



Millward Brown Australia



Millward Brown is a leading global advertising, marketing communications, media, digital and brand equity research consultancy, and works with 90% of the world's biggest brands. In Australia, the team of 103 employees includes market researchers, consultants, storytellers and neuroscience experts.

This is Millward Brown's third accreditation as an Aon Hewitt Best Employer.



What you can learn from Millward Brown

- Be inclusive in times of change
- Inspire your employees to own their careers
- Coach managers to have quality career conversations

Be inclusive in times of change

Over the past two years, Millward Brown has undergone significant change, shifting its focus from being purely a research house to a consultancy. In an industry that is declining financially, the organisation has seized the opportunity to grow and evolve alongside its clients' shifting needs. This has brought with it cultural adjustments and the need to develop and up-skill employees in consultation.

Throughout this period, Millward Brown has worked hard to address three key challenges:

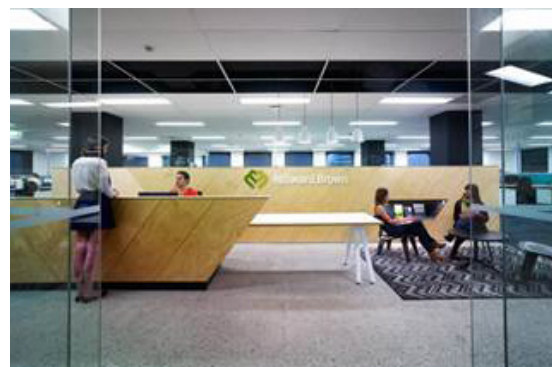
- encouraging people to be bold and demonstrate that they are the experts
- making sure people understand that change is good, and that there is still a place for them
- ensuring that people are supported to adapt.

Communication and inclusiveness have played a huge role in Millward Brown's success at overcoming these hurdles and continuing to be more profitable than its competitors throughout this period of change. The organisation engages with all of its employees at an annual strategy day and subsequent quarterly updates, allowing staff at all levels to be involved in setting the agenda, and to ensure staff-wide understanding of the core objectives behind business decisions. HR leads one-on-one Culture Talks with a range of employees throughout the year to maintain a pulse on engagement and employee feedback, and uses the insights gleaned to continuously develop people practices and strategy. Cross-functional project teams are utilised for the development and implementation of major initiatives, again allowing employees to be included in the process of change.



"Millward Brown can offer a career which stretches and challenges employees, in an environment where people are encouraged to develop their own individual talents. There is a constant focus on growing and investing in people."

Ben Dixon
Managing Director, Australia and New Zealand,
Millward Brown





Inspire your employees to own their careers

Over the past 18 months, Millward Brown has been working to provide quality career opportunities and empower employees to drive their own careers. This was an area of improvement that had been identified in employee surveys, exit data and stay interviews.

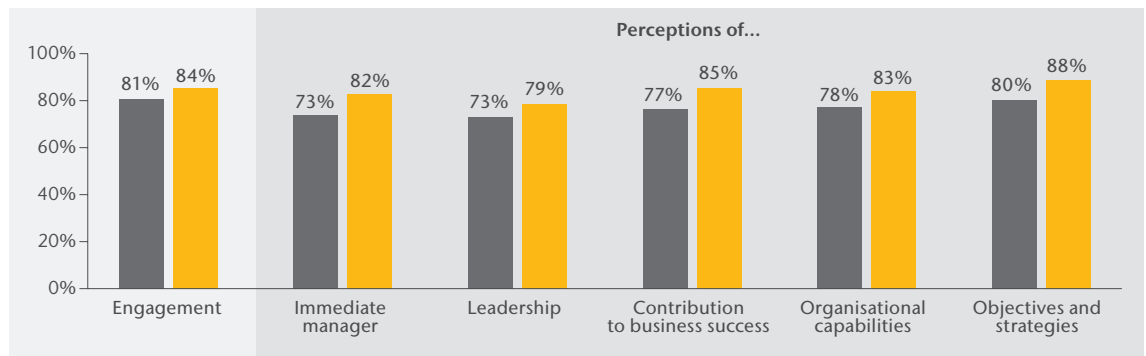
To support this, the organisation has invested in the development of a program called 'The Art of Managing your Career'. The program is designed to prompt employees to think about where they're at in their career; what they know about themselves; what they know about their organisation; the career opportunities and resources that are available to them; and how to create and revise their career development plan. The entire business participates in the program and it has proven to be successful.

The most interesting insight to come out of this initiative has been that employees now feel like they have 'permission' to ask the uncomfortable questions about their careers. They are comfortable discussing their career and seeking out future opportunities in other parts of the business, overseas or simply by participating in a company project.



Employee satisfaction survey scores improved across the board

■ 2013 ■ 2014



Coach managers to have quality career conversations

In 2014 Millward Brown reached 100% completion for managers conducting career conversations. Having established the discipline to have the conversations, the organisation shifted its focus onto the quality of the conversations being had.

With the view towards employees leading their own career initiatives, it was important for Millward Brown to support managers to be able to facilitate those conversations and enable subsequent action. Targeted training and tools were delivered to 31 managers across the business with the aim to create a consistent language. The training also equipped managers to effectively practice performance management, feedback, coaching using the grow model, leadership skills and resilience.