



Indeks Wspaniałego Szefa

Praca z wynikami badania zaangażowania pracowników

Katarzyna Olczak, Skanska Commercial Development Europe

SKANSKA

- Jedna z największych w świecie firm budowlanych i deweloperskich
- Obecność w Europie, USA i Ameryce Południowej
- 4 obszary działalności
- 57,000 pracowników na świecie
- Firma notowana na Giełdzie Papierów Wartościowych w Sztokholmie
- 125 lat tradycji

Obszary działalności



Usługi
Budowlane



Mieszaniowa
Działalność
Deweloperska



Komercyjna
Działalność
Deweloperska



Inwestycje
Infrastrukturalne

Skanska Commercial Development Europe

- Skanska Property Poland
- Skanska Property Czech Republic
- Skanska Property Hungary
- Skanska Property Romania



Budujemy biurowce
500 000 sqm 2000-2012
200 000 sqm w przygotowaniu



+55

Nowych
pracowników
Od 03.2012

34

Średni wiek

65%

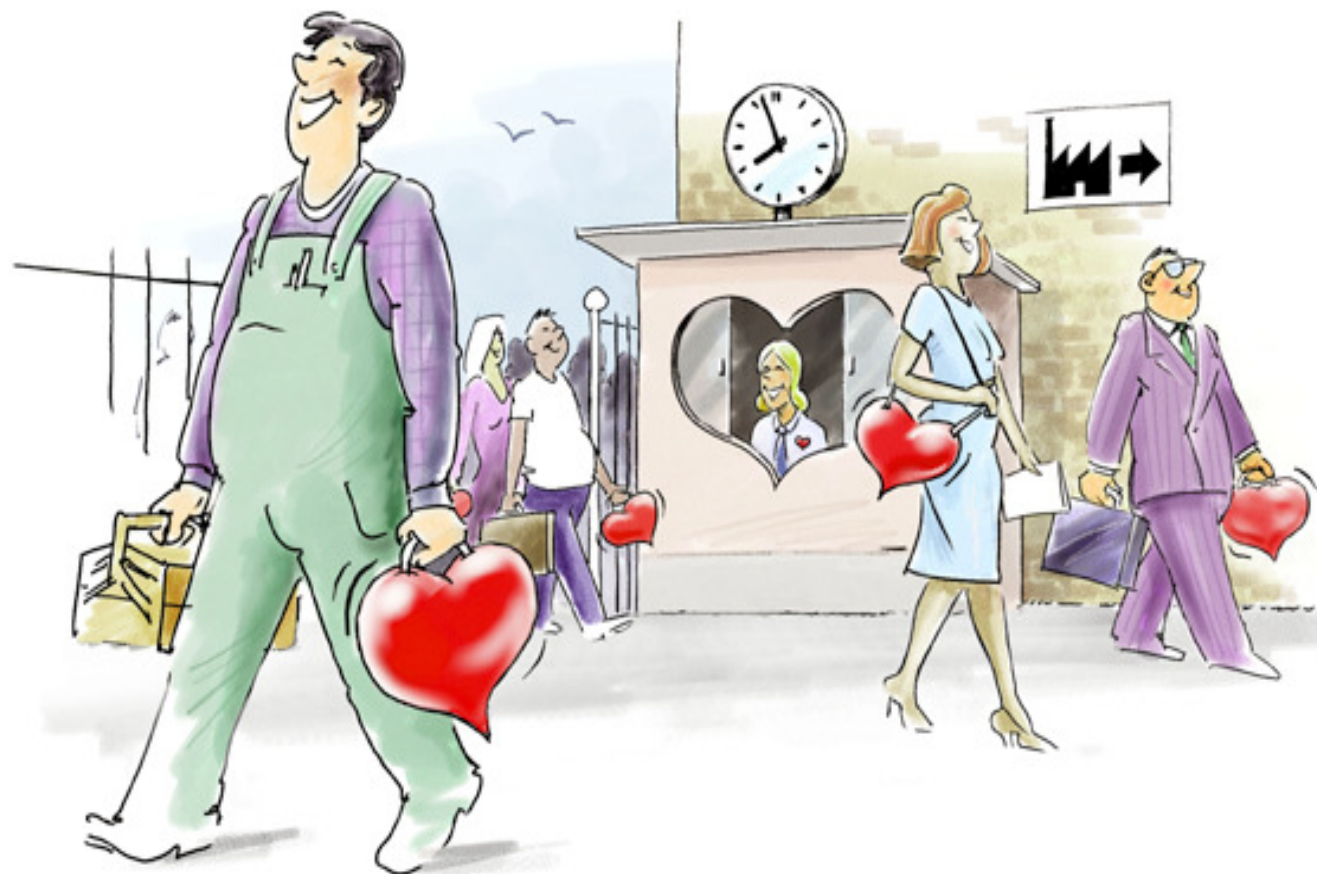
Pracowników pracuje
mniej niż 2 lata w SCDE

