

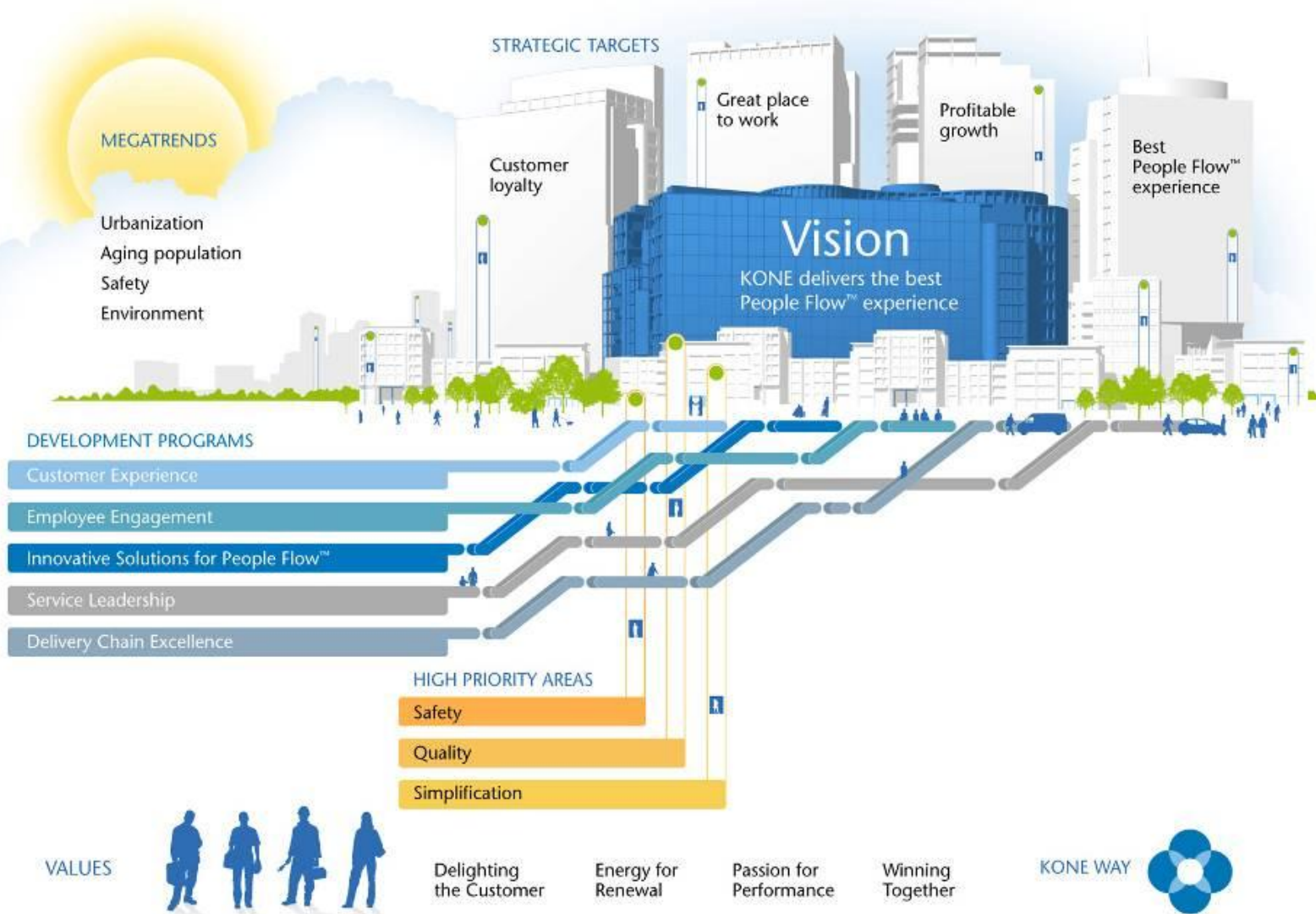


# KONE Employee Engagement development program

IBM Smarter Business Seminar 10.10.2013, Helsinki

Minna Bräuer

<b>1</b>	<b>Employee engagement at KONE</b>
<b>2</b>	<b>KONE Employee Survey</b>
<b>3</b>	<b>Summary</b>



We achieve outstanding results in an energizing, inspiring and collaborative culture.

