How to use people analytics to make better decisions

Learn how the world’s most innovative organizations supercharge employee engagement

A Culture Amp ebook
Thanks for downloading this ebook. As you’ll no doubt have observed, most human resources professionals have remarkable instincts. In addition to listening to employee’s concerns, they’re able to sense when something isn’t quite right – and often design a solution to correct it. Unlike other disciplines though (like finance and marketing) it hasn’t been easy for HR professionals to access the diagnostic and measurement tools they need to confirm their hunches, drive improvements and prove success.

Until recently, the tools available to collect, understand and act on employee feedback were either ineffective and cumbersome, or expensive and slow. We could see what was needed was a real-time feedback tool that was fast, based on reliable research and surfaced valuable insights – not just more noise.

Our Culture Amp organizational psychologists, data scientists and user experience experts have created a platform that works. It’s quick and easy to use for administrators and employees, and because it’s based on psychology and data science research, it uncovers solid, actionable insights. Culture Amp now helps more than 700 organizations collect information from employees to understand their experience at work and what’s driving engagement and effectiveness and empowers people to share and act on results.

We’ve learnt a lot partnering with our customers to improve their workplaces. Companies we dreamed of having as clients: Airbnb, Adobe, Box, Etsy, Pinterest, Pixar, Slack, Warby Parker and more now depend on the insights they gain from Culture Amp to shape their workplaces. Apart from our delight, another advantage to having so many rock star customers is the collective learnings we can share – through benchmarks, our people geek community events and soon, within the platform.

We’d love to help your organization – so don’t hesitate to get in touch.

Didier Elzinga
CEO, Culture Amp
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The most common place to start gathering people analytics is measuring **employee engagement**. One survey will give you an understanding of the overall engagement score, how that compares to companies like yours and the key drivers of engagement for employees at your company.

You might already be doing [onboard or exit interviews](#) – and it’s easy to formalize the process and start gathering feedback on each stage of the **employee lifecycle** in one place, so you can measure improvement over time.

Similarly, you might already be talking to individuals about development opportunities – you can gather **360° and 180° feedback** to understand how to support your employees to succeed and streamline your investments in learning and development.

**Employee Engagement**

Measure and see what’s driving commitment, pride, recommendation and motivation at your organization.

**Employee Experience**

Understand and improve peoples’ journey through each stage of the employee lifecycle.

**Employee Effectiveness**

Develop managers, individuals and teams with 180° and 360° feedback.
An engagement survey revealed that 84% of employees needed better resources to do their jobs, and Optoro listened, customizing a new office to meet their needs. “We’ve seen productivity go through the roof. It’s been amazing to see how much the work environment can impact people feeling enabled with the right resources,” says Emily Holland White, Senior Director of Talent and Culture. The improvements showed in engagement scores too – with a 24% increase in engagement year on year.

Read the case study here.
Using your insights

We’ve made collecting and understanding insights easy on Culture Amp, so that you can get started on sharing and acting on results quickly. You can move through the collect, understand, act process as quickly as you like. Your employees will be energized seeing the cycle of continuous improvement (conversely, it’s important to act on insights before surveying again, so people can see their feedback is acted upon).

We’ve got plenty of tips and tricks for sharing and acting on feedback in our academy, and you’ll find your team will be keen to give input on the areas of focus you identify.
An engagement survey revealed there was work to do to ensure every team member understood OverDrive’s vision and values. New vision and values statements were created and OverDrive’s leadership team began communicating quarterly goals to the entire company in a more predictable, structured format. “The engagement survey is a fantastic tool for generating momentum because the results provide a shared, data-driven snapshot of life at OverDrive. With that, we can more easily shape our future,” says Lori Franklin, Chief Operating Officer. Overdrive increased employee engagement by 10% year on year.

Read the case study here.
As organizations evolve and understand the value of engaging people, we’ve been thrilled to see how leaders use data in decision making. We’re seeing companies become more sophisticated in the analysis of the data we provide and an increasing use of surveys and data to identify opportunities for improvement, and measure the success of those improvements.

There are five major trends we’ve seen arise that we anticipate will continue throughout 2017.

1. Companies are responding to results with a sense of urgency. They are taking action to correct or improve results and re-measuring to understand whether they’ve hit their target.

