

Revolutionizing people decisions

How Mercer | Mettl's 360 feedback and employee satisfaction survey enabled a Riyadh-based animation studio analyze its work culture and employees' performances, helping upgrade its HR practices.



About the client

The leading animation studio based in Saudi Arabia is affiliated with a reputed non-profit organization to develop and empower Saudi youth in education, entrepreneurship, creative and digital media, technology, and art and culture.

The non-profit foundation currently supports over a hundred startups and more than 3800 youth-centric initiatives.

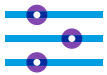


The studio has focused on producing and distributing animated features and video games, with branches in Riyadh and Tokyo. In tune with its parent establishment's values, the studio is dedicated to nurturing young and creative talent in the Arab world. It has resulted in an ongoing creation of visually appealing, wholesome stories through innovative channels globally. Coupled with positive content targeting and inspiring messages, the studio works toward constructing a wider space for creative ideas and their impactful execution.

Concerns and challenges

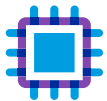
The animation studio lays significant emphasis on employee well-being. Thus, it sought ways to evaluate employee performance holistically and measure the studio's job satisfaction levels.

It needed solutions to address the following concerns.



Limitations of conventional performance reviews

The studio understood the emerging concerns about the conventional ways of measuring employee performance. Moreover, it realized that these processes could be lengthy, complex, flawed, even misleading due to subconscious evaluation biases. It sought a revolutionary alternative that could encourage employees to work better by focusing on their overall growth.



Lack of an efficient performance management system

The absence of a holistic approach to performance evaluation spiraled into a performance management system that did not meet the HR management's expectations.

Its performance management system had loopholes, such as:

Slow response time and unsatisfactory responses

Inconsistent feedback trend instead of a continuous review process

Focus on annual review paperwork instead of performance improvement

Focus on data-driven analytics instead of employee well-being



Uncertainties in the employee development plan

The studio's inability to formulate the ideal employee development plan added to the problems. It required a robust platform that could address all the concerns mentioned above, offering comprehensive information. The latter was imperative to building an efficient people-centric initiative in tune with its core values.



Lack of structure in evaluating employees' strengths and weaknesses

The client wanted to focus on weighing its employees' strengths and weaknesses, nurturing the former and strengthening the latter. The idea was to create strategic plans that could help every individual use his/her agency and creativity to devise solutions that empowered the firm cumulatively. Simply put, the goal was to help every employee grow, eventually facilitating the company's growth.



Inadequate insights into employee satisfaction

Furthermore, the studio wanted to understand what its employees felt about the organization, their satisfaction levels with their salary cycles, HR policies, work environment and other essential factors. It also wanted to learn from the employees about the problems that needed to be addressed, possible solutions and ways to enhance the overall work-life satisfaction and health.



The alliance between the client and Mercer | Mettl

Mercer | Mettl's association with the studio stemmed from its ongoing work with the studio's parent company. The latter has been employing Mercer | Mettl's 360 feedback platform for some time now. Its satisfaction and the software's ease of use prompted the company to approach Mercer | Mettl to upgrade its HR practices.

The result was a set of customized employee-centric solutions that offered rich insights into the internal workings across all departments of the studio.

Based on these insights, the studio's decision-makers successfully understood its employees' state of mind, strengths and weaknesses, satisfaction levels and expectations. Such profound insights enabled the implementation of better policies and training and development programs.



The solution

When the animation studio approached Mercer | Mettl to ascertain whether its employees were satisfied, it readily accepted the tools suggested by Mercer | Mettl.

The collaboration was set in motion after a few trials and customizations.

360 feedback

Studies indicate that the key to sustained job satisfaction and motivation lies in providing employees timely, fair and accurate information about their performance. 360 feedback's fundamentals are based on the concept stated above. Mercer | Mettl intended to equip the client with a highly unbiased and comprehensive employee development plan based on such a thorough feedback process.

Mercer | Mettl's 360 feedback platform is reputed as an excellent tool for succession planning, identifying and training skilled talent, nurturing high-potentials to assume influential roles, etc.

