

Creating Your Organization's

PEOPLE CHARTER

Engagement**Multiplier**[®]

Creating Your Organization's People Charter

As the dust starts to settle and we move into the post-Covid era, we are seeing a dramatic shift in employee expectations and what they are prioritizing in terms of employee experience.

A sense of belonging is the number one thing they crave. As a result of the pandemic, they are fighting the effects of isolation, and are seeking safety and stability.

For many leaders, this is a daunting change. Before the pandemic, the focus was on meeting employees' needs for professional development and providing career opportunities, both of which are well understood.

But a sense of belonging? That is something entirely new. How does one create a sense of belonging?

Here's the good news. This guide will provide you a structure and framework that will lay the foundation for developing a sense of belonging for your organization. Best of all, it will work for any team.

And it's easy.

We start with the key to understanding employee behavior: their feelings. Yes, I know this will feel uncomfortable for some readers, but the fact is, feelings drive human behavior, and always have. Your employees are no different.

By following the steps in this guide, you will:

- Create new energy and a strong sense of alignment within the leadership team,
- Demonstrate you care with the development of your organization's People Charter, and understand how well the company is executing its vision for its people,
- Develop a new set of guide rails for employees, workplace behavior, and culture that will ultimately make leaders' jobs easier.

Businesses that will triumph in 2021 and beyond are those that can show that they care about their employees' feelings and create an environment that provides a profound sense of belonging. The process of creating and publishing your company's People Charter will lay the essential groundwork for building that sense of belonging for your people.

It's impossible to know all of the problems that exist in your business, but it is both possible and practical to let your employees know that you care and to therefore garner the insight and information needed to deliver an exceptional employee experience. This guide provides you with a structure and framework to do just that.



STEFAN WISSENBACH
Founder

STEP 1 ALIGN

Align leadership on how you want your employees to feel.

Creating your organization's People Charter starts with the leadership team answering the question **"How do we want our employees to feel?"**

- Open the floor to your senior team and brainstorm your answers to that question.
- Don't over-analyze your thinking at this stage. This is an opportunity to engage in an open exchange of views. Capture all the answers in a list.

Why the focus on employee feelings? Simple. We start with feelings first, because feelings drive employees' decisions and behavior.

Here's an example of a list created by the Engagement Multiplier executive team completing this exercise:

STEP 2 REFINE

In the same meeting, take the statement list and select between six and 12 statements your team feels are most important.

After the brainstorming session, the next step is for the leadership team to review the responses, and select between six and 12 feelings the team feels are most important. Don't be surprised if this exercise sparks a robust and enlightening discussion amongst your leaders.



Some teams end up generating dozens of feelings statements during their brainstorming session. In these cases, it's useful to groom the list, deleting duplicates, and organizing statements by theme, to more easily identify the feelings leadership will prioritize.



STEP 3 CREATE

Use your prioritized statements to draft your People Charter.

Your People Charter communicates to your people the employee experience the company aims to deliver, and frames that experience in how leaders hope employees will perceive and feel about working for the organization.

TIPS

- Begin each statement with “You,” addressing employees on a personal level.
- How the leadership team wants employees to feel forms the heart of your People Charter, so don't shy away from using the word “feel.”
- We recommend framing the Charter with a message from leadership, signaling your commitment to employees.

Sample People Charter

At [XXX Company], we are committed to creating a work experience everyone values. How you feel while working here is central to your experience. This People Charter details how we believe our employees have the right to feel in our workplace:

- You feel **safe**.
- You feel **respected** by colleagues and leadership.
- You feel **proud** of your work.
- You feel **valued**.
- You feel **supported** by your manager and the organization when it comes to your personal and career growth.
- You feel **excited** and confident about the company's future.
- You feel **empowered** to live our values every day.
- You feel a sense of **belonging** to something special.
- You feel **energized** by our purpose.

Creating these conditions is a shared obligation amongst us all, and one we undertake each day. Together, we can create a positive, energizing culture and experience in which we all can thrive.

Signed, [CEO]

STEP 4 SHARE

Share your People Charter with your whole team, ideally at a company-wide meeting and/or via an announcement to all employees.