1,5%

Dobrowolne odejścia



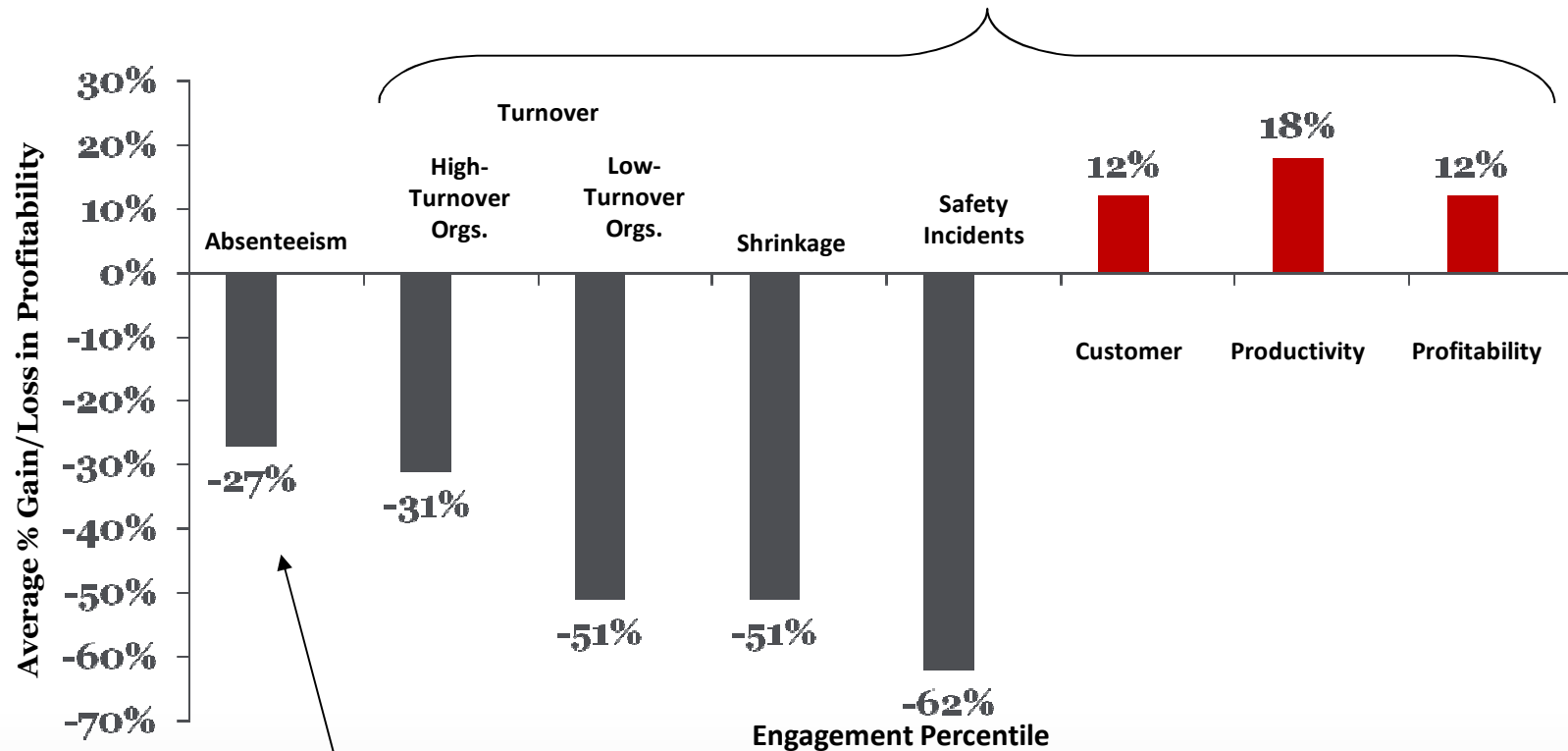
Ludzie przychodzą do firm...
... a odchodzą od szefów