The studio wanted to employ the platform for the following:

- Surveying employees about what they felt about one another
- Providing feedback on how leaders, mid-level and senior-level individuals perceived their colleagues
- Developing an understanding of employees' feelings
- Identifying their strengths and weaknesses
- Addressing skills such as listening, planning and goal setting
- Evaluating subjective areas such as teamwork, character and leadership effectiveness

The idea was to gain a holistic perspective on the studio's employees working in Tokyo and Riyadh.

Here is how Mercer | Mettl enabled the same:

Open-ended feedback with detailed competency ratings

Competency ratings are an essential component of Mercer | Mettl's 360-degree feedback because every employee is measured on a set of competencies integral to his/her job role. Using the platform allowed the studio's employees to get dedicated feedback on their competencies as reviewed by themselves, their managers and peers. The broad idea was to ensure that every employee understood how he/she was perceived professionally through constructive and actionable feedback.

Behavioral profiling

The feedback platform included insights on every individual's relationship-building abilities, decision-making qualities and resource management skills, among other areas. Such profiling helped uncover their hidden strengths while accentuating improvement areas.

Training needs identification

The feedback process, upon completion, offered insights into weaknesses that could be worked upon through group training and personal efforts. Based on the client's organizational goals and objectives, customized reports helped it understand its teams' tasks and skills to meet those goals and objectives collectively and individually.

Personal development plans

Once the responses were analyzed and compiled, Mercer | Mettl's system rolled out extensive reports tailored to every individual. The highlight of these reports was a comprehensive personal development plan to make employees self-aware and work on themselves in a more focused manner. Individuals could easily analyze and extract reports' information, enabling them to chart their developmental journeys and improve their entire teams' skills and cohesion.

Employee satisfaction survey

The key to maintaining a high-functioning team lies in treating its members as valuable assets. It mandates that voices are heard, and employees are engaged at work effectively. The animation studio's HR managers understood the prerequisites to build a high-performing team. Hence, its HR managers approached Mercer | Mettl for suggestions to identify, understand and resolve employee dissatisfaction in both its offices- Riyadh and Tokyo.

Mercer | Mettl introduced the company to its standard employee engagement test. However, it was pleased with Mercer | Mettl's 360 reports' ease of use and holistic approach and sought a similar construct for its new solution.

Thus, a custom employee satisfaction survey was created, bringing together the best of both platforms. The customized survey was added to support the 360 feedback platform to guarantee a holistic exercise, encouraging active participation from all employees.

The survey helped the studio understand:

- Individual and team-level expectations across behavioral and performance-specific aspects
- Compatibility between individuals and the teams with which they worked
- Individual motivators that kept employees dedicated toward growth and development at work
- Whether employees' expectations matched with the work/ team environment offered to them
- The participants' sense of accomplishment concerning the tasks they performed
- The employees' satisfaction with the organization's management, leadership and planning strategies
- The participants' satisfaction with the organization's physical work environment
- The extent to which a participant was likely to exert additional effort toward her/his work and engage in behaviors contributing to the business's success
- Ways to establish a higher level of comfort and collaboration across teams

Essentially, the survey helped measure employee satisfaction levels accurately by gathering inputs across 7 key parameters divided into several sub-categories:



