



The Workplace Innovation Diagnostic[®] Guide

Unleashing Engagement

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**WORKPLACE
INNOVATION
EUROPE**

UNLEASHING ENGAGEMENT

Thank you for the opportunity to demonstrate how the Workplace Innovation Diagnostic® can help you unleash employee engagement in innovation and improvement, enhance productivity and performance, and create an even better place to work.





Contents

- 1.0 About Workplace Innovation
- 2.0 What is the Workplace Innovation Diagnostic®?
- 3.0 How does the Workplace Innovation Diagnostic® work?
 - 3.1 Who should be included in the Diagnostic?
 - 3.2 How do you want to analyse the results?
 - 3.3 The Data Input Spreadsheet
 - 3.4 Identify your 10 Custom Questions
 - 3.5 Activating the survey
 - 3.6 Reporting the results
 - 3.7 Action Planning
 - 3.8 Repeating the Diagnostic
- 4.0 Indicative timescale

About Workplace Innovation

Organisations that systematically adopt evidence-based workplace practices gain 20-60% improvements across a wide range of business indicators, from productivity and innovation to employee health and well-being, compared with those organised on more traditional lines.

Workplace innovation is the introduction of empowering workplace practices that enable people at every level of the organisation to use and develop their full range of knowledge, skills, experience and creativity, leading to significantly enhanced business performance and quality of working lives.

Our team helped create workplace innovation as a concept and it is now spreading internationally. Workplace innovation is part of the EU's economic strategy, and it has been adopted by several national governments as a means of achieving growth and prosperity, as well as by businesses all over Europe.



What is the Workplace Innovation Diagnostic®?

Unlike traditional engagement surveys, the Workplace Innovation Diagnostic® provides in-depth understanding of where change is needed to enhance business performance, innovation, and employee engagement and wellbeing. The focus is on workplace practices that enable people at every level to use and develop their full range of skills, knowledge, experience and creativity, leading to win-win outcomes for the organisation and its employees. It can be used across the whole company, at department or division level, or in individual teams of 10 or more people.

The Workplace Innovation Diagnostic® is based on an extensive body of research, embracing organisations from diverse sectors, size categories and locations. It takes the form of an employee survey which asks employees and managers to identify their own day-to-day experiences of specific workplace practices strongly associated with high performance, innovation capacity, and employee health and engagement. These practices are grouped under four 'Elements':

- Jobs, Teams and Technology
- Organisational Structures, Management and Processes
- Employee Driven Improvement and Innovation
- Leadership and Employee Voice.

Workplace Innovation Europe

Each of these Elements is broken down into a number of Themes – clearly defined bundles of workplace practices ('Processes') that are easily identifiable in every workplace setting, and which can be targeted for improvement or change wherever indicated by the Diagnostic results.

A further section assesses employee engagement, health and wellbeing. The results from these sections can be correlated with those from the 'Element' questions, making it possible to identify the particular practices that either contribute to, or undermine, engagement and well-being at work for each group of employees. An optional final section enables the client to add up to 10 custom questions.

Participants are also given the opportunity to add open comments in each section.

People can access the survey easily on their desktop, laptop, tablet or mobile phone, taking only about 15 minutes to complete. The survey can be translated into languages other than English on request.

And our team is available to support you at every step...

Take a look and share our short animation about the Workplace Innovation Diagnostic® [here](#).

Results

Results for each section of the questionnaire, shown as red, amber or green scores, indicate where change is needed in the organisation and the precise workplace practices (by Element, Themes and Processes) that should be targeted. An overview report summarises the results in an easily-digested format and is suitable for wider distribution in the organisation – enabling engagement in change at every level.

In-depth reports break down the results by country, company, department, team, professional group or other variables provided by you. Users can generate customised reports from their own dashboard, enabling the data to be broken down as required.

An Executive Overview report provides a high-level summary of the Diagnostic scores in an accessible format for sharing across the organisation and customised for specific groups. Interpretation of results is provided for each section, including why they are important and indicating suggestions for improvement.