Q¹² Meta-Analysis: Outcomes

Difference between top and bottom quartiles



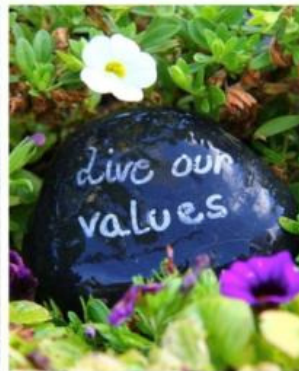
Difference between engaged and actively disengaged employees in unexcused absences



Great Boss Index (GBI)

Cele GBI:

- Zbadanie satysfakcji i zaangażowania pracowników
 - Opracowanie planu poprawy
 - Zwiększenie zaangażowania/satysfakcji
- Zaoferowanie pracownikom okazji wyrażenia swojej opinii i wpłynięcia na miejsce/środowisko pracy
- Zapewnienie liderom, menedżerom i pracownikom wiedzy w zakresie oceny miejsca/środowiska pracy i sugestii (procesy, narzędzia) jak je poprawić
- Wspomożenie otwartości na ocenę 360° w Skanska
- Zbudowanie zespołów osiągniętych sukces!



Badanie Skanska

- Biorąc pod uwagę wszystkie czynniki, czuję się zadowolony(a) z mojej sytuacji w Skanska.
- Chętnie polecił(a)bym dobrym znajomym zgłoszenie swojej kandydatury do pracy w firmie Skanska.
- Pozostał(a)bym w firmie Skanska nawet, jeśli otrzymał(a)bym propozycję podobnej pracy z podobnym wynagrodzeniem i świadczeniami w innej firmie.
- Wiem, czego oczekuje się ode mnie w pracy
- W Skanska mam możliwość wykonywania tego, co robię najlepiej.
- W Skanska moja opinia jest brana pod uwagę.
- W zeszłym tygodniu otrzymał(a)m od przełożonego informację zwrotną na temat mojej pracy.
- Moi przełożeni troszczą się o mnie.
- Mój przełożony daje mi możliwość rozwoju zawodowego.
- W ciągu ostatniego roku miał(a)m w pracy możliwość uczenia się i rozwoju.

