

# TRANSFORMING EMPLOYEE ENGAGEMENT AT A TIME OF CHANGE FOR RSA.

RSA is driving cultural change and greater employee engagement with Questback's feedback platform.

## CASE STUDY RSA

# TRANSFORMING EMPLOYEE ENGAGEMENT AT A TIME OF CHANGE FOR RSA



## SITUATION

### Objective

- › Inform business transformation by aligning staff insight with business priorities
- › Rebuild trust and engagement with staff

Founded over 300 years ago, RSA is an international insurance company that operates in the UK & Ireland, Scandinavia, Canada and Latin America. It prides itself on its world-class employee engagement levels, and regularly wins awards for its culture. It has previously won awards for employee engagement and made *The Sunday Times* “Great Places to Work” list in the UK for the past four years, along with similar lists in other countries

However, in 2013 financial irregularities were uncovered in its Irish operations, leading to profit warnings and senior management departures. Employee trust and confidence had been eroded and RSA realised it had to act.



## SOLUTION

As part of a broader set of actions to meet its challenges, RSA decided to transform its approach to employee engagement to re-engage its people and involve them in the improvement process. While the previous survey had been successful and helped to put engagement on the agenda, RSA wanted to reduce the focus on scores and gain more authentic and richer insights from its people.

RSA chose to partner with Questback for the company’s powerful platform and market expertise and together they developed its new YouRSay engagement survey. “Amidst a challenging business context, we decided to transform our employee engagement survey and approach, to help re-engage our people and channel their ideas and energy. We wanted the flexibility to align our engagement survey to the things that mattered to us, including customer centricity and corporate culture, and Questback delivered on that.” said Kam Somal, Group Head of Organisational Development at RSA. Based on a new approach that is more social and open, it combined standard quantitative engagement questions with qualitative “Shout Outs” to allow employees to give feedback and suggestions in their own words. It moves away from scoring by replacing numbers with “sentiment sliders” – where employees move a tab along a mood scale which has positive and negative descriptions at each end. Finally, it measures advocacy through Net Promoter Score (NPS) in order to align employee and customer feedback. Kam Somal continued “Through our new YouRSay survey, delivered through Questback’s feedback platform, we moved away from simply focusing on quantitative data and engagement scores. Business benefits have included increased engagement, authentic feedback and insight, over 40% reduced costs, rich input into strategic projects and, most importantly, cultural change.”





## RESULT

YouRSAY went live in September 2014 and has already delivered significant benefits:

### Results

- › Increased qualitative feedback that is directly leading to strategic change
- › Greater engagement with staff, driving significant cultural change
- › Faster delivery of survey results
- › Costs reduced by over 40%

### Authentic, richer feedback

In its first survey, RSA received over 80,000 “Shout Outs” providing direct insight into how staff are feeling and their ideas on what needs to change. This has been used at a local, regional and group wide level to shape strategic projects around improving technology, efficiency and effectiveness, leadership and culture.

### Increased engagement

Staff feedback on YouRSAY has been overwhelmingly positive, with employees recognising that they are being listened to and their input is being acted upon. Around 77% of employees took part, and comments have included: The opportunity to use verbatim comments to explain our responses really means the feedback is specific and meaningful. People’s voices have been heard as senior leaders across the departments have read every single comment.”

### Reduced costs, faster responses

By changing from an external HR consultancy to using Questback’s platform, RSA has reduced the cost of its annual engagement survey by over 40%. Additionally, results are provided faster, allowing action to be taken more quickly.

### Cultural change

By providing staff with an uncensored channel to provide feedback in their own words, RSA signalled that its leaders are open to receiving honest and challenging feedback. This has been central to rebuilding trust and deepening engagement.



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### KAM SOMAL

Group Head of Organisational Development, RSA

Authentic Feedback, Insight and Engagement Increased



Costs reduced by 40%



Company  
RSA

Industry  
Insurance

Area of Use  
Employee Engagement

## ABOUT RSA

RSA is a 305 year old insurance company with around 19,000 employees globally. It is one of the world's leading general insurers which operates in the UK, Ireland, Scandinavia, Canada and Latin America.

### **RSA: Transforming engagement at time of change for insurance leader**

Global insurer RSA is using Questback to help transform its business by collecting more detailed, authentic employee insight to deepen engagement and drive business change.

#### **The challenge**

Following major business issues, RSA knew that it needed to move away from traditional employee surveys, in order to rebuild trust with staff and gain greater insight into operations.

#### **The solution**

Working with Questback, RSA has created YouRSAY. This is a new type of employee survey for RSA that is more social and encourages staff to give feedback in their own words, rather than through prescriptive scoring systems. By combining free text questions, advocacy and replacing ratings numbers with sentiment-based feedback, RSA is able to align the survey with company and employee priorities. It aims to deliver tangible, richer and more timely insights to help transform the business.

#### **The Results**

RSA is now benefiting from richer feedback, increased engagement, lower costs and a process that is underpinning cultural change. In its first survey RSA received over 80,000 "Shout Outs" providing direct insight into how staff are feeling and their ideas on what needs to change. Costs have been reduced by over 40% moving from an external HR consultancy to using Questback's platform. YouRSAY is driving business and cultural change by linking insight directly to business priorities.

