

# Using employee resources efficiently and effectively

Employees are among the most expensive, but also the most valuable resources in a company. For this reason, it has always been essential to use this resource as efficiently and effectively as possible. But what was already a challenge in the past is becoming even more complex and demanding in the NEW WORK working world.

This is because the efficiency and effectiveness of employees is influenced by a variety of factors in different ways.

The figure on the right divides these into direct, indirect and employee-related influencing factors.

However, the focus of this article is not on the factors themselves, but on how they can be managed efficiently and effectively as a whole in order to make the best possible use of the expensive resource of employees, i.e. to achieve maximum performance.

## Increasing dynamics of the factors

First of all, the good news. Only a fraction of the factors shown in the illustration are ultimately relevant for the efficiency and effectiveness of employees. From experience, there are hardly more than a dozen that play a decisive role in the daily work routine.

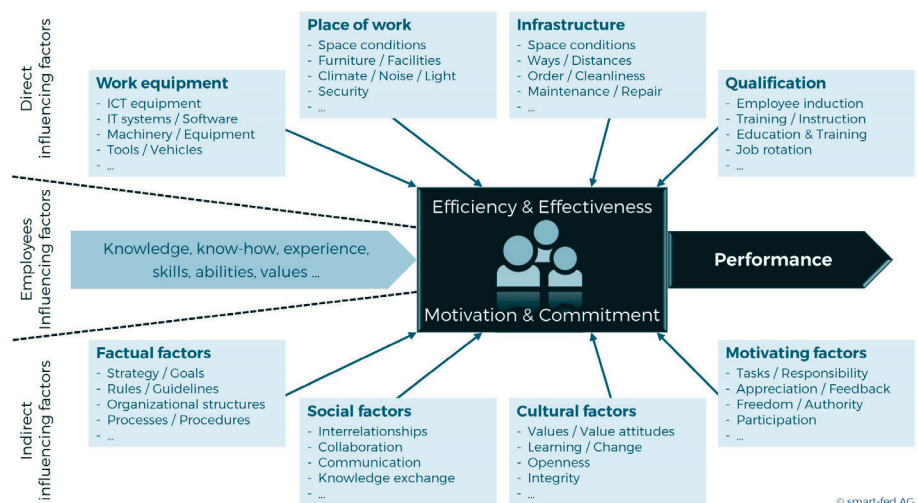
The bad news is that these vary, not only within the company between different departments, teams or locations, but also over time. Often, all it takes are small changes, e.g. new tools or team members, which for whatever reason can have a positive or negative impact on efficiency or effectiveness.

This dynamic will be even more pronounced in modern organizational forms with fluid teams and projects or changing workplaces and work locations.

## Management in the past and today

In the past, many disruptions were intercepted by supervisors on site. They were able to identify them quickly and react efficiently when changes in influencing factors had a negative impact on employee performance.

In the NEW WORK world of work with hybrid work structures and an agile organization with flat hierarchies, this is



becoming increasingly difficult to almost impossible.

An alternative to intervention by supervisors is cross-organizational employee experience management, based on the findings of employee surveys.

However, the focus of these surveys was, and still is, more on indirect influencing factors, and there in particular on topics such as motivation and commitment.

As essential as appreciation, freedom and participation are for the general willingness of employees to perform, they remain only one piece of the overall puzzle in terms of efficiency and effectiveness.

Ultimately, any shortcoming in a direct or indirect factor can affect efficiency or effectiveness. It can be related to a single team, to entire departments, or even to the entire company. How strong the influence is, depends decisively on the perception and the relevance for the employees in everyday life.

## Management of the future

What consequences does all this have for the management of influencing factors in the future? We need a management tool that has the following capabilities for a highly complex and dynamic working world:

- It must ensure a comprehensive and continuous scan of all direct and indirect influencing factors.

- It must provide managers who have infrequent contact with their employees and teams (e.g., in decentralized organizations, working from home, or remote work) with timely information when disturbances begin to impact efficiency and effectiveness.

- It must enable precise, organization-specific localization of disturbances.
- It must be possible to quickly identify the specific causes of disturbances.
- It must provide a temporal and quantitative context to properly assess disturbances in terms of their impact.
- It must provide feedback on whether and how actions to eliminate disturbances have had an impact.

All these requirements in terms of a future-oriented management tool are met with the feedback app from SMART FED.

