

# ENGAGEMENT LEADS TO GROWTH AT MORRISON



A study of employee engagement

## ABOUT THE COMPANY

Morrison Healthcare and Morrison Community Living provide food, nutrition and dining services to health care and senior living markets. Together they employ more than 20,000 people in nearly 1,000 hospitals, integrated health care systems and senior living communities. They are members of Compass Group North America, which was recently named one of America's 500 Best Employers by Forbes.

## BUSINESS CHALLENGE

As part of strategic planning, they recognized the following:

- There was significant growth potential due to a booming medical and wellness services market.
- The baby boomer population would require more services while simultaneously looking to assist in delivery of these same services.

- High-quality delivery would prompt increased business presence in health care and senior living spaces.
- People were the key asset and resource that would ultimately differentiate Morrison from its competition.

Annual associate engagement surveys highlighted areas for improvement in engagement and retention, and they realized that improvement in these areas would result in increased productivity and opportunities to achieve their growth objectives using learning, engagement tools and processes. They also realized the implementation of tools and workshops would not be enough. Company leaders recognized that the real success of this strategy would be in how solutions were applied consistently throughout the workplace.

\$13.6 billion  
foodservice  
management and  
support services

more than  
20,000  
associates

recognized  
their people were  
a key asset

award-winning  
solution Love 'Em or  
Lose 'Em®

introduced the  
concept of stay  
interviews

“Love 'Em or Lose 'Em® is a fully integrated part of our “Unleash Talent” cultural belief. Every new manager who joins our organization goes through the program during orientation and our engagement scores continue to average at least six points higher than our market peer group. I credit Love 'Em or Lose 'Em® for helping us to sustain this high record even during the recent economic downturn when money was tight and raises were hard to come by.”

- Tim Pierce,  
CEO, Morrison Healthcare

## SOLUTION

A retention and engagement program was delivered to more than 6,000 leaders throughout the companies introducing the concept of stay interviews—one-on-one conversations that surface what is important to engage associates and uncover key areas that leaders can address quickly. The stay interview concept was rolled out to their managers using Career Systems International's award-winning workshop, Love 'Em or Lose 'Em: Getting Good People to Stay.

In the workshop, managers learned their role in engaging and retaining talent and were empowered with full accountability for talent management within their business unit. They participated in action activities and skill building exercises; practiced methods for holding short, powerful, and frequent engagement conversations, including the “Stay Interview”; and developed individual action plans to immediately begin implementing strategies in the workplace for fast results.

1 Talent is  
Always  
in the  
Spotlight

People  
Stay  
for More  
Than Pay 2

The Buck  
Stops  
Here  
and It's  
up to You 3

Be a  
Talent  
Focused  
Manager 4

Strategies  
That  
Work 5

Ask... So  
You Don't  
Have to  
Guess 6

7 From Ask  
to Action:  
Making It  
Happen

## REINFORCING AND SUSTAINING

A series of sustainers—tools to keep the strategy alive and relevant to the organizations—were developed and integrated into day-to-day work. These tools included daily to-do's, tips and techniques as well as thought provokers and an online portal.

They also integrated a focused coaching operation for its top 100 managers and leaders. The operation consisted of a two-year journey. Each leader was assigned a virtual coach to apply key strategies to specific engagement dilemmas. The coaching process drilled down on the individual needs of the business unit along with how the manager or leader could deliver on those needs.

Additional company sub-goals of the coaching process was to eliminate high-risk behaviors in managers, recognized as leading causes of employee disengagement and turnover. By working toward solutions to engagement challenges and eliminating high-risk behaviors, leaders were able to navigate the culture shift they needed to promote culture change, growth and employer-of-choice status.

## ONGOING MEASUREMENTS

Since measurement began in 2004, the number of associates who feel engaged in their jobs has risen by 72%. And for the same period, management turnover has decreased by 23%.

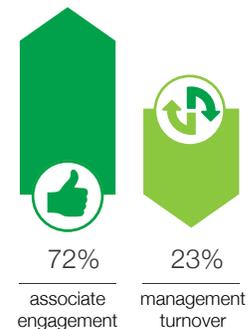
Research shows that the most loyal associates receive praise and recognition from their supervisor at least once every seven days—anything from a “pat on the back” to a simple “thank you” means a great deal. Recognition isn't about how much you spend; it's about sincere appreciation for a job well done.

## SUMMARY

Morrison is committed to retaining their greatest assets—their team members. Through its exclusive agreement with Career Systems International, Morrison developed programs to continually stay in tune with team member attitudes and satisfaction levels. From genuinely listening to each other, to regularly measuring employee satisfaction, Morrison maintains a one-to-one connection with people that results in a healthy, productive team environment. And it's working.

“We have no other significant change to tie this metric change to except that we are doing this engagement initiative.”

- Andrea Seidl,  
Former Senior Vice President  
at Morrison



“Morrison Community Living's continuing effort to make Associate Engagement part of their DNA is driven by the metrics and analysis provided from not only our Your Voice Survey but also from scores derived from both Resident and Client Satisfaction. Being a People company holds all of us accountable to create a work environment of Respect, Relationships and Relevance, all of which are motivators to drive engagement.”

- Tom Rummel,  
MCL Director of Field  
Learning

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