![Protagonist logo]

PROTAGONIST

CASE STUDY: DRIVING EMPLOYEE ENGAGEMENT

San Francisco | Washington D.C.

THE CLIENT

Protagonist used Narrative Analytics to help a major healthcare company improve patient satisfaction levels by improving overall employee morale.

To make this transformation, our Client - one of the 10 largest hospital systems in the U.S. - needed to shift the mindsets of over 55,000 employees.

Protagonist provided data-driven strategy and communication guidance, fueled by its unique Narrative Analytics capabilities, to drive measurable improvement in patient satisfaction.

THE CHALLENGE

A Changing Environment

Corporate changes and merger activity were driving business opportunities for the Client, as well as significant changes to leadership, vision, and management priorities.

Cultural Strain

With these changes, employees were struggling to balance the new emphasis on business metrics with the company's historical patient-focused mission.
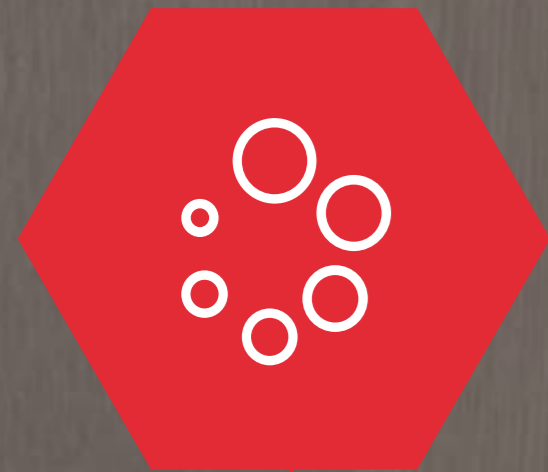
Employee Morale and Patient Satisfaction

As the culture shifted, morale began to suffer for patient-facing staff, and patient satisfaction scores began to drop significantly.

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.

Narrative Surfacing

Synthesized employee comments into 11 Narratives that articulate the range of beliefs about company culture

Narrative Analysis

Identified trends in Narrative prominence, key drivers, and ideas for improvement

Action Plans

Recommended operational changes and established a data-driven Messaging Playbook

Data Capture

Analyzed over 170,000 employee expressions from survey responses and submissions to online forums
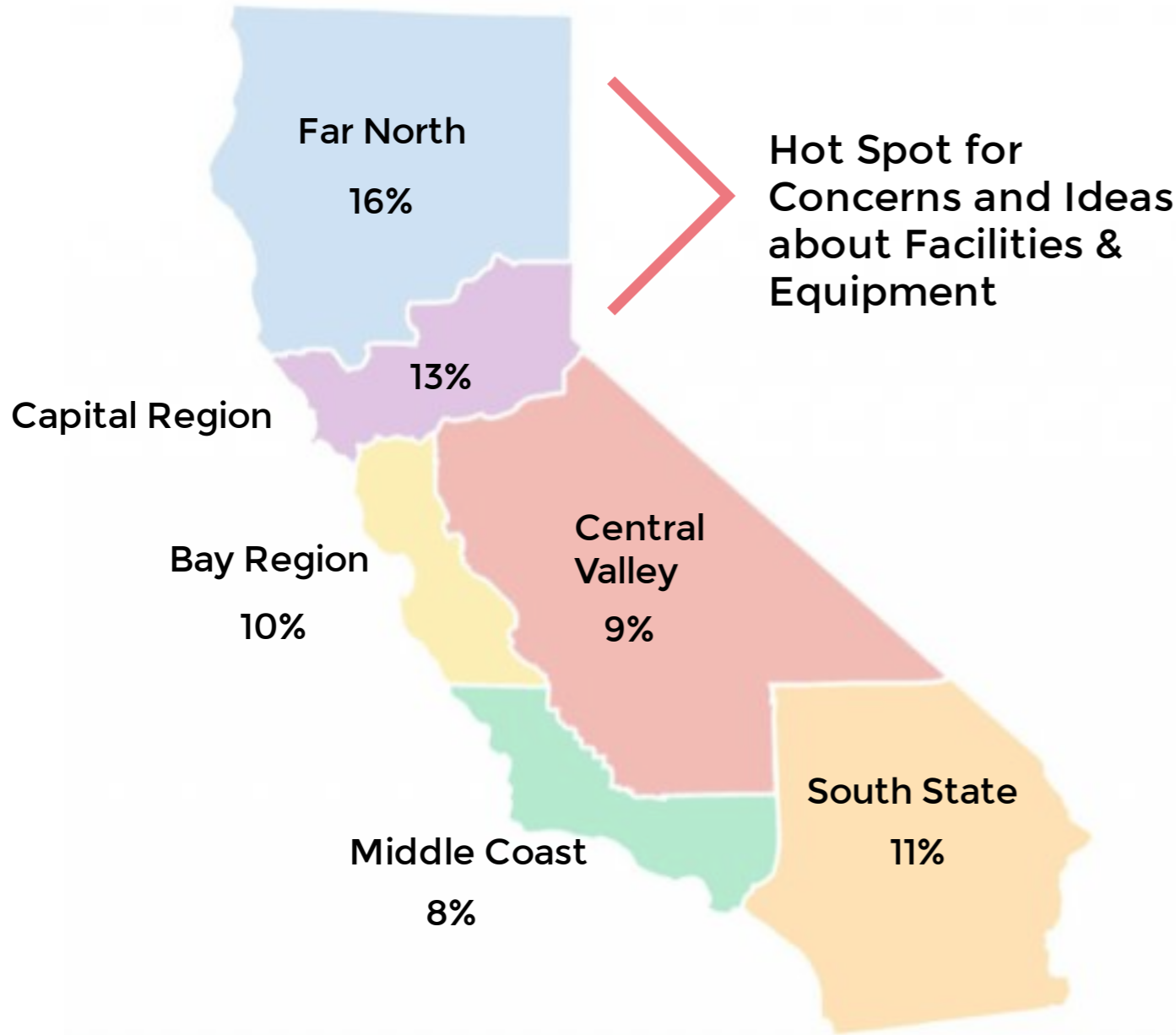
Progress Tracking