Quality of life

Physical work environment | Work-life balance



Company practices

HR practices | Performance management | Diversity | Communication



People

Senior leadership | Managers | Co-workers



Work

Work tasks | Processes | Resources | A sense of accomplishment



Stability

Say | Strive | Stay



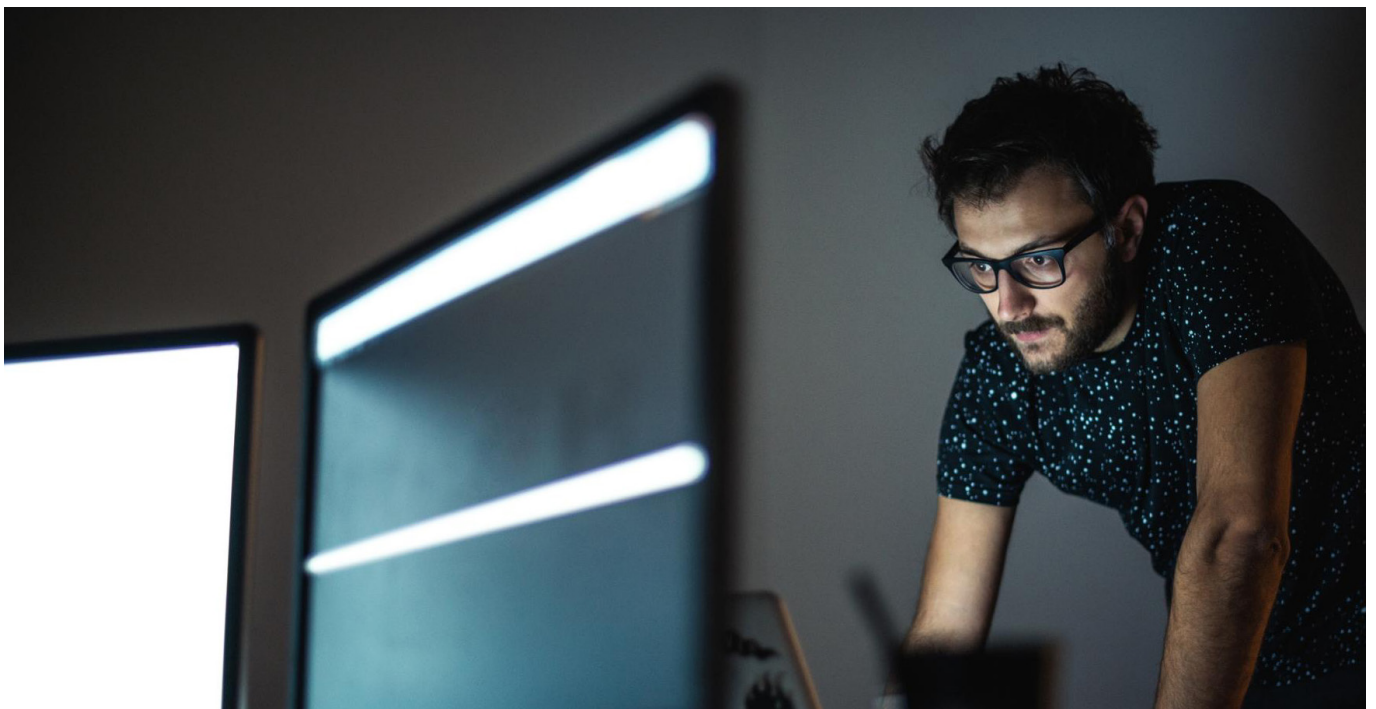
Opportunities

Career opportunities | Learning and development



Total rewards

Pay | Benefits | Recognition



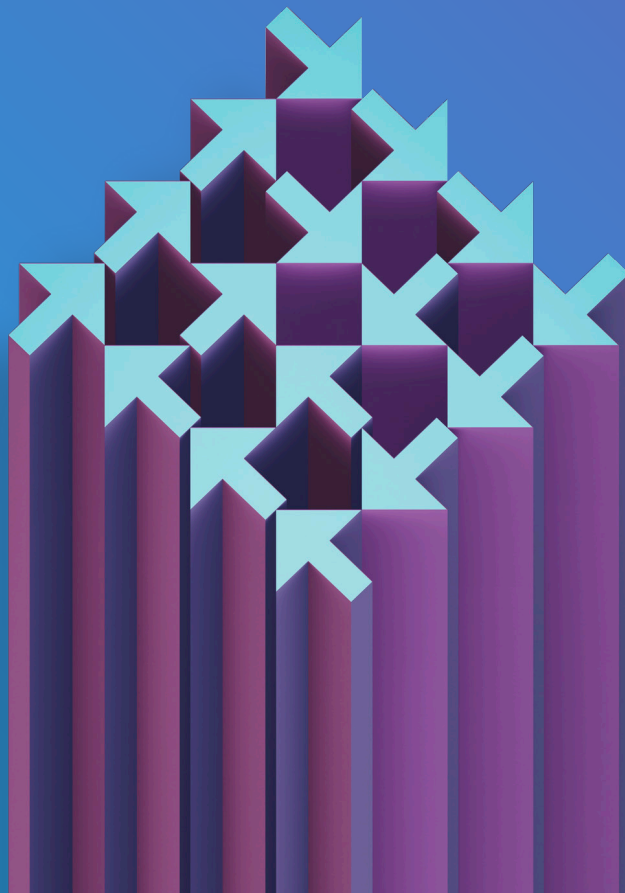
Based on the 360 feedback-style reports, the customized employee satisfaction survey offered statistical data and scores concerning various engagement and satisfaction levels, spread across all parameters and sub-parameters mentioned above. This granular and detailed analysis presented some exceptional highlights to help the studio maintain and develop the best of its HR policies and people decisions.



