PROTAGONIST

CASE STUDY: DRIVING EMPLOYEE ENGAGEMENT

San Francisco | Washington D.C.

THE CLIENT

Protagonist used Narrative Analytics to help a Fortune 500 energy company transform its culture to be more transparent, compliant, and safe.

To make this transformation, our Client – one of the largest and most progressive energy providers in the U.S. – needed to shift the mindsets of over 20,000 employees.

Protagonist provided data-driven strategy and communication guidance, fueled by its unique Narrative Analytics capabilities, to drive measurable cultural change for the company.

THE CHALLENGE

Concerns about Safety

High profile incidents with serious consequences made company leadership realize that a new focus on Safety was vital to company success.

Lack of Empowerment

Culturally, not everyone in the company felt they could "see something and say something" when Safety was in conflict with other priorities, like efficiency.
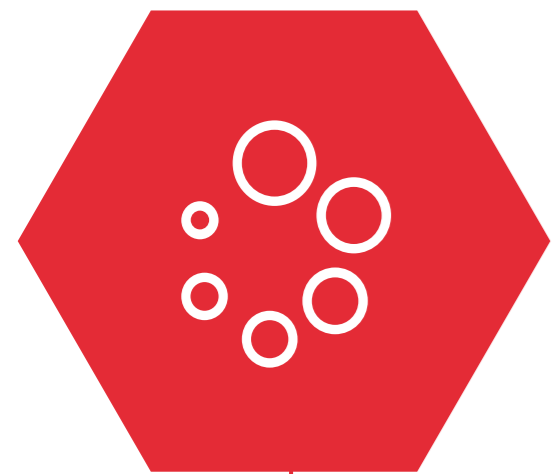
Resistance to Change

Entrenched norms and bureaucracies were undermining employee ability to focus on the company's most important priorities.

THE SOLUTION: NARRATIVE ANALYTICS

Protagonist helps organizations transform culture through data-driven strategies and communication techniques.
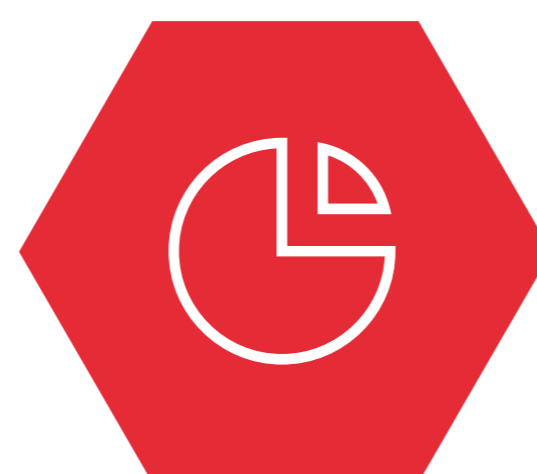
Data Capture

Gather hundreds of thousands of Narrative-rich expressions from employee surveys and online forums

Narrative Surfacing

Reveal the most important Narratives employees hold about the company culture

Narrative Analysis

Quantify Narrative prominence, key drivers, important trends, and differences by employee subgroup

Action Plans

Create strategy recommendations and communication guidelines to drive Narrative and cultural change

Progress Tracking

Measure the pace of cultural change and create a feedback loop to evaluate strategies and tactics

PROTAGONIST IN ACTION

Protagonist's Narrative Analytics enabled the Client to create data-driven strategy and communications campaigns that drove cultural change.

Progress Tracking

Created an ongoing feedback loop in which data is captured and analyzed periodically, progress is measured, and recommendations are updated

Data Capture

Analyzed over 75,000 employee expressions from survey responses and submissions to open online forums

Action Plans

Recommended operational changes and established a data-driven Messaging Playbook to effectively communicate with employees

Narrative Surfacing

Synthesized employee comments into 9 Narratives that articulate the range of beliefs about Safety and company culture
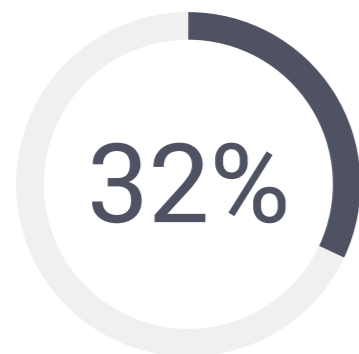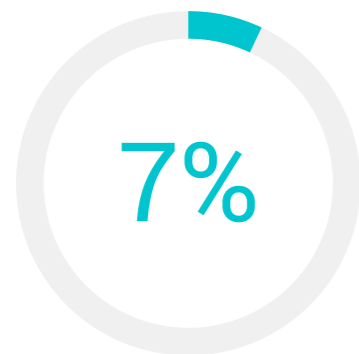
Narrative Analysis

Identified which Narratives were most prominent and trending, and how those metrics differed by employee type

SHIFTING CULTURE WITH DATA-DRIVEN MESSAGING

Protagonist revealed key differences between field workers and line management that were key to cultural transformation.

