Qvest in Global HR
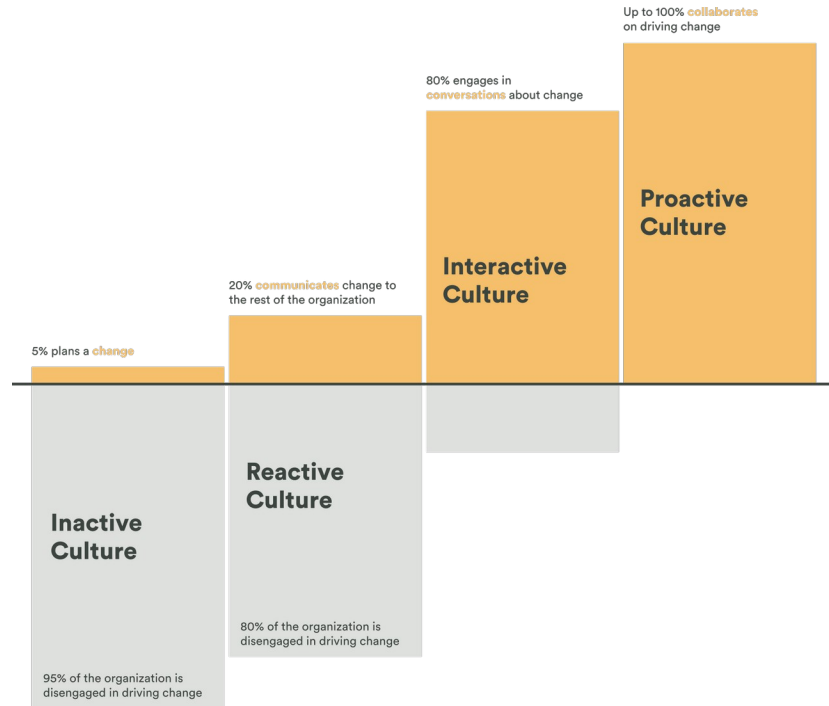
QVEST

Qvest is designed to help companies build and maintain a proactive organizational culture

Up to 100% **collaborates** on driving change

Proactive Culture

80% engages in **conversations** about change

Interactive Culture

20% **communicates** change to the rest of the organization

Reactive Culture

5% plans a **change**

Inactive Culture

95% of the organization is disengaged in driving change

80% of the organization is disengaged in driving change

A proactive organizational culture is defined by:

1. High **engagement**

2. Strong **collaboration**

3. Relevant **conversations**

4. High **innovation** capacity

5. **Alignment** on what's important

Qvest overview

Qvest topic: Designing and developing our Global Support Services

Qvest open: Sunday, January 7, 2018, 10:00 Am

Qvest close: Wednesday, January 10, 2018, 8:00 Am

Participants: 48 participants in 7 groups

Participation: 54 % activation of participants

Sender: Marie Mathiesen

Purpose

We are moving ahead with our Global Support Services project, and would like to engage you in the journey. We are doing this through a new tool called Qvest that will involve all of us. All you need to do when the Qvest starts on Wednesday is ask a question relating to the Global Support Services project, that you would like answered. And then select the person you would like to answer your question. If you are selected to answer a question, you should answer the question and then you are allowed to ask a new question – thereby keeping the Qvest rolling. As you have probably heard or read the project team is maturing their thoughts and ideas on how our new Global Support Services will look like - and what role it will play. As the project goes from design to implementation we will rely on all of us to make that vision come true – either as a direct member of Global Support Services or as an internal stakeholder. Therefore we want to tap into our collective minds, and understand what matters to us. When the Qvest starts

on Wednesday, you will receive an email telling you what to do.

Executive summary

KBI 1: Engagement

How much do participants engage with this topic?
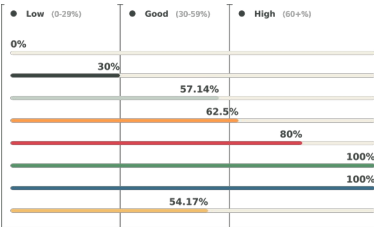
54%

Overall, participants engage with this topic

KBI 2: Collaboration

How good is the basis for collaboration?

