

“How I Did It”

Inspirational adventures in HR analytics

Thomas Møller Jeppesen, HR Manager for the LEGO Group, explains how LEGO works to ensure high employee engagement in the organization.

What was the question at hand?

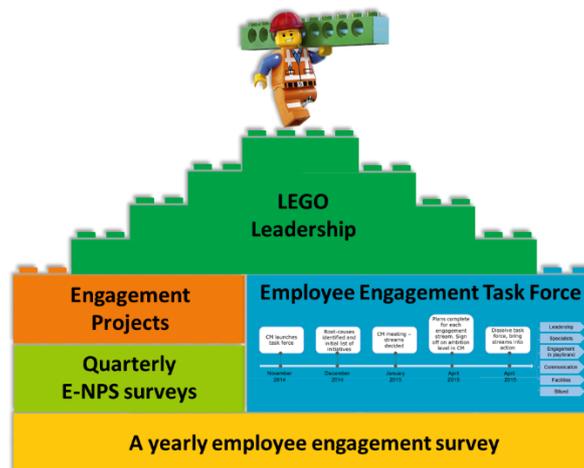
The LEGO Group has historically had very high employee-engagement scores—consistently around 14 points above the benchmark. The engagement scores are still very high, but the organization experienced a decline in the Employee Net Promoter Score (E-NPS).¹ This worried management and the owning family, which has always been very dedicated to high employee engagement and to ensuring that LEGO is a great place to work.

Why is this important?

First and foremost, we aim to be the best place in the world to work and we believe that we have the potential to reach this goal. The LEGO Group and its employees are driven by the company’s mission to “inspire and develop the builders of tomorrow.” We need highly engaged employees who can help fulfill this ambition. Furthermore, one of the values of our company is “caring,” which also means that we care about the well-being of our employees. In other words, caring for our employees is not optional—it is simply part of who we are.

How did you approach this question?

The LEGO Group developed a framework for ensuring an effective approach to employee engagement, as shown in the following figure.



Some of the activities in the framework are established, regular events. Others were specifically created to deal with the current concerns in the organization.

Permanent activities

¹ E-NPS: An expression of how keen employees are to recommend their workplace to others.

- **The yearly survey** is used for benchmarking and as a basis for engagement dialogues. Another important effect of carrying out these yearly surveys is that they inspire proactive work with engagement, not only leading up to and immediately after the survey, but throughout the year.
- **The quarterly E-NPS surveys** help us to continually track the state of engagement among employees.
- **LEGO Leadership** is a belief shared throughout the organization that leadership is the most important factor in driving employee engagement.

Recently established activities

- A pilot initiative known as “**HuddleUp**” was introduced. It consists of a short poll on engagement every two weeks with subsequent follow-ups and conversations in teams based on the results.
- Another initiative was the creation of an **Employee Engagement Task Force** with the purpose of digging deeper into the engagement data to discover pressing issues and to conduct interviews to determine whether these issues were real and problematic for the organization.

What did you find?

The task force uncovered many things when looking into the data, including:

- Engagement levels were declining for *various reasons*, especially among specialists.
- Headquarters’ engagement scores were lower overall as a result of feeling “left out,” which was attributed to the fact that many new offices were being built and opened around the world. These offices had better, more modern facilities than the headquarters in Billund, Denmark.

What was the impact on the business?

We have launched a number of initiatives to deal with the root causes of the decline in engagement identified by the task force. It is still too early to predict the impact. However, we expect to have a strong indication from our 2015 employee-engagement survey, which will be run in November and December.

What advice do you have for others seeking to use analytics (data) in their HR work?

The first thing would be to secure a mandate to act on the data, either by involving senior leaders in the process or by ensuring some form of sponsorship of your findings and actions. Second, remember that different people read and interpret data differently. Therefore, the right people need to be involved from the beginning by, for example, putting together a diverse taskforce that helps digest the data.

To read more about the LEGO Group’s work on employee engagement, see:

<http://www.slideshare.net/Competitiveness/lego-presentation-the-use-and-usefulness-of-employee-engagement-surveys-myths-and-realities>.