

Welcome to

# Employee Ownership Association Annual Conference 2017

Where employee ownership meets

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**Capital**  
**for**  
**Colleagues** 

Advice Investment Growth

# Welcome How EO are you?

An evolving diagnostic tool that can help you consider how effectively you are operating as an employee owned business while engaging your people more fully

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# How EO are you?

Facilitated by:

Chris Heald, Telos Partners

Contributors:

Dan Wardle, Surveylab

Jane Barnett-Roberts, John Lewis Partnership

Stephen Dolphin, Stride Treglown

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# Desired outcomes

- Participants gain insight to the defining features of EO businesses
  - And have the opportunity to consider how their own business “measures up” against those criteria
- Participants understand the range of different ways in which existing members use survey tools to measure their business performance and engagement (EO’ness) with particular reference to two contrasting stories
  - John Lewis Partnership
  - Stride Treglown
- Participants are updated on the work being done within the EOA to develop a tailored diagnostic tool for use in EO businesses
  - And know how to become more involved with this work if they wish
- Participant learn new things that can be applied in their own organisations
- Participants experience a stimulating and interactive session which models an EO ethos
- People establish contacts, which can be used in follow-up
- We have fun!

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# Flow

- 5 mins ... Introductory remarks, outcomes for session, flow, introductions – Chris
- 15 mins ... Group discussion  
Stimulated by EO criteria & key questions
- 15 mins ... Survey tools we are using – Dan  
Stride Treglown's story – Stephen
- 10 mins ... The JLP story – Jane
- 20 mins ... Plenary discussion, Q&A – Chris
- 5 mins ... Future plans – Dan
- 5 mins ... Closing remarks – Chris

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# Defining features of EO

- Leadership style – enabling; long-term
- Real focus on employee engagement activities and measures
- HR Policies reflecting the ethos
- Transparency of opinions and in the sharing of information
- Sharing of rewards (including financial)
- Active shareholders
- Collaboration
- Self determination – individuals and organisation able to determine their own futures
- Healthy mix of engagement and ownership within the culture
- ?
- ?

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# Discussion questions

## Defining features of EO

- What would you add to this list? Or remove?
- How do you “measure up” at the moment (out of 10)?

## How do you measure your EO’ness?

- Do you do nothing at all?
- You use a standard engagement tool?
- You have a tailored version/approach?

**You have 10 minutes to think and discuss**

**We are not looking for a perfect answer!**

*Basic proposition: We will only become more EO if we know what good looks like, measure how we are doing organisationally AND respond to the insights we learn*

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# Using employee surveys

- How are other EO organisations using their employee survey?
  - What is being asked (or measured)?
  - Common themes
  - EO specific questions

# What questions are asked?

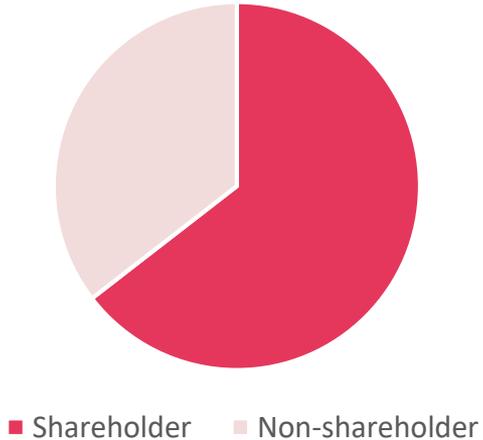
## Common examples:

- How likely are you to recommend working at [company name]
- I understand how my work contributes to the success of the Organisation
- There are opportunities for professional / career development
- My team leader / line manager keeps me informed ...
- Line managers / senior managers encourage feedback / listen
- Do you feel you have the opportunity to influence decisions that impact on you or your team