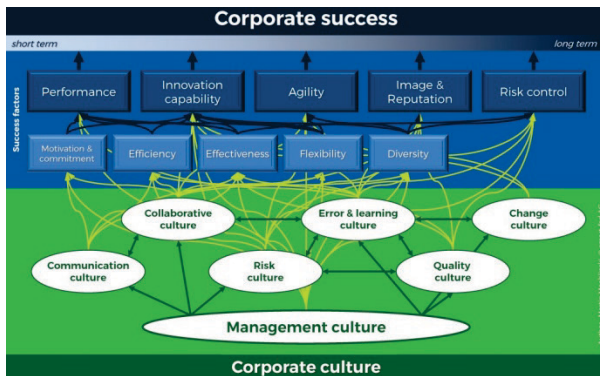
It works like a seismograph, showing in real time where things are shaking in the organization, i.e. where disturbances are affecting efficiency and effectiveness.

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# Publications

<https://smart-fed.com/en/publications/>

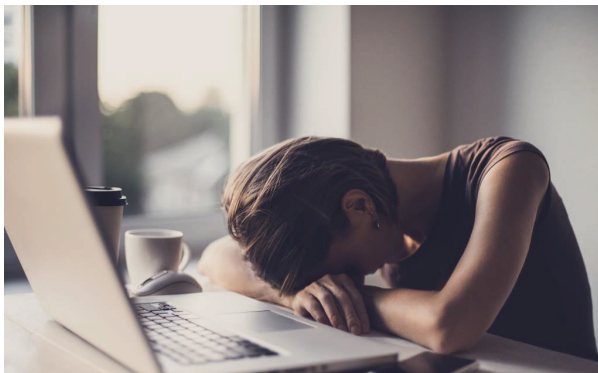
## Corporate Culture



## Dimensions Of Appreciation



## Low Response Rates?



## Employee Surveys & Feedback

Forms of employee surveys and employee feedback in companies.

Mood barometer	Pulse surveys	Microsurveys	Employee surveys	Smart feedback
Address: <input type="checkbox"/> office <input type="checkbox"/> organization	Address: <input type="checkbox"/> office <input type="checkbox"/> organization	Address: <input type="checkbox"/> office <input type="checkbox"/> organization	Address: <input type="checkbox"/> office <input type="checkbox"/> organization	Address: <input type="checkbox"/> office <input type="checkbox"/> organization
Form: <input type="checkbox"/> online	Form: <input type="checkbox"/> online	Form: <input type="checkbox"/> online	Form: <input type="checkbox"/> online <input type="checkbox"/> paper/online	Form: <input type="checkbox"/> online
Structure: <input type="checkbox"/> linear	Structure: <input type="checkbox"/> linear	Structure: <input type="checkbox"/> linear	Structure: <input type="checkbox"/> linear	Structure: <input type="checkbox"/> linear <input type="checkbox"/> tree structure <input type="checkbox"/> star network
Interval: <input type="checkbox"/> daily	Interval: <input type="checkbox"/> weekly to monthly	Interval: <input type="checkbox"/> weekly to semi-annually	Interval: <input type="checkbox"/> annual to perennial	Interval: $t \rightarrow$ at any time
Anonymity: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Anonymity: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Anonymity: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Anonymity: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Anonymity: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
Individuality: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Individuality: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Individuality: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Individuality: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Individuality: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
Goal: Measurement of the general mood in the organization.	Goal: Measurement of the general working climate on the basis of selected characteristics.	Goal: Identification of the company Measurement (EQ).	Goal: Measurement of employee satisfaction or employee engagement.	Goal: Identification of potentials for increasing employee motivation and commitment as well as increasing efficiency, effectiveness and performance of the organization.

Employee review	360° feedback	Instant feedback
Address: <input type="checkbox"/> personal	Address: <input type="checkbox"/> single person	Address: <input type="checkbox"/> single person
Form: <input type="checkbox"/> personal	Form: <input type="checkbox"/> online	Form: <input type="checkbox"/> online
Structure: <input type="checkbox"/> linear	Structure: <input type="checkbox"/> linear	Structure: <input type="checkbox"/> open
Interval: <input type="checkbox"/> annual	Interval: <input type="checkbox"/> annual	Interval: $t \rightarrow$ at any time
Anonymity: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Anonymity: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Anonymity: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
Individuality: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Individuality: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes	Individuality: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes
Goal: Mutual feedback between supervisor and employee.	Goal: Assessment of the behavior and competencies of individuals.	Goal: Direct, personal feedback to individuals within the organization.

Legend:  
 1. Case common occurrence  
 2. Protection of the anonymity of people giving feedback  
 3. Possibility for employees themselves to determine what and on what they would like to give feedback  
 4. No  Yes   
 5. Only if the data is evaluated by third parties and individual feedback cannot be directly or indirectly traced back to individuals. It is mostly organizational and demographic data.

## Sustainable Human Resource Management



## Employee Survey Smart



## Feedback Without Surveys



## Enterprise Risk Management