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Working with Mercer | Mettl has been amazing. The 360 feedback and employee engagement survey we used are user-friendly and equipped with cool features that helped us understand what is missing in our studio and what we need to improve. The overall impact has been very good, and Mercer | Mettl has proven to be the perfect partner during the past 3 years. We strongly recommend Mercer| Mettl for our other sister companies.

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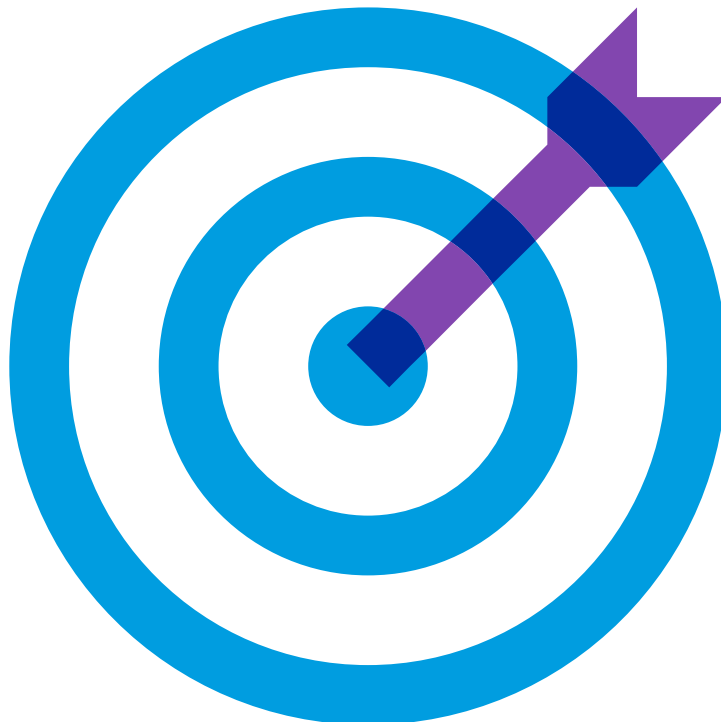


Impact

Mercer | Mettl's set of products enabled the reputed animation studio to improve its existing people-centric processes by augmenting them with contemporary tools. Both platforms' insightful features helped nurture an environment where employees constantly felt heard, appreciated and empowered. The tools provided management with substantial data to work upon and offer structured growth plans. This intervention paved the way for highly advanced and holistic developmental strategies centered on a culture of regular feedback and healthy communication.

The way forward

Given the immense value added by Mercer | Mettl's platforms to the client's practices, the studio plans to continue with these evaluations and surveys periodically. Hence, their alliance with Mercer | Mettl promises to be a pleasant and lasting relationship.



About us

At Mercer | Mettl, our mission is to enable organizations to make better people decisions across two key areas: acquisition and development. Since our inception in 2010, we have partnered with more than 4,000 corporates, 31 sector skills councils/government departments and 15+ educational institutions across more than 90 countries.

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