



Flyer Engagement Case Study Radio Flyer, Chicago, IL



Client Profile

Employees: 100
Products/Services: Toys
Headquarters: Chicago, IL
Client Since: 2009

Background

From humble beginnings to an innovative leader in product and culture, Radio Flyer has come a long way to become a classic name in toys. Rediscovered with each new generation, Radio Flyer continues its family tradition of building safe, quality toys that spark imagination and inspire active play. From the original little red wagon to modern wagons, tricycles, scooters and other ride-ons, Radio Flyer brings smiles to children and families around the world. Radio Flyer is dedicated to creating tomorrow's innovative products while staying true to The Little Red Rule: "Every time we touch people's lives, they will feel great about Radio Flyer." As an employer, Radio Flyer wants the same philosophy to hold true for employees, who are better known around the office as "Flyers."

Objective

Radio Flyer wanted to measure Flyer Engagement levels to better understand organizational strengths and areas for improvement. Managers also thought educating Flyers on their personal Engagement level would empower them to advance their careers and improve the organization as a whole. Radio Flyer decided to partner with HR Solutions for a "Flyer Opinion Survey" and PEER® (The Personal Employee Engagement Report). The philosophy behind PEER® is that Engagement should be approached as a two-way street that employees and managers travel together. PEER® is designed to promote employee self-awareness of personal Engagement levels (Actively Engaged, Ambivalent, or Actively Disengaged) and provide useful, subject-specific suggestions on how employees could enhance their Engagement. PEER® is designed to shift the overall ownership of Employee Engagement from "what is the company going to do for me?" to "what are we going to do together?"

Approach

Radio Flyer and HR Solutions educated Flyers on the different levels of Engagement and the model of joint responsibility for Engagement. Flyers then took the Flyer Opinion Survey and PEER®, which includes several different items relating to various aspects of satisfaction and Engagement in the workplace. Flyers felt comfortable answering candidly, as individual responses are completely confidential, with PEER® results only going to the individual respondent. Although employee-specific data is not available to Radio Flyer managers, company-wide data is recorded to show the overall picture of Engagement at the organization. This system allowed Flyers to discover their true level of Engagement while providing Radio Flyer with important data relating to the bigger picture of Employee Engagement.

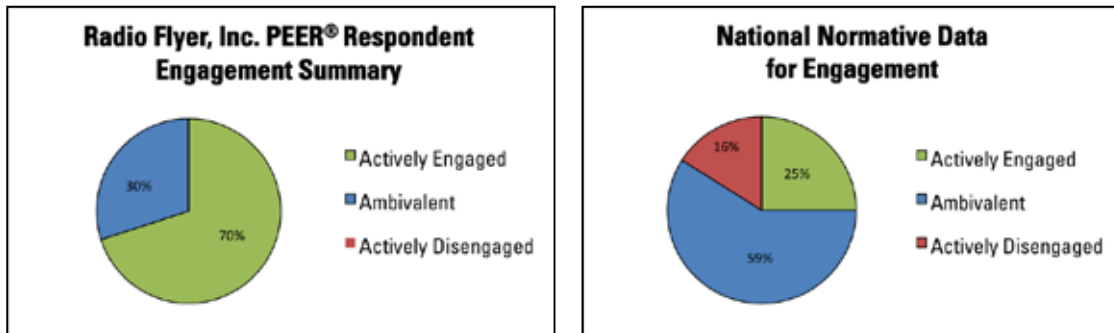
Radio Flyer's success in creating a fun culture has resulted in high Employee Engagement, low turnover, and overall industry success. Fun even finds its way into company businesses cards, which show a composite of a cartoon body on a scooter with a photo of the FLYER'S head to personalize each card.



Engagement Results

Radio Flyer’s Engagement level results were exceptional compared to the national norm. Seventy percent of Flyers received Actively Engaged scores, which is far greater than the national norm of 25 percent. Having the majority of employees fall into the Actively Engaged category is a rarity enjoyed by only the most well-managed organizations. Perhaps more impressive than the Actively Engaged score was the complete lack of an Actively Disengaged population, which is generally 16 percent of employees. These results showed Radio Flyer has a culture where workplace negativity is basically non-existent.

Radio Flyer’s Engagement vs. National Norm



Although Radio Flyer’s Engagement results showed the organization was Best-in-Class®, managers encouraged Flyers to further increase their own Engagement levels. Turning Ambivalent Flyers into Engaged Flyers became a company-wide goal. It is often seen that Ambivalent employees are “fence-sitters” who take on the traits of the employees around them. Luckily for Radio Flyer, the majority of their workforce sets a good Engagement example for others, making employee camaraderie even more valuable.

Radio Flyer also instated an action-planning program to support the idea of joint responsibility for Engagement. Flyers and managers met together to discuss the survey work group results and Engagement drivers. Managers encouraged open communication, stating it was necessary to understand one another’s opinions to be able to work toward improvement. This triggered productive discussions where Flyers were able speak candidly about their Engagement level, and exchange ideas on how to make improvements. Many Flyers began taking initiative to increase their own Engagement level, using feedback from co-workers and their PEER® report. Managers gained valuable insight on the key Engagement drivers of their direct reports, enabling them to manage Engagement more effectively.

Flyers created personal action plans with a list of goals they would like to achieve in the upcoming year. Managers met with Flyers one-on-one to discuss action plans and how they could help Flyers achieve their goals. This collaborative effort has aligned Radio Flyer’s management practices with the model of joint responsibility for Engagement and performance. Flyers understand their role in increasing Engagement, while knowing their organization is right behind them every step of the way.

Radio Flyer’s efforts to increase Flyer Engagement have led to a culture where everyone is committed to continuous improvement. Since experiencing such a positive response after taking PEER®, the organization now conducts regular surveys to get feedback and take a pulse of Flyer Engagement. Radio Flyer staff members are continuing to work together for the greater good and looking forward to increased success in the future.