

Most innovative deployment of HR technology

Winner Questback



Questback's entire business model is based on feedback, offering as it does enterprise feedback management technology to companies to use in customer, employee and market research. So, it's only right the firm practises what it preaches. After a period of rapid growth – more than 50% of its 300 staff members joined in the past two years, and it opened or expanded two offices in 2015 – Questback decided it needed to look to its own employees to help drive change.

The company's growth has been both organic and through acquisition in various geographies, meaning it needed to create a strong and inclusive culture to unify its workforce. To achieve this aim, Questback focused on three guiding principles: people (full empowerment in a feedback-driven culture); purpose; and principles (creating progress and momentum to give employees meaning in their daily working lives).

These underpin CEO Frank Mollerop's strategic change initiative, known as "GRO (Growth, R&D and One Company)". But how to make these guiding principles tangible in a geographically spread organisation, with employees from many different 'parent' companies? Questback also

faced the challenges of fast-paced changes in technology, leading to

different clients and client expectations, and the need to continually innovate to remain on top. And in order to remain credible in an expanding market, it needed to prove its own methods and measures of engagement and feedback were of the very highest level.

The leadership team know they needed to look internally to drive change. Step forward MySay, a continuous, always-on feedback platform. It went live in July 2015 and allows every employee to provide their feedback and ideas through a simple, mobile-friendly platform. It aims to help employees feel empowered to share their ideas on any subject, no matter how small.

To make it easier to use, MySay is organised around four pillars: employee engagement, customer processes, product offerings, and market and competition. Employees simply log on, select a topic and rate how they view the company's performance in that area. They can also suggest actions for improving the business, and introduce their own topics. All comments are sent to the chief feedback team, who respond to each one.

One key feature of MySay is that every comment is visible to everyone in the company. The tool is completely transparent. "Everyone can see every comment and suggestion,

Finalist

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building a business dialogue that creates empowered, mobilised employees," says CEO Mollerop. "By making everyone accountable, they are liberated to act – managers have nowhere to hide. It's all open and transparent."

In the first six months of MySay, more than 3,800 dialogues took place – an average of more than 12 per employee. Of these, 10-15% resulted in immediate changes, covering everything from product innovation to the type of tea in the office kitchens, with many others to be followed up on.

Other key results include re-engineering the on-boarding process, thanks to staff suggestions. One hundred per cent of new staff now say they find the induction and on-boarding process relevant and to the point, with 70% calling it exceptional. In 2015, Questback's enterprise software revenues grew by 40% and investment in R&D rose by 50%, thanks to employee ideas. In the UK alone, sales grew 21%.

Our judges praised this entry as "fresh and interesting", with a good link to the overall business strategy. They particularly liked the fact Questback committed to making all the feedback transparent, describing this as a "brave and bold move".

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