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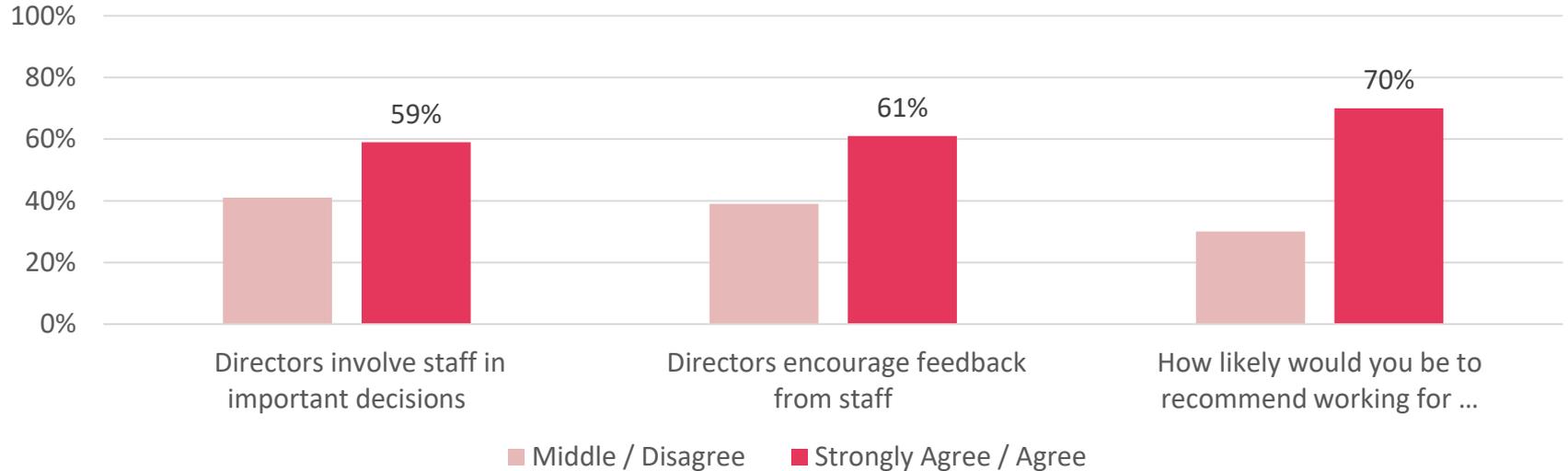
# Are you a [company] shareholder?

Share Ownership



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# Which results are EO?



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**STRIDE TREGLOWN**

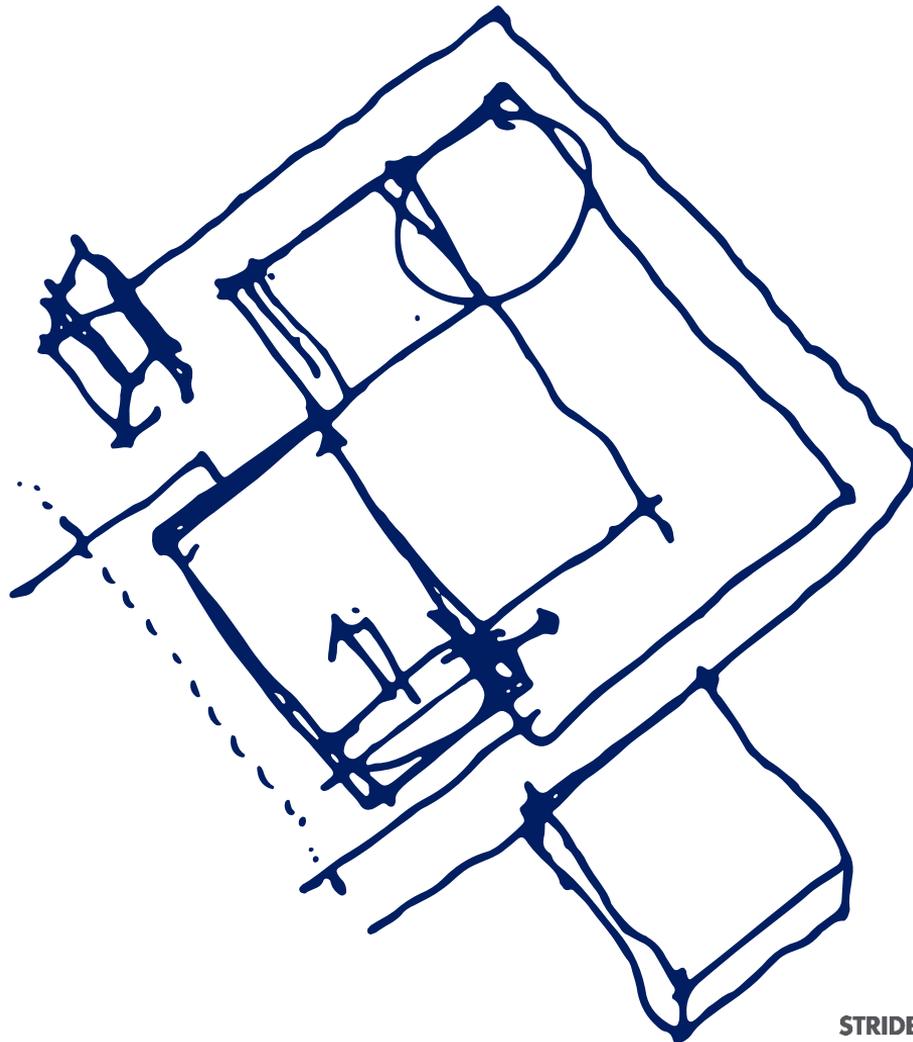
Measuring Employee Ownership  
Steve Dolphin