## KEY INITIATIVES

**Leadership.** Develop a leadership culture to engage, empower and inspire.

**Growth opportunities.** Provide personal and professional development and growth opportunities.

**Well-being.** Promote well-being and safety in the work environment

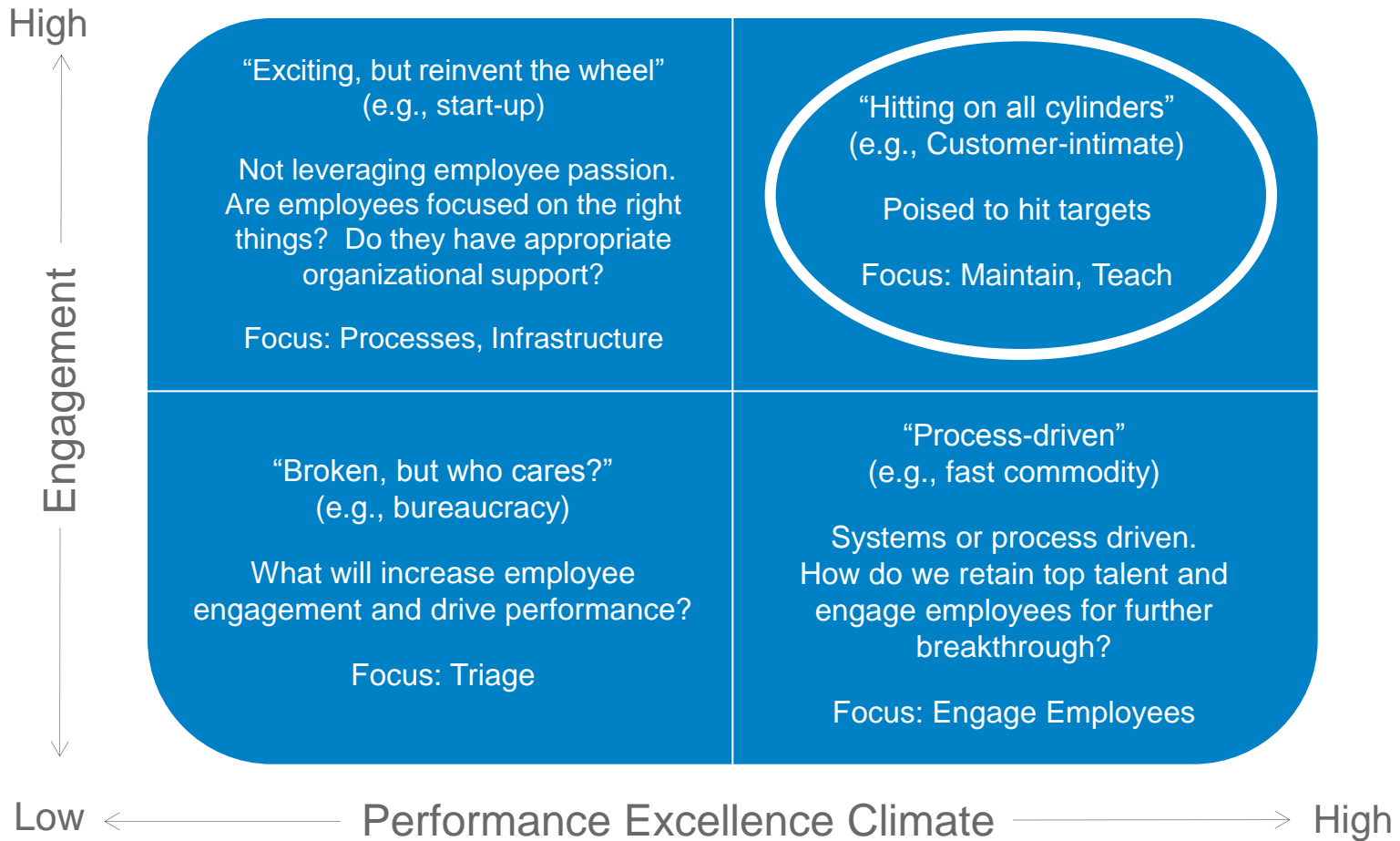
**We measure employee engagement with our employee survey.**