Created an ongoing feedback loop in which data is captured and analyzed periodically

CLIENT ENABLEMENT: DATA-DRIVEN STRATEGY & COMMUNICATIONS

Protagonist identified key differences by region, enabling the Client to tailor policies and messaging to drive employee and patient satisfaction.

Prominence of '*Underinvestment in Facilities'* Narrative

Far North
16%

Hot Spot for Concerns and Ideas about Facilities & Equipment

Capital Region
13%

Bay Region
10%

Central Valley
9%

Middle Coast
8%

South State
11%

Protagonist Recommendations

Strategic Focus

Don't ignore the Narrative - prioritize policies and communications around facilities & equipment in Far North and Capital Environs regions.

Operational Changes

Use ideas suggested by employees to make "low-hanging fruit" improvements to facilities & equipment - and share that these ideas came from employees.

Messaging

Utilize the dominant '*We Value Each Other'* Narrative to frame communications around facilities & equipment improvements - these changes help teams succeed.

ENGAGED EMPLOYEES, DELIGHTED PATIENTS

Protagonist revealed the most important driver of employee happiness,
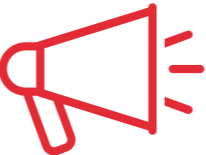enabling the Client to improve team morale and patient satisfaction.

Understanding Employee Emotional Engagement

Patient-Facing Staff: Narrative Affinity

*Company emphasis on Mission missed the
more important source of employee
satisfaction: Team Camaraderie*

42%

14%

■ We Value Each Other

■ The Mission is Paramount
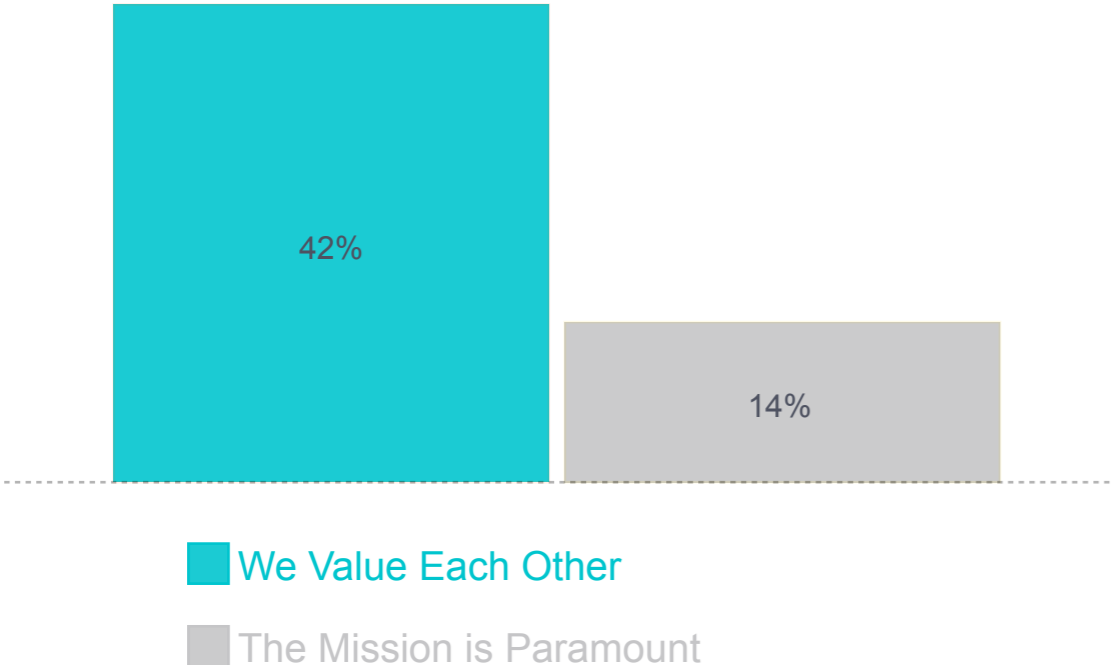
Protagonist Recommendations for Action

