



ONE OF THE  
KEYS TO YOUR  
COMPANY'S  
PERFORMANCE

MEASURING  
IS GOOD  
TAKING ACTION  
IS BETTER

# MOBILIZATION

## MOBILIZATION, A PERFORMANCE CATALYST

Despite our frantic race to higher performance in a world of rising competitive pressures, organizational mobilization remains an underexploited tool due to lack of information on its potential benefits.

A company that mobilizes its resources is able to capture its staff's positive energy and thereby generate superior performance.

**The correlation between mobilization and organizational performance has been well documented and proven.** Mobilization has an immediate effect on a company's revenue growth, cost optimization and profit margins.

## MOBILIZATION, A RETENTION FACTOR

Varying demographic considerations, the war for good talent and lack of high-potential candidates all translate into companies focusing not only on recruiting but on retaining talent as well, moreover in those organizations that have experienced tremendous change. **Mobilization represents a major consideration in talent retention.**

While most companies are aware of the need for retention and have established integration programs, performance review, succession plans, work-climate, satisfaction and compensation surveys, which are all indispensable management tools, they do not guarantee mobilization, a key factor in talent retention.

## CORRELATION BETWEEN MOBILIZATION & PERFORMANCE

### 2004 - CLC

Mobilized employees perform 20% better than demobilized employees. However, mobilized employees represent only 28% of the total employee base.

### 2004 - BATES (Study on sales forces)

Mobilized employees perform 25% better than demobilized employees. The gap is magnified when comparing very mobilized employees who perform 98% better than very demobilized employees.

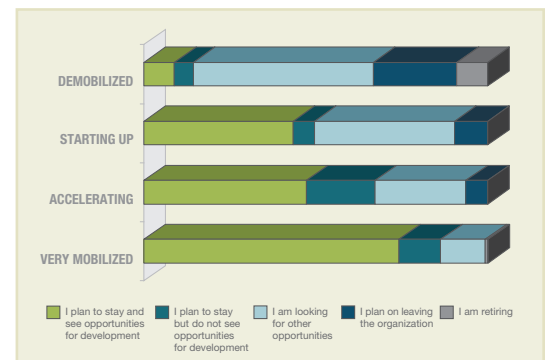
### 2005 - SECOR (Study on a retailer)

The most mobilized retail stores had the strongest sales growth and best margin per square foot.

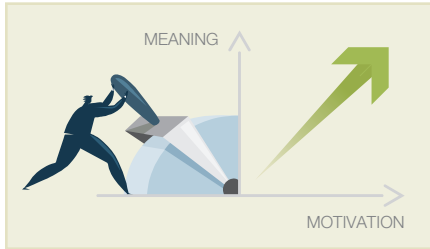
### 2008 - SECOR (Study on Canadian companies)

Only 34% of Canadian employees are considered very mobilized while a staggering 25% are demobilized.

## A LINK BETWEEN MOBILIZATION AND RETENTION



## THE MOBILIZATION EQUATION



## YOU CANNOT MOBILIZE BY DECREE!

SECOR's point of view is that you can't declare mobilization by decree. Mobilization emerges from:

### MEANING

→ Staff derive meaning from awareness of company strategy, the alignment of objectives to that strategy and the customer orientation for the company

### MOTIVATION

→ Staff extract motivation from the empowerment and esteem found in their work and key working relationships

### MANAGEMENT

→ The company has adopted a management style that provides meaning and creates a climate favourable to motivation

## THE OMI™ IS NOT SIMPLY A SURVEY, BUT A MANAGEMENT TOOL

Mobilization is a function of meaning, motivation and managerial capacity. The Organizational Mobilization Index (OMI) looks at these elements and measures them along four dimensions (see figure below).

Our process will allow you to:

- Identify the mobilization level of your entire organization
- Measure the level of mobilization at all levels (employees, professionals, technicians, etc.)
- Assess how the relationship with external customers influences the level of mobilization
- Isolate the constraints and the opportunities that influence mobilization
- Compare your organization to others in the market
- Take action to create sustainable change and improvement