## Field Workers

7%

32%

Narratives

On the Right Path to Safety

While we still have a way to go, we are making good progress and prioritizing well

Profit Overwhelms Safety

Most of the talk about safety is just talk - when it comes down to it, we're a company that makes decisions based on dollars

Management

23%

16%

Critical Insight

Disconnect between line employees and managers is preventing an authentic embrace of Safety culture

Implementation
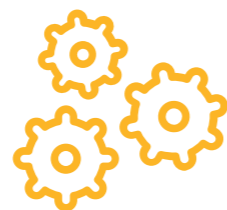
Train management to visibly put Safety first, even when that's financially costly or runs counter to entrenched norms
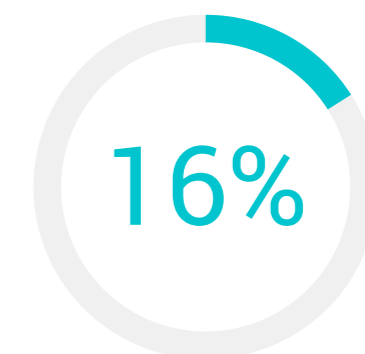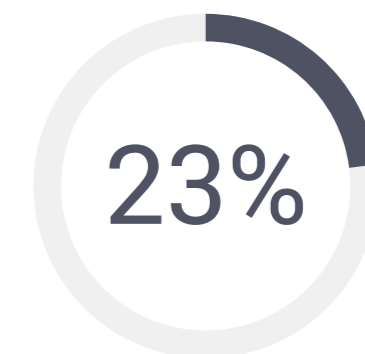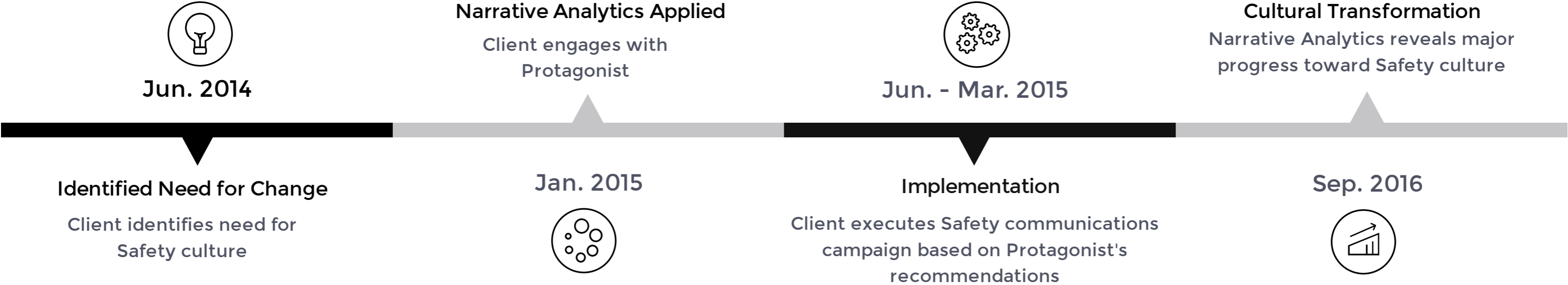
Communication Strategy

Utilize language that employees use to meet them where they are, surface and highlight stories of the successful shift to Safety

THE RESULTS

Informed by Protagonist's multi-step recommendations, the Client was able to successfully accomplish a major cultural shift toward Safety.

Jun. 2014

Identified Need for Change

Client identifies need for Safety culture

Narrative Analytics Applied

Client engages with Protagonist

Jan. 2015

Jun. - Mar. 2015

Implementation

Client executes Safety communications campaign based on Protagonist's recommendations

Cultural Transformation

Narrative Analytics reveals major progress toward Safety culture

Sep. 2016

Employee Attitudes Towards Safety

Before Protagonist - 2014

Prior to Narrative Analytics, few employees believed the company was on the right track, which created a cultural divide

