

Enabling Employee-Driven Improvement

Engagement Profile: Career Management



Client Opportunity

PDRI, a CEB company, helped Kellogg's, one of the world's leading food manufacturers (providing more than 1,600 products including Special K, Pringles, and Keebler), implement innovative approaches to traditional talent management assessments in two distinct scenarios. In the first case, Kellogg's sought to provide employees with actionable insights on their work-life behaviors and drive awareness of company resources to optimize work-life effectiveness. In the second case, Kellogg's wanted to redesign its leadership 360-degree assessment to better enable personal and career development via pragmatic feedback and tailored recommendations. In both cases, Kellogg's empowered employees to significantly improve the quality of both their professional and personal lives.

Scenario One Solution

Work-Life Self-Assessment Raises Awareness and Promotes Participation

Research documents that work-life effectiveness is one of the three most important factors in the Employee Value Proposition (EVP) and is also closely tied to retention. Specifically, work-life effectiveness translates to 33% higher intentions to stay with an organization. Successful enterprise wellness and work-life balance programs drive employee engagement, productivity, and retention while reducing absenteeism and health care costs. However, the impact of these initiatives depends directly on the number of employees who are aware of the offerings and choose to participate.

We helped Kellogg's execute a work-life balance strategy to improve employee satisfaction. Integrating Kellogg's brand messaging themes and vision, we developed an online self-assessment that employees used to gauge how well they were managing various aspects of the work-life equation. A variety of dimensions were included in the assessment questionnaire, including:

- How consistently the employee makes healthy decisions regarding eating habits and exercise,
- The employee's awareness and use of flexible work arrangements,
- The extent to which the employee utilizes tools and technology to enable work life effectiveness, and
- How well the employee's manager supports and enables work-life effectiveness.

Individuals received a detailed assessment report that included an overall assessment score, ratings on each dimension, and tailored, action-oriented feedback. The report feedback focused on what the individual is doing well, areas for improvement, anticipated benefits of taking action to enhance work-life effectiveness, and links to useful resources on the Kellogg's Work-Life Portal. The assessment was designed as a vehicle to share insights with Kellogg's employees and encourage them to proactively pursue specific healthy living resources. The goal was to educate and empower employees by giving them actionable feedback and strategies to improve their work-life effectiveness.

Contact Us to Learn More

Phone: +1-703-276-4680

E-Mail: info@pdri.com

Web: pdri.com



Enabling Employee-Driven Improvement

Engagement Profile: Career Management (Continued)

Results

Assessment Trends Foster Better Decision Making

Although individual assessment results remained confidential, we were able to compile and deliver aggregated data that revealed a snapshot of the work-life dimensions presenting the greatest opportunities for improvement. Although many employees were taking advantage of tools and technologies that maximized the effectiveness of their individual workspaces, many had room to improve on making healthy lifestyle choices about diet, exercise, and sleep. Employees also gained key insights about how to work with their managers on improving other drivers of work-life effectiveness, such as prioritization of workload. This valuable information provided Kellogg's with targeted insights on where to focus future work-life efforts.

Scenario Two Solution

A 360-Degree Assessment for All Leadership Levels

Our partnership with Kellogg's on the work life engagement described above laid the groundwork for a subsequent initiative. The company was using a targeted 360-degree assessment to evaluate several core leadership behaviors for employees at various levels of leadership. Following the rollout of an updated leadership competency model, Kellogg's sought our help in creating content for an expanded 360 model designed for the 20,000 employees at the individual contributor, manager, and senior leader levels.

Results

Tailored Feedback Instigates Action

Similar to the work-life engagement, our 360-degree assessment for Kellogg's was interactive, actionable, development oriented, and positive in tone—fundamental catalysts for behavior change. Report feedback was tied directly to scores on specific leadership competencies and customized for the individual's strengths and development opportunities. Intended to drive immediate as well as sustained success, recommendations included quick tips and links to resources such as employee development guides. The assessment report, which featured scores, feedback, and specific actionable recommendations in one document, served as more of a forward-looking coaching session than an evaluation of past performance. The report was written in a tone meant to simulate a facilitated discussion, encouraging employees to reflect and mindfully process their scores and feedback. At the end of this process, Kellogg's employees possessed the information they needed to own and pursue their development choices.

Our collaboration with Kellogg's on these two innovative assessment projects resulted in meaningful, actionable, and development-oriented tools for more than 20,000 Kellogg's employees.

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