

KEY TAKEAWAYS FROM 70K EMPLOYEE CULTURE RESPONDENTS IN INDIAN COUNTRY

Don Zillioux, Ph.D.



Key Takeaways from 70K Employee Culture Survey Respondents in Indian Country

By Don Zillioux, Ph.D.
Chief Scientist and CEO, SDW

The following topics are the areas that our survey results show employees rate as highly important - important good or important bad. Where does your team fit?

Communication – The bulk of employees feel that their direct supervisors don't keep them informed. Employees are likely to have no idea what is happening within the organization. This erodes trust and minimizes the ability to speak their mind and contribute to the overall of the organization. ***Are your Managers and Supervisors understood by all team members at every level?***

Training and Development – Supervisors are frequently seen by employees as being poorly organized, not keeping their agreements and very often, not being qualified to be supervisors in the first place. Supervisors are frequently promoted without having received any management training. This is especially challenging when they have been promoted within their group and are now managing their former peers. ***Have supervisors and managers promoted from the ranks and developed the technical and soft skills for success?***

Teamwork – It is important that management understands employees' need to feel like they are part of the organization. When employees see management on a regular basis they know that they are interested in what is really going on. ***Are the managers viewed as part of the team and available or just the bosses?***

Service Missions – Employees are interested in making the customers happy. They are willing to go out of their way to make this happen. Providing employees with the capabilities of addressing customer needs can go a long way both for the employee and the customer. ***Do team members have a clear understanding of their role and how to effectively and consistently deliver the desired products and services. How do they know if they are effective and successful?***

Employee Engagement – Psychological well-being is often suspect, leading to excessive turnover, lack of trust and sufficient job self-esteem which can often lead to poor quality issues, turnover, job insecurity and loss of a sense of future opportunity. ***Employees want to be proud of their work and to take care of the guest. Do they have the authority to do what it takes? Does their job enhance or diminish their individual self-esteem, key to retention and excellent performance?***

Employee Satisfaction – Team members generally like their teammates. Employees feel that when needed, their coworkers will work as a team to get problems solved. There tends to be good relationships within departments. Casino wages and benefits are generally higher than the rest of the marketplace, but employees place a premium on the ability to make suggestions which contribute to a better more harmonious workplace. ***Is your team incorporating these ideas and recognizing the contributors?***

While individually these takeaways seem like simple issues, they are important to the culture of an organization. It is essential that management understand how their employees perceive their supervisors, their workplace environment and the organization's interest in both the employees and the customers.

It is important not only to survey your employees, but to also act on the results of the survey, demonstrating that management is paying attention. Using the first survey as a benchmark and then re-surveying annually will provide valuable information on organizational improvements. Addressing employee concerns will guarantee successful follow-up survey participation as well as positively impact the overall organizational culture.

Here's what our clients are saying...

The SDW Organizational Climate Survey has helped us to detect and evaluate critical situations. On this basis we can address and improve our challenges. We have noticed with the OCS that managers sometimes have made promises they could not fulfill and this has bothered employees. The survey also helped us unearth this issue.

Avis Rent-A-Car

"We have seen a significant change in those who participated in the High Potential Program for Managers with SDW Consultants., as a result of findings from the SDW Employee Survey.

The most obvious improvements are in their behavior and leadership style: increase in situational perception, and a focus on result orientation. They have become more analytical and much better at perceiving the requirements and demands of each situation. This was not always the case."

*Jon Jenkins, CEO
Casino Arizona &
Talking Stick Resort / Snoqualmie Casino*

"Within the organization we brought in the SDW Employee Survey from SDW Firms with very good results. The reports gave us very important insight into the current situation in different functional areas. With this information we have been able to start designing HR strategies in people development, organizational planning and address challenges and conflict areas."

*Martha Elizondo, Manager
Training & Development
Casa Pedro Domeq*

About the Author



*Don Zillioux,
Chief Scientist and CEO, SDW*

For more than 20 years Don has advised a diverse variety of businesses, large and small, throughout North and Central America, Europe and Russia. He is a recognized thought leader and senior advisor in effective change management and the senior leader and chief scientist to SDW's Worldwide Organization Effectiveness practice.

Don has worked with various Native American government and business organizations including the Seneca Tribe of New York, Gila River Community, Fort Sill Apache Tribe, Snoqualmie Tribe of Washington and the Comanche Gaming Enterprises in Oklahoma.

Along with an extensive business within the Native American communities, SDW clients have also included SKF-West Germany, University of Rochester Medical School, National Training Institute for the Deaf, Casino Arizona and Talking Stick Resort, PURE Canadian Gaming along with many others.

Don is the author of *The Results-Focused Organization*, the soon to be published series of Field Guides to Organizational Effectiveness and *Instrument Based Training: A Guide to Increased Effectiveness in Training*. Don's writings and consulting/advisory work focus on planned change, organizational development, managerial effectiveness, sustainable performance, effective leadership and managing change with measurable results. He has been visiting professor and lecturer at the University of Rochester, National University, USIU in San Diego and is regularly featured at the National Indian Gaming Conferences. Don has authored over 30 assessment and training instruments and over 40 specific competency focused trainings.

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