0%

The basis for collaboration is not good

KBI 3: Relevance

How relevant are participants' conversations to the topic?
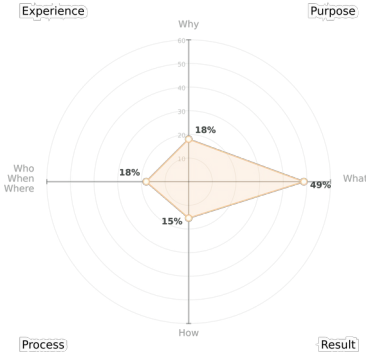

50%

Participants' conversations are relevant to the topic

KBI 4: Innovation

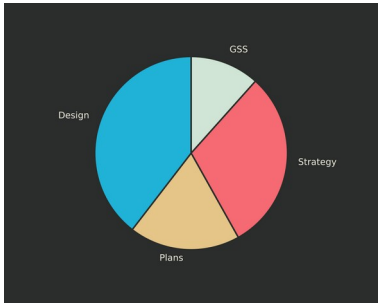How well do participants avoid blind spots?

77%

Participants have blind spots

KBI 5: Alignment

Are participants aligned on what's important?

90%

Participant questions can be sorted into clear themes

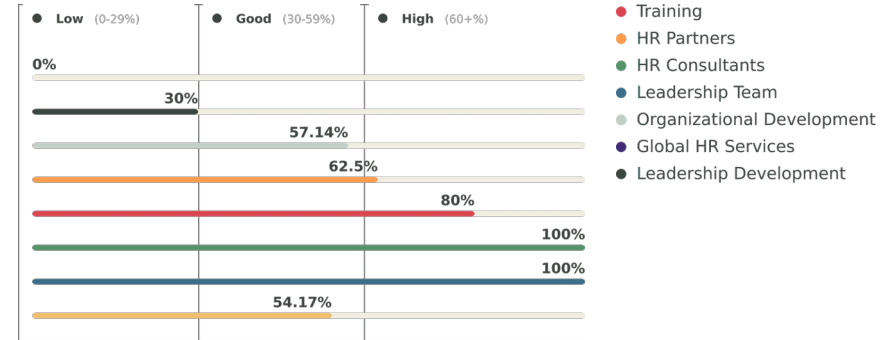# How much do participants **engage** with this topic?

It varies

There are groups of people who engage – e.g.: Leadership Team.
But there are also groups of people who don't engage – e.g.: Global HR Services.

Next step

Find out why there is a difference and consider making the proactive groups and key stakeholders ambassadors in engaging the rest of the organization in this topic.

QVEST

	Low (0-29%)	Good (30-59%)	High (60+%)
	0%		
	30%		
		57.14%	
		62.5%	
		80%	
			100%
			100%
		54.17%	

- ● Training
- ● HR Partners
- ● HR Consultants
- ● Leadership Team
- ● Organizational Development
- ● Global HR Services
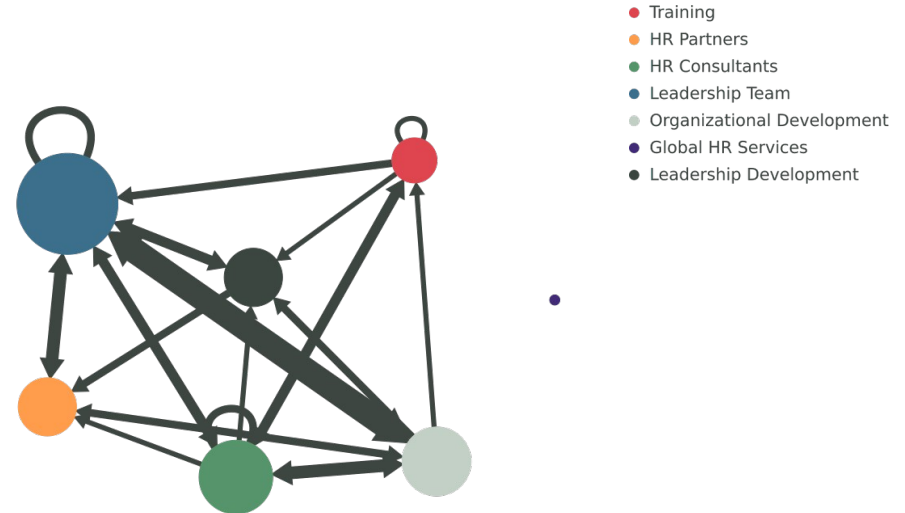- ● Leadership Development

1. Engagement   54%

How good is the basis for **collaboration?**

QVEST

Not good

Apparently participants don't connect across groups when it comes to this topic.

