



# Employee Experience Playbook

Use cases for Workplace Analytics

April 2021



# Intended audience

## Primary users



**Workplace Analytics users** (project lead and analysts) who plan to explore the business values and kick off analysis projects for employee experience

*Note: Playbook content is designed for users with a basic level of understanding of Workplace Analytics*



**Workplace Analytics service delivery partners** who plan to deliver service engagements for boosting employee experience

*Note: Partners are expected to be badged before accessing and utilizing the playbook content*



**Microsoft Sales, external sales partners,** or others who hope to learn how to use Workplace Analytics for employees' experience analysis

*Note: This is not intended to be a "scoping document" for service offerings*

## Notes

- The playbook showcases the art of the possible and how to use the latest thinking and analysis with Workplace Analytics data to boost your employees' experience.
- High-level guidance and considerations for running projects and analysis. This playbook is not intended to be a technical how-to guide. For how-to instructions, see Workplace Analytics training resources or reach out to your Workplace Analytics support team.

# Table of contents

## [Introduction](#)

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## [Generating insights](#)

- Improve ways of working
  - Protect employee wellbeing
  - Boost managerial excellence
  - Enable teaming and networks
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## [Augmenting analysis with engagement survey data](#)

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## [From insights to action](#)

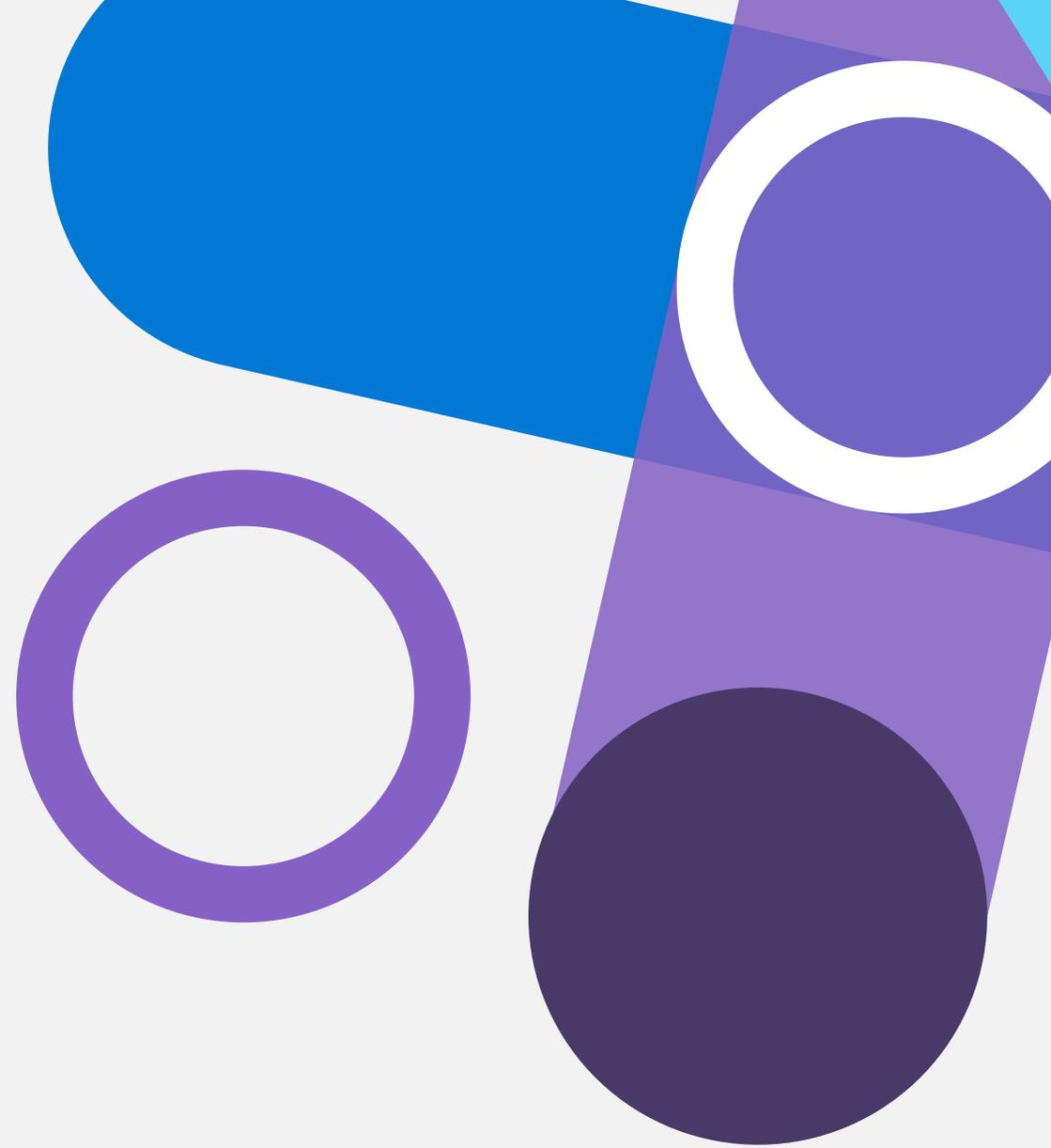
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## Appendix

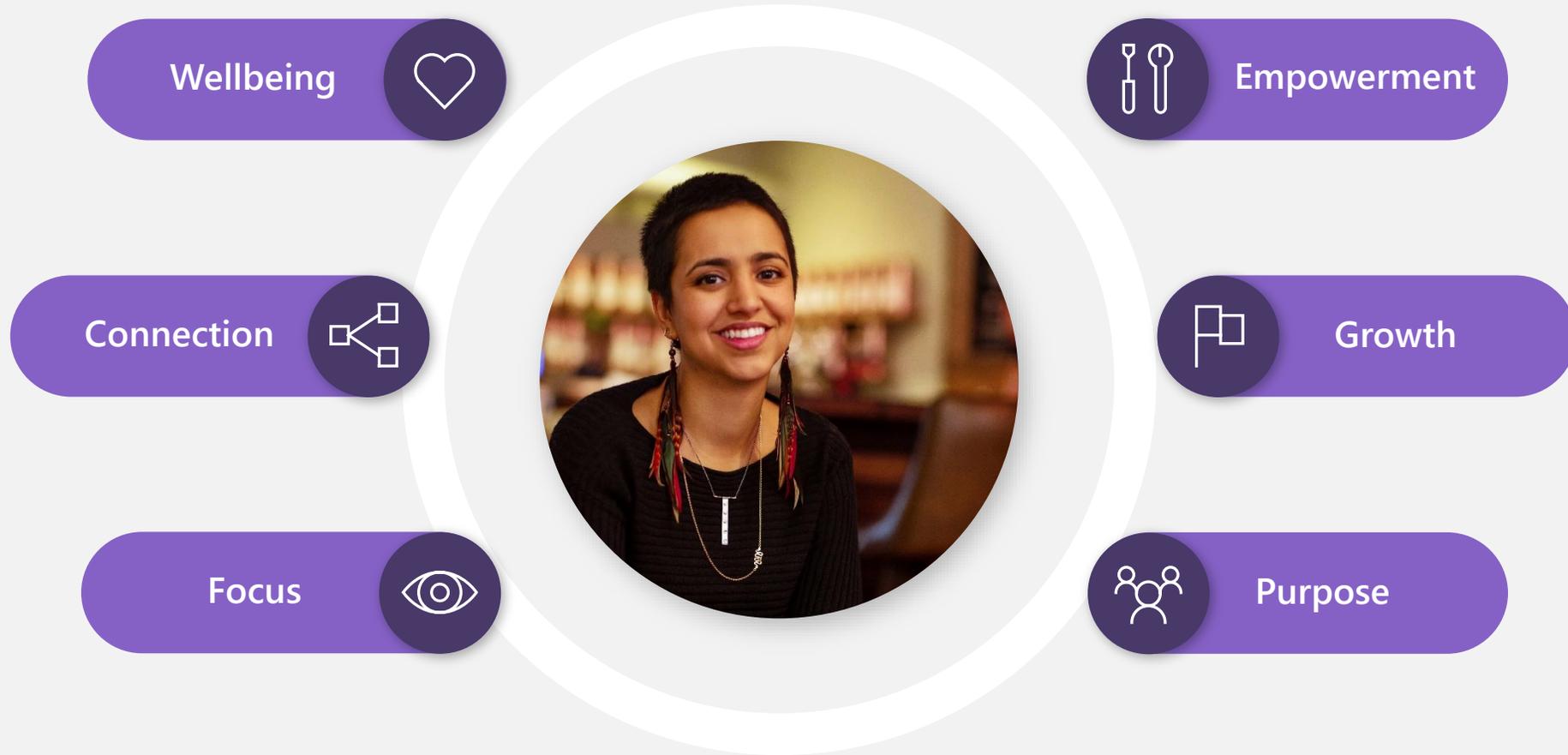
- [Project guidelines](#)
- [Survey data integration](#)
- [Sample analysis](#)