Key points you may wish to make:

- Show the team your passion, and focus on them. This is an important opportunity to make a powerful impression on your people, and open the channels for more (and more meaningful) conversations in the future.
- Position your People Charter as a statement of “our commitment to you, our employees,” speaking to them directly.
- Emphasize the mutual obligation - such as their participation and feedback - that’s needed to make fulfilling the People Charter for all employees a reality.

STEP 5 ASK

Gather feedback from your team on how well the company meets the aims of its People Charter.

The next step is to turn the list of People Charter statements into an employee survey. Surveying your team will tell you how well the company is doing at providing the employee experience it aims to deliver and will highlight any areas that need improvement to ensure your business is fulfilling its People Charter.

Simply start by prefacing your selected People Charter statements with ‘I feel’ to create questions your team can respond to. For maximum insight, be sure to keep your statements short and unambiguous.

You may want to explore different elements relating to specific employee feelings via your employee survey. For example, the idea of respect in the workplace is a broad one, comprising respect from one’s manager, respect from one’s colleagues, and whether one feels respected as an individual. In this case, you may want to ask employees to respond to three separate statements related to respect in your survey:

- I feel respected as an individual
- I feel respected by my manager
- I feel respected by my colleagues

I feel that Engagement Multiplier offers opportunity for career growth.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Important Note: For an additional layer of insight, we recommend adding the following two open-ended questions at the end of your survey:

- How did taking this survey make you feel?
- Is there any additional information you would like to share?

Best practices for a successful survey: Employee engagement survey best practices can be boiled down into three areas: timing, participation, and follow-up.

Find more details and sample messages you can use in the article, “Employee Engagement Survey Best Practices.”



[Read More](#)

STEP 6 RESPOND

Respond to the team's feedback.

Once your survey closes and you have the results in hand, gather the leadership team to review and analyze survey results and employee feedback.

Select three actions to take over the next 90 days that will close the gaps between the experience described in the company's People Charter, and the feedback you have received from your employees.

Communicate these plans - along with timelines and planned outcomes - to your team, and be sure to update them on the progress over the following months.

Remember, this is an opportunity to prove leadership's seriousness about living up to the promises of the People Charter, involve your people, and indicate to them that this isn't simply a “tick the box” exercise.

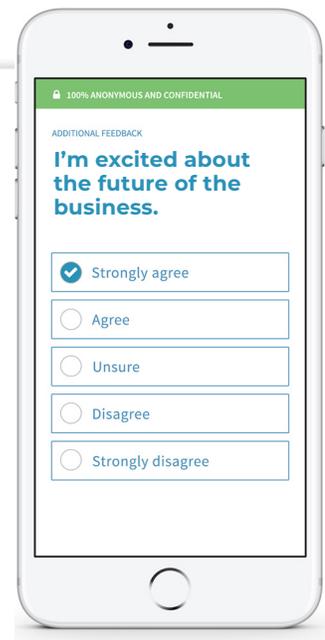
Help with creating your on-demand survey:

Current Engagement Multiplier clients - if you need assistance creating an on-demand survey, please contact your Client Success Manager.

If you're new to Engagement Multiplier, we will provide you with free resources to complete this survey.

Register for your free survey and a member of our team will contact you to provide support and guidance.

 signup.engagemultiplier.com/engage



In closing:

As your organization continues to survey employees and act upon their feedback, you'll notice several things. The feedback will become more thoughtful and sophisticated, as employees realize that they are being heard. Participation rates may improve, as even the skeptics are won over. And speaking of the skeptics, as they see results and their enthusiasm increases, you'll enjoy a measurably higher rate of engagement.

You'll also see how the simple act of focusing on how people feel will lift engagement.

The People Charter brings a new layer into the engagement picture. It's a great way to show both existing employees and future hires that you care, and lays the foundation for creating that crucial sense of belonging that is so important today. That which gets measured gets done, and by asking your team how well the organization is fulfilling the commitments outlined in the Charter, you're doing two things: signaling strongly that the organization cares, and continually expanding the sense of belonging amongst your employees.

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