# 1.0

## WE WANTED ANSWERS

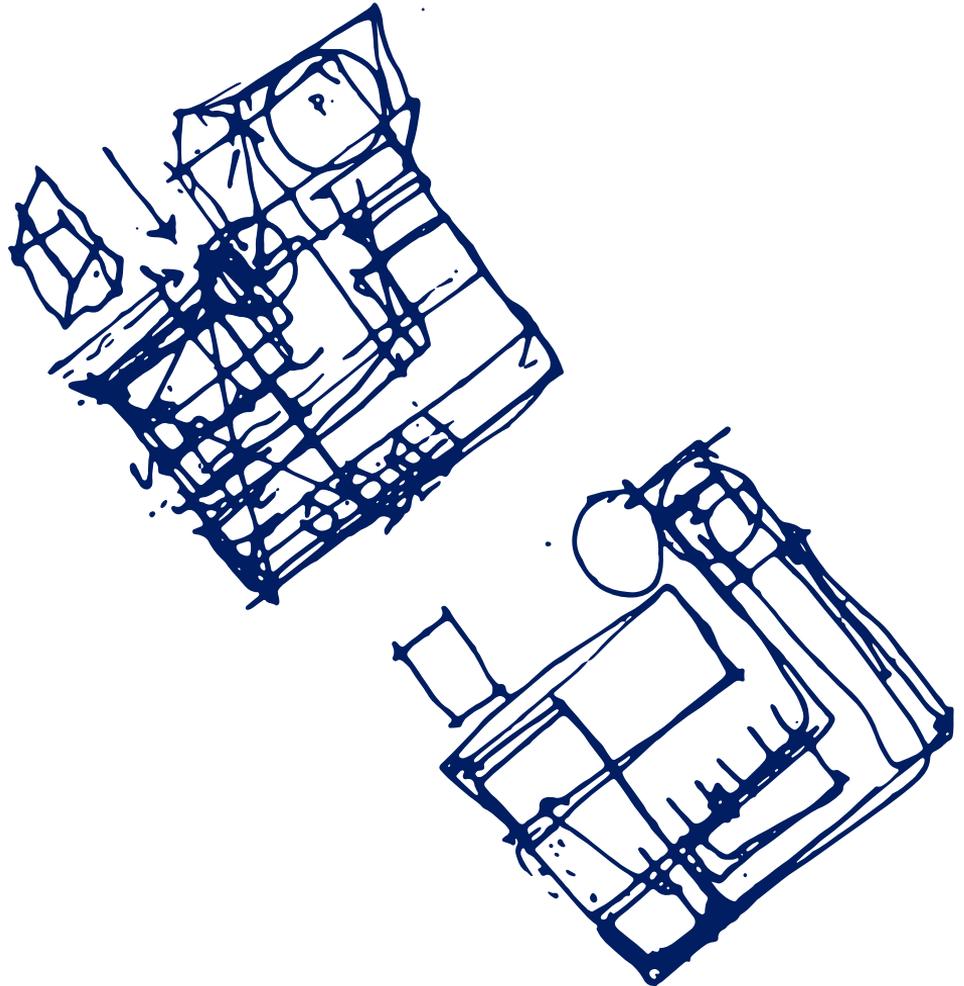
- Why don't some of our employees buy shares?
- Are people going to sell their shares back or keep them?
- Do our staff think employee-ownership makes us better?
- How can we improve?