Next step

Find out why by running, smaller, more context-specific Qvests with 1) fewer groups or within single groups, and 2) topics that are more likely to cause participants to take an interest in the experience and perspectives of others.

- Training
- HR Partners
- HR Consultants
- Leadership Team
- Organizational Development
- Global HR Services
- Leadership Development

2. Collaboration   **0%**

How **relevant** are participants' conversations to the topic?

Relevant

Some keywords match the expected keywords – e.g. work - suggesting that participants' conversations are relevant.

Next step

Read the questions and answers and look for reasons why it's only some of the expected keywords that match the keywords participants use about the topic. Use the Qvest data to communicate about the topic in a way that resonates with participants to 1) show them that you are interested in what matters to them, and 2) prepare them to join conversations about other important topics.

engagement
important set
processes place
departments point long staffing
training hr team people
gss set-up create observing
unsure improved tasks large
excited expect hope units
launch position things surprises
project functions
system activities feel work support
start change organization location
implementation current
term day problems efficient shifted
aware short
falls

GSS	Processes	Team

Change

3. Relevance   **50%**

How well do participants avoid **blind spots?**

It varies

Participants primarily focus on Purpose, but they ask questions in all focus areas, so they are capable of adjusting and avoid blind spots.

Next step

Invite participants to explore risks and opportunities in their blind spot-areas: What do we miss by asking the same kinds of questions? What would happen if we instead of asking "How do we get from A to B" asked "Why is it important that we go from A to B?" or "For whom is it important?


4. Innovation   77%
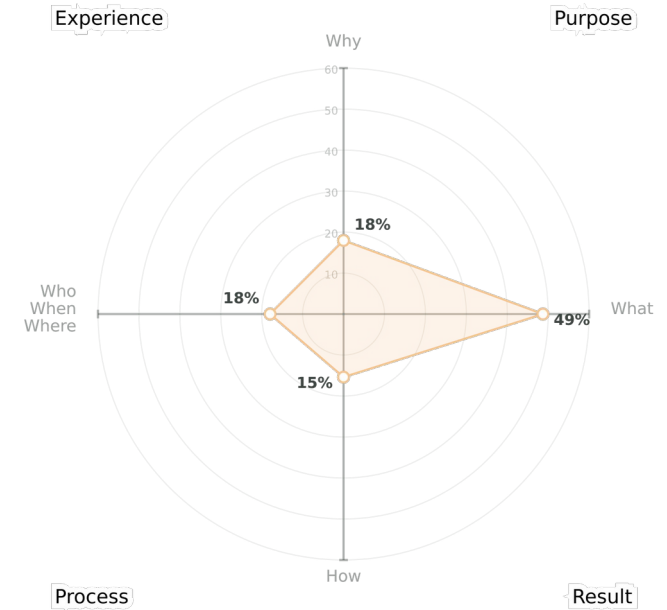
Are participants **aligned** on what's important?

Yes

Participants ask questions within 4 distinctive themes prioritizing Design and Strategy.

Next step

Compare the prioritized themes with the current strategic initiatives and find out if there is a need for adjustments in either 1) the conversations people have with each other, or 2) the current strategic initiatives.
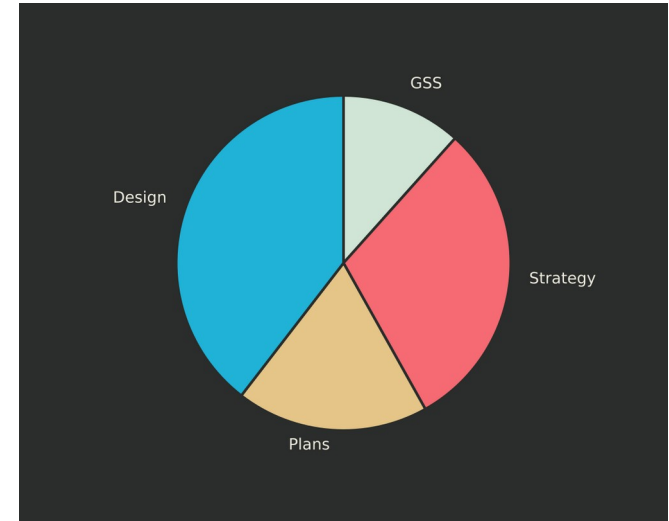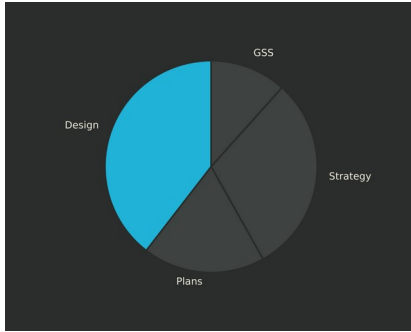
Design