Communications

Connect with employees by framing
leadership and management communications
around the benefits to teams - shift the
cultural discussion from business metrics to
people.

Operations

Prioritize operational changes that enable teams
and teamwork - when announcing those
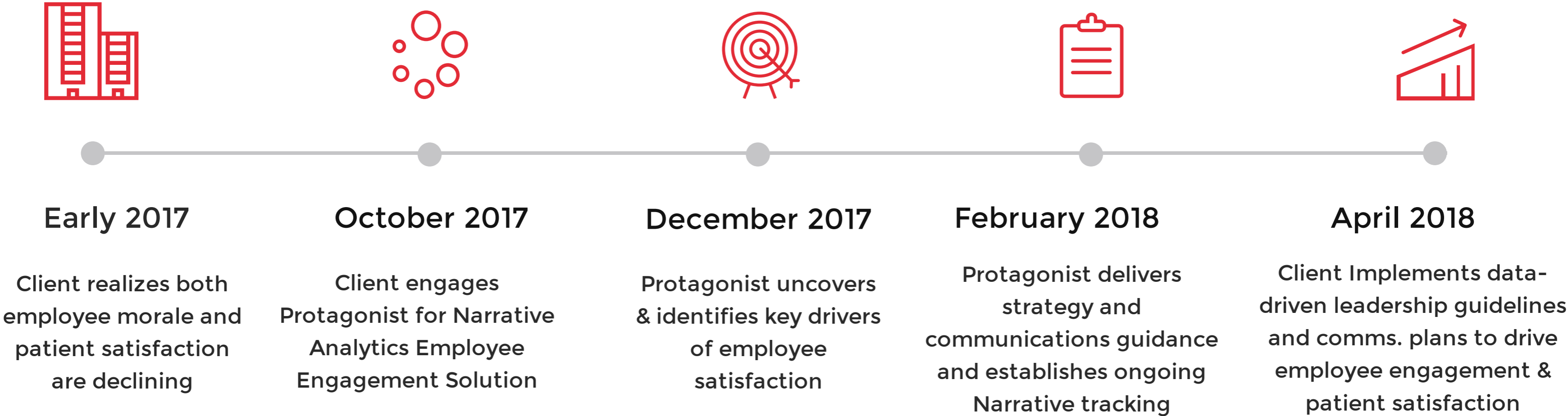changes, emphasize the benefit to employee
teams.

Patient Satisfaction

Focus most heavily on changes benefitting
patient-facing staff - Narrative Analytics shows
that their attitudes and mindsets are significant
drivers of patient satisfaction.

THE CLIENT JOURNEY

Within six months of engaging with Protagonist, the Client had established a data-driven path to a transformed culture, more engaged employees, and delighted patients.

Early 2017

Client realizes both employee morale and patient satisfaction are declining

October 2017

Client engages Protagonist for Narrative Analytics Employee Engagement Solution

December 2017

Protagonist uncovers & identifies key drivers of employee satisfaction

February 2018

Protagonist delivers strategy and communications guidance and establishes ongoing Narrative tracking

April 2018

Client Implements data-driven leadership guidelines and comms. plans to drive employee engagement & patient satisfaction

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
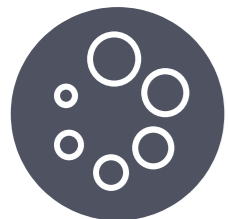
WHY NARRATIVES MATTER

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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