



# STANDARD BANK

Using employee feedback and insights to help shape the future of the organization.

## CLIENT SNAPSHOT

Standard Bank is a full-service financial organization with a history that spans over 150 years. Headquartered in Johannesburg South Africa, the bank operates in emerging and developed markets around the world and is represented in 33 countries: 17 in Africa and 16 in five other continents. The bank has more than 50,000 employees worldwide.

## CHALLENGE

While the process of conducting any global survey initiative can prove to be a significant challenge, Standard Bank laid the groundwork for its 2009 employee survey by starting with a rather straightforward philosophy. Recognizing the role that all employees have to play in the growth and success of the business, a global employee survey was launched and the survey sought to provide all employees with the opportunity to be active participants in shaping the future of the organization by providing their views on various aspects of the organization.

While Standard Bank participated in a number of localized survey efforts in previous years, 2009 marked the organization's first global -wide survey initiative. Knowing the many challenges this type of global initiative can present, Standard Bank partnered with TNS Employee Insights to design a survey process tailored to the specific needs and requirements of the Bank. The goal was to implement a strategy that would engage all employees in all business areas, while at the same time recognizing the unique needs and differences of the different business areas and locations. This ambitious strategy would prove to be a major undertaking, requiring buy-in from all of the major business areas blended

with the technological solutions and flexibility to meet the requirements of such a diverse employee population.

## SOLUTION

The survey process began with a series of executive interviews designed to gather high level data on the organization. Interviews were conducted with Standard Bank's leadership representing a wide range of geographies and business areas. The information gained in these interviews, combined with analysis of existing surveys, was utilized in designing a survey framework covering a range of topics that were seen as most central to the business strategy of the bank. This initial framework was then brought to the survey team to develop the initial set of items and categories to be included in the survey.

As a reality check of the initial survey draft, TNS Employee Insights conducted a series of pre-survey focus groups designed to gather feedback on the survey content from Standard Bank employees. The focus groups were conducted across a range of geographies and business areas in order to gain a sample reflective of the larger organization. These sessions proved to be a valuable addition to the survey design process, resulting in a wealth of employee feedback that was used to shape the survey content into its final form. Additionally, the focus groups allowed the survey team to uncover any group or regional specific needs that could be incorporated into the survey (i.e. customized terms/definitions, customized questions by country, paper surveys, translated surveys).

Once the questionnaire content was finalized, the survey was administered over a 5 week time period via online and paper formats in 6 languages. Employee responses were coded according to an organizational structure consisting of the various countries, business units, divisions, departments and branches within the bank. This coding system was used to generate reports for more than 400 managers across the organization.

**Employee feedback is instrumental in helping shape the future of the organization.**





**Standard Bank sought to understand how its employees can become more active and involved in the business strategy and how employees can help turn that strategy into action.**

## RESULTS

After the data was compiled and analyzed, a series of executive presentations were held to share the survey results. The first presentation was held with the Standard Bank Group executive team and this was followed by presentations to each of the various Business Unit executive teams. Each presentation provided a detailed review of the survey results, key driver findings, as well as a summary of the open-ended comment responses. Additionally, guidance was provided on report interpretation and developing a successful action planning strategy. Following these presentation sessions, the results were distributed to over 400 managers within the organization through an online results portal, which also provided additional tools for results interpretation and action planning.

The results from the employee engagement survey provided insights into how all employees viewed the business and its leaders and is being used to help shape the future of the organization.

## DISCOVER

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