

How Verizon Connect uses frequent employee feedback to successfully deliver on organisational objectives

Verizon Connect is the connected vehicle division of Verizon and the world's largest fleet management software provider. Their solutions help companies from international shippers to local plumbers track their fleets and drive greater operational efficiency.

The organisation consists of more than 4,000 employees and is the product of ten mergers and acquisitions over the past six years.

Jorge Diaz, Verizon Connect's Chief People Officer, discusses how he and his team built a new, shared culture of responsibility across their growing organisation, despite the difficulty of bringing ten different cultures under one umbrella.

Peakon was embraced across all leadership levels, from the C-suite to line managers, as engagement insights were used to

help the business execute on its strategic objectives. Jorge established employee engagement as a key reporting metric in the boardroom to ensure the success of the business both during and after the transition period.

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JORGE DIAZ,
Verizon Connect's Chief People Officer

Results achieved

- **Employee Engagement Net Promoter Score (eNPS)** metric adopted across the leadership team
- **Increased eNPS by 18 points** over 12 months
- **Achieved a 90% survey response** rate across a geographically diverse workforce
- Implemented a **women's conference** and **global mentorship programme**
- **Identified high-performing managers globally** and amplified their value
- **Succeeded in keeping staff turnover below the expected rate** during a transformation period

Jorge's story

Maintaining stability throughout multiple mergers

Our story of Verizon Connect is one of a series of mergers and acquisitions. Many of us will never forget the day we announced the close of one acquisition on the Friday, and then reported a second the following Monday. In fact, the second organisation was still acquiring companies while we were acquiring them. It was an exceptionally busy time for our teams and an especially important time for the business.

When we first rolled out Peakon, we hadn't yet rebranded as Verizon Connect; we were still in the early stages of integrating. Each of the businesses that were joining us had very different starting points. We had acquired some very small entrepreneurial businesses along with larger organisations, and we were also bringing leaders from elsewhere in Verizon into the mix.

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We had started the ball rolling with our own manual engagement survey process, and it was exactly that – manual. We were only able to give reports to the senior leadership team as our team was at full capacity due to the difficulty of gathering employee feedback and crunching the data.

We knew that, given the spread of our new team across multiple countries and continents, and with their many different starting points, we needed to get a better grasp on the data if our transformation was going to succeed. We needed to gain a deeper understanding of each individual culture, and their strengths and priorities, so that we could reduce the risks of people leaving, a slow time-to-market and reduced profits.

Peakon made it simple to measure employee engagement and also understand the factors that were affecting it across the organisation. When I think about what we have achieved during this process, using Peakon took us a much higher level, especially with how much our leaders had the opportunity to interact with the data.

Widespread improvements to management effectiveness

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their people and get the best from their teams while all these changes happening around them.

We believed that giving managers access to engagement data was the right approach, and it improved communication and accountability, stimulated positive change, and provided a universal structure for managers in every location to get the most from their team.

“We're very proud of our 90% engagement survey response rate. It's high because our employees have seen responses from all levels of leadership, showing a significant interest in the feedback. We've introduced actions aimed at driving improvements, and demonstrated continued interest in hearing more from our employees. The process has become natural like any of our other business KPIs.”

We gave Peakon access to every manager with five or more direct reports. We were deliberate about the process of onboarding managers as we wanted them to understand why this insight was important, and how they themselves could make a difference. This process wasn't going to work if we gave our managers access to data before they were ready to do something with it.

Peakon's Customer Success team ran a series of onboarding sessions which we ensured all of our managers attended. This, combined with the usability of the platform and the quality of the insights, made the adoption process really simple.

Quite honestly, onboarding our managers onto the platform was a critical success factor as they quickly saw the value of feedback. We're very proud of our 90% engagement survey response

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We've seen managers grow, to start questioning what they're doing to make our strategy come to life in their teams. They're acknowledging that it's their responsibility as a leader to do that. We celebrate that our people have trust in the platform and that their managers are going to do something with their valuable insights.

"In a year, our eNPS score has risen by 18 points, from our lowest point to the present day. I don't think it's a coincidence that our last survey had the highest number of managers actively engaging with Peakon".

Peakon's internal benchmarking has made it possible to compare teams and to easily demonstrate when other teams are performing better. For example, Peakon showed us that belief in our strategic direction has a big impact on employee engagement, and it is something that is undoubtedly under stress during an acquisition. Peakon data sparked an understanding that it's not only senior leadership or the internal comms team's job to make our strategy make sense everywhere; it's in the hands of every level of management to make it resonate with their direct reports.

I'm often in the position of saying "go talk to this person, as their Peakon score in the area you're talking about is really high". I believe that being able to connect leaders in our newly-formed organisation has a really positive impact on our culture. It's not always about looking for problems; sometimes it's about uncovering what's working well: identifying those bright spots in the system that others can learn from and everyone can gravitate toward.

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Leadership's strategic use of Peakon drives execution

Holding ourselves accountable and being execution-focused are both important parts of our Verizon culture. The success we've had while bringing multiple new businesses into the organisation, and the increase in our engagement score during that time, has a great deal to do with the support we've had from leader-

ship and the increased accountability among managers.

The company-wide adoption of employee engagement and eNPS as a core business metric was one of our biggest wins. We were already using NPS to measure customer feedback, so the concept and scale was something that immediately made sense to everyone. By regularly reporting on our Peakon data, our leaders were able to see the correlation between employee engagement scores, employee comments, and our business objectives. This elevated the status of engagement to sit alongside our financial and customer data, right where it belongs.

Now, our CEO has a quarterly meeting with each of his direct reports to find out what they learned from their survey results, and what they are going to do next. Leaders have always been in a position to make changes at an organisational level, but these days they actually have the insights to help them identify and care for the gaps.

For example, we highly value being a diverse and inclusive workforce. Based on the insights from Peakon, we were able to quantify the impact of holding a Verizon Connect women's conference and we also implemented an organisation-wide mentorship programme this year.

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To promote further improvements, we put an extra focus on the highest-performing leaders identified through Peakon. We gave these leaders new responsibilities which helped to both reward them and widen their impact.

Bringing Peakon into our organisation strengthened our team's relationship with senior leadership. We became better partners to our leaders and we had more to talk to them about. They have a hunger to know more about the different engagement drivers, and that cemented our People team as rightfully instrumental to the success of the business.

Peakon gave us a richer set of perspectives which was extremely important during a period of change, and our leaders have used that data to drive better execution of our company objectives. Getting such a strong buy-in from our leaders resulted in a commitment to employee engagement and ensured that this is a metric we will continue to take action against.

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