



How Beaconforce helped **Falck Renewables** In the Energy Sector's War of Talent

OVERVIEW

Falck Renewables is a global player in renewable energies with operations across Europe, the Americas, Oceania, and Asia.

They develop, design, build and manage plants that generate clean energy and provide highly specialized management services to energy producers and consumers.

The energy industry is going through a period of hyper-growth due to an increase in the demand

of renewable energy especially in the world's biggest economies, the United States, China and Europe. The transition from oil and gas to cleaner and more sustainable energy sources has driven an accelerated growth for key players like Falck Renewables



KEY NEEDS AND PAIN POINTS

Hyper-growth combined with a lack of highly skilled workers, is creating a talent shortage. There is a war for talent which makes employee retention crucial for success in the industry.

According to the 2021 Global Energy Talent Index (GETI) report, the competition for energy skills is increasing and 59% of power professionals are worried about an impending talent crisis.

Falck's key has recognized the following points as key for its sustainable growth:

1. Attracting and retaining the best talents to achieve more sustainable attrition rate.
2. Deal with the physical distance and time differences between distributed workers and the executive teams.
3. Get more, better and more real-time data on employee sentiment and engagement regardless of location and to immediately see the effect of investments on people initiatives.

i WHAT WAS THE STATUS QUO?

In the last years, Falck has invested in multiple initiatives to tackle talent drain and make sure to secure the best candidates. Some of these initiatives involved:

- Provide more training and opportunities for professional growth within the company
- Optimization of recruitment costs
- Collect qualitative information on employee churn
- Annual surveys and performance reviews

To collect valuable data on their people, Falck has used traditional employee surveys. However, the company realized that these solutions only provided a blurry snapshot of the past. Falck Renewables recognized that using old fashioned employee surveys in the fast-paced energy market was like driving a car only looking in the rearview mirror.

BEACONFORCE PLATFORM IMPLEMENTATION

KEY POINTS AND TAKE AWAYS

The company decided to deploy Beaconforce in the departments with higher turnover in order to learn what were the key challenges causing it. Moreover, before deploying on a global scale, they wanted to get a better sense of how to effectively communicate the initiative internally, how to get the buy-in from top management, and what internal resources they would have to put in place to support the initiative.

The internal champion, Falck's Global Head of HR decided to focus on the first steps of the process and work closely with Beaconforce's team to make sure their people knew the platform's purpose and goals.

The following actions were put in place to tackle any foreseeable challenges:

1. Internal communication:

Beaconforce provides its clients with a set of off-the-shelf content ready to be used to communicate to employees "Why is the company investing in Beaconforce? What's in it for me?"

The CEO recorded a brief video (90 seconds), explaining WHY the company was investing in such a tool and how important this was for him.

The video was shared on multiple channels, including in Beaconforce's library.

They released a series of communications on multiple channels leveraging Beaconforce's content to share a few key messages about the initiative:

- The reason behind the implementation is that the company cares about its people wellbeing
- Privacy & anonymity is always guaranteed
- Beaconforce will be used to improve the quality everyone's work environment.

2. Buy-in from top management:

Before the project's kick-off a series of online and in-person meetings was organized with the goal of explaining to top managers what Beaconforce is about, answer their questions and emphasize the importance of such a tool in today's competitive market. The CEO attended all the sessions and his support and communication about the importance of the initiative has been a key factor to its success and buy-in across levels of management..

3. Internal resources

Among other minor activities, the main actions put in place can be summarized as follows:

- The Head of HR appointed a part-time project manager to be the point of contact between the company and Beaconforce's Customer Success Team, although she has been following the project closely.
- A set of webinars were scheduled on a monthly basis for people interested in learning more about Beaconforce and its framework. The attendance has been very high.
- Middle management has been supported with a set of quarterly 60-minute sessions run by a Beaconforce consultant who helped them go deeper into the tool and providing hints on how to leverage the data to promote and enhance communication within their teams.



RESULTS OBTAINED

- The adoption rate reached 76% within the first 3 months after the kick-off. Thanks to the CEO's sponsorship and support from top management and key people, the majority of the organization joined the platform early on. After one year from the kick-off the adoption rate reached 85%.
- Stress factors were quickly identified and reduced by a factor of 3. Beaconforce started to provide meaningful data shortly after its implementation. Workplace stress was identified early on in new hires and was proven to affect not only employee wellbeing, but also to be a significant cause of turnover.
- Beaconforce's dashboard helped Falck see how stress reached very different levels depending on functions. One of the biggest findings was that new hires were very stressed shortly after they were onboarded. Beaconforce showed that this group was stressed because they were lacking two important factors: clear guidance and continuous feedback. Prompted by Beaconforce's results, Falck Renewables made changes to their onboarding process and made significant improvements to avoid this type of situation.
- In other areas of the company stress came from groups that felt over-challenged and under-skilled. Falck organized activities such as learning and development or allocation of more resources and training for these individuals. As a consequence, the feeling of being overwhelmed or stressed was gradually reduced.
- One of the most impactful consequences of using Beaconforce was that they were able to create a culture of feedback and involve every single person in the organization. Beaconforce provides visibility not only to HR and management but also to each user. Every user has access to their personal dashboard driving self-reflection and increasing self-awareness at work.
- There was a strong correlation between Beaconforce's data and business key metrics. Falck Renewables was able to see a clear correlation between Beaconforce's predictive analytics insights and some key metrics that the business had been tracking. The biggest surprise happened when they discovered that, thanks to these insights they were able to predict and prevent phenomena like turnover and influence business results. This allowed more informed and faster strategic interventions.
- They achieved a 32% decrease in unwanted turnover. Thanks to the many initiatives put in place, the redesign of the onboarding process, and a more open and efficient communication among senior employees and their managers, over a period of 16 months, Falck managed to reduce turnover and improve employee satisfaction.



FINAL CONCLUSIONS

Time and time again, higher engagement and human potential optimization, have been proven to lead to better business outcomes. This helped the company, not just by improving retention, but also in their recruitment efforts.

Younger generations value good work environments, inclusive cultures and opportunities for growth. These elements are positively impacted with the use of Beaconforce and are key to attract, retain and motivate high performing talent.



QUOTES

“As we worked with the Beaconforce Team and used their deeper analytics features to predict which employees could be at risk of leaving, we saw that the analysis matched what actually happened in reality a little bit later. In other words, they provided us a way to predict what could happen and avoid it”

Toni Volpe, CEO at Falck

“The level with which the tool is able to predict certain situations is quite amazing”

Anastasia Titova, Global Head HR & Organization



STATS

<https://www.airswift.com/blog/energy-employment-trends>

<https://www.getireport.com/>



www.beaconforce.com



info@beaconforce.io