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# Interplay Between Engagement and Performance



Source: Kenexa

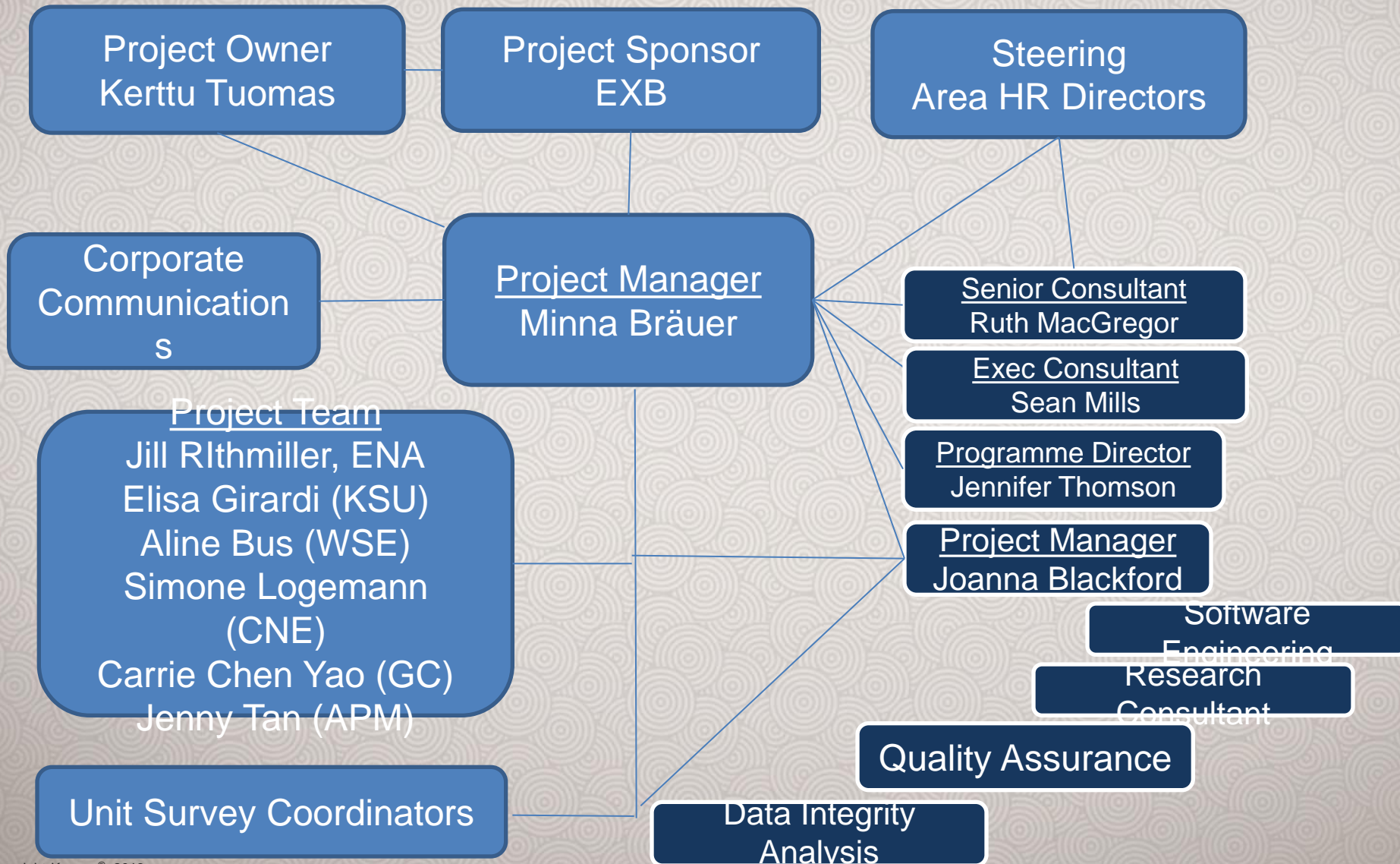


# KONE Pulse employee survey 2013



- Employee surveys since 2004
- 5th survey with Kenexa
- 28 language versions
- 6 reporting languages
- 48 scales items & one open item
- 44 countries
- 66 survey coordinators