40%

Question examples

● "When can we expect GSS to roll-out?"

● "What number of FTE's can we expect in GSS?"

● "What results do you hope for in regards to staffing once GSS is implemented?"

Answer examples

● "Currently we are unsure, but those working on GSS will be notified of your question and will respond when they can."

● "If staffing still falls under our scope of responsibility, it would be great if we could concentrate on the functions that are valuable to us, versus those that aren't."

5. Alignment   90%
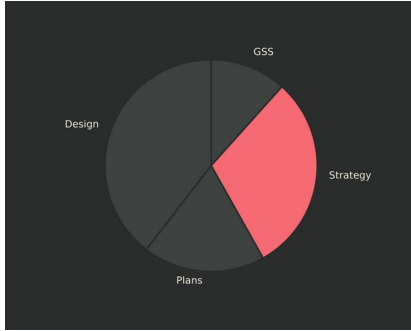
Strategy

30%

Question examples

● "What, above all, do you hope to achieve with GSS?"

● "Do you know how training will work in GSS? Will GSS require any additional positions?"

● "What worries you about GSS?"

Answer examples

● "The biggest goal is the ability to centralize all processes in regard to training into a singular unit. Company wide training processes will become the responsibility of GSS. Of course this will take a while to get in place, but when we get there, the rewards will be huge."

● "I don't believe the organization will change in the short term - any changes that occur in our scope will be in the long term. However, the design is in early stages and the team working on GSS don't have all of the necessary information at this point to make those kind of decisions. "

● "Nice to receive this question! I feel that to create a strong GSS we must be vigilant and mindful about upkeep, which is a bit unfamiliar in our organization. Also, we can't ignore the importance of culture. Performance is linked to more than just physical reorganization, and if we focus too much on process, we may forget about the people."

5. Alignment   90%
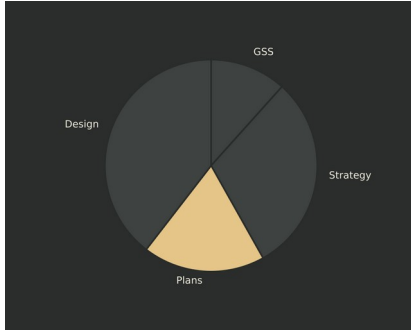
Plans

19%

Question examples

● "Are we setting our expectations too high with GSS? I would think it would be easier to work with the system and optimize once we are in it, rather than trying to plan specifics beforehand."

● "Are your initial expectations for GSS being met?"

● "What other organizations are using GSS that we can use as role models when developing our structure?"

Answer examples

● "To make a real difference, we need to really broaden our horizons. I would agree that we are setting our expectations high, but as long as we can make sure that our organization is secure with the implementation, I think this is the way to go. "

● "Yes, and I believe that with our implementation of GSS we will really set ourselves apart."

● "GSS is a fairly new implementation strategy, and we are working to identify organizations who have experiences we can learn from."