Results are translated into an online action plan template, enabling users to create a clear strategy for effective and sustainable change - with our support where required. We recommend that the Diagnostic is repeated after 9 – 12 months to capture improvements and identify priorities for the next phase of change.

We provide follow-up support, helping change leaders and managers acquire knowledge, skills and resources to achieve systematic, sustainable transformation, including in-company facilitation and coaching.

Jobs, Teams
&
Technology

Employee-driven
Innovation
& Improvement

Organisational
Structure
Management
& Processes

Co-created
Leadership &
Employee Voice

Employee
Engagement, Health
and Wellbeing

Custom
Questions

How does the Workplace Innovation Diagnostic[®] work?

Overview

This section provides a step-by-step guide to implementing the Workplace Innovation Diagnostic[®] in your organisation, based on the following:

1. Identify who will take part in the Diagnostic survey.
2. Decide how you would like to breakdown and report the findings using the Report List Template.
3. Specify the most appropriate means of enabling the survey to identify legitimate respondents - email address, mobile phone number or 6-digit token?
4. Complete the Data Input Spreadsheet.
5. Identify the themes you wish to address for your 10 custom questions, and we will formulate the precise questions for you to ensure maximum effectiveness and continuity.
6. Before launching the Diagnostic, explain its purpose to intended respondents and encourage the widest possible participation.
7. Send invitations and instructions by email or letter to all intended respondents.
8. Remind participants to take part in the survey after one week.
9. Analyse results and begin action planning.



3.3 The Data Input Spreadsheet

You will be asked to supply details of the employees selected to participate in the survey. These are entered into the Data Input Spreadsheet.

An email address or mobile phone number should be entered for each participant, and they will use this as their access code to the survey. For those with no email address, we will provide a file of personalised letters for you to distribute; this will include the URL, survey ID, and an individual access code for them to enter. The letters include a paragraph to reassure participants that their individual responses remain confidential to Workplace Innovation Europe.

The spreadsheet also asks you to add the Categories into which every employee falls for each of the Selection Criteria identified in Step 2.

Please note that the personal data is only used to access the Diagnostic and for consolidation into reporting categories. It is never used to identify individuals.

THE WORKPLACE INNOVATION DIAGNOSTIC® Participant Count Report

First Name	Last Name	email	Token	Selection Criteria 1	Totals for Criteria 1	Selection Criteria 2 Region	Totals for Criteria 2	Selection Criteria 3 Department	Totals for Criteria 3	Selection Criteria 4 Role	Totals for Criteria 4	Selection Criteria 5 Age	Totals for Criteria 5	Selection Criteria 6	Totals for Criteria 6	Selection Criteria 7	Totals for Criteria 7
Caleb	Richards	Caleb_Richards1695@pentop.org		Employee	222	Scotland	5	Head Office	15	HR	3	20 - 34	136	Staff	252	CI group	157
Renee	Nash	Renee_Nash8927@pentop.org		Employee	222	South West	77	Transport Business Unit	81	Drivers	56	20 - 34	136	Staff	252	CI group	157
John	Gordon	John_Gordon4493@pentop.org		Employee	222	Midlands	59	Transport Business Unit	81	Drivers	56	50 - 64	144	Staff	252	CI group	157
Gil	Jordan	Gil_Jordan4612@pentop.org		Employee	222	Midlands	59	Head Office	15	Services	7	50 - 64	144	Staff	252	CI group	157
Juliette	Moss	Juliette_Moss7221@pentop.org		Employee	222	South East	35	Manufacturing	136	R&D	100	20 - 34	136	Staff	252	CI group	157
Renee	Nash	Renee_Nash8927@pentop.org		Employee	222	South West	77	Transport Business Unit	81	Drivers	56	50 - 64	144	Staff	252	CI group	157
Willow	Wood	Willow_Wood7160@pentop.org		Employee	222	South West	77	Manufacturing	136	Engineering	36	20 - 34	136	Staff	252	CI group	157
		Sharon_Plant4952				South				Engineering							

3.4 Identify your 10 Custom Questions

Identify the themes you wish to address for your 10 custom questions, and we will formulate the precise wording for you to ensure maximum robustness and clarity of outcomes.

