



CREATING AN ENGAGED WORKFORCE AT A LEADING CEMENT MANUFACTURING ORGANIZATION

Context

Our client, a large global cement manufacturing organization with 60,000 employees globally had been running employee engagement surveys for the past few years. To continuously improve their HR practices, the leadership team was keen to learn insights at a granular level in order to create practical & better action plans.

CEO's Objective:

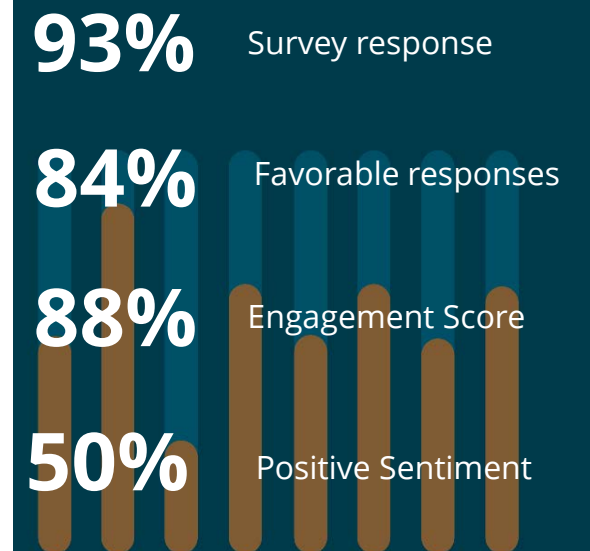
- Higher workforce productivity and higher volume growth across various market segments
- Our consultants customized the survey design across 9 dimensions
- Analyzed the survey findings, and contrasted them with the results from their previous survey
- Identify new insights which were not prevalent in the earlier years

Our Approach

- High engagement score but low performance enablement scores for the senior leadership team
- Clear linkage between low engagement and low performance among the millennial workforce
- Transparency on how people are appraised, rewarded and promoted

Key Findings

Key Highlights



Recommendations

Our recommendations to the senior leadership included :

- Greater transparency in how leadership positions were being filled
- Equipping function leaders to create the right action plans and drive them down the line with simple tasks, especially for the front line
- Linkage analysis of the engagement score of the workforce with the voice of their customers and distributors