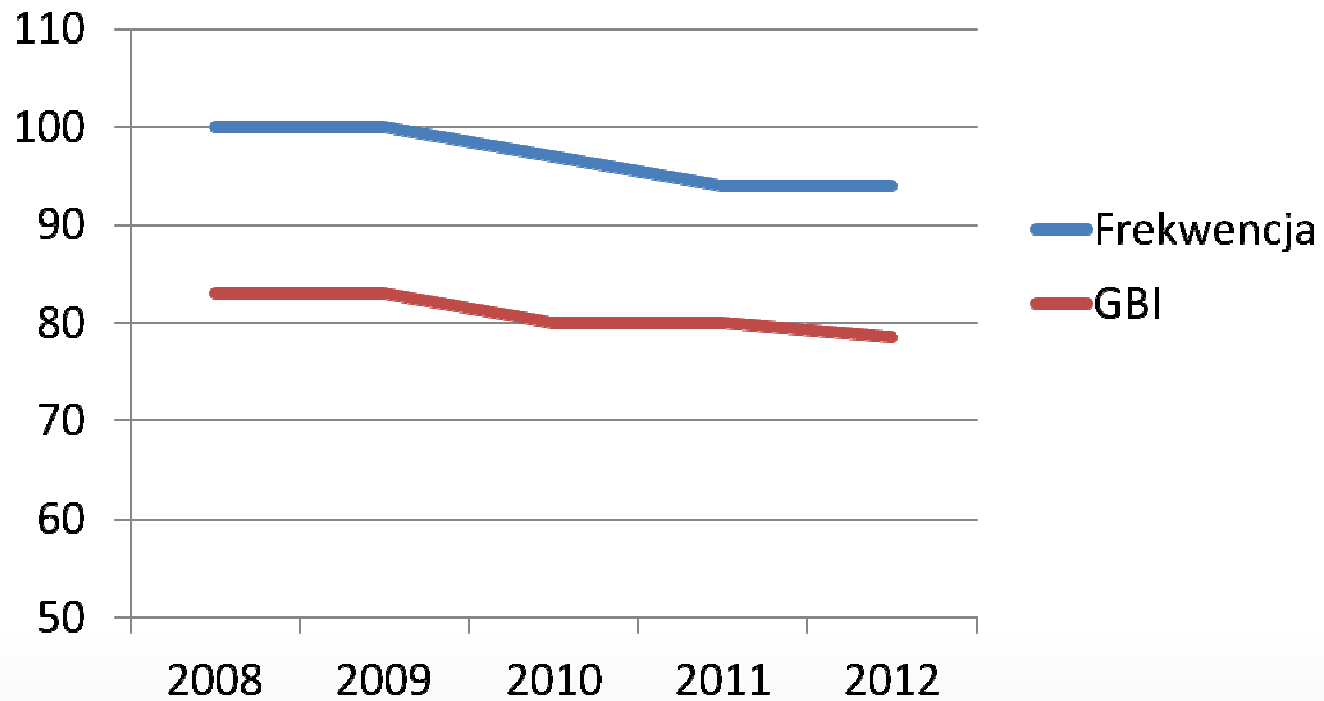
- 2 pytania z Kodeksu postępowania
- 4 pytania dot. różnorodności i równość
- 4 pytania dot. Programu akcji pracowniczych

Skala ocen

- 1 –zdecydowanie NIE zgadzam się
- 2 – NIE zgadzam się
- 3 – Ani się zgadzam, ani się nie zgadzam
- 4 – zgadzam się
- 5 – zdecydowanie się zgadzam