# Introduction

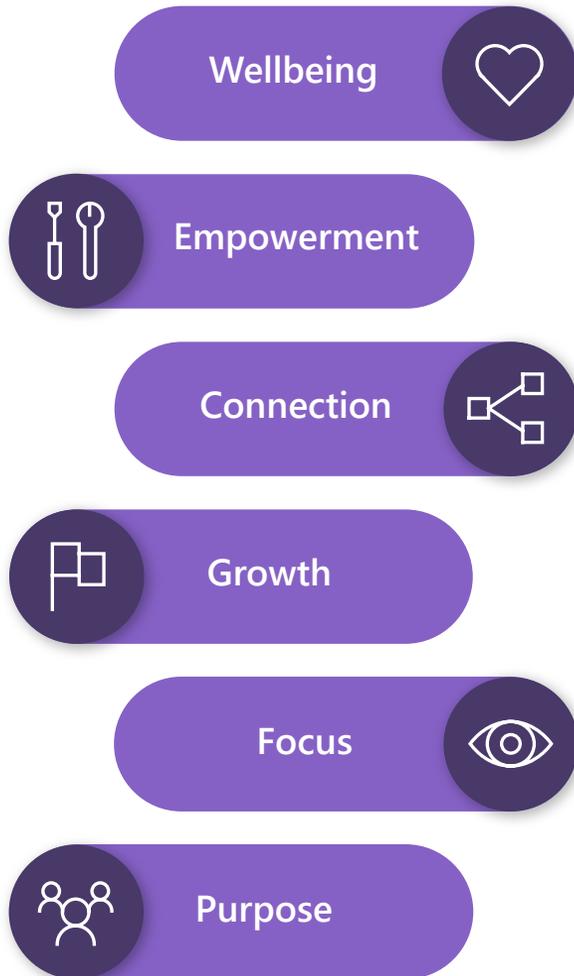


# Employee experience consists of all aspects of an employee's day-to-day



Six key elements of a great employee experience that affect their engagement with work and their overall job satisfaction

# Why is employee experience important?



## Strongly related to company outcomes

Research shows that companies that score in the top 25% on employee experience report **three times the return on assets** and **twice the return on sales** of companies in the bottom quartile<sup>1</sup>



## Predictive of lower turnover

In high-turnover organizations, teams in the top quartile for employee engagement see **25% lower turnover** than bottom quartile teams; in low-turnover organizations, the difference is a **massive 65%**<sup>2</sup>



## Foundational to strong culture

“Experiential organizations” (companies whose employees rate them highly on cultural, technological, *and* physical environment) appear **11.5 times as often** in Glassdoor’s Best Places to Work<sup>3</sup>

1 “The Financial Impact of a Positive Employee Experience”, IBM Smarter Workforce Institute 2018

2 “How Employee Engagement Drives Growth”, Gallup 2013

3 “Why the Millions We Spend on Employee Engagement Buy Us So Little”, HBR 2017



# Workplace Analytics

Actionable insights to manage employee experience strategically



**Native  
Microsoft 365 data**

Start with aggregated behavioral data from everyday work in collaboration tools

+



**Organizational  
context**

Map behavioral data to organizational attributes to reveal collaboration patterns

+



**Survey  
data**

Bring in other data sources to connect collaboration patterns to business outcomes

=



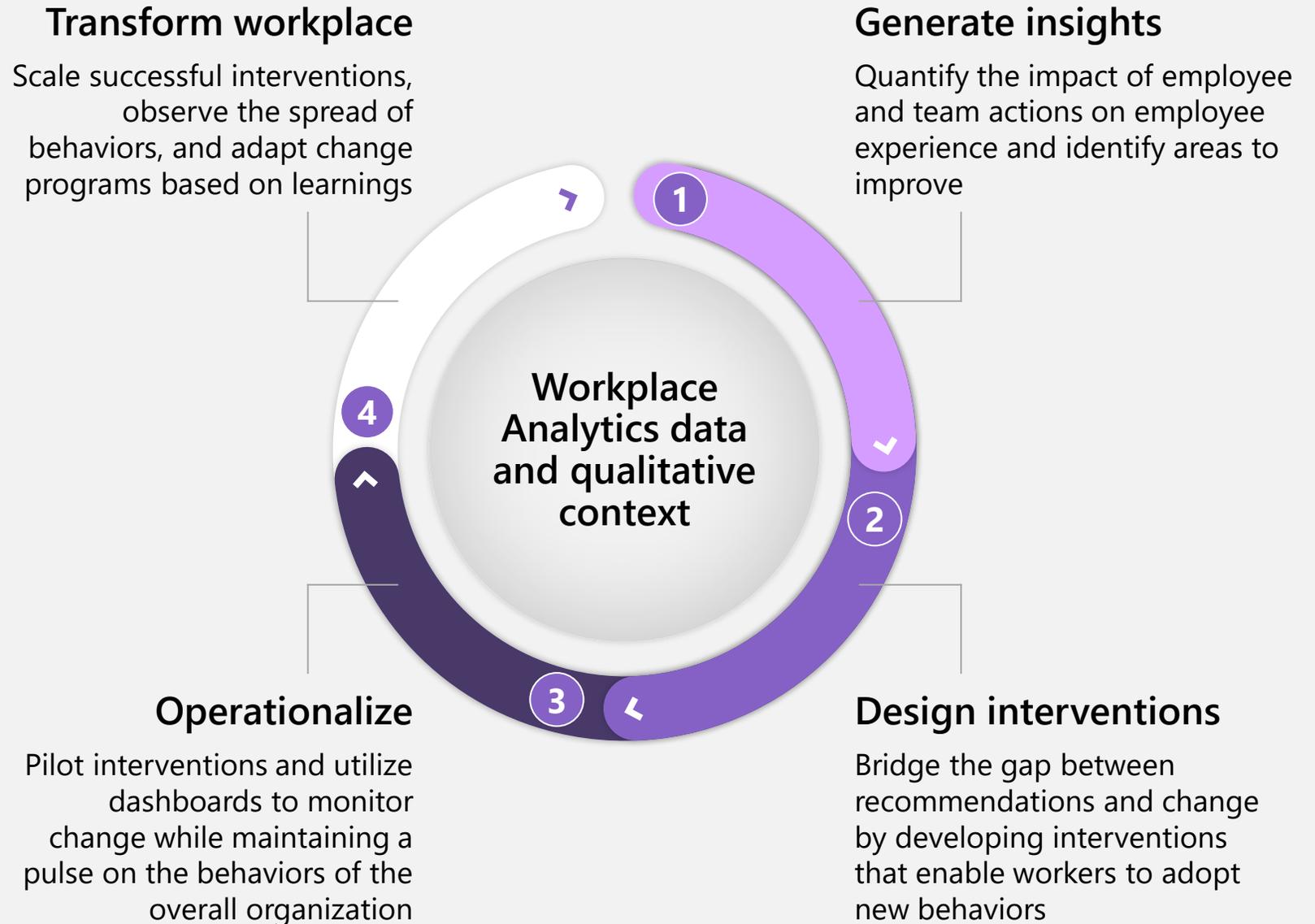
**Actionable  
insights**

Use powerful insights to make better business decisions and transform your organization

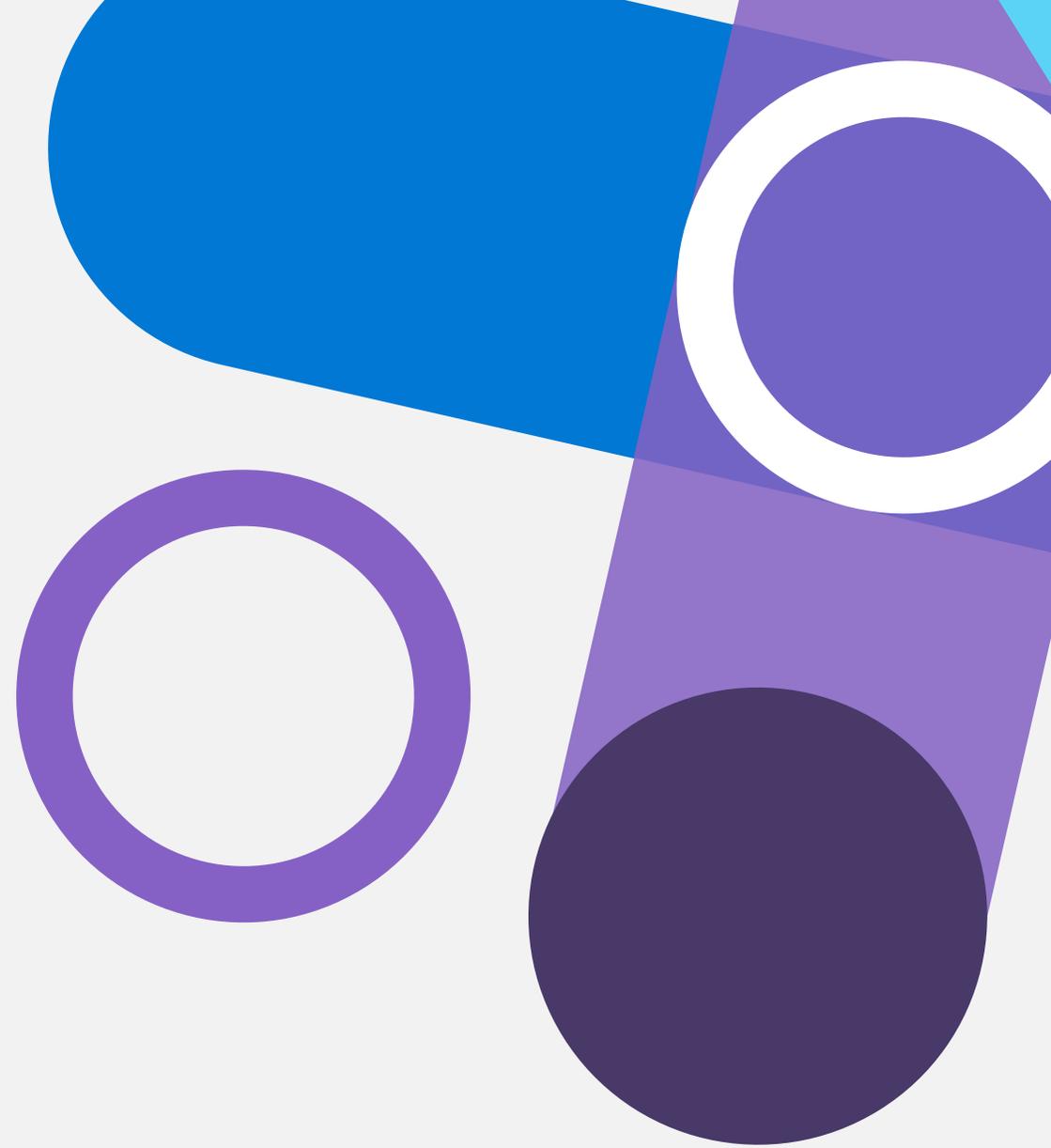
[Workplace Analytics](#) provides flexible [privacy controls](#) for data access and usage and compliance to help you protect your data