- minimum reporting N 8
- Survey N size 39 132
- 67 % of the survey online

# KONE 2014 TEAM STRUCTURE





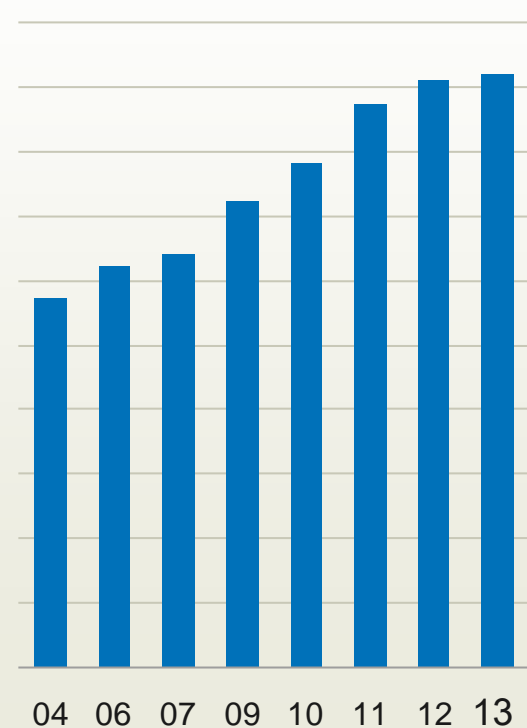
# We have improved our leadership capabilities and employee involvement



PULSE – KONE EMPLOYEE SURVEY 2004-2013

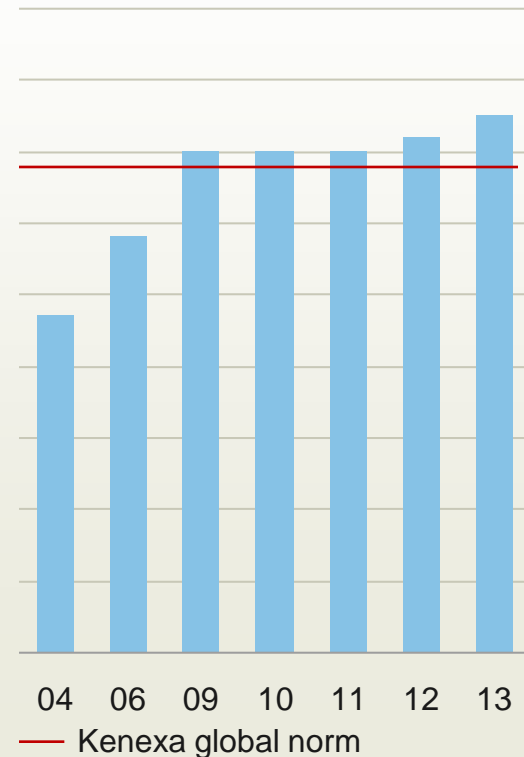
## Employees wish to contribute to the development of KONE

