

The logo for morphii, featuring the word "morphii" in a lowercase, sans-serif font. The two 'i's are light blue, and the rest of the letters are black. A registered trademark symbol (®) is located to the upper right of the second 'i'.

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Actionable Employee Insights
Drive Positive Momentum for
Pizza Franchise

March 11, 2021 - 5 Minute Read

16% Reduction in Negative Emotions of Critical Front-Line Leadership Personnel

Actionable Employee Insights Drive Positive Momentum for Pizza Franchise

By Liz Gurley & Julie Moreland

March 11, 2021 - Read time: 5 Minutes



A seasoned and successful human resources professional took on the role of VP for a large pizza franchise (part of an American multinational chain), and while she had implemented innovative initiatives, she couldn't figure out why so many of their Drivers and Customer Service Representatives (CSRs) weren't sticking around. With more than 2,300 employees and 100+ stores to run, they had

established initiatives to demonstrate career path opportunities and promote mentoring. Were workers not getting the message, or was there something else going on?

Having a wide range of theories and anecdotes about what might be causing employee churn, it was time to get real, data-informed evidence.

“People leave managers,
not companies.”

Marcus Buckingham



THE STUDY (Year One)



Establishing Why/What

Not knowing exactly what was driving the turnover behavior, it was important to be thorough. Using classic Gallup principles and exploring emerging trends in employee engagement research (e.g., psychological and physical safety, and mood states), the study focused on both new and traditional experience constructs to better understand potential churn instigators.



Determining Where/When

This workforce is mobile phone dependent. Since the company did not have an existing platform or application to deploy surveys or pulse checks, Morphii's Alchemer (formerly SurveyGizmo) integration was integral in deploying a short survey via text message. Team members received the survey as they entered their busiest time of year ... football season (in the South).

Design/Deploy

Emotion-based questions were crafted to capture the following constructs:

- **Working here**
- **Being heard**
- **Trusting managers**
- **Being valued**
- **Making contributions that matter**
- **Strength of co-worker relationships**
- **Career opportunities**
- **Safety to be themselves (Psychological Safety)**
- **Physical safety**
- **Mood when getting ready for work**
- **Mood (when surveyed)**

THE STUDY (Cont)

Morphiis (seen in Figure 1) were assigned and labeled to capture employee experiences and their intensity, providing the company with a qualitative experience type and a quantitative intensity measure to understand the emotions influencing employee behaviors.

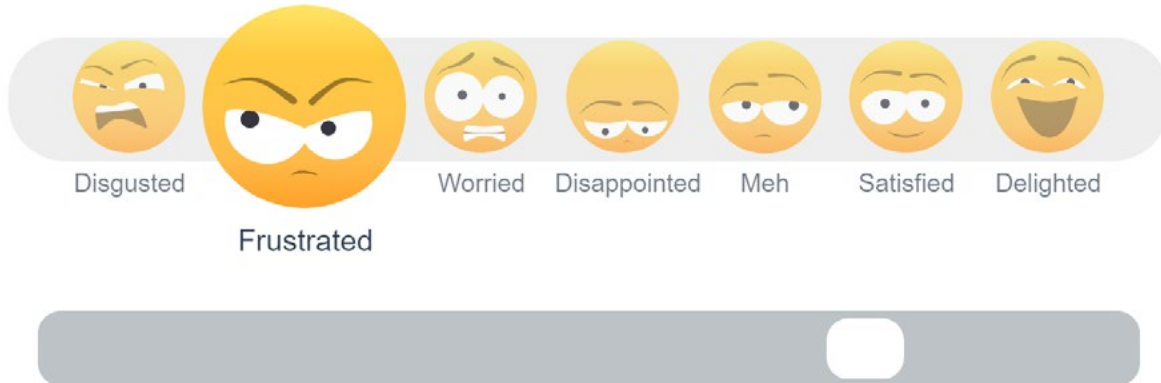


Figure 1.

Employees were also asked ***“How likely are you to be in this job in a month?”*** This question generated a comparative measure that was analyzed to explain which, if any, of the emotion-based constructs were driving employee behavior to stay or leave the company. Responses were selected on a Likert scale from *Very Unlikely* (-5) to *Very Likely* (+5), quantifying reactions on an 11 point scale (-5, -4, -3, -2, -1, 0, +1, +2, +3, +4, +5).

Findings Year One: KEY TAKEAWAYS

Of the outreach to the 2300+ employees, 572 responded to emotion-based questions—allowing franchise leadership to better understand workers and their risk for disengagement and turnover (491 were Restaurant Employees, including Drivers, CSRs, and Assistant Managers).