## A PROVEN TOOL THAT GUARANTEES RELIABLE, QUALITY RESULTS

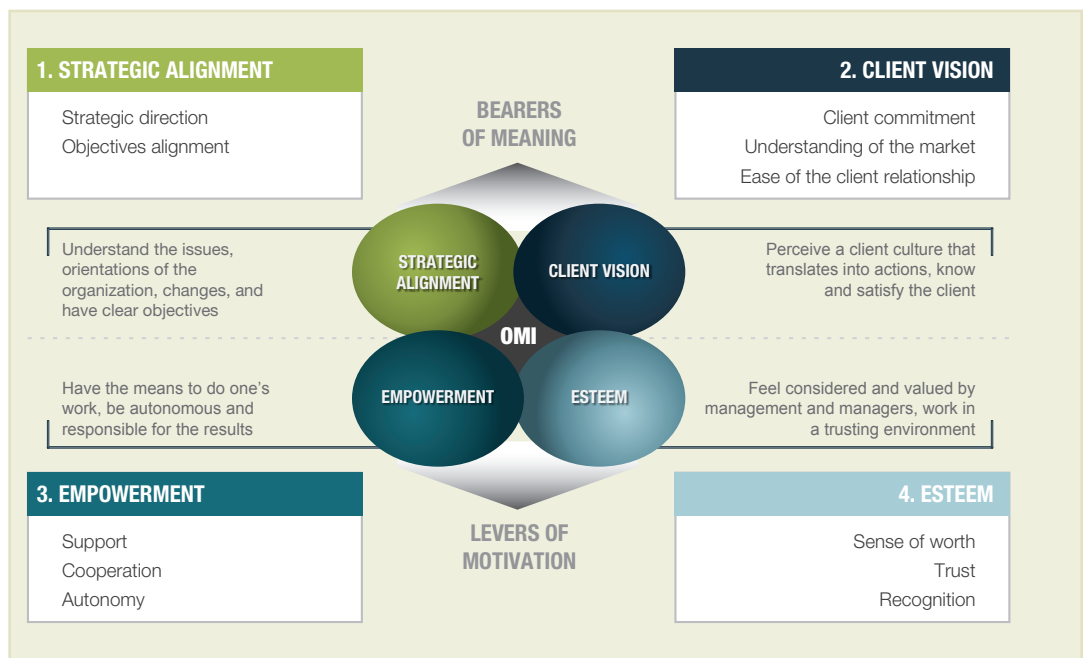
Our survey is statistically proven and regularly updated to reflect current market realities. It has been administered to many companies and more than 100,000 respondents.

## A SHORT QUESTIONNAIRE

- 52 questions
- Available in French, English and Spanish
- Can be administered in paper or electronic versions
- Two types of questionnaires, one for all the staff and one "mirror" for top management, to measure how they perceive mobilization within the organization

# WHAT IS THE OMI™?

IT IS BOTH A TOOL AND A METHODOLOGY BUILT BY SECOR AND BASED ON EXTENSIVE RESEARCH ON MOBILIZATION

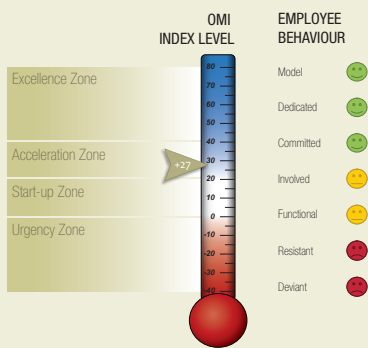


# WHAT YOU WILL RECEIVE

## EXCERPTS OF THE SUMMARY REPORT

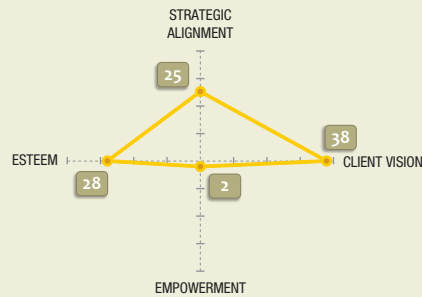
### OVERALL INDEX

Measure of the organization's overall mobilization level



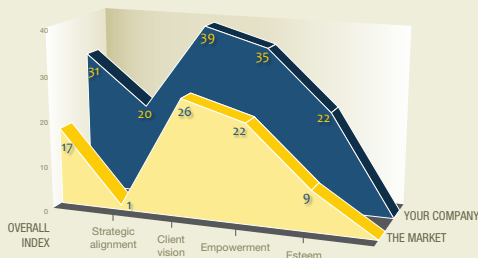
### IS MOBILIZATION BALANCED?

Analysis allowing you to identify key drivers and reasons for specific mobilization levels within certain areas and positions



### RESULTS COMPARED TO BENCHMARKS

Benchmark your organization's with the market (if data is available)



### DETAILED ANALYSES

#### Strategic alignment – STRATEGIC DIRECTION

The level of understanding of the strategy, changes and adaptations measured by the clarity of communications

N	+	-	Index	
522	2. Top management clearly expresses my organization's business direction	42%	9%	42
523	14. I receive clear information on my organization's performance	53%	7%	45
526	17. Top management clearly expresses the reasons for changes in my organization	35%	17%	16
526	22. My organization quickly adapts to meet clients' needs	23%	21%	2

#### COMMENTS

Usually, top management clearly expresses the direction (Q2: index +21), but has more difficulty in clearly communicating the reasons for changes (Q17: index +12). Respondents lack the background to understand the changes, they don't have clear information on the performance, and as we will see later, the information about the clientele is not clear or not well communicated. All this doesn't make understanding the changes any easier. It also greatly explains why the index for question 22 about the organization's ability to adapt is in the start-up zone with an index of +13.

