

Research-Based Communications to Improve Retention of Talented Professionals**Client: IBM****The Challenge:**

Over the course of a year, Decision Partners conducted two mental models research projects for IBM. The purpose of the research was to determine sales representatives' needs, issues and concerns regarding the company's new global incentive program and to improve internal communications associated with the program.

The Solution:

Decision partners initially conducted one-on-one interviews with 6 IBM executives (subject matter experts), followed by interviews with 98 IBM employees. The sample of employees comprised sales representatives from the Americas, Europe, the Middle East, Africa, and Asia. The results of the research were used to improve its communication

Follow up research to determine the effect of the improvements made to the global incentive plan was carried out, with Decision Partners benchmarking the results of the follow-up project against the initial project.

The Result:

Research revealed that the new plan was an improvement over the original version and that employees now had a better understanding of the plan, which contributed to their motivation and performance. They also reported that communications had improved, but there was still room for further improvement to communications by providing more personalized information and by increasing face-to-face communications between managers, employees and Human Resources.