# Driving change with Workplace Analytics

A continuous and experimental data-driven process that cultivates a culture of change and leads to success



# Generating insights

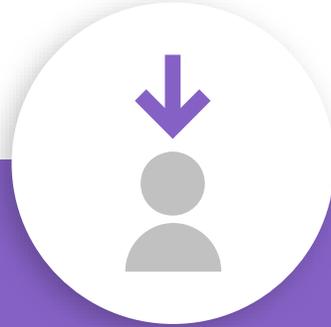


# Four core pillars you can analyze and develop with Workplace Analytics to improve overall employee experience



## Improve ways of working

How can we improve the way work gets done to shape the day-to-day employee experience?



## Protect employee wellbeing

What specific behaviors can be encouraged to improve employee work-life balance?



## Boost managerial excellence

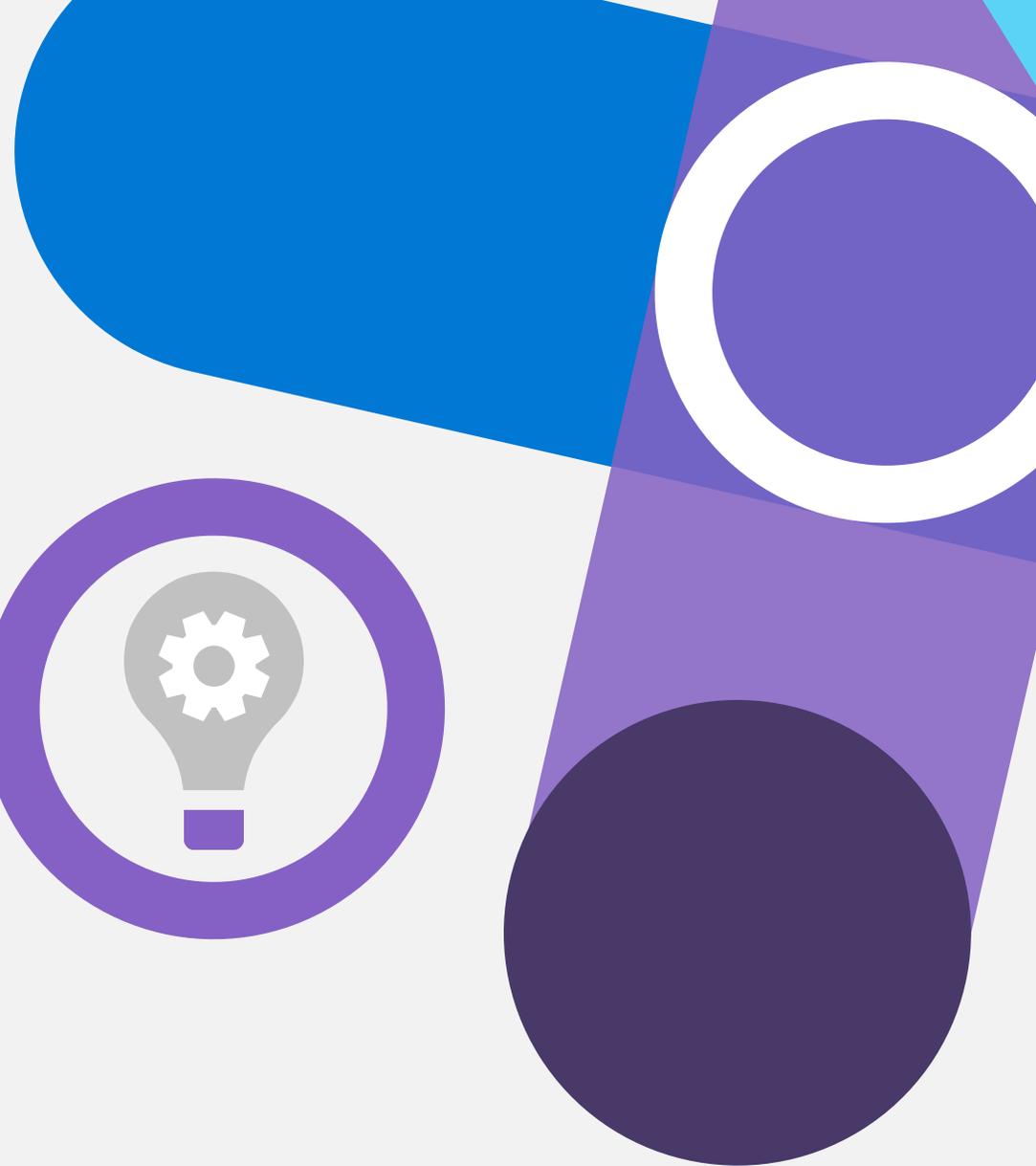
What managerial practices should be tackled to improve support and empowerment?



## Enable teaming and networks

How can workplace social networks be improved to boost a sense of community?

**Pillar 1**  
**Improve ways of working**



# Improve ways of working: Value proposition



## Organizational leaders ask

- Are teams spending their time efficiently?
- Is collaboration load an issue?
- Do employees have time to focus on their most important work?
- How is remote working affecting the way we get things done?
- Are we agile at making decisions?

## What we've learned from the research



### Remote Managers Are Having Trust Issues

40% of managers expressed low self-confidence in their ability to manage workers remotely



### Burnout is reaching epidemic proportions

80% of time spent in meetings or answering colleagues' requests



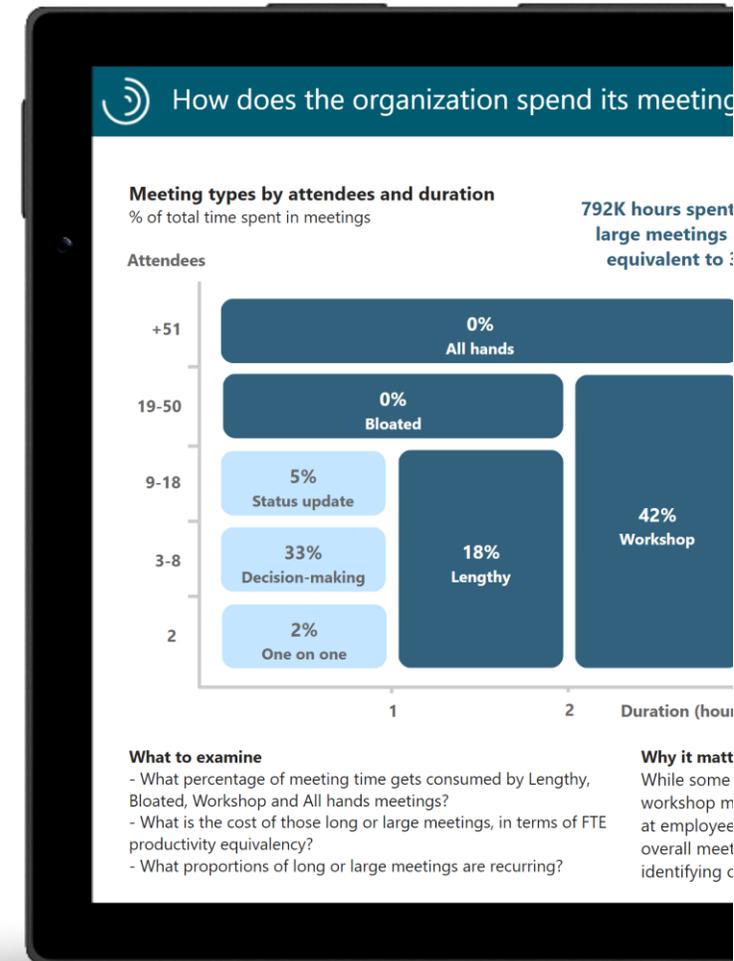
### It's a systems problem, not a personal problem

81-95% of individuals concurrently work in more than one team

# Improve ways of working: Themes and thought starters



Theme	Analysis questions
<p>Capacity </p>	<ul style="list-style-type: none"> <li>• How much time is spent in collaboration each week?</li> <li>• Are employees in control of their calendars?</li> <li>• Do employees have focus time to get work done?</li> </ul>
<p>Agility </p>	<ul style="list-style-type: none"> <li>• Are meetings efficient and adequate for their intended objectives?</li> <li>• Are employees communicating efficiently?</li> <li>• Are teams engaged at the right time in a project?</li> </ul>
<p>Decision making </p>	<ul style="list-style-type: none"> <li>• Are stakeholders available to make key decisions?</li> <li>• Is there room to optimise rhythm of business meetings?</li> <li>• Are teams prioritizing the right projects?</li> </ul>



# Improve ways of working: Example analyses



## Capacity



## Agility

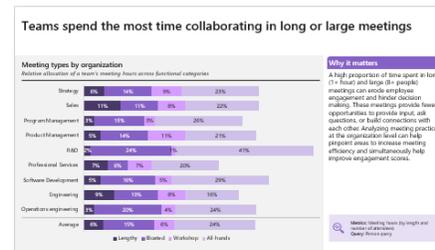


## Decision making

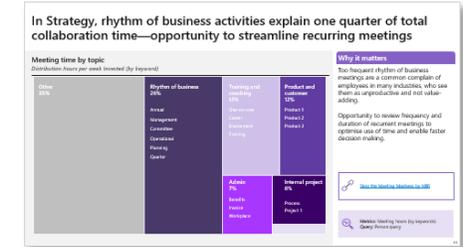
### What does a typical workweek look like?