# 2.0

## INSIGHTS THREE SEPARATE AREAS

1. SHARES – the intentions of employees with regards to the transaction itself (extrinsic satisfaction)
2. OWNERSHIP – attitudes and feelings towards the idea of Stride Treglown as an employee-owned company (intrinsic satisfaction)
3. INFLUENCE – the positive feelings relating to knowing that you can influence and input into the company you work for (instrumental satisfaction)

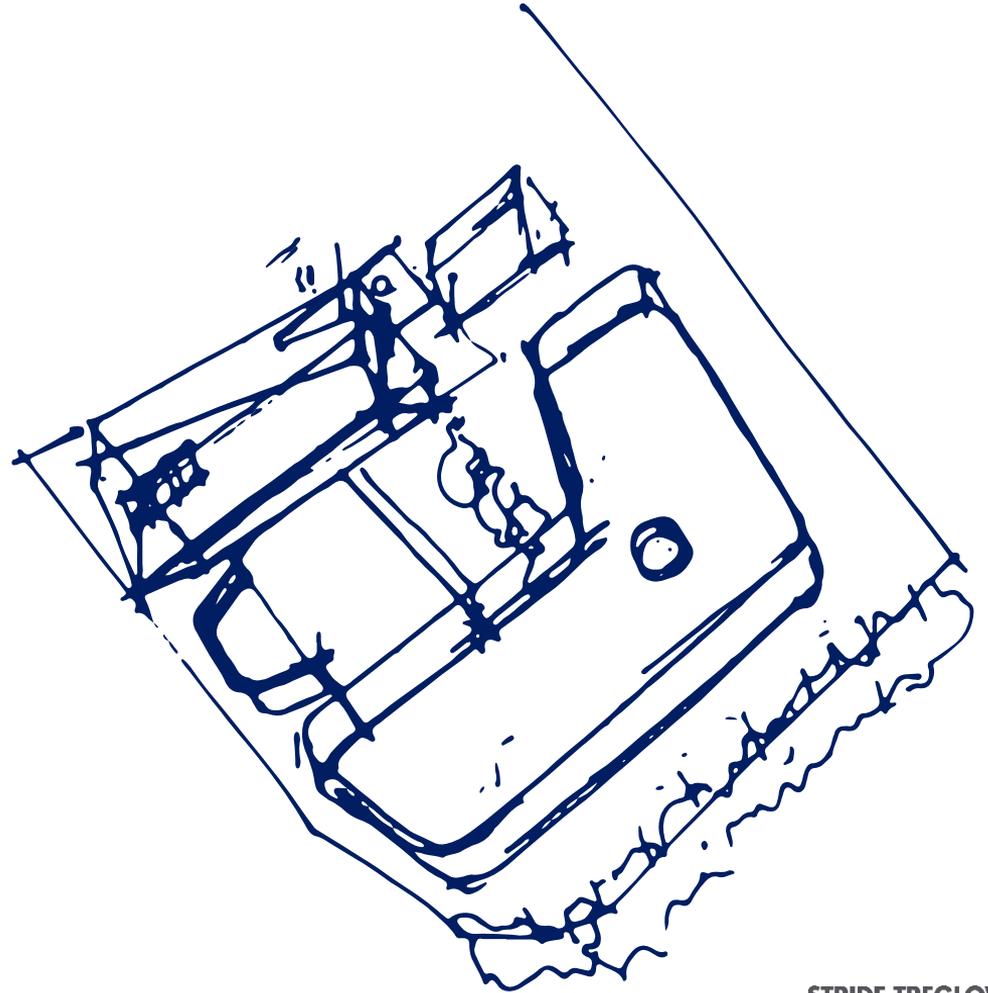


# 3.0

## SO WHAT?

### WHAT'S HAPPENED AS A RESULT?

- We are now focussing on improving the reality and the perception of the employee voice via the Forum
- Debating having a seat at the quarterly strategic board meetings
- Re-writing the Terms of Reference that set out the remit and authority of the Forum, leaning towards more governance
- Trying to help employees understand better what the Forum is and isn't – suggestions box is the current experiment