Morphii data from Drivers and CSRs confirmed troubling levels of indifference and disengagement that could lead to increased turnover; however, the most convincing data came from a different population entirely ... the stores' Assistant Managers.

Morphii drew correlations between employees' Likelihood to Stay in their job, and how they felt about working for the company. These correlations were particularly problematic among Assistant Managers, many of whom expressed intense frustration (avg. Intensity .79 on a scale of 0 to 1) or moderate indifference (Meh), but intended to stay in their job (Figure 2). This was a nightmare scenario, already exhausting resources company-wide.

Left unchecked, resources could easily have been misallocated to new hire bonuses, or some other stop-gap to keep positions filled, with no end to the underlying problem in sight.

The data indicated that frustration among Assistant Managers stemmed from a **Lack of Trust** in their leadership and not **Feeling Heard** by their Regional Managers.

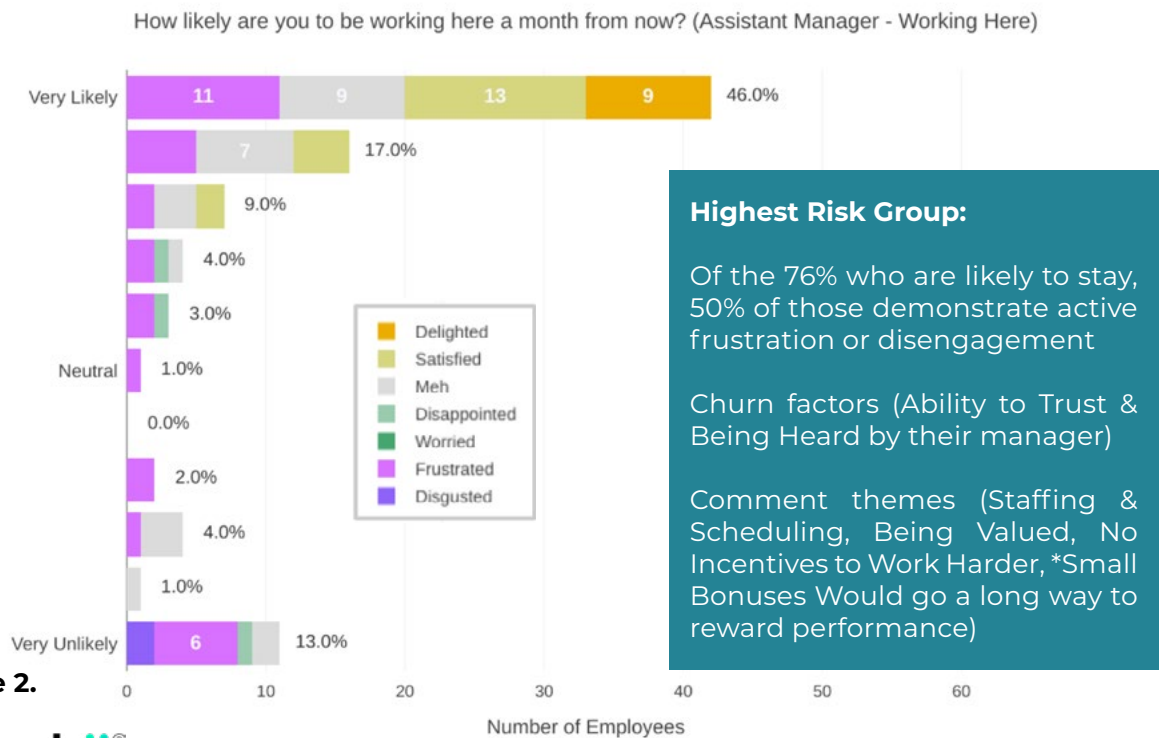
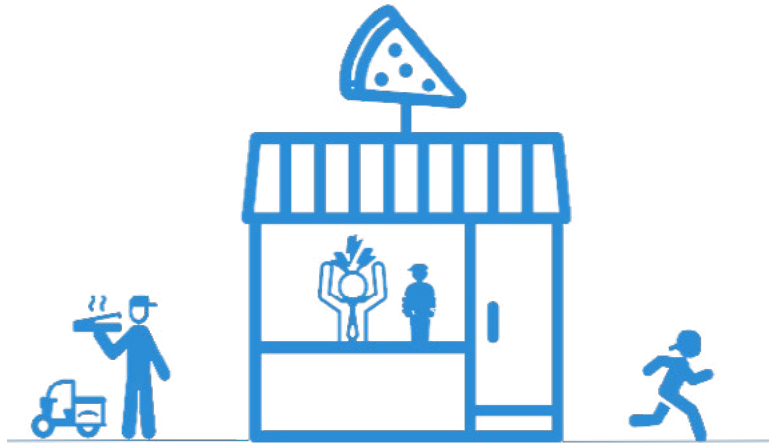


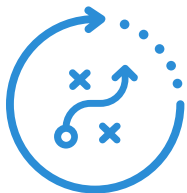
Figure 2.