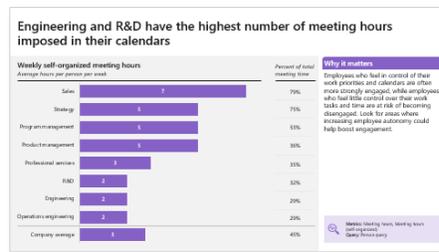
### How much time are teams spending in different types of meetings?



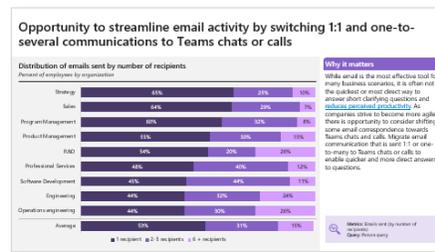
### Is there room to optimise rhythm of business meetings?



### Are employees in control of their calendars?



### Are teams using the most efficient channels for communication?



### Are stakeholders available to make key decisions?



# Improve ways of working: Key Workplace Analytics metrics



Theme	Metric	Definition	What to look for	Why it matters
Capacity 	<b>Collaboration hours</b> • Email and IM hours • Meeting hours	Number of hours the person spent in meetings, in IMs, and on email	Are individuals spending too much of their time in collaboration, leaving no time for heads-down work?	Too much collaboration (more than 50% of the work week) reduces the ability to get focused work done
	<b>Time in self-organized meetings</b>	Number of hours spent in meetings organized by the person with at least one other person	Are employees able to maintain control over their calendars or is it primarily dictated by outside forces?	Higher level of control over calendars enables employees to remain engaged and empowered through increased autonomy
Agility 	<b>Long or large meetings</b>	Number of hours the person spent in meetings with 19+ attendees or that lasted more than one hour	Are individuals primarily in small-group, decision-making meetings or in less-effective large or long meetings?	Meetings with 19+ attendees or over 1 hour long are less likely to be high-quality, decision-making meetings
	<b>Emails sent to up to 5 recipients</b>	Number of emails the person sends where the recipient ranges from 1-5	Could employees migrate some email activity to faster channels of communication (such as Teams)?	Teams chats and unscheduled calls allows employees to get quicker and more direct answers
Decision making 	<b>Rhythm of business meeting hours</b>	Hours spent in meetings that include the keywords that indicate rhythm of business meetings	Is there room to optimize rhythm of business meetings?	Reducing time spent in rhythm of business meetings creates capacity for more decision-making meetings
	<b>Open one-hour blocks</b>	Number of one-hour blocks in the person's calendar without meetings during the workday	How long would it take to get team members to attend a meeting and make a decision?	Blocked calendars can create long delays in projects if people aren't able to attend meetings

# Improve ways of working: Additional resources



## Resource

## Description

### [Ways of working assessment \(Power BI\)](#)

A Power BI dashboard that includes a basic library of analyses in the topics of Collaboration culture and Employee experience

### [Ways of working tracker \(Power BI\)](#)

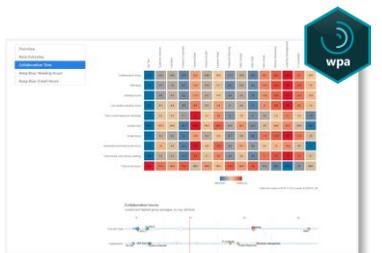
A Power BI dashboard to help analyst track changes in collaboration over time, and track key indicators to improve employee wellbeing, meeting culture, and manager effectiveness

### [Visualization functions \(wpa R package\)](#)

A set of flexible functions enable analysts to create prebuilt visualizations and tables with any Workplace Analytics metric their choice

### [Collaboration reports \(wpa R package\)](#)

An out of the box report that contains a summary of metrics and visualisations relating to collaboration, including time spent in meetings and emails



**Pillar 2**  
**Protect employee wellbeing**



# Protect employee wellbeing: Value proposition



## Organizational leaders ask

- Are our employees facing an 'always on' culture?
- Is our culture creating a burnout risk?
- Are our managers encouraging the right behaviors?
- Are long hours a resource allocation problem?
- Which activities drive after-hours work?

## What we've learned from the research

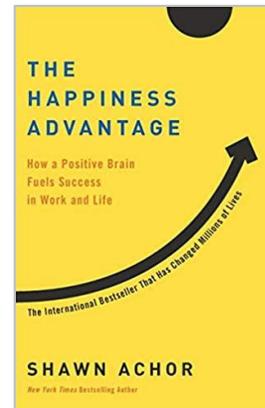


### The Employee Burnout Crisis

Burnout is responsible for up 50% of workforce turnover

### A Primer on Measuring Employee Engagement

People analytics is the tool to understand what drives engagement



### The Happiness Advantage

Higher levels of optimism and social connections, dramatically improve business outcomes



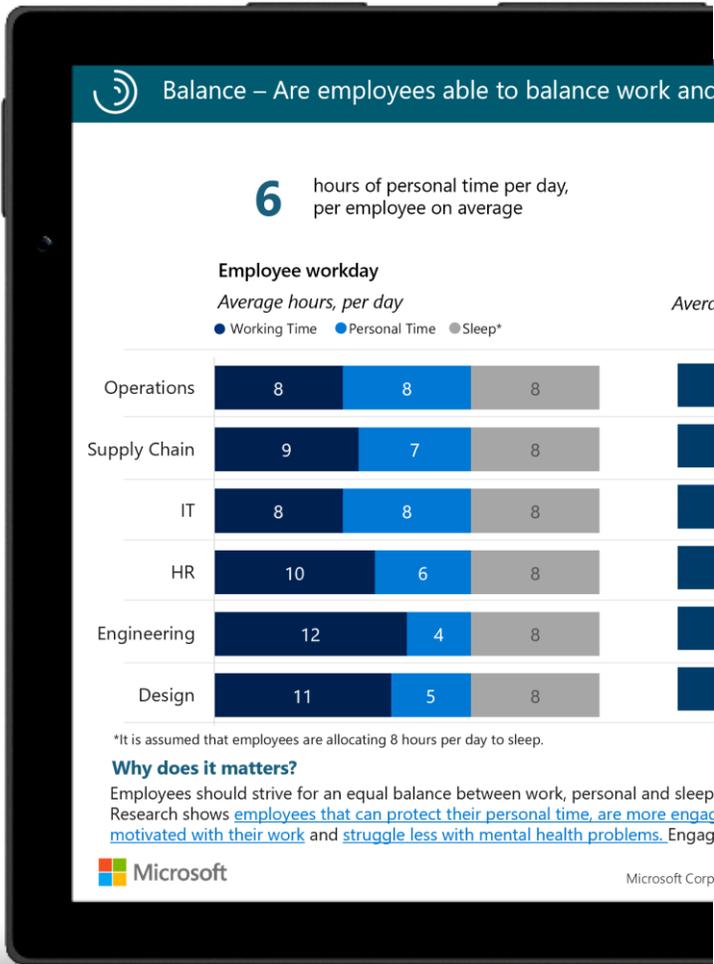
### The Mystery of the Miserable Employees

The issue was overcrowded meetings

# Protect employee wellbeing: Themes and thought starters



Theme	Analysis guiding questions
<b>Balance</b> 	<ul style="list-style-type: none"> <li>• Are employees able to balance work and personal time?</li> <li>• Can we identify groups most at risk of burnout?</li> </ul>
<b>Flexibility</b> 	<ul style="list-style-type: none"> <li>• Are employees able to switch off?</li> <li>• Are employees embracing flexible work schedules?</li> </ul>
<b>Resilience</b> 	<ul style="list-style-type: none"> <li>• Are employees able to engage in uninterrupted focus time?</li> <li>• Is the organization able to respond to urgent needs without risking employee wellbeing?</li> </ul>
<b>Community</b> 	<ul style="list-style-type: none"> <li>• Are employees maintaining communities within the workplace?</li> <li>• Are employees interacting informally?</li> </ul>



Wellbeing Assessment Power BI

# Protect employee wellbeing: Example analyses



## Balance



## Flexibility

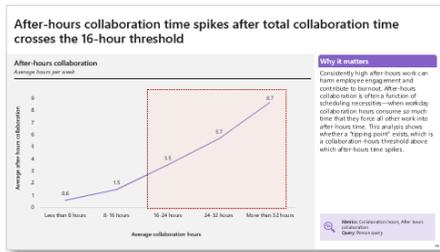


## Resilience

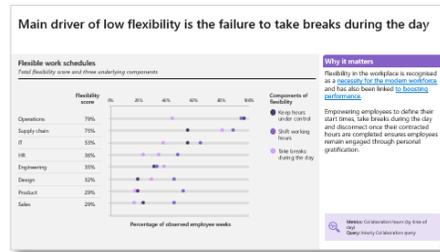


## Community

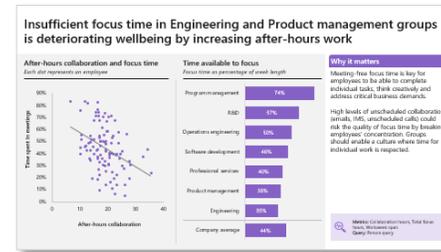
### Are employees able to balance work and personal time?