2%

27%

71%

VS

Very Positive

Positive

Negative
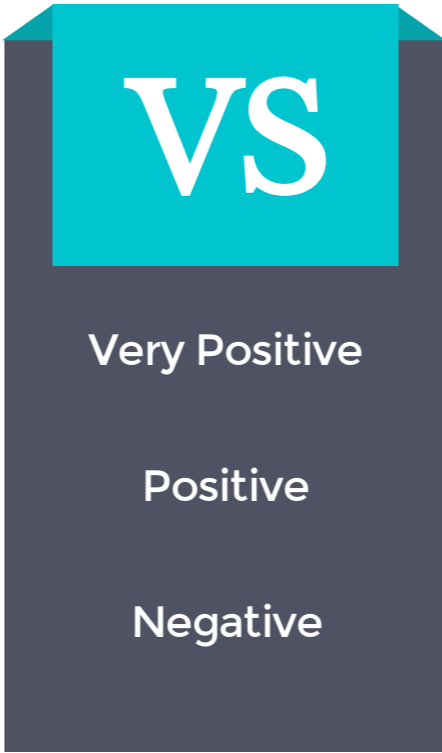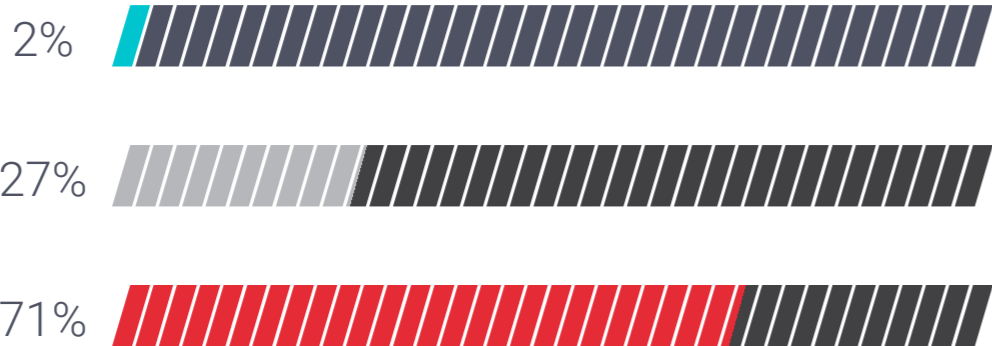
With Protagonist - 2016

After implementing Protagonist's recommendations, the company transformed employee attitudes to create an authentic embrace of Safety culture

17%

66%

17%
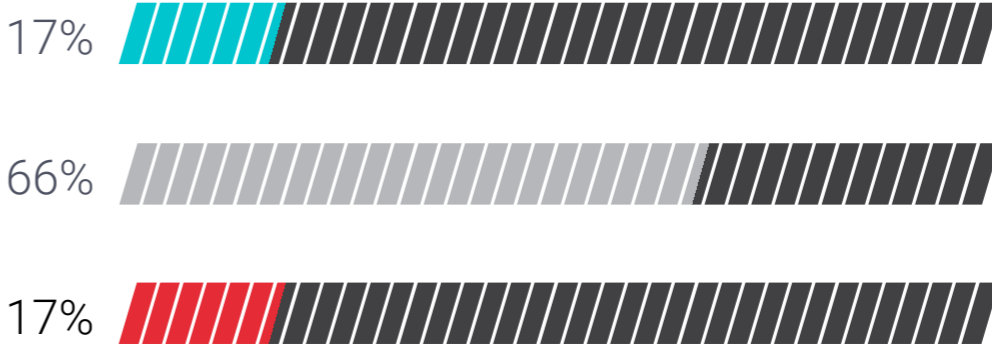
TAKE THE INITIATIVE

Protagonist enables you to accelerate cultural transformation.

Employee Understanding

- Reveal the full range of underlying employee beliefs, in their own words
- Go beyond expected quantitative responses to reveal nuances, connections, and drivers of mindsets

Data-Driven Strategy and Messaging

- Quantify what employees define as most important for their success and happiness
- Craft messaging with employee language that resonates

Confident Leadership Communications

- Avoid negative triggers to ensure positive reception
- Surface and leverage stories that make leadership communications come to life

Quantification and Tracking of What Matters Most

- Establish baseline snapshot of employees' most important beliefs
- Create feedback loop to adjust strategy and communications, measuring your culture as it transforms

WHY NARRATIVES MATTER

Narratives Drive Behavior

People naturally tell themselves stories about how the world works - these beliefs justify attitudes and actions.

Narratives Define Culture

The Narratives employees hold (explicitly or implicitly) encapsulate a company's actual culture - its values, its priorities, and the way people interact.

Narratives Can Change

When engaged with Narrative-resonant messaging, people can change their beliefs, leaving old Narratives behind and embracing new Narratives.

PROTAGONIST

The Global Leader in Narrative Analytics

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