### OTHER AVAILABLE ANALYSIS AND SUPPORT

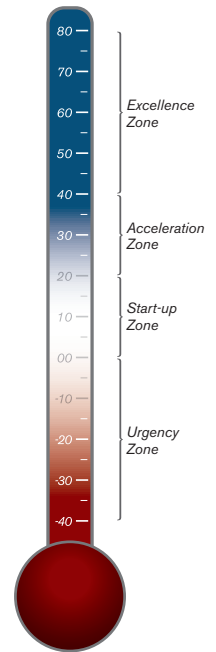
- Comparison to previous staff survey results
- The barometer, an advanced indicator of the overall organizational climate
- Results by component (strategic direction, objectives alignment, customer commitment, etc.)
- A recap from which an initial diagnosis can be drawn
- Results by category (managers, employees, etc.)
- Results by group, age, seniority, gender and department
- Action planning consultation services

### DELIVERABLES

Each organization receives a summary synthesis report, a detailed report and an open-ended questions summary report.

- A customized summary report
- A presentation of the overall quantitative and qualitative results of the survey to your senior leadership team
- Benchmark comparisons to other organizations (when available)
- Key areas of focus for action planning

Complementary analyses of the results can be provided upon request.



### THE INDEX

The index varies between -100 and +100, the neutral point being zero. The more the index rises toward +100, the more your organization is mobilized. It enables you to measure whether the critical mass has been reached.

# NUMEROUS BENEFITS

BOTH IN TERMS OF RETENTION AND ORGANIZATIONAL PERFORMANCE:  
MEASURE AND COMPARE TO UNDERSTAND AND TAKE ACTION

## IN ADDITION

- You will receive a market intelligence newsletter on mobilization
- You can compare your organization to the benchmark, question by question, by purchasing the complete benchmark report
- Discover concrete ways to increase mobilization through training options and a review of our manual entitled "From question to action"
- Participate in discussion groups on mobilization

## WHAT CLIENTS ARE TELLING US

"We chose to work specifically with SECOR's OMI tool because of its operational and action-oriented character."

- CEO of a large Canadian retail group

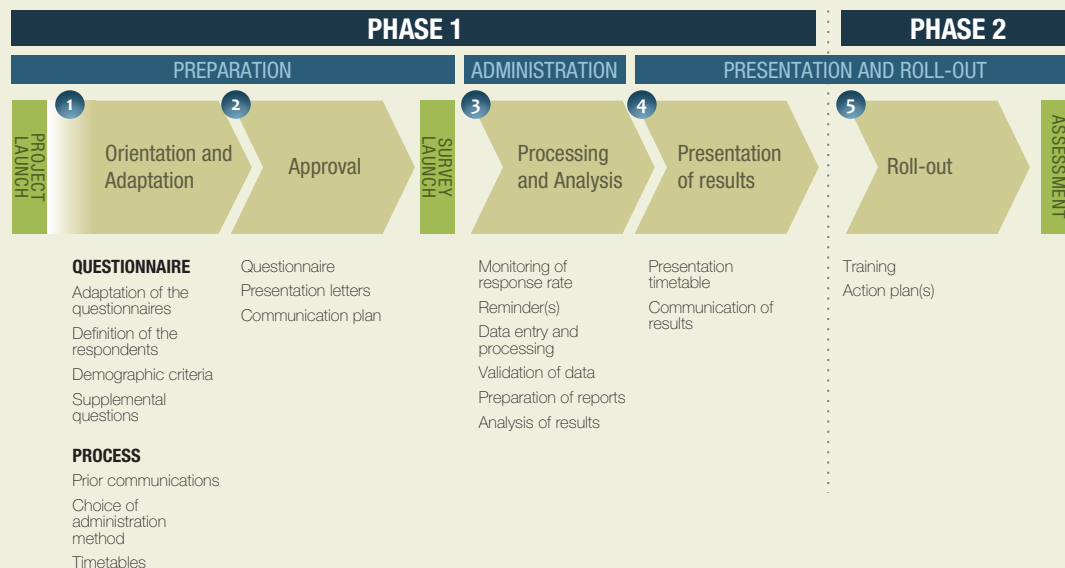
"Very good collaboration with SECOR's professionals in general. Quick responses to our questions. Complete mastery of the content throughout the process, particularly when results were announced to our employees."

- Provincial institution

"Quality work carried out by professionals who care about their clients. Thank you!"

- SME in the health sector

## A STRUCTURED PROCESS, CONTINUOUS SUPPORT



## OUR TEAM

A product leader, a team of trained consultants (8) and production staff (2), leading edge software (Sphinx) and regular market intelligence (infoOMI).

## INFORMATION

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With offices in Montreal, New York, Paris, Quebec, Toronto and Vancouver, SECOR is the largest independent consulting firm in Canada.

Founded in 1975, SECOR has over 35 years of experience in providing strategic and managerial support to large corporations.

WWW.SECORGROUP.COM