5. Alignment   90%
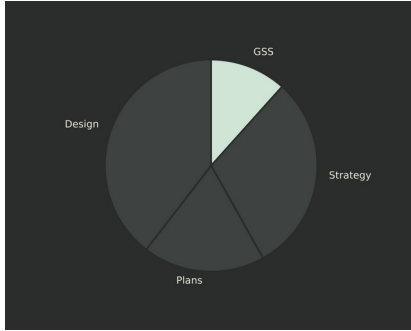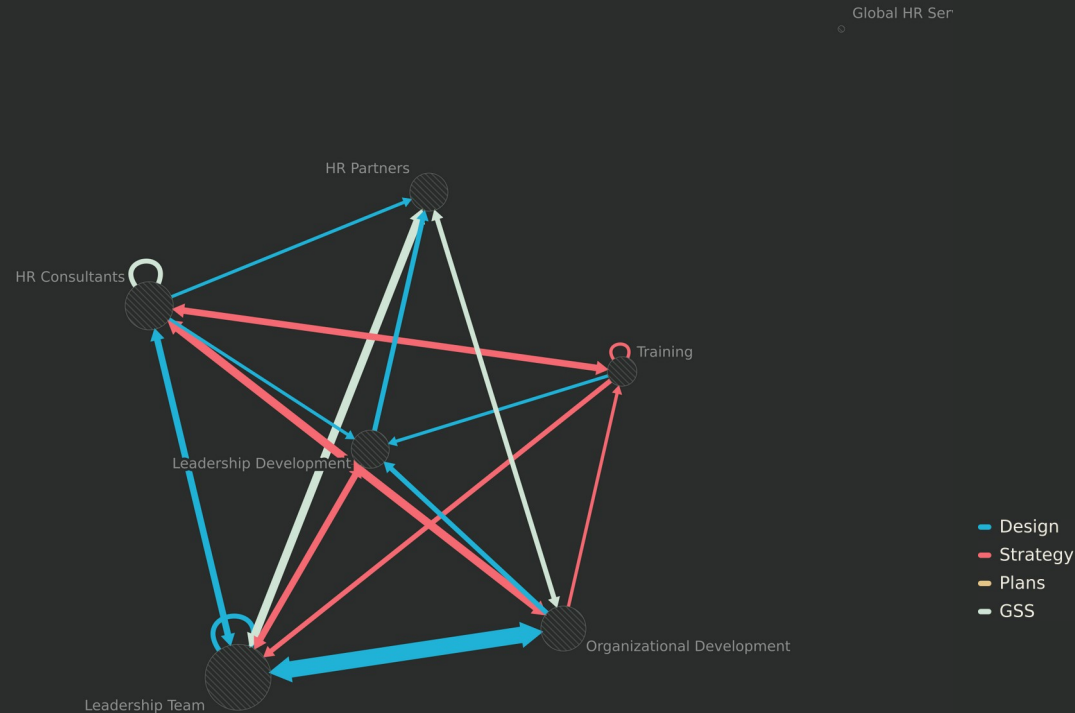
GSS

12%

Question examples

● "How will the location of the current HR set-up be affected by GSS?"

● "What operational guidelines to you use when you look at the current team setup? There are many setups in our company, and they may need different HR support"

● "How will recruitment activities be set-up in the future?"

Answer examples

● "We want to be as efficient as possible with our HR set-up, but we are unsure of what that means regarding the locations at this point. "

● "We have not decided on the guidelines yet, because we first want to analyze our situation. Our north star is to find the activities that can be made standard across the organization and thereby create value. We also know that each setup is unique. Our business model supports a custom combination in different situations and at different points in time - however, we can still standardize some tasks and processes."

● "It is difficult to know at this point whether or not recruitment will be altered by GSS and if so, in what way. Those working on the GSS project are plotting all activities conducted by HR to determine how they overlap with other processes. "

5. Alignment   90%

Remember to adjust your focus to the various needs

Global HR Ser

HR Partners

HR Consultants

Training

Leadership Development

Organizational Development

Leadership Team

- Design
- Strategy
- Plans
- GSS

What's **next** in staying/becoming proactive?

Risks related to this topic

Low Collaboration potential

Find out why by running, smaller, more context-specific Qvests with 1) fewer groups or within single groups, and 2) topics that are more likely to cause participants to take an interest in the experience and perspectives of others.

Potential opportunities related to this topic

Moderate Engagement

Find out why there is a difference and consider making the proactive groups and key stakeholders ambassadors in engaging the rest of the organization in this topic.

Moderate Relevance

Read the questions and answers and look for reasons why it's only some of the expected keywords that match the keywords participants use about the topic. Use the Qvest data to communicate about the topic in a way that resonates with participants to 1) show them that you are interested in what matters to them, and 2) prepare them to join conversations about other important topics.

Moderate Innovation capacity

Invite participants to explore risks and opportunities in their blind spot-areas: What do we miss by asking the same kinds of questions? What would happen if we instead of asking "How do we get from A to B" asked "Why is it important that we go from A to B?" or "For whom is it important?

Summary and recommendations