

baxipartnership *John Lewis Partnership*

**Measuring Ownership:
Using Surveys to Improve a Co-owned business**

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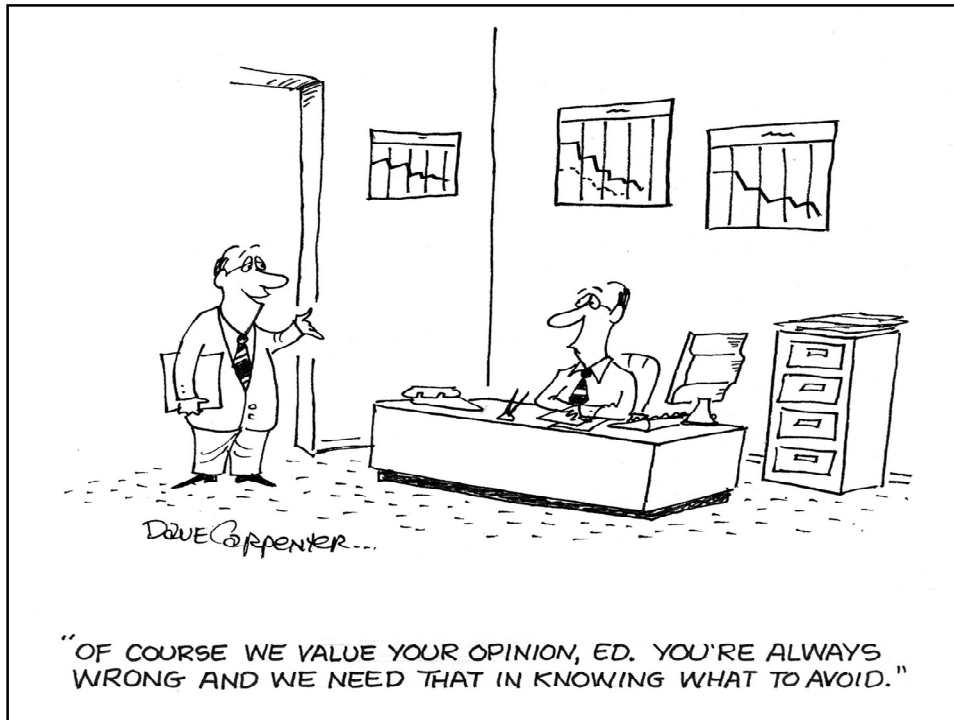
**Sarah Johnson, Manager, Partner Survey
John Lewis Partnership**

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Overview

- **General Introduction**
- **John Lewis Partner Survey**
- **Ownership Culture Survey**
- **Practical Exercise**
- **Review**



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Introduction

Why?

- Thermometer
- Performance
- Benchmarking
 - Internally
 - Externally

John Lewis Partnership Partner Survey

- Why survey in the first place?
- How we do it
- What the survey measures

Our Commitments

Principle 1

The Partnership's ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business. Because the Partnership is owned in trust for its members, they share the responsibilities of ownership as well as its rewards – profit, knowledge and power.

Working in Partnership

Principle 1 defines the happiness of Partners as an important part in the success of our business. To achieve this, we aim to give all Partners a relevant, consistent and rewarding experience. This experience is based on the Partnership and Partners delivering three commitments which are:

	<i>Take responsibility for our business success</i>			<i>Build relationships powered by our principles</i>			<i>Create real influence over our working</i>		
	We take responsibility to deliver the right experience for all our customers and generate profits for us all to share			We build relationships based on honesty, respect and encouragement. We expect these behaviours of each other and demonstrate them at all times			We take every opportunity to develop ourselves, balance work and life priorities and support each other		
Partners' Output	Take an active interest in our business and suggest ways we could improve what we do	Show enterprise by suggesting ways to develop our business, being proactive in my role and accountable for doing my best	Take every opportunity to achieve more, and go the extra mile for customers and other Partners	Respect our customers, other Partners and our suppliers, treating them fairly, with honesty and courtesy	Work with my team by encouraging other Partners, valuing our differences, and seeing feedback as an opportunity to develop myself	Take responsibility for my decisions, be honest, raise any issues I have quickly and constructively, and suggest possible solutions	Be responsible for developing my skills so that I can achieve my best and adapt as our business changes.	Balance my priorities and needs with those of my team and the business as a whole.	Seek advice and support about my personal and work related concerns.
Partnership Output	Answer your questions openly and honestly and provide timely information to help you to influence business decisions.	Respond to your ideas on how to develop the business, pay and reward you fairly, including a share in our profits.	Set clear goals and give you the support and opportunity to achieve greater success in your role.	Treat you with respect, honesty, fairness and courtesy.	Recognise your efforts, give you regular feedback on how you're doing, and see your feedback to us as an opportunity to improve how we do things.	Encourage openness and trust, respond to any issues in an honest and fair way.	Give you opportunities to learn and develop so that you make the most of your skills and potential.	Balance the needs and priorities of the business as a whole with yours and those of your team.	Listen to your concerns and provide you with personal advice and support.

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2010 results

- 89% response rate
- 3.5 million words of verbatim comments
- First use of external benchmarking
- What it told us....

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Ownership Culture Survey (OCS)

- **Only commercially available EO survey in the UK**
- **Exclusive EO focus**
- **External benchmark data**
- **Processing and turnaround**

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Practical Exercise

- **Internal Survey**
- **External Survey**
- **Comparative advantages & disadvantages**

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Review & Questions

- **Business performance tool**
- **Early warning**
- **Impact assessments**