2. They’re designing better surveys and using the results. There’s less continuous pulsing and single-question type surveys (e.g. single eNPS surveys) and more surveys tailored to the task - so that the feedback received is used. While getting ongoing feedback can be useful and fun at times, we found in the past that some organizations didn’t have time to utilize the insights and that respondents could tire of responding when they were unsure what was happening with the data.

3. Companies are using a mix of different surveys throughout the year and using their results to drive the content of the surveys. A common mix is an annual engagement survey followed by pulse surveys focusing on questions set aside for action and additional questions to understand the topic and feedback on the actions chosen. These approaches help keep the survey program alive as part of an intelligent conversation with people.

4. We’re also seeing a welcome rise in companies providing creative ways in which their people can become part of providing input and ideas for responding to the survey results. These companies view surveys as just a part of the way that the organization uses feedback to learn. They see working and experimenting together to utilize feedback is itself a meaningful and positive experience.

5. The final trend, mentioned last year also, is companies looking to understand the relationship between survey data and other workforce data such as retention, performance ratings, training attendance, customer satisfaction and sales.
Employee engagement and your organization’s bottom line

The benefits of improving employee engagement go far beyond staff retention. Organizations with higher employee engagement grow profits faster and have higher scores across the board on Glassdoor and Mattermark.

Glassdoor scores (Bottom 10% vs Top 10%)

<table>
<thead>
<tr>
<th>Category</th>
<th>Bottom 10%</th>
<th>Top 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Rating</td>
<td>2.6</td>
<td>4.3</td>
</tr>
<tr>
<td>Compensation &amp; Benefits</td>
<td>2.4</td>
<td>4.15</td>
</tr>
<tr>
<td>Recommend to a Friend</td>
<td>40%</td>
<td>90%</td>
</tr>
<tr>
<td>Culture &amp; Values</td>
<td>2.5</td>
<td>4.4</td>
</tr>
<tr>
<td>Senior Leadership</td>
<td>2.25</td>
<td>4.05</td>
</tr>
<tr>
<td>Career Opportunities</td>
<td>2.35</td>
<td>4.1</td>
</tr>
<tr>
<td>Work Life Balance</td>
<td>2.5</td>
<td>4.1</td>
</tr>
</tbody>
</table>

Engaged organisations:
- can reduce staff turnover by 3x faster than their competitors
- grow profits up to 3x faster than their competitors
- can improve performance by 87%

Employees who work for engaging organisations exhibit:
- positive perceptions of the deal they get from their employer
- lower levels of stress
- a better work life balance


**Mattermark scores (bottom 10% vs top 10%)**

<table>
<thead>
<tr>
<th>GROWTH SCORE</th>
<th>-11 vs 2582</th>
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<tbody>
<tr>
<td>MINDSHARE SCORE</td>
<td>-20 vs 668</td>
</tr>
<tr>
<td>MOMENTUM SCORE</td>
<td>-480 vs 600</td>
</tr>
</tbody>
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**Attracting & retaining talent**

Employees from companies with engagement scores in the **top 10%** are **80% more likely** to recommend the company as a great place to work.⁴

An engaged employee is **87% more likely** to stay with an organization.⁴

**Share earnings**

Companies with highly engaged workforces **outperform their less-engaged peers by 147%** in earnings per share.⁵

**Health**

Does your work life negatively impact upon your physical health? ⁶

<table>
<thead>
<tr>
<th>YES</th>
<th>YES</th>
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<tr>
<td>12% of engaged employees say yes.</td>
<td>54% of actively disengaged employees say yes.</td>
</tr>
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**Footnotes**


Let’s chat

We’d love to help you get the insights you need to help employees succeed at your organization.

Schedule time with a people geek here

www.cultureamp.com/go/better-decisions
The culture crunch

The ‘culture crunch’ is a term we coined to reflect the impacts on culture of fast growth in organizations. We took a look at employee engagement at company phases from Seed/Angel funded and Series A all the way through to IPO and acquired companies so we can let our customers know what to look out for at each stage.

Download the report here

Good workplace culture is good business

We take a look at engagement trends of some of our largest customers, including the key drivers of engagement, how smaller and larger organizations compare, and a case study with Earl’s Kitchen + Bar. We also share screenshots from the reports every HR executive needs.

Download the report here

New technology employee engagement report 2016

New technology organizations are held up as some of the most innovative in the world. We take a look at what’s driving employee engagement.

Download the report here