



# SURVEY SENSE

articles by The Center For Survey Research

Hospitality - Entertainment - Gaming - Travel - Luxury Culture

## THE POWER OF STRATEGIC SURVEY INFORMATION Developing Baselines, Comparatives and Trends

**Excellence in baseball—throwing a one-hitter.**

**Excellence in car making technology—fuel efficiency over 40 mpg.**

**Excellence in employee satisfaction—priceless!**

Actually, per the *Employee Satisfaction and Performance Model* developed by Ference Leadership and Strategy and The Center For Survey Research in the 80's, validated in the 90's, and which has since gained industry recognition for its norms, excellence in employee satisfaction and performance is awarded from between the levels of 86-100 percent. From our years of organizational consulting, we know that these thresholds represent quite an accomplishment for overall property satisfaction as well as for our organizational dimensions such as: communications, leadership, motivation, teamwork, service quality, and climate, to name but a few.

On the other hand, a 65.9% and below level of satisfaction indicates that either survey statements or organizational dimensions are rated at fair to poor levels, somewhat akin to driving one of those "gas guzzlers" that give you 13 mpg or less. Of course, in between these two opposing levels are the categories of Above Average, Average and Below Average, all with their corresponding assigned percentage level of satisfaction.

An employee satisfaction survey administered for your company by Ference Leadership and Strategy and The Center For Survey Research is your first step in a drive towards excellence. If you have never had such a survey given to your employees—or recently given—your first time through will establish a **baseline grade** from which to begin areas for improvement. Doing so gives the organization a practical roadmap for implementing comprehensive and effective management policies, practices and roles, enabling employee growth and skill development.

With the administration of a second company employee satisfaction survey, **comparative data** is analyzed. By automatically comparing outcomes from the first survey and checking where results from the second differ, comparisons and gap analyses can be made. Performance progress measured through gap analysis provides a good foundation for measuring the company's investment of time, money and human resources needed to achieve peak performance. This valuable tool enables companies to compare actual service and performance with potential service and performance. Gap analysis will aid in viewing at what level your business is currently performing and where it should be going in the future.

Coupled with gap analysis, our metrics identify key areas on which each property needs to work. This matrix of what to do focuses the process of examining, documenting and taking action on the differences between department or company requirements and current capabilities. It is a natural progression related to benchmarking and applied statistical assessments. From within the company, the value of internal benchmarking can be seen as competition against self and its individual and departmental internal targets.

### YOUR OPINIONS

Employee Satisfaction Surveys  
Customer Satisfaction Surveys  
Management 360 Surveys

### OUR CONFIDENTIALITY

Professional Neutral Party  
Reliable Feedback  
Efficient, Timely Reports

### REAL RESULTS

Reach Strategic Goals  
Return on Individuals  
Develop Trust and Loyalty



Gene Ference, Ph.D. is a service-industry insider. His degrees in management and organizational development from Cornell University are backed by over 30 years of industry experience. He is an accomplished speaker and group facilitator, routinely conducting management workshops, leadership retreats and strategy meetings. He has developed and implemented research surveys internationally, worked with Fortune 100 companies, contributed to client national quality awards, and designed appropriate strategies for optimizing human capital and growing organizational profits.

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Page 2 of 2

**See the target, aim for the target, hit the target.**

Following a third survey, **trends** can be seen and analyzed. Historical data can be compared to the present and trends in improvement or inadequacies can be viewed to be either celebrated or acted upon. Trends can be seen by properties, departments, by job and by company. Moreover, the leadership styles of supervisors, managers and executives can be identified, evaluated and scored.

Augmenting the analysis of trends in leadership styles is a Ference Leadership and Strategy paper on *Leveraging Team Dynamics* that clients use to help achieve peak performance through various phases of action-planning. Where our research shows that being able to manage a variety of growth elements in the modern service environment is key to achieving peak performance, we have developed an organization-wide process to facilitate managed growth through measuring employee and customer/guest satisfactions, building dynamic business teams and aligning strategic resources: the *Service-Culture Map™*.

Another valuable tool that Ference Leadership and Strategy brings to the table is our compilation of Industry Norms. We have over 25 years of experience developing world class service cultures. Being able to compare to industry standards and know what have been historically acceptable rates of satisfaction is a great benefit. It allows you to set your goals to reach peak performance and maximize efforts towards higher levels of morale and service culture.

For over 25 years in designing, administering and applying survey results, we have consistently helped organizations raise the levels of their employee satisfaction scores. Consequently, these increases have lead to greater efficiencies, overall leadership effectiveness, and guest service satisfactions. In the end, our ability to develop baseline data, establish comparative analysis, and generate performance trends has directly impacted ROI—Return on Individuals, Interactions, and Investments.

Regardless of the size of your organization, our systems and dynamics remain fundamentally the same: custom design of survey questions, timely rollout of survey results, and strategy consulting for future organizational impact. Our surveys and the baseline-comparative-trend analysis have enabled our clients to stabilize scores within the excellence range and also to be awarded *The Malcolm Baldrige National Quality Award*, *Employer of Choice*, *Best Human Resources*, *Employer of the Year* and *Fortune's Best 100 Companies to Work For*.

## What Gets Measured Gets Done

What Gets Measured And Fed Back Gets Done Well

What Gets Rewarded Gets Repeated

Go For It, Make It Happen, and Enjoy The Best of ROI<sup>3</sup>  
*Return-On* Individuals, Integrations, and Investments

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