3.5 Activating the survey

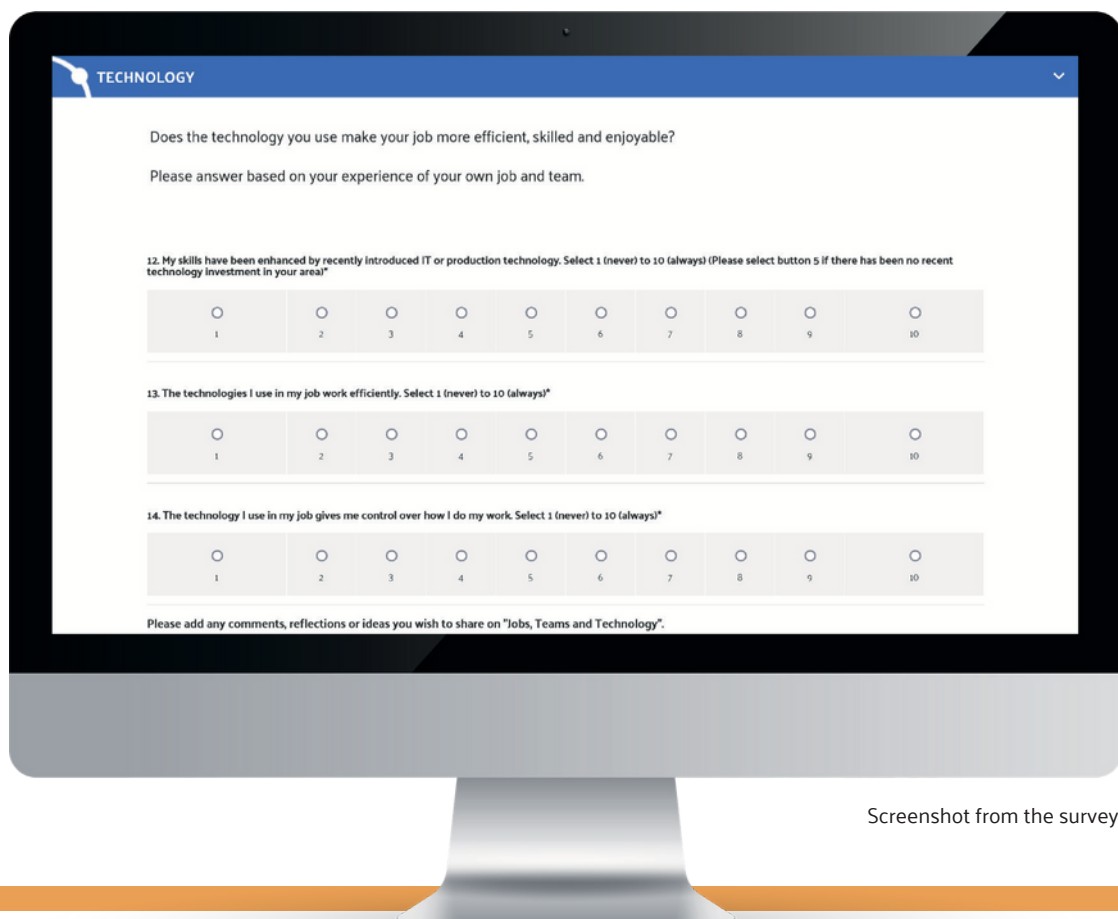
Before launching the survey, it is strongly advised that a senior leader in your organisation sends a communication to those taking part, explaining the background to the Diagnostic and the organisation's reasons for undertaking it. This will improve the participation rate, and a sample letter that you can use in preparing your own communication will be provided.

Experience also shows that the response rate is improved significantly when line managers and supervisors are briefed on the importance of the

Diagnostic by senior managers. Line managers should actively encourage participation, ensuring that time and access to a computer are fully available. Some organisations even run a competition, with a prize for the department with the highest completion rate!

Once we receive your completed datasheet, we will supply you with a sample letter that you can use or adapt to invite employees to participate in the survey. You can also personalise the email greeting using mail-merge through your distribution lists or send it 'blind' to 'Dear Colleague'.