Findings Year One: KEY TAKEAWAYS (Cont)

Any efforts previously made by HR to illuminate career paths, mentorship opportunities, etc. for restaurant employees were being drowned out by the day-to-day frustrations and indifference of Assistant Managers, who had little intention of leaving their workforce.



TAKING INSIGHTS-INFORMED ACTION.

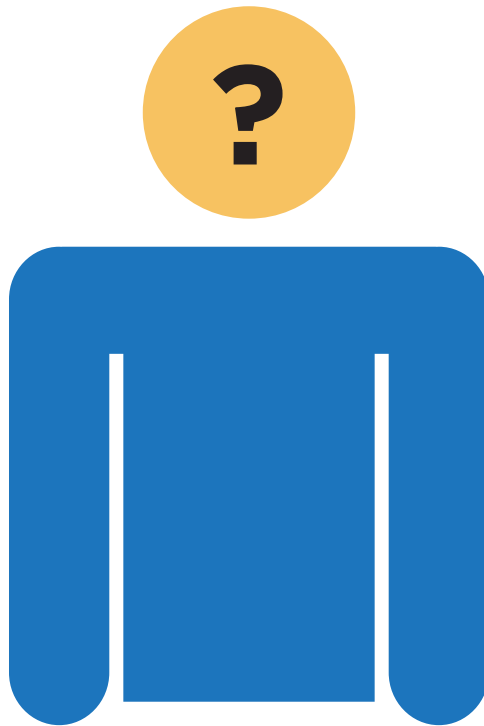


Learning this, the company quickly generated an action plan. The most important work was directed at improving the experiences of Assistant Managers, to make them feel heard and reinvigorate trust in the company and its leadership. They **refined hierarchical management programs** to **track performance and time within their roles**, and implemented “graduation” ceremonies to **celebrate career milestones**. **Scheduling standards** were also implemented for new Assistant Managers to remedy staffing concerns. Finally, nothing says “I hear you” like a **bonus plan**, which was created for top-level Assistant Managers.

They also learned that they needed to up the ante in terms of communicating with restaurant workers, particularly new hires. They organized Career Nights, Driver Rallies and Road shows to help **communicate their vision in-person**, while also doubling down on their technology investments for workforce management to **create more employee/franchise touchpoints** and exchange valuable information about events and opportunities. Given the example being set by Assistant Managers, CSRs and Drivers saw little incentive to move up, so a **Career Path Road Map** was generated to help team members better visualize their opportunities. **Mentor programs were also expanded** to include new hires, going beyond employees showing a particular skill set or interest in advancement.

THE STUDY (Year Two).

So ... did it work? After a year of planning and acting on their initial findings, Morphii was asked back to run the same study again in order to ensure that their efforts were making an impact. As a result of recent anecdotal evidence illuminating issues around harassment/bullying in the workplace, three additional questions were added to better understand the nature and frequency of this behavior and its impact on employees' experiences at the company.



Findings Year Two: KEY TAKEAWAYS.

Drivers and CSR's indicated positive momentum when it came to being engaged in their work. The most significant improvement among this group was the increase in *Delight* regarding their perception of Career Opportunities with the company.

