

# CASE STUDY



## The Knight Index: Ki

Helping your business succeed in a hybrid world

### CLIENT: SERVICES SECTOR (Confidential Information)

#### OVERVIEW

Our client is a specialist service provider within the Real Estate and Facilities Management sector. It is involved in some of the largest transformation projects for enterprise clients across the UK and internationally, employing over 400 thousand employees.

The need for the Knight index was identified by a business improvement expert engaged by the client. Insights from the Ki informed the client's training and development planning, reinforcing the infrastructure of ongoing support.



#### THE OPPORTUNITY / CHALLENGE

A large division within the host organisation was undergoing significant change. Long-standing contracts were coming to an end, new contracts were starting up, changes were being made to the organisational structure and the business delivery model was affected.

The organisation understood that some areas of operation were significantly underperforming. However, it was difficult to precisely identify underlying causes and specify where the business needed to focus its attention.

The Knight Index was engaged to assess corporate performance across a range of critical variables. The goals were to clearly diagnose the underlying challenges, find their precise origins and plan a training and development program within a framework of ongoing support.

#### THE PROCESS

Following a detailed briefing, bespoke adjustments were made to the Ki to reflect the company's needs and structure. A suite of communications was implemented to support the process.

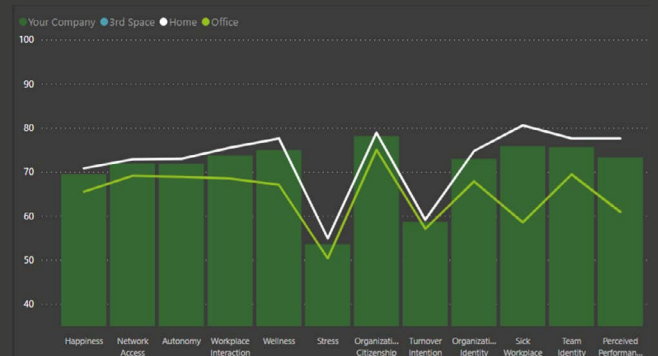


The Ki survey achieved an 85%+ response rate within the survey period. This allowed us to analyze the data, build a bespoke causal model and prepare the client dashboard, before hosting a series of meetings with the client and their specialist consultant. We supported the business with a detailed diagnostic review, which facilitated a targeted, intervention plan.

#### THE KEY FINDINGS - OVERVIEW

The client's Ki causal model immediately highlighted problems of high Stress and high Turnover Intention within the organisation. A lack of access to important social networks was also a significant issue.

Exploring the organisation's hybrid working patterns (i.e., Home, Office or 3rd Space) showed that those working from home were generally happier. However, Stress and Turnover Intention remained a key challenge for all.



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Levels of Stress and Turnover Intention were highest within the senior management team. This same team also perceived its own performance as lacklustre.

### Non Management



### Management



These data and more were captured within the diagnostic reports and presented for discussion with the client. The data allowed the client to fully understand the key areas of intervention, so that it knew where to focus its attention (e.g., all respondents showed a resilient sense of Wellness, which could be specifically adjusted to alleviate stress). Resources were applied with precision, in the right places with the greatest impact.

## THE OUTCOMES AND BENEFITS

- ✓ Organisational assessment across critical business areas
- ✓ Evidenced based diagnostics, accurately highlighting which areas of the business require support
- ✓ Clear roadmap for targeted improvement
- ✓ Prognoses for both action and inaction
- ✓ Precision targeting of scarce resources for the best outcome
- ✓ A baseline from which to measure improvements

"The Knight index was developed to give everybody an insight into the psychological, and therefore financial, health of their business. This unique tool is based on over twenty years of organisational investigation, incorporating published science and the highest-level ongoing research.

It draws from validated scales and, because it is based on published and ongoing applied research, together with published and ongoing experimental data, it points to causal links between management actions and crucial corporate outcomes like no other management tool."

**Dr Craig Knight**

PhD MSc HCPC CPsychol BSCAH



For further information regarding how The Knight Index can assist your organisation please contact the team at The Knight Index [info@theknightindex.com](mailto:info@theknightindex.com).

We have access to an unrivalled network of organisation and workplace expertise in addition to tailored training packages and support to meet your every need.

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