Dotychczasowe wyniki



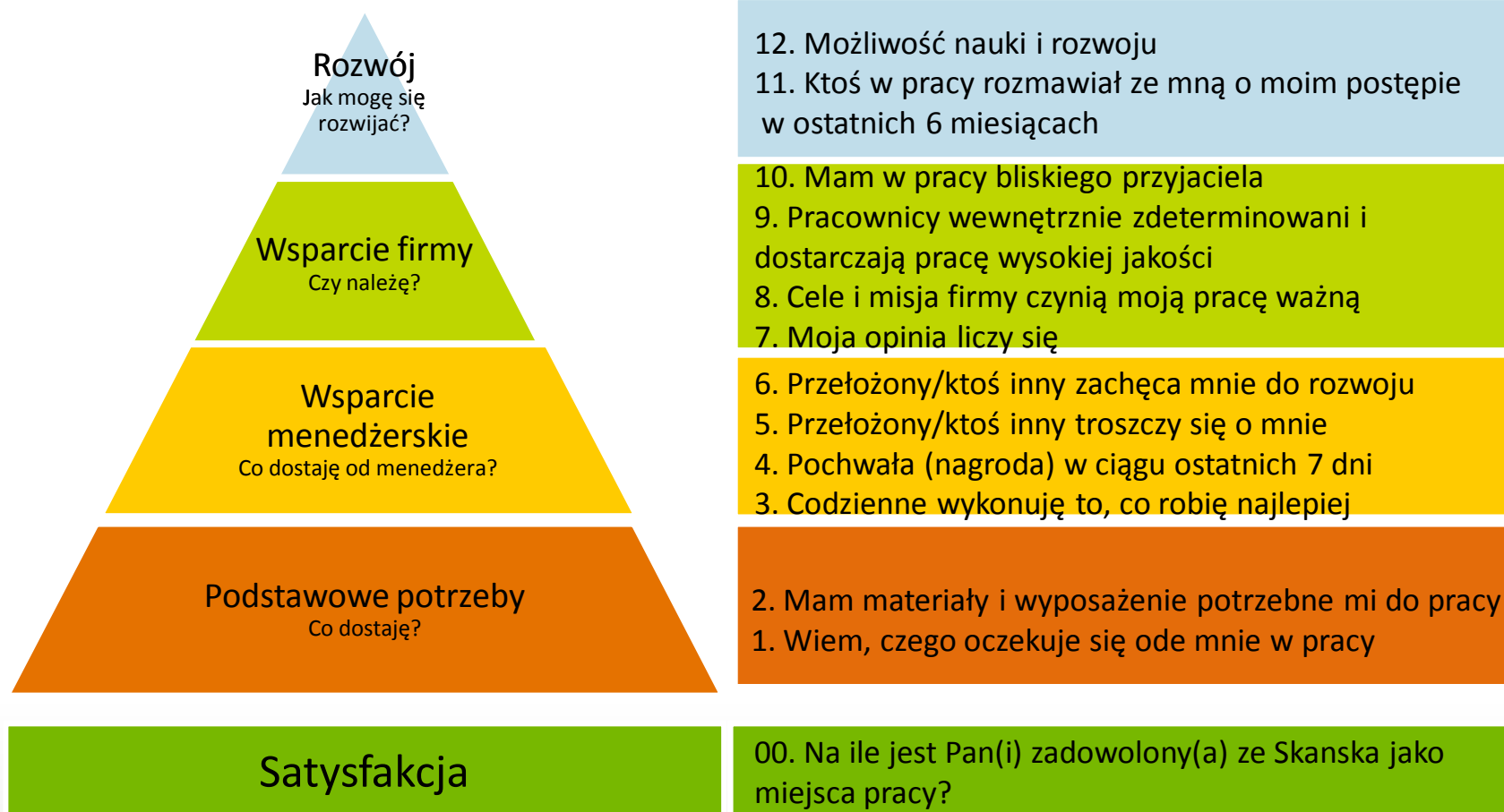


Dlaczego z firmą Gallup

- Międzynarodowa firma specjalizująca się w badaniach zaangażowania pracowników.
- 60 lat doświadczenia w prowadzeniu badań pracowniczych.
- Metodologia sprawdzona w badaniach zaangażowania na 1 mln pracowników na całym świecie.
- Ogromna baza porównawcza zawierająca wyniki firm, w których Gallup przeprowadzał badania w czasie ostatnich 2 lat.

GALLUP®

Piramida Zaangażowania



Skala ocen: 1-5; Gallup bierze pod uwagę „5”



Przygotowanie

- Prezentacja do zarządu CDE i w krajach
- Szkolenie HR
- Prezentacje dla zespołów
- Informacja na OneSkanska, Q&A
- Informacja e-mailowa