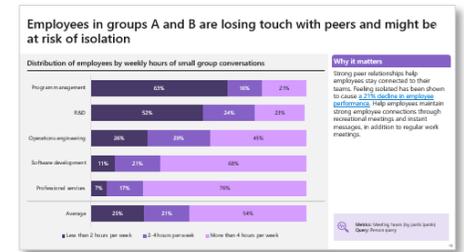
### Are employees embracing a flexible work schedule?



### Are employees able to engage in uninterrupted focus time?



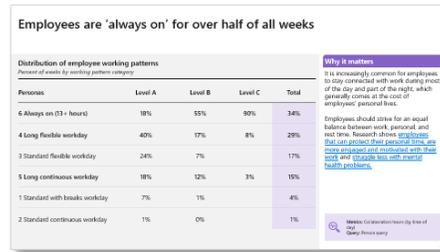
### Are employees maintaining communities in the workplace?



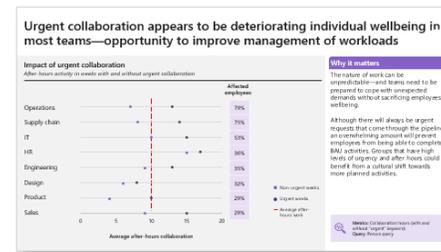
### Can we identify groups most at risk of burnout?



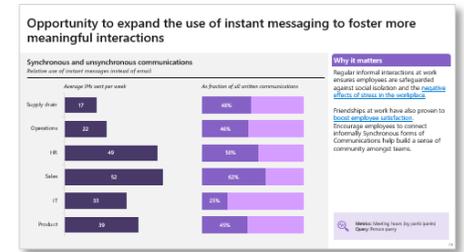
### What are the most common working patterns?



### Can employees respond to urgent needs without risking wellbeing?



### Are employees interacting informally?



# Protect employee wellbeing: Key Workplace Analytics metrics



Theme	Metric	Definition	What to look for	Why it matters
<b>Balance</b> 	<b>After hours collaboration</b>	Number of hours the person spent in meetings, in IMs, and on email outside of working hours	Are there employees collaborating significantly outside their regular working hours?	High levels of collaboration after-hours can erode employee morale and contribute to burnout
	<b>Workweek span</b>	The time between the person's first and last email, meeting, call, or chat for each day of the work week	How long is the typical workweek? Are pockets employees doing unusually long hours?	Long workweek spans can signal a lack of personal time for employees to switch off and recharge
<b>Flexibility</b> 	<b>Collaboration hours (by hour of the day)</b>	Hours spent in meetings, in IMs, and on email with at least one other person, split by hour of the day	How is collaboration activity distributed during the day? Are employees taking breaks?	Flexibility is recognised as a necessity for the modern workforce and is linked to boosting morale and performance
<b>Resilience</b> 	<b>Total focus hours</b>	Total number of hours with two or more one-hour blocks of time where the person had no meetings	Do employees have enough time to focus / do individual work?	Meeting-free focus time is key for employees to be able to complete individual tasks
	<b>Collaboration hours (urgent)</b>	Hours spent in email that include the keywords that indicate urgency	Groups that have significant email activity labelled as urgent. These groups might be experiencing a very stressful work environment.	High levels of urgent collaboration might indicate a reactive and stressful work culture
<b>Community</b> 	<b>Meeting hours (intimate)</b>	Number of hours the person spent in meetings with 2 to 5 attendees	Do employees have enough opportunity to engage with others on a small group setting?	A strong support system at work can be critical for employees' wellbeing when tackling stressful work situations

# Protect employee wellbeing: Additional resources



## Resource

## Description



[Visualization functions \(wpa R package\)](#)

A set of flexible functions enable analysts to create pre-built visualizations and tables with any Workplace Analytics metric their choice



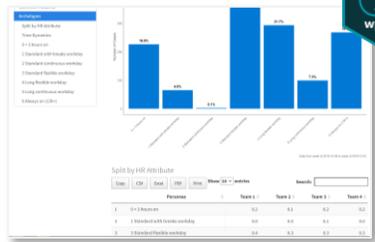
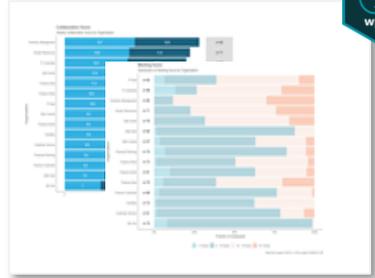
[Working patterns report \(wpa R package\)](#)

An out-of-the-box report that contains analysis to uncover common employee working patters, and how these evolve over time



[Flexibility score \(wpa R package\)](#)

A score that measures the flexibility of a team or an organization, based on their flexibility to control when to start work, flexibility to shift your schedules (take breaks), and the flexibility to keep hours under control



# Pillar 3

## Boost managerial excellence



# Boost managerial excellence: Value proposition



## Organizational leaders ask

- What can we learn from our best managers?
- Do we have micro-managers?
- Are employees receiving enough coaching from their managers?
- Are managers sufficiently connected across their peers to identify opportunities and remove barriers?
- Are managers role-modeling healthy working behaviors?

## What we've learned from the research

### Management is not just a soft skill

You can develop data-driven management practices

Harvard Business Review

MANAGING PEOPLE

### What Great Managers Do Daily

by Ryan Fuller and Nina Shikaloff  
DECEMBER 14, 2016



### Talent is more scarce than capital

And the opportunity cost is much higher

### If you multitask during meetings, your team will too

Managers are not fully aware of the impacts of their behaviors

#### The Impact of Managers Sending Emails on Sunday Evenings

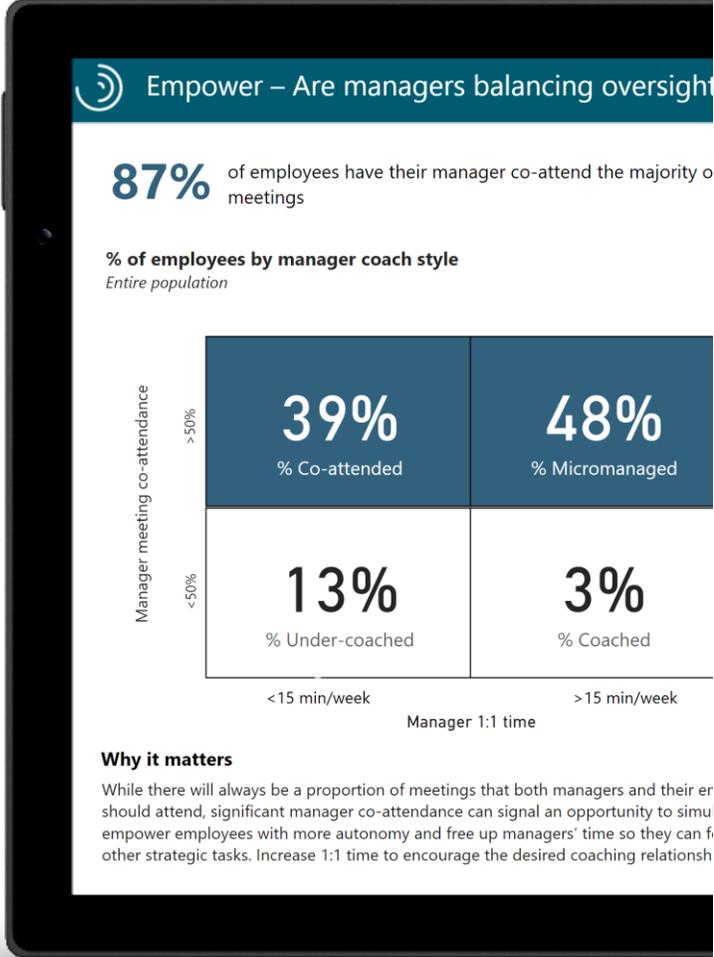
The more emails a manager sends, the more time their direct reports will spend on email.