The invitation will contain a link to the webpage through which participants will access the survey by entering their email address as their access code.



Screenshot from the survey

Where required, we can also send a letter directly to participants emphasising the anonymity of their responses.

Participants without an email address will be given an individual letter containing the link and their unique access code. We will provide a Word file of letters containing the invitation and individual access codes for printing and distribution to anyone without an email address. The survey should take around 15 minutes to complete.

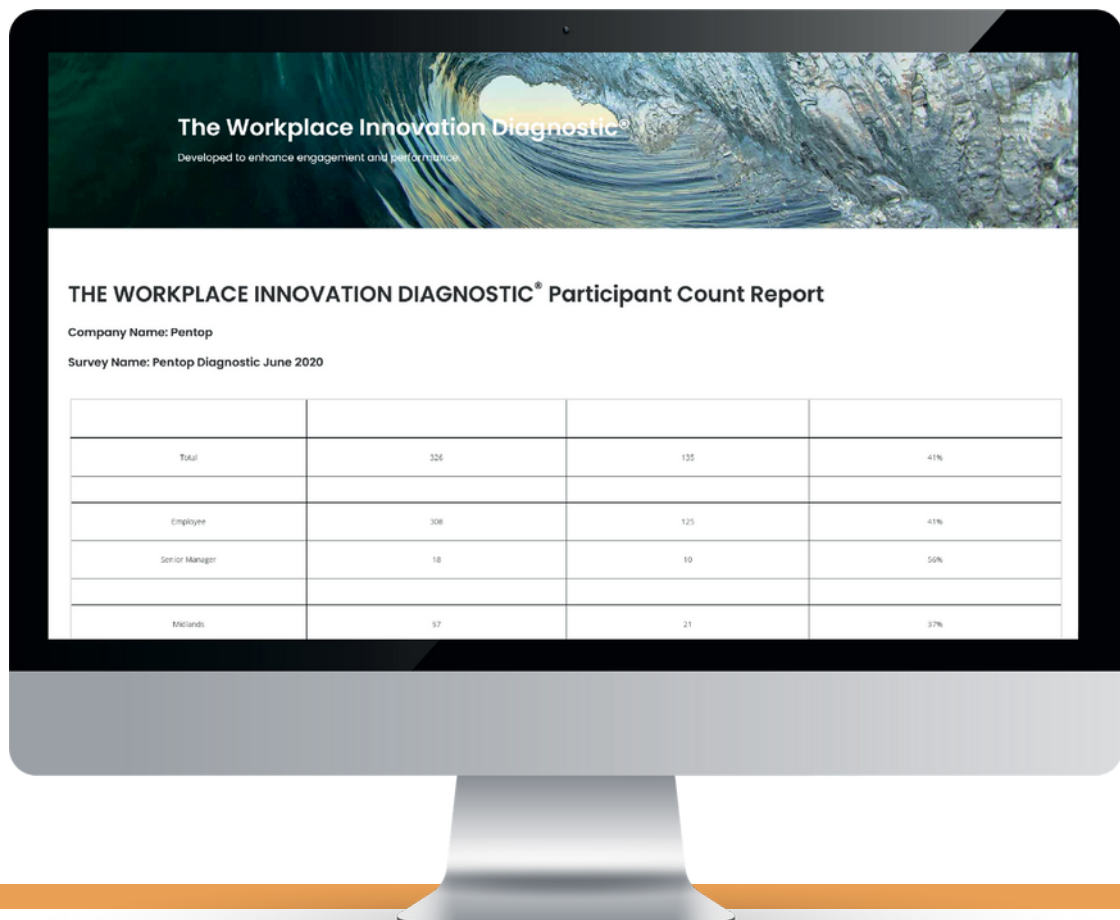
If employees do not regularly use computers in their daily work, or if they do not have an email address, they will receive a letter provided by us which contains a personal access code. A computer workstation should be set up in an accessible location, and they should be provided