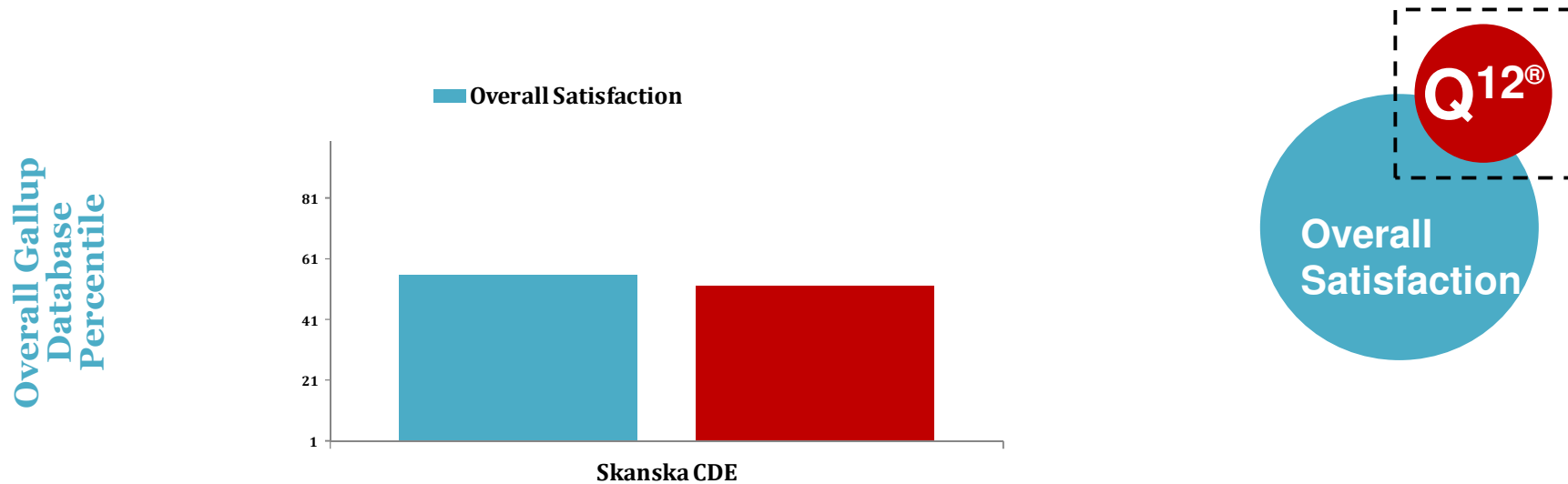
- Badanie 1-14 października 2012

Satysfakcja/Zaangażowanie, Skanska CDE

2012

Overall Satisfaction: 4.11

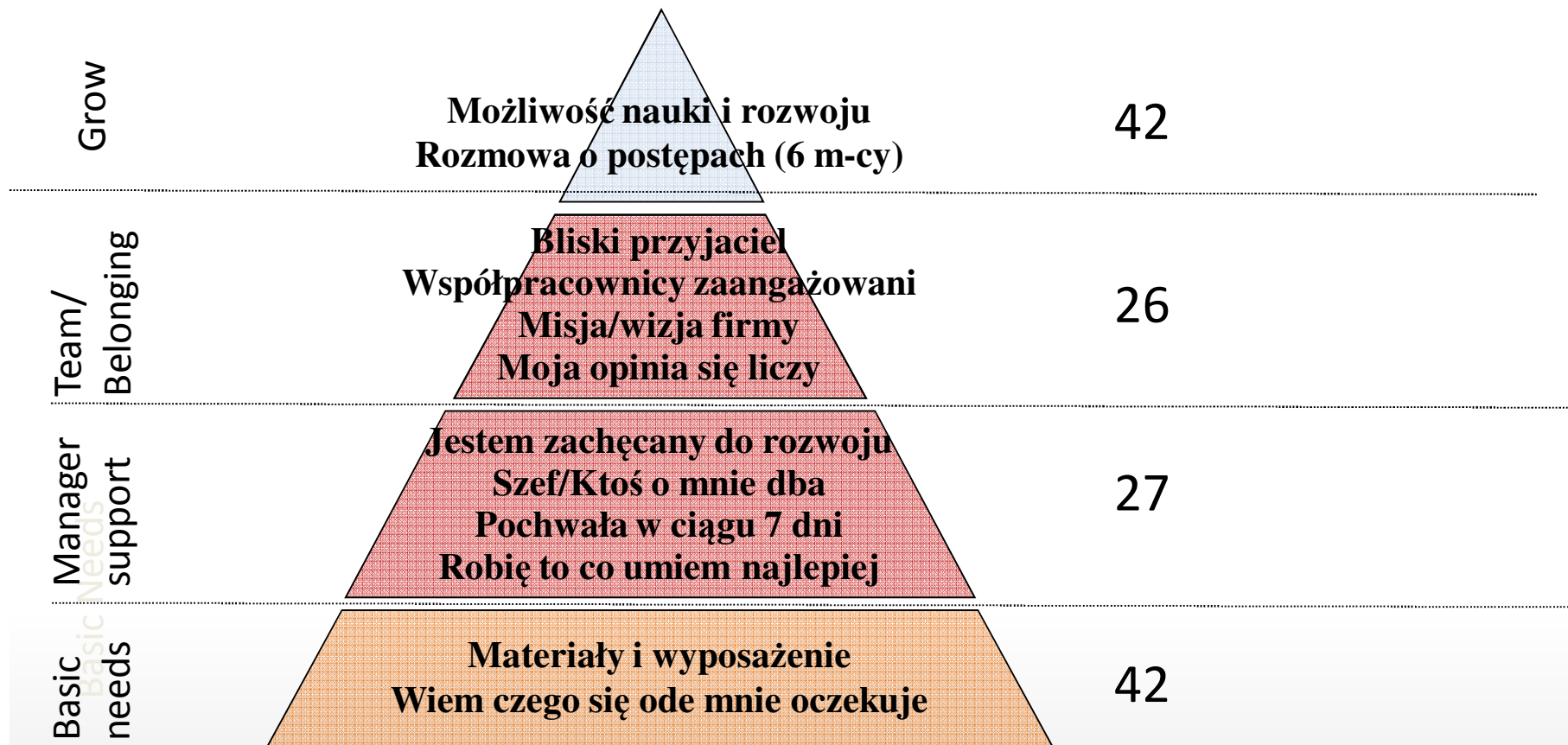
Overall engagement: 4.02



Note: Percentiles based on Gallup's Q12 Overall and Eastern Europe database



Rezultaty 2012



Działania

- Przedstawiające wyniki
 - Prezentacja dla zarządów CDE i w krajach
 - Prezentacje i „workshops” w zespołach, poszukiwanie lepszej formuły współpracy