# Boost managerial excellence: Themes and thought starters



Theme	Analysis guiding questions
<p>Coach </p>	<ul style="list-style-type: none"> <li>• Are employees receiving sufficient coaching time with their managers?</li> <li>• Is manager workload an issue?</li> </ul>
<p>Empower </p>	<ul style="list-style-type: none"> <li>• Are managers balancing oversight with employee empowerment and autonomy?</li> <li>• How are manager working styles impacting employee empowerment, workflows and trust?</li> </ul>
<p>Connect </p>	<ul style="list-style-type: none"> <li>• Do managers have a large, diverse and influential network to enable and support their teams?</li> <li>• Do well-connected and influential managers have well-connected teams?</li> </ul>
<p>Model </p>	<ul style="list-style-type: none"> <li>• Are managers modeling good work/life balance?</li> <li>• What manager workstyles exist across the company?</li> </ul>



Manager effectiveness assessment in Power BI

# Boost managerial excellence: Example analyses



Model



Connect

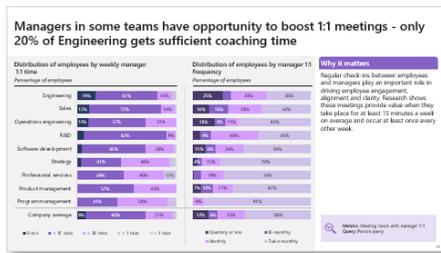


Empower

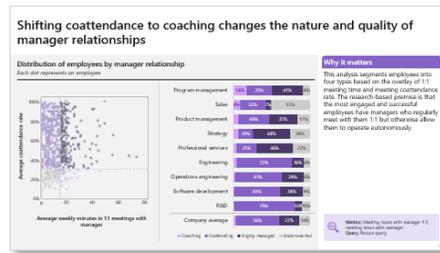


Coach

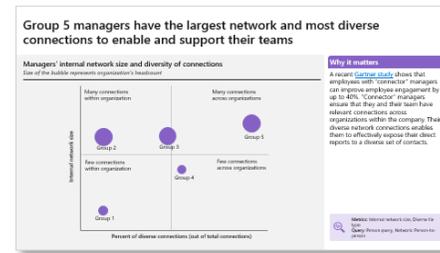
Are managers spending enough time in 1:1s with their teams?



Are managers coaching and empowering their direct reports?



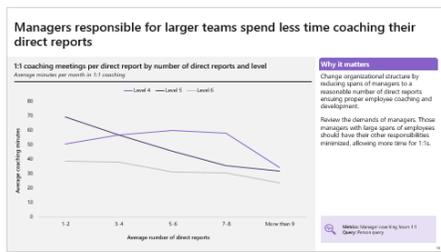
Do managers have the networks to enable and support their teams?



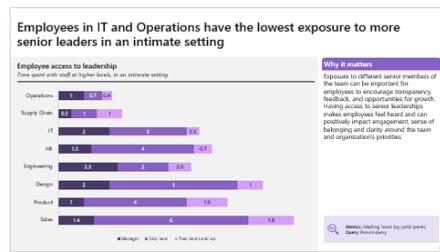
Do managers model good work-life balance?



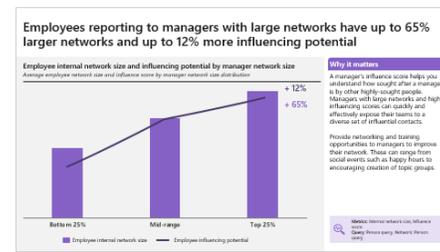
Does managing more people lead to insufficient coaching?



Are managers providing visibility to leadership for their directs?



What impact does a manager's network have on their employees?



Which manager working styles exist across the company?



# Boost managerial excellence: Key Workplace Analytics metrics



Theme	Metric	Definition	What to look for	Why it matters
<b>Coach</b> 	<b>Collaboration hours (managers)</b>	Number of hours managers spent in meetings, in IMs, and on email	Do managers have enough time to coach their direct reports?	Overloaded managers will find it challenging to devote time to coach their direct reports
	<b>Meeting hours with manager 1:1</b>	Number of meeting hours involving only the person and their manager	Are employees receiving sufficient coaching time with their manager in a 1:1 setting?	Lack of regular check-ins between managers and their directs might negatively impact engagement
<b>Empower</b> 	<b>Meeting hours with manager</b>	Number of meeting hours where attendees included at least the person and their manager	Are managers spending too much time in meetings with their direct reports?	There is an opportunity to empower employee autonomy through reducing manager co-attendance
<b>Connect</b> 	<b>Internal network size</b>	Number of people within the company with whom the person had at least two meaningful interactions in the last four weeks	Are managers widely connected across the organization? Are their connecting their team members?	Employees with managers that act as "connectors" typically have higher engagement scores
	<b>Influence score</b>	A numeric score that indicates how well connected a person is within the company	Are managers connected with key decision makers?	Best connected managers can be more effective at untapping opportunities and driving team engagement.
<b>Model</b> 	<b>After hours collaboration</b>	Number of hours the person spent in meetings and on email outside of working hours	Are managers working excessively after-hours, potentially modeling the wrong behaviors to their team?	Managers that frequently work late signal an expectation of similar behavior from their teams

# Protect employee wellbeing: Additional resources



## Resource

## Description



[Visualization functions \(wpa R package\)](#)

A set of flexible functions enable analysts to create pre-built visualizations and tables with any Workplace Analytics metric their choice.



[Coaching report \(wpa R package\)](#)

An out-of-the-box report that contains a summary of metrics and visualizations relating to key coaching metrics, including 1:1 time and time spent between managers and their direct reports.

**Pillar 4**  
**Enable teaming and networks**



# Enable teaming and networks: Value proposition



## Organizational leaders ask

- Do employees have the connections needed to support their ideas and/or problem solve?
- Which groups of employees play key roles in the network as influencers or bridges?
- What informal communities exist within the organization?

## What we've learned from the research

### Connections play a central role in fostering purpose and well-being

People, not the job, lead to career fulfillment

CAREER PLANNING

### To Be Happier at Work, Invest More in Your Relationships

by Rob Cross

JULY 30, 2019

ANALYTICS

### Better People Analytics

by Paul Leonardi and Noshir Contractor

FROM THE NOVEMBER-DECEMBER 2018 ISSUE

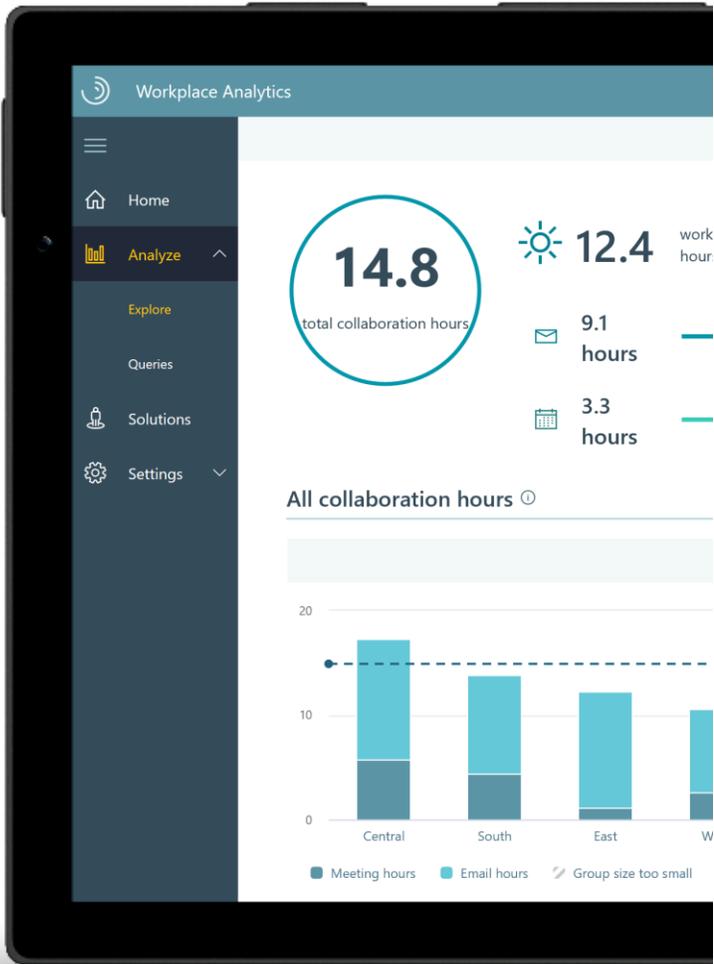
### Relationships can explain workplace performance

Looking at attributes alone will take firms only so far

# Enable teaming and networks – Themes and thought starters



Theme	Analysis guiding questions
<b>Connectivity</b> 	<ul style="list-style-type: none"><li>• Are there opportunities to bring specific groups closer?</li><li>• Is the collaboration culture hierarchical or flat?</li></ul>
<b>Influence</b> 	<ul style="list-style-type: none"><li>• Which groups of employees play key roles in the network as influencers or bridges?</li></ul>
<b>Networks</b> 	<ul style="list-style-type: none"><li>• Are employees with different skills interacting to spread skills and innovate?</li><li>• What informal communities exist within the organization?</li></ul>
<b>Onboarding</b> 	<ul style="list-style-type: none"><li>• Do employees build the connections needed to quickly come up to speed?</li><li>• Do managers spend time with new hires to accelerate the process?</li></ul>

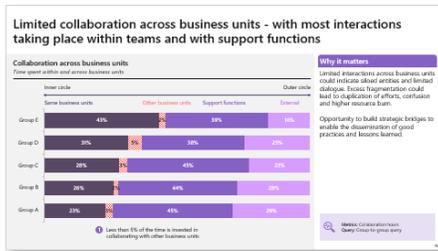


# Enable teaming and networks: Example analyses

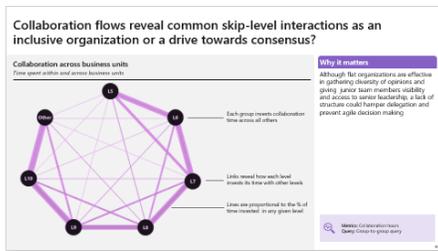


## Connectivity

Are there opportunities to bring specific groups closer?