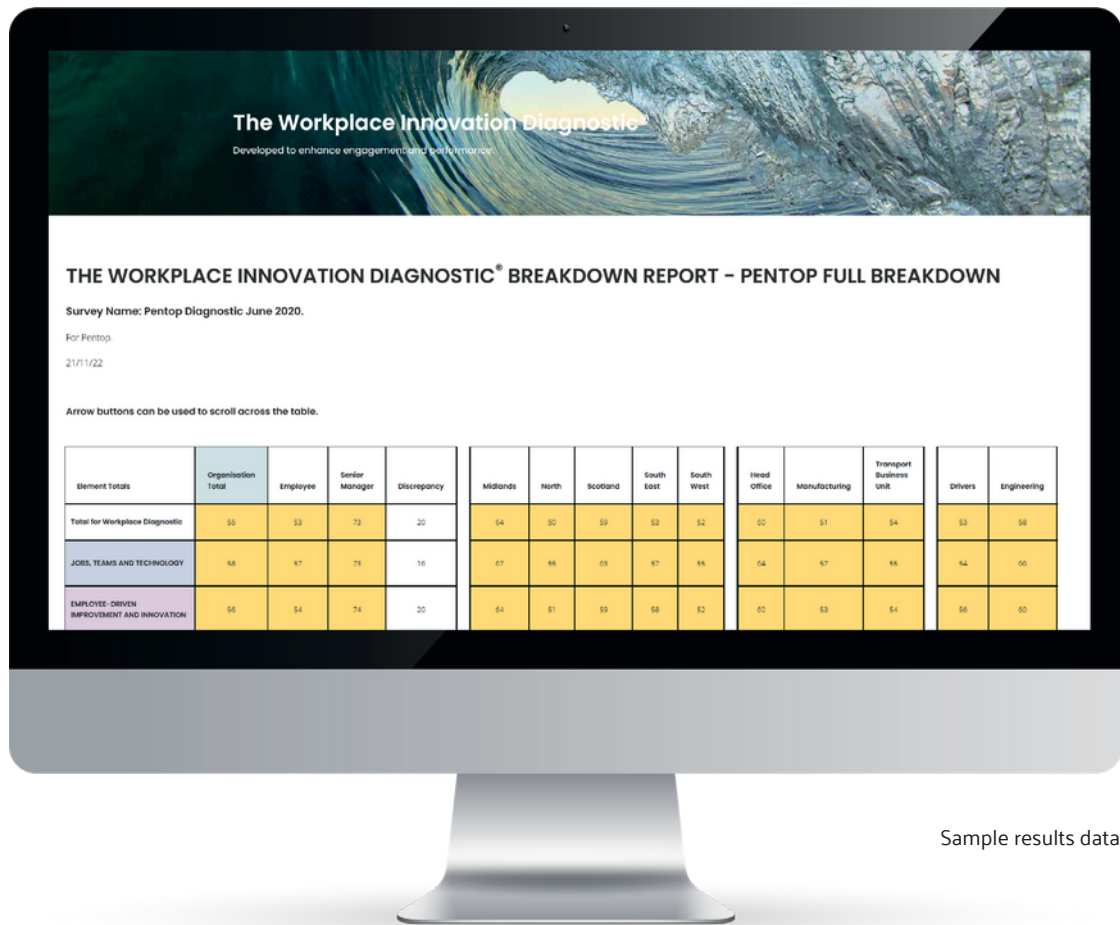
with appropriate opportunities and support to complete the Diagnostic. The Diagnostic can also be accessed and completed on mobile phones.

You can monitor the number of responses received by creating a Participant Count Report on the Diagnostic Portal. This report (see illustration below) shows the number of surveys sent, the current number of responses and the percentage completion rate for each reporting category.

The Diagnostic will normally remain open for 2-3 weeks; we recommend that reminders are sent one week after the launch of the survey to prompt anyone who has not yet completed it.

It will be closed once we have both agreed that returns are sufficient.