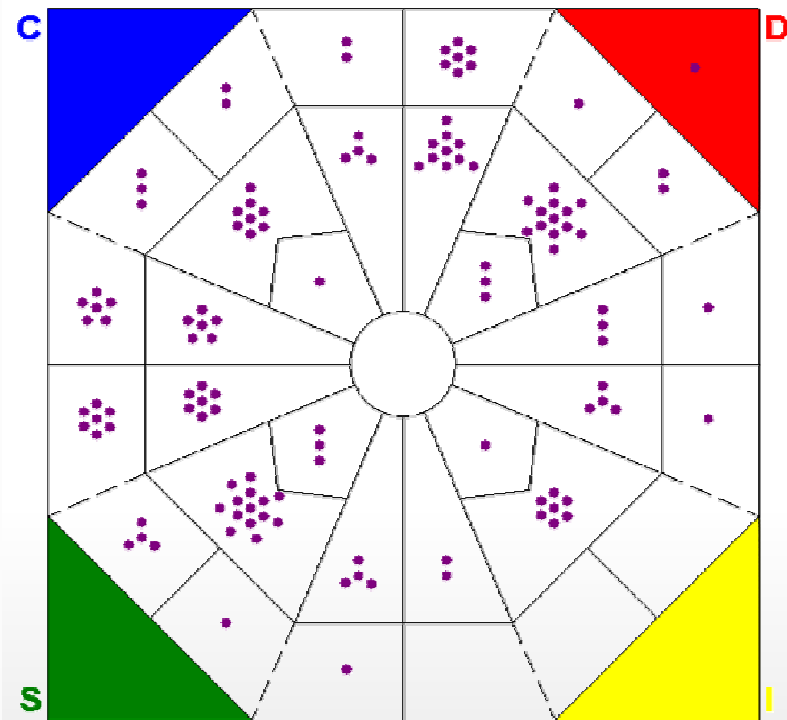
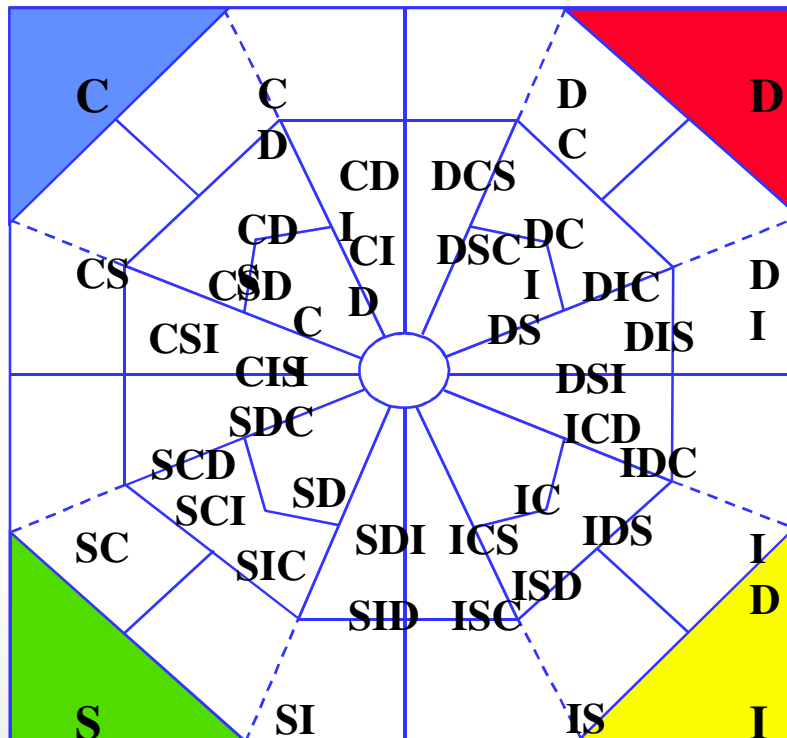
Działania

➤ Wprowadzenie opisów stanowisk

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Core	Networking	Networking	Networking others	Networking others																																																																																																																																	
	Managing vision and culture	Managing vision and culture	Building effective teams	Building effective teams																																																																																																																																	
	Managing diversity	Customer focus	Functional technical skills	Composure																																																																																																																																	
Core	Skills and values	Decision quality	Priority setting	Conflict management																																																																																																																																	
	Managing down	Learning in the fly	Drive for results	Interpersonal savvy																																																																																																																																	
	Managing team and self	Resilience	Problem solving	Personal learning																																																																																																																																	
Manager's first and last name	Approval (signature):																																																																																																																																				
Location:	Date:																																																																																																																																				
First and last name	Acceptance (signature):																																																																																																																																				
Location:	Date:																																																																																																																																				

Działania

- Wzmocnienie współpracy w zespołach i z menedżerami oraz kultury informacji zwrotnej (w oparciu o metodologię DISC)

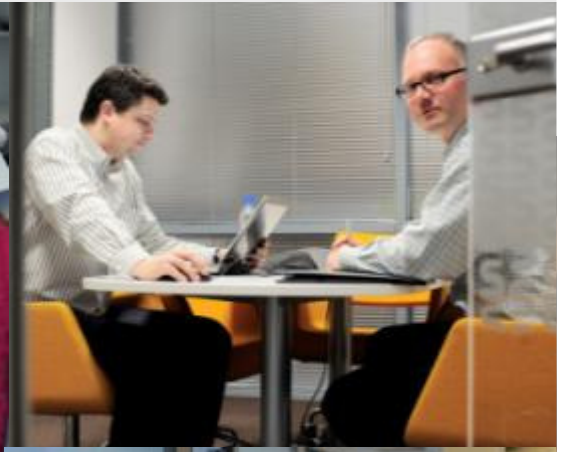




Plan

- Praca z menedżerami
- Budowanie kultury informacji zwrotnej
- Wymiana najlepszych praktyk w organizacji
- ...





Dziękuję 😊