Global response rate



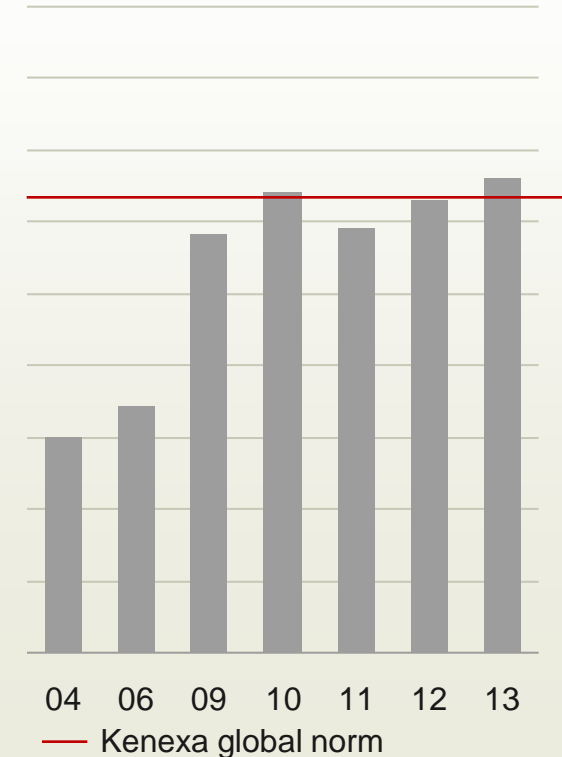
## Getting Feedback from immediate manager

Share of favourable answers



## Feeling that ideas and views are valued

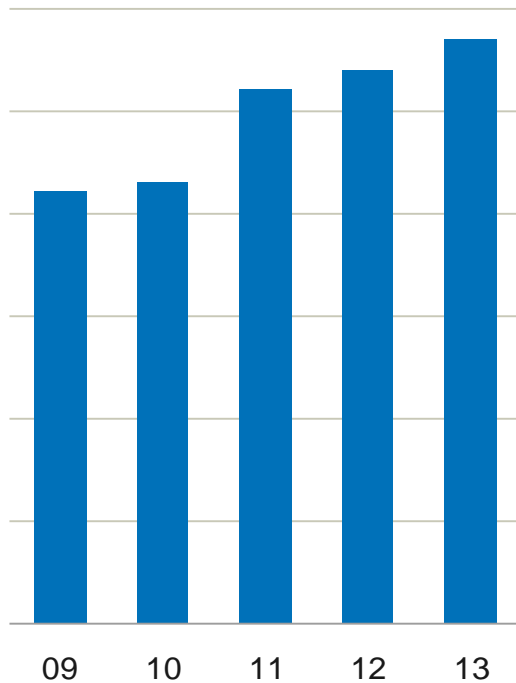
Share of favourable answers



# We have improved our survey follow-up



Behavioural change index



- Behavioural change index improved by 15 percentage points since 2009.
- KONE Executive Board (EXB) follows up the progress of the unit level actions.
- Globally, 251 unit level actions were defined 2013 based on the employee feedback.
- Recommendation: Max 3 actions!
- Success stories of these actions are shared in Global Intranet with the employees to make the achieved developments visible and tangible.
- Cross-team action planning increases collaboration and develops cross-team work processes.
- Summary: acting on employee feedback, following up on actions on high level and sharing success stories are ways to increase survey participation and engagement.

# We use survey data for leadership development



- Pulse "My manager" scores are one indicator when discussing leadership development needs and performance.

## My Manager items

- ▶ treats me with respect
- ▶ recognizes people when they do a good job
- ▶ effectively communicates KONE goals and objectives
- ▶ keeps his/her commitments
- ▶ provides me with timely and helpful feedback

- Managers discuss their My manager scores in Performance appraisal and Mid-year Review.
- A workbook for managers is available as support material.
- HR supports and follows up the process.

## We focus on

- coaching individual leadership development and performance.
- understanding the strengths and development areas of our managers.
- results clearly below or above the norm.

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# Key enablers for employee engagement



People in KONE strategy

Alignment with business

Interplay with performance

Leadership & Dialogue

Systematic Survey Follow-up

Collaboration





*Dedicated to People Flow™*