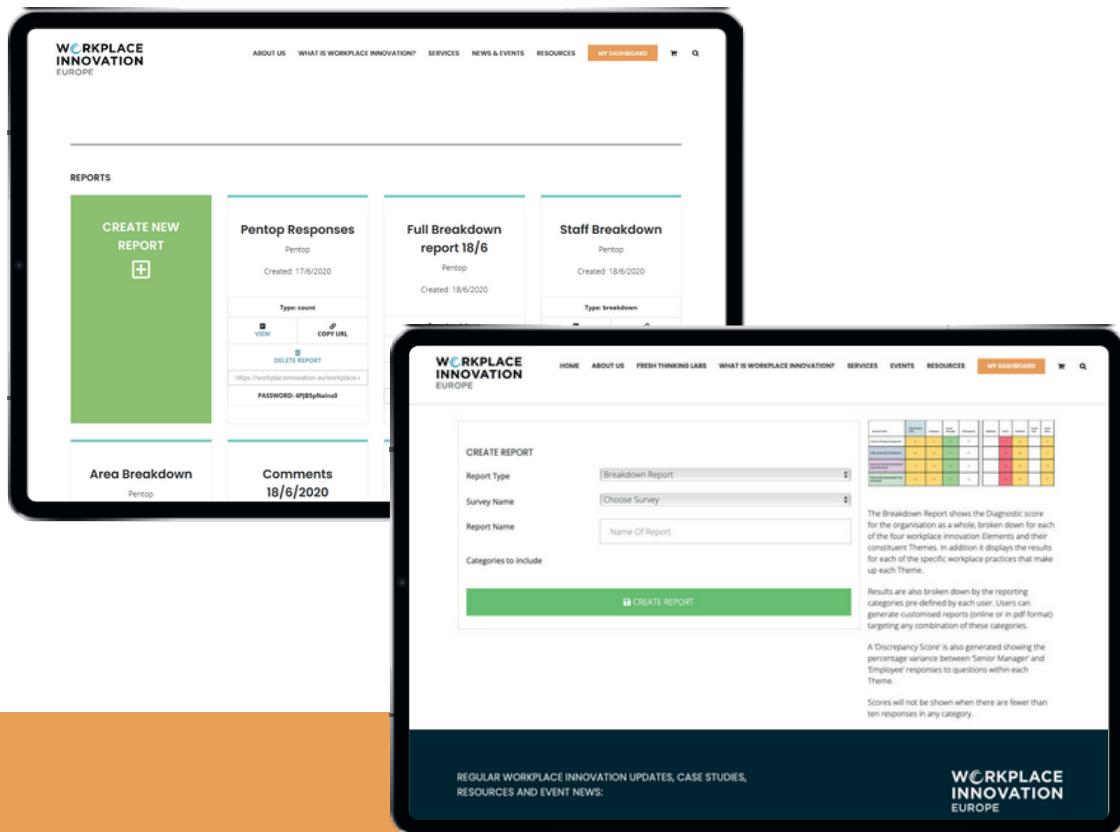


Sample results data

3.6 Reporting the results

Reports are created by the survey administrator in your organisation via the Diagnostic Portal dashboard and may be viewed on a password-protected site or downloaded as a pdf document. Online access to the reports will be provided to individuals identified by you.

Reports provide a visual, quantitative representation of the results, with traffic light indications of areas of strength and those requiring attention. They provide direct insights into opportunities for workplace innovation and improvement at organisational, departmental, team and/or demographic group levels.



There are four types of report:

1. The Executive Overview report provides a high-level summary of the Diagnostic scores by Elements and Themes in an accessible format for sharing across the organisation. An interpretation of results is provided for each Theme, including why it is important and providing suggestions for improvement. This report can be produced for the whole organisation or customised for any of the Selection Criteria reporting categories.

2. The Breakdown Report gives details of the scores for Elements, Themes and Processes, as well as the total for the whole organisation, and all the chosen Selection Criteria reporting categories. Survey administrators can also create customised reports based on the

Selection Criteria via the Diagnostic Portal dashboard. Discrepancies between senior manager responses and those of the employees are shown for each score at Element level. Note that scores will not be shown where there are fewer than five responses in a specific category of employees to preserve confidentiality.

3. The Comments Report shows all the free text feedback returned by participants in the Diagnostic, classified by Element. The results can be downloaded as an Excel CSV file.