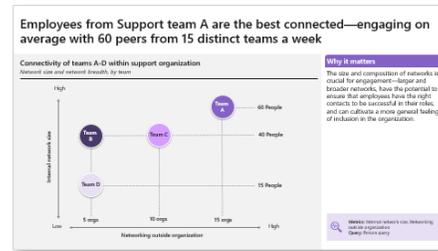


How common are interactions between levels?

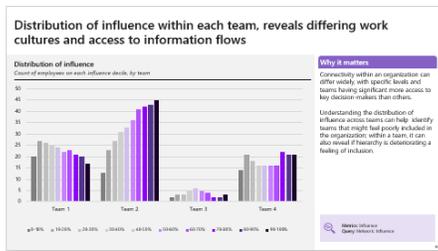


## Influence

What roles are best connected in the organization?

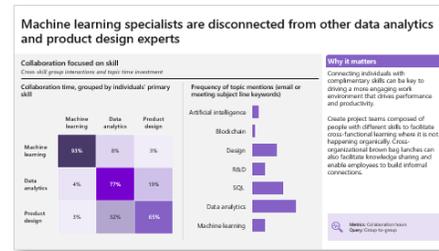


How is influence distributed across the organization?

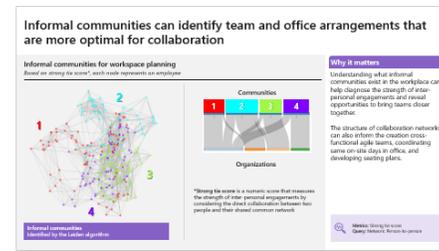


## Networks

Are employees with key skills interacting sufficiently?

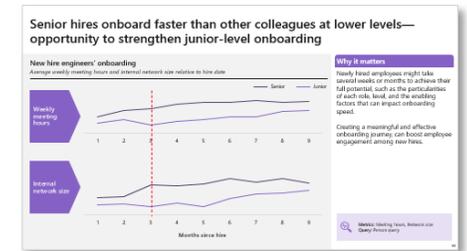


What informal communities exist within the company?

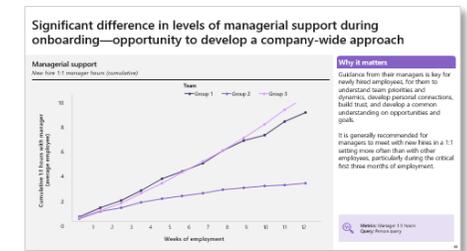


## Onboarding

Are new employees quickly coming up to speed?



Are managers spending enough time with new hires?



# Enable teaming and networks: Key Workplace Analytics metrics



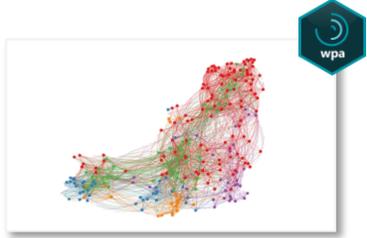
Theme	Metric	Definition	What to look for	Why it matters
<b>Connectivity</b> 	<b>Network size</b>	Number of people with at least 2 meaningful interactions in the last 28 days with the time investor	Are employees having meaningful interactions with a broad enough group of people?	Network size can be predictive of engagement, innovation, and sense of belonging
	<b>Collaboration hours</b>	Number of hours the person spent in meetings and on email and IM	How are teams/individuals investing their time across different teams, function and levels in the organization?	Collaboration activities might align or diverge from the expected operating model
<b>Influence</b> 	<b>Influence index</b>	Numeric score that indicates how well connected a person is within the organization	Are influencers well-represented across teams/organizations and levels?	Some teams will require higher influence to work effectively across multiple business units
<b>Networks</b> 	<b>Strong and diverse ties</b>	Numeric scores that indicate how strong and tight / varied and broad a person's connections are	Do employees have a good mix of strong and diverse ties?	Strong ties indicate good connection and engagement, while diverse ties present good sources of varied information from across the company
<b>Onboarding</b> 	<b>Network size (new hires)</b>	Number of people who had at least 2 meaningful interactions in the last 28 days with the time investor	How long does it take for new employees to come up to a similar level of connectivity than their peers?	New hires network size can take time to ramp up, but is predictive of higher engagement and lower attrition over time
	<b>Manager 1:1 hours</b>	Number of hours the person spent in meetings with their manager	Are employees receiving sufficient coaching time with their manager in a 1:1 setting to help onboard?	Increased manager 1:1 support during onboarding help set up employees for success

# Enable teaming and networks: Additional resources



## Resource

## Description



[Network visualizations functions \(wpa R package\)](#)

A set of functions that create network visualizations with the person-to-group and person-to-person queries



[Community detection \(wpa R package\)](#)

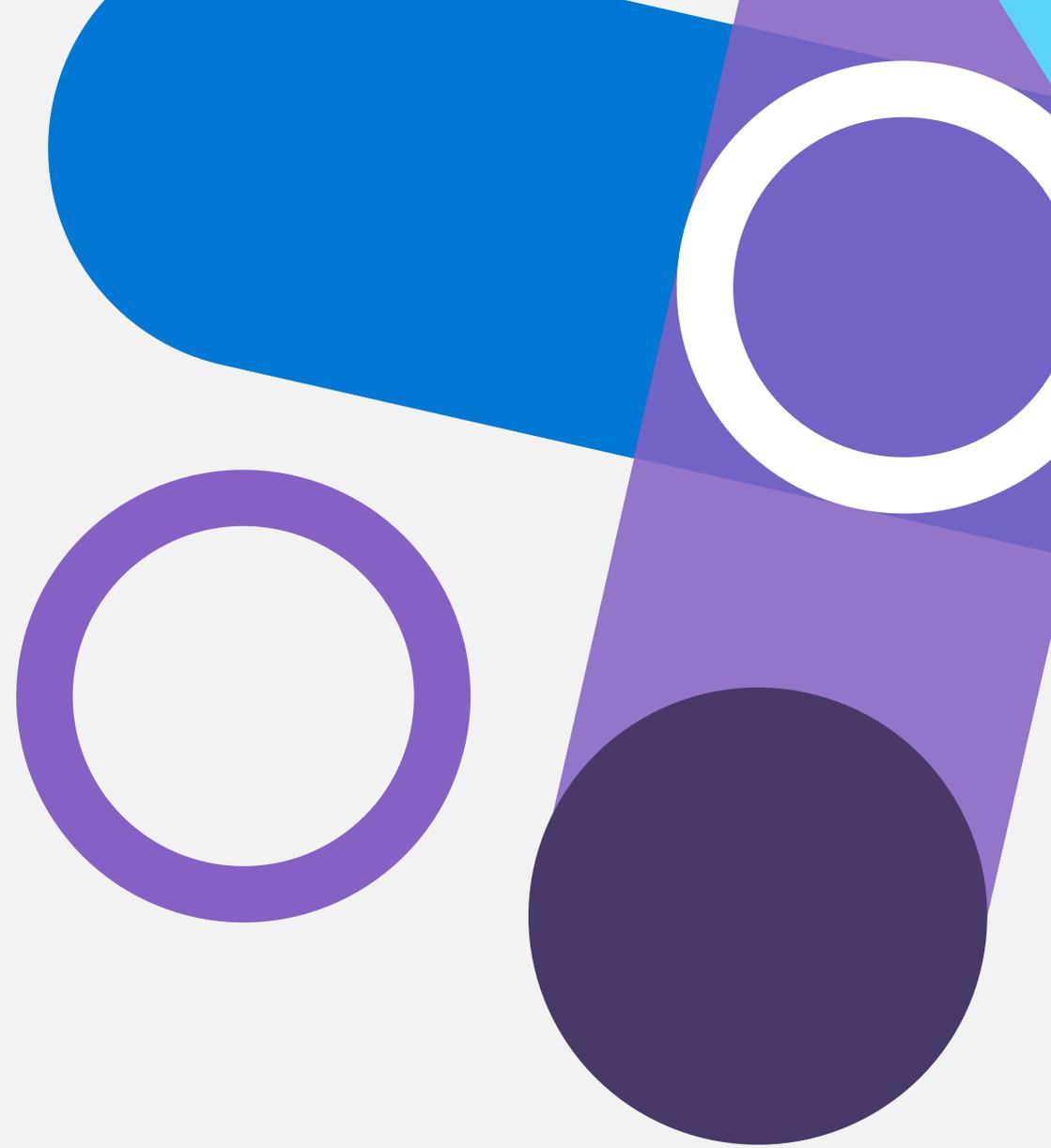
A set of functions that help to discover hidden communities inside a network visualization, based on collaboration flows between employees



[Connectivity report \(wpa R package\)](#)