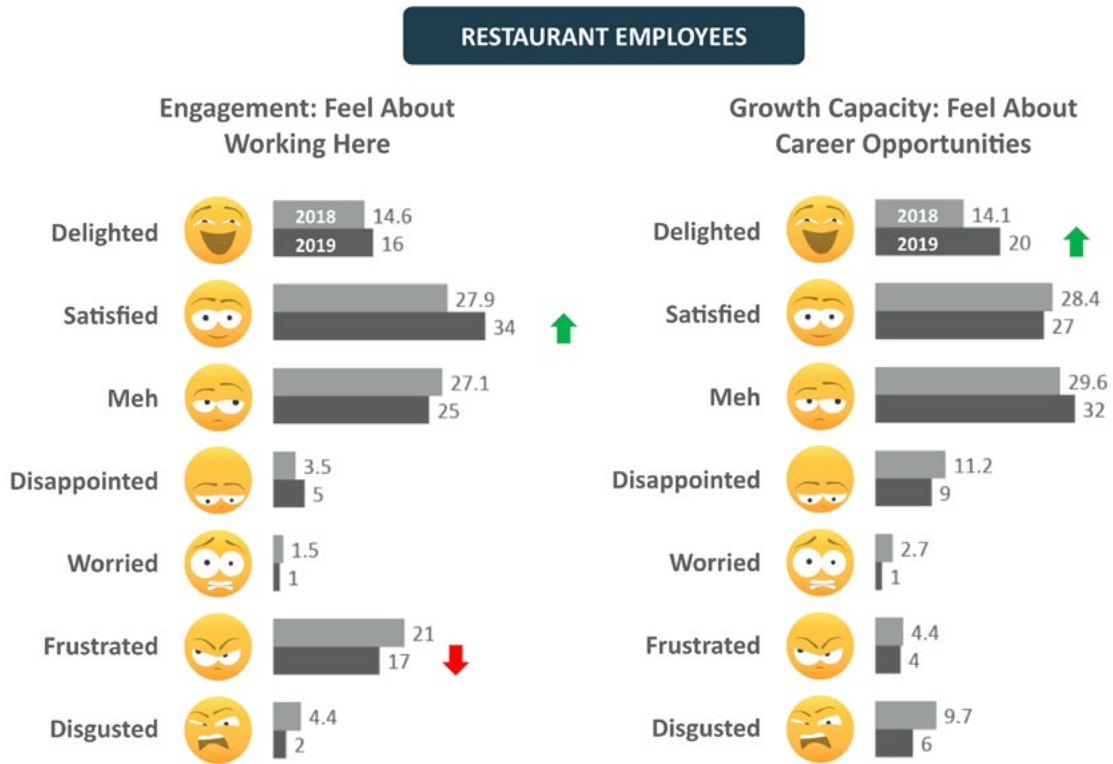


Figure 3.

Findings Year Two: KEY TAKEAWAYS. (Cont)

These improvements paled in comparison, though, to what was achieved among Assistant Managers, where positive feelings about work and career opportunities showed dramatic improvement.

ASSISTANT MANAGERS

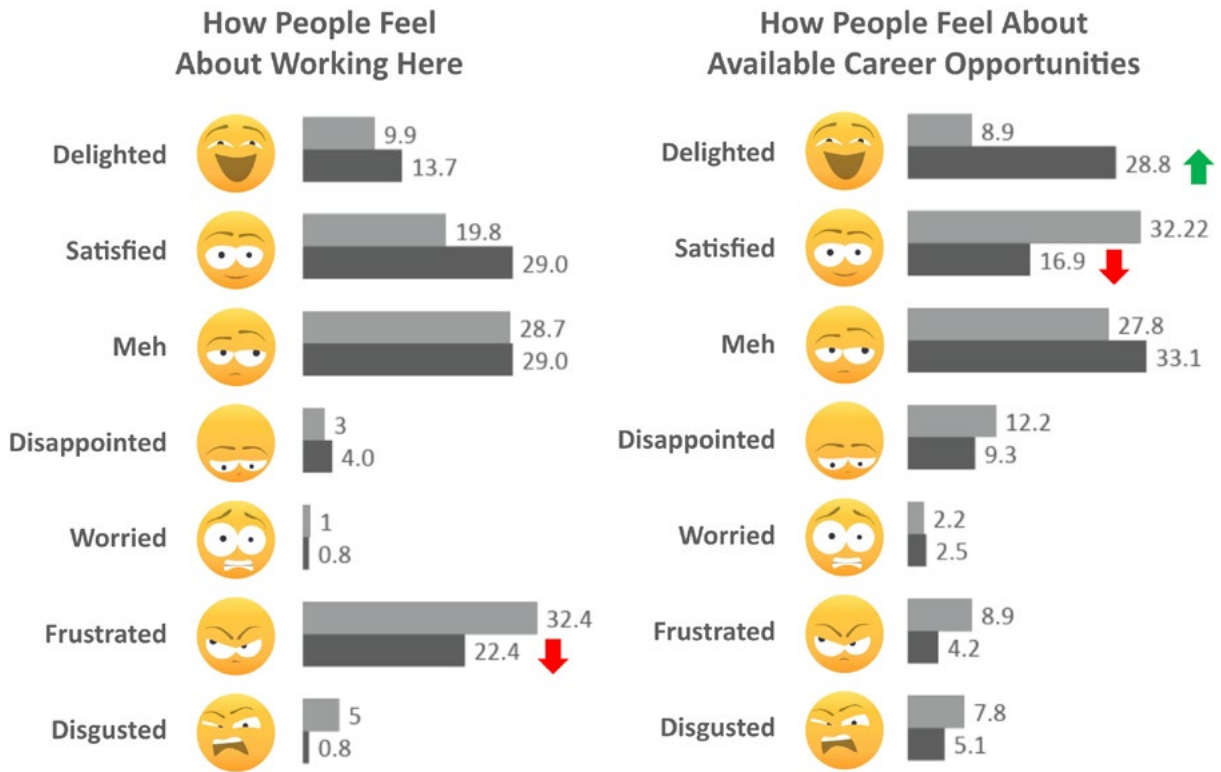


Figure 4.

