncovering areas of concern that were not currently on management's radar screen. The results are a catalyst for senior management to redefine its strategy in Asia.

Martha Collard,  
former HR Director, Grey Worldwide



We needed to understand our own strengths and weaknesses and to improve our culture in a way that would meet customers' needs more promptly and efficiently. The survey is helping us to achieve these goals by getting everyone in the company focused on the same objectives and moving in the same direction.

Kingston Sia,  
Sales & Marketing Director, Glaxo Singapore.



I found the customer experience survey to be of enormous value to O2 Ireland. Based on previous research we all had our own interpretation of what customers expected and how we were performing relative to the market. The research findings gave us unprecedented clarity around what earned loyalty in the market and enabled us to communicate hard facts to senior managers and staff alike.

I would recommend smith+co's approach to any business embarking on a strategy centered around the customer.

Darren McLean,  
Head of Customer Insight & Research, O2 Ireland