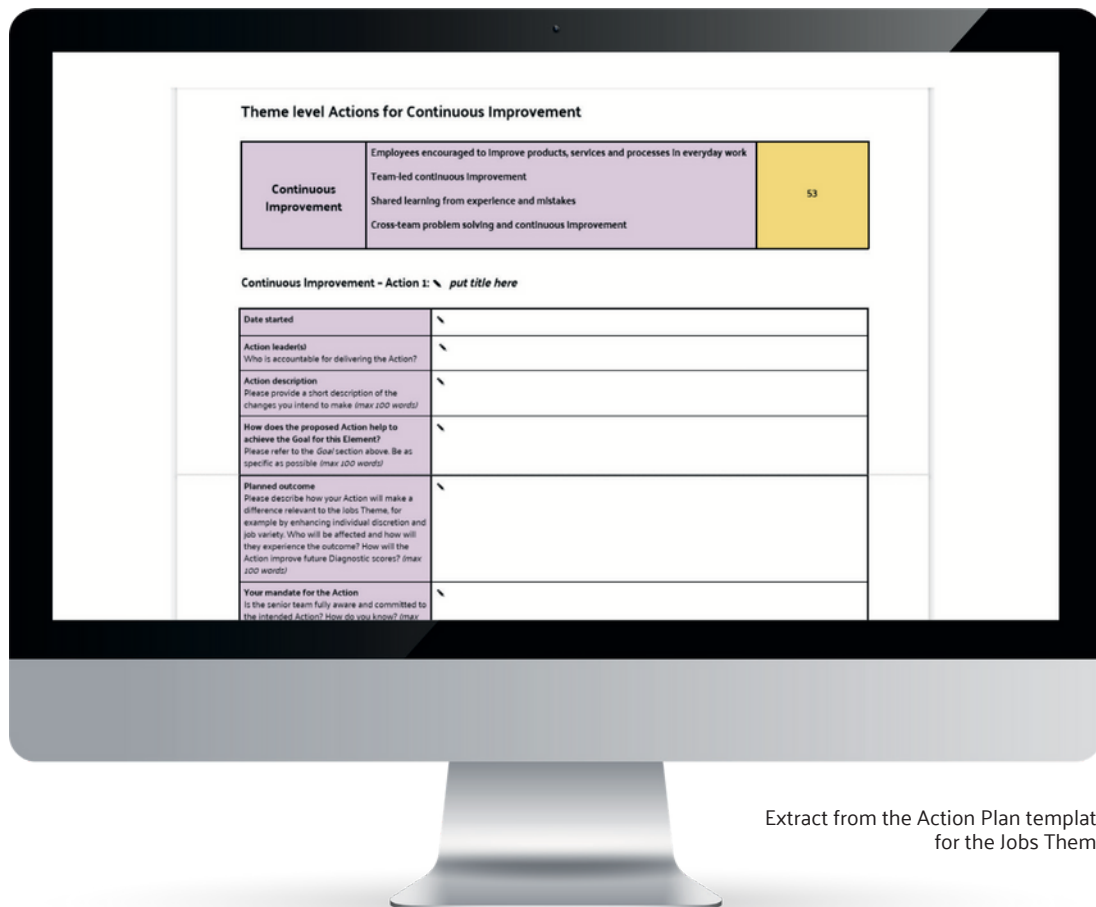
4. The Comparison Report (where relevant) shows the changes in scores since previous surveys and can be created for the whole organisation and/or for the Selection Criteria reporting categories.

3.7 Action Planning

Data from the report will be translated into an Action Plan template. The Action Plan displays the Diagnostic results, themed work practices and interdependencies to support effective action planning. It is created as a Google docs file and can be shared and edited online by multiple users, including expert support from members of our team, in real time or otherwise, where this is part of your Diagnostic package. Your Diagnostic package may also include an in-house workshop to help with interpretation of survey results and to identify action plan priorities for your organisation .

3.8 Repeating the Diagnostic

We recommend that the Diagnostic be repeated at one or more intervals during the change process, both as means of capturing (and celebrating!) progress, and to refocus actions on remaining priorities. A minimum of six months should be considered before the Diagnostic is repeated to avoid ‘survey fatigue’.