Findings Year Two: KEY TAKEAWAYS. (Cont)

Morphii Insights coupled with swift action planning proved effective—reducing negative feelings among Likely to Stay Assistant Managers by **16%**.

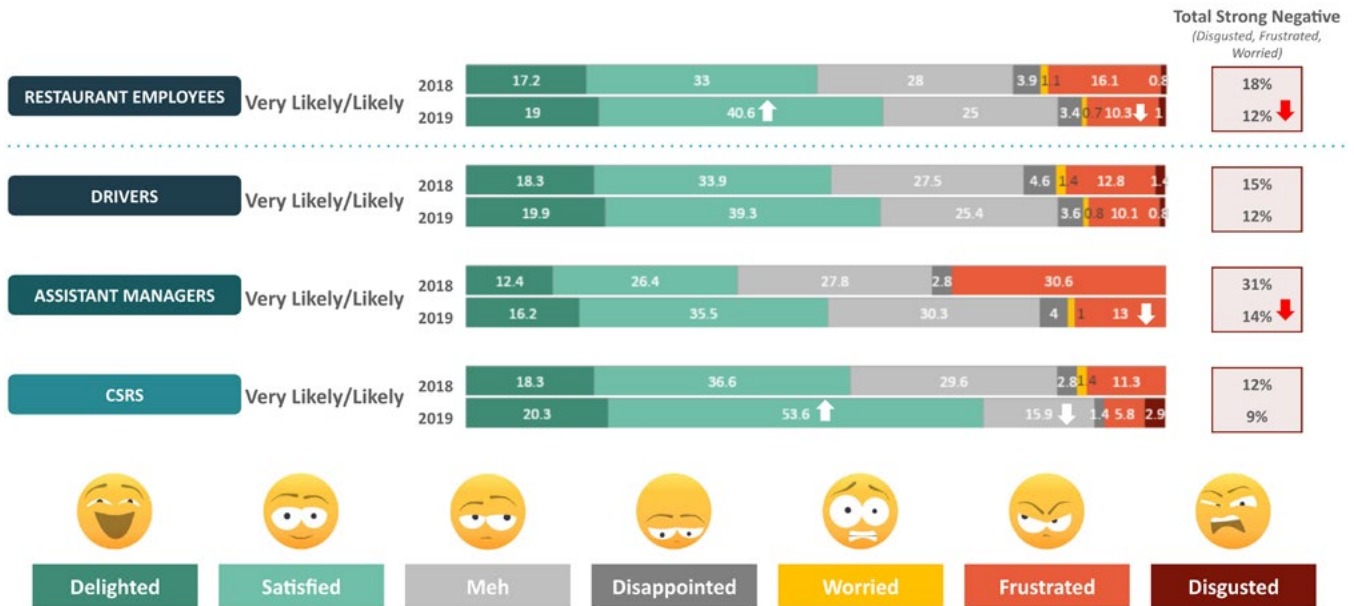


Figure 5.

Opportunity.

Understanding emotion is critical to driving engagement and shaping experiences. Emotional and experiential trends among employees not only impact work culture, they affect customer experience and transform the bottom line.

Capturing emotions and experiences with Morphii is more authentic and intuitive for respondents and results in more effectual ACTION plans, particularly when used in combination with traditional experience and behavior data. It's easy to integrate into existing digital technologies and versatile in its capacity to measure any relevant subjective experience, be it an emotion, mood, physical or mental state, or otherwise.

Solving the mystery of human behavior requires data that quantifies qualitative experience. Morphii does just that—capturing actionable data, more efficiently, so you can take action in-the-moment.



Looking Forward.

Morphii's research team will continue to publish findings, including updates and additional insights as we learn from ongoing initiatives with partners like this Pizza Franchise and Listeners On Call (see recent findings regarding their platform's effectiveness [here](#)).

In the meantime, we hope you will check out these studies:

morphii[®]

>60%

improvement in predictive accuracy over experience type when combined with intensity measure

morphii[®]

50x

more effective at identifying negative behaviors than likelihood to recommend

morphii[®]

2-4x

more effective at inspiring open-ended feedback from the majority

morphii[®]

97%

of Callers Improve through engaging with an LOC Listener



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