[Stridetreglown.com](https://Stridetreglown.com)

[Twitter.com/StrideTreglown](https://Twitter.com/StrideTreglown)

[Linkedin.com/company/stride-treglown](https://Linkedin.com/company/stride-treglown)

[Linkedin.com/in/steve-dolphin/](https://Linkedin.com/in/steve-dolphin/)

[Instagram.com/stridetreglown](https://Instagram.com/stridetreglown)

# Introduction

## Where are John Lewis Partnership on the journey of measuring 'EO'ness (co-ownership)?



**Co-ownership**  
Take part in our experiment



We want to know how you feel about co-ownership in the Partnership. What you feel and experience can influence how you act, and what you believe. Complete the online questionnaire.

 Registry is experimenting in your business unit. Search "Co-ownership Evaluation" on the Partner intranet, or visit <http://tinyurl.com/JLPCOEVAL> 

**PRINCIPLE**

THE PARTNERSHIP'S ULTIMATE PURPOSE IS THE HAPPINESS OF ALL ITS MEMBERS, THROUGH THEIR WORTHWHILE AND SATISFYING EMPLOYMENT IN A SUCCESSFUL BUSINESS. BECAUSE THE PARTNERSHIP IS OWNED IN TRUST FOR ITS MEMBERS, THEY SHARE THE RESPONSIBILITY OF OWNERSHIP AS WELL AS ITS REWARDS—PROFIT, KNOWLEDGE, AND POWER.





# Co-ownership

## It's an experiment

We have identified three key drivers of great Co-Ownership: *As Partners we need to...*

Feel engaged...



...and experience being empowered...

...in order to act entrepreneurially - as a co-owner of our business



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When this happens, we **believe & trust** in our purpose...

We are inspired to **do the right thing**

...what's best for each other and for our Partnership



# Co-ownership Evaluation

1. Integrity	2. Involvement	3. Teamwork
<ul style="list-style-type: none"> <li>• Trust between Partners</li> <li>• Role Models</li> <li>• Happiness and wellbeing</li> <li>• Respect</li> <li>• Fulfilment</li> <li>• Get &amp; Give</li> <li>• Doing things together</li> <li>• Value Adding</li> </ul>	<ul style="list-style-type: none"> <li>• Decision Making</li> <li>• Challenge</li> <li>• Ideas welcome</li> <li>• Partnership Focus</li> <li>• Developing Performance</li> <li>• Nurturing Talent</li> <li>• Communication</li> <li>• Effort</li> </ul>	<ul style="list-style-type: none"> <li>• Long-termism</li> <li>• Short-termism</li> <li>• Team working</li> <li>• Experimentation</li> <li>• Celebrating Success</li> </ul>
4. Responsibility	5. Values	6. Expectations and Barriers
<ul style="list-style-type: none"> <li>• Oversight</li> <li>• Learning &amp; Solving</li> </ul>	<ul style="list-style-type: none"> <li>• Targets</li> <li>• Discretion</li> </ul>	<ul style="list-style-type: none"> <li>• Role</li> <li>• Operating Model</li> </ul>



# Group discussion

- What questions do you have for Dan, Stephen & Jane?
- Consider;
  - The themes from the two case studies,
  - The challenges you face in your business,
  - How we promote EO more widely

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# Questions and Discussions

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# Survey – next steps

- Working on a template that can be tailored for EO businesses
  - Dan & EOA
- Seeking members who are willing to trial such work
  - This may involve some costs – both of time and money
  - Contact Dan or Oliver Smith ([oliver.smith@employeeownership.co.uk](mailto:oliver.smith@employeeownership.co.uk))
- Looking for examples from the EO World
  - To highlight best practice
- Planning to use features of successful EO businesses to promote the benefits of EO
  - Website and other materials

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**Thank you.** Enjoy the rest of the conference

Please make your way to the Kings Suite for lunch.

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