Indicative timescale

Week

Action



You receive a full Briefing Pack and Instructions for the Diagnostic. In-house or online pre-Diagnostic briefing (depending on your package). Identify who will be asked to take the Diagnostic survey (Step 1) and determine categories to be used in reporting (Step 2). Identify the themes you wish to address for your 10 Custom questions, and we will formulate the precise questions for you to ensure maximum effectiveness and continuity.

The Workplace Innovation team will be available to provide assistance by email or phone. Please contact your account manager or email us at contact@workplaceinnovation.eu



Deadline for return of your data on the Input Spreadsheet (Step 3).

Prior publicity for survey distributed to workforce by senior manager.



Diagnostic Survey launched.

Email invitation letters (provided by us) containing the link to the survey are sent by you internally (as amended by you).

Letters containing access codes (provided by us) are sent by you to employees without email addresses (if required).

We notify you when the survey has been activated.



Reminder emails sent out.



Diagnostic survey closed.



Online post-Diagnostic interpretation briefing.

Results and reports available to users via the Diagnostic Portal (password protected).



Action Planning meeting and follow up support (if included in your package).



Contact us to find out how we can help you make change happen!

Develop Effective Leaders through our unique accredited Leadership and Change Leader Programmes. Based on your Workplace Innovation Diagnostic® results we provide all the practical support and mentoring you need to deliver real change in your organisation

[Read more.](#)

Make Change Happen and Improve Performance with our in-person and online themed workshops, addressing your Workplace Innovation Diagnostic® results.

[Read more.](#)

Create Emotionally Intelligent Management and Senior Team Behaviours to support your people engaged in change, improvement and innovation. [Read more.](#)

We enable and facilitate Strategy and Values Workshops, Engagement Events, Innovation Spaces, FabLabs, Action Learning Sets, Continuous Improvement Groups and Employee Forums to create new, open dialogue across all levels of your organisation, from the Board to the frontline. [Read more.](#)

We are proud that the Workplace Innovation Diagnostic® is registered with the European Union Trademark No. 017949433

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Feedback from Workplace Innovation Diagnostic[®] users



I've spent too many hours in my career struggling with engagement surveys. We should stop pretending that

they deliver any change, let alone sustainable transformation. They really are dead on their feet. I see something here I haven't seen before in my career. A real energy, and a structure that allows you to take a systematic approach. This is the most focused Diagnostic I've seen. It identifies where workplace practices can be improved, and drives an action plan that is going to deliver lasting change.

Sue Evans, Former HR Director,
Warwickshire County Council



The Diagnostic brought awareness for me. As a business manager getting my finger on the pulse of the business, I don't think I would have before; you can see from the Diagnostic scores changing that I understand

what the genuine pulse of the business is and how it feels. I don't think I would have done that previously, I would have just kept on blindly continuing thinking everything's good.

Rob Cowman, Director ECOG



All of a sudden there was a method of measuring the issues we could see in the company. Once you can measure it, you can actually analyse it and do something about it.

Martin Welsh, MD, Booth Welsh.



Overall we got an 8% increase in our second Diagnostic which was absolutely fantastic, and hidden

right in the middle there was a 35% increase in employee voice. I sat and cried because people know we are listening to them. And don't get me wrong, some of the areas actually moved backwards, particularly when you looked at the divisional split but what that divisional split told us was actually those managers we know we have got challenges with, and are working with them. Their teams are now telling us, we are at the focus, they are telling us where we need to be improving, and it doesn't matter whether it is a negative or not, it's truly valuable because it will help us continue on that journey.

Michelle Reid, HR Lead IOM



The Diagnostic allowed us to pin point the areas of the business where we needed to focus and prioritise. This

focus allowed us to tackle the real challenges on site. Without the Diagnostic there is a danger that we would have looked for the traditional 'low hanging fruit' or more 'attractive' improvement initiatives. By focusing on the structures and processes that our teams work with, we are able to free them from bureaucracy. With this new-found freedom they're innovating and improving - that is the power of Workplace Innovation.

David O'Byrne, Operational Excellence Lead,
Argenta Dundee.

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