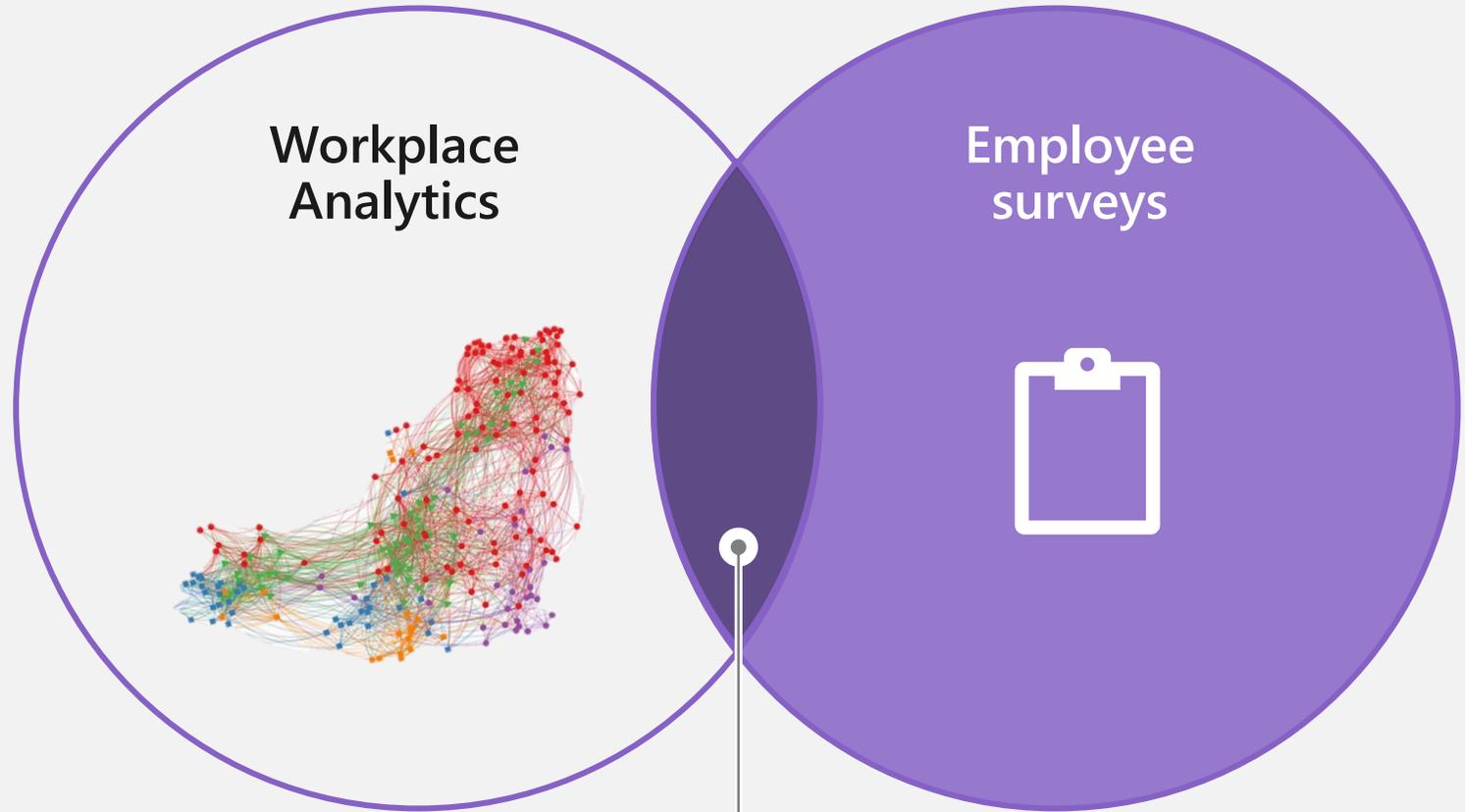
An out-of-the-box report that contains a summary of metrics and visualisations relating to connectivity, including internal and external network size

# Augmenting analysis with engagement survey data



Employee surveys can pinpoint *which* groups are doing poorly across engagement metrics, but it is difficult for them alone to extrapolate *why* this is the case

Workplace Analytics provides an *objective and data-driven* approach to understanding factors that might be impacting employee sentiment



Deeper insights to develop effective interventions and accelerate change

# Augmenting analysis: Value proposition

## Engagement survey

How employees feel



Are my career goals being met?  
Are there barriers to simplify work?  
Can I balance work and personal life?

Quarterly, subjective, non-responder bias



## Workplace Analytics

What employees do



Frequency of manager 1:1s  
Time spent in large recurring meetings  
Growth in after-hours work

Weekly, objective, unbiased

Survey provides the **who** and **what**:

- Teams that needs help
- Areas of improvement

Workplace Analytics provide the **how**:

- *What behaviors does my team need to change to achieve improvement?*

Workplace Analytics tracks **progress** of behavioral change:

- *Are desirable behaviors being achieved over time?*

# Augmenting analysis: Survey integration in practice

1

2

3

4

## Step 1: Brainstorm hypotheses for each survey question of interest

**Step 1: Brainstorm hypotheses for each survey question of interest**

Survey questions	Hypotheses	Workplace Analytics metrics
<p>"My supervisor has meaningful discussions with me about my career development"</p>	<p>Employees who have meaningful discussions about career development...</p> <ul style="list-style-type: none"> <li>...have more frequent 1:1s with their direct reports</li> <li>...have managers who themselves have more regular 1:1s with their managers</li> <li>...have managers with more senior level connections, making them more aware of development opportunities as they arise</li> </ul>	<ul style="list-style-type: none"> <li>1:1 hours with manager</li> <li>Manager's 1:1 hours with their manager</li> <li>Manager's leadership network size and breadth</li> </ul>
<p>"I feel empowered to make decisions about my work"</p>	<p>Employees who feel empowered to make decisions...</p> <ul style="list-style-type: none"> <li>...participate in more meetings structured for decision making</li> <li>...participate in more meetings without their manager present</li> <li>...are more densely connected with their immediate team</li> <li>...are more connected with leaders</li> <li>...are more influential</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of meetings with 8 or less attendees</li> <li>Proportion of meetings with manager present</li> <li>Organizational network analysis betweenness, centrality, and within-team network size</li> </ul>

## Step 2: Upload survey response to Workplace Analytics

**Step 2: Upload survey responses to Workplace Analytics**

Data preparation and management	Best practices for survey data
<p><b>Plan</b> Engage with the right stakeholders that manage survey data in your organization. Aligning on the survey data management, privacy and security principles.</p> <p><b>Prioritize</b> Select the specific questions of interest; how answers will be codified and the level of disaggregation to be used.</p> <p><b>Access</b> Define who will have access to survey data. If required, use a partition in Workplace Analytics to manage access control.</p>	<ul style="list-style-type: none"> <li>Work with the Workplace Analytics Administrator to upload survey data responses to Workplace Analytics as part of the regular <a href="#">Organizational data uploads</a>.</li> <li>For optimal results, upload person-level responses. This will allow you to link specific survey scores, with workplace behaviors.</li> <li>If the survey uses the Likert scale (from Strongly disagree to Strongly agree), codify the responses on a 1 to 5 scale.</li> <li>If person-level responses are not available, upload team level averages at the lowest possible level of disaggregation. Keep in mind that by aggregating results, you will lose the ability to analyze behavioral dynamics that happen within those teams.</li> </ul>

## Step 3: Identify behaviors correlated to survey responses

**Step 3: Identify behaviors significantly correlated to survey responses**

Workplace Analytics behavior metrics<sup>1</sup> leading up to employee engagement survey

...are merged with employee-level responses to each selected survey question

...to find statistically significant<sup>2</sup> behavioral differentiators of positive and negative responses to each survey question

*Note: Frequently useful to split out the view of individual contributors as compared to supervisors.*

**Workplace behaviors**

- Focus hours
- Time with leadership
- Internal network size
- External network size
- Workweek span
- Time in training
- Manager coaching time
- Manager network
- Organized meetings

Positive<sup>3</sup> (Score 0-3)  
Negative (Score 4-5)

1 To feature equal 1:1s, needs prior to employee engagement survey.  
2 Statistical significance is a p-value of 0.05 or less.  
3 What gets grouped into the Positive category may depend on other factors, for example to right back score the 4 and 5.

## Step 4: Examine the significance of the relationship

**Step 4: Examine the significance of relationships and if they pass the test**

**Employee segment:** Individual contributor

**Outcome:** My supervisor has meaningful discussions with me about my career development. Equal 1 if Strongly disagree or Disagree, otherwise 0.

**Metric:** Average weekly collaboration hours with levels above

Significance test: p-value = 0.00  
Information value = 0.24

Percent responding negatively

Collaboration hours	Percent responding negatively
< 1.6	18%
1.6 + 2.5	15%
2.5 + 3.5	10%
3.5 + 5.0	9%
5.0+	6%

Average weekly collaboration hours with levels above grouped by quintile (20% in each range)

**How to read**

The 20% of individual contributors who collaborate an average 5+ hours per week with levels above are three times less likely to respond negatively to the question about career development discussions

**Statistical measures**

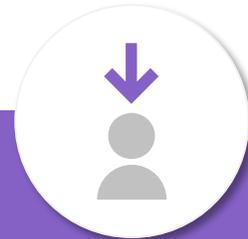
- Significance test: Kruskal-Wallis test
- Predictive content measure: Information value<sup>1</sup>

1 A measure of the predictive content of a relation with respect to binary outcomes, which is essentially a credit scoring.

# Augmenting analysis with survey data: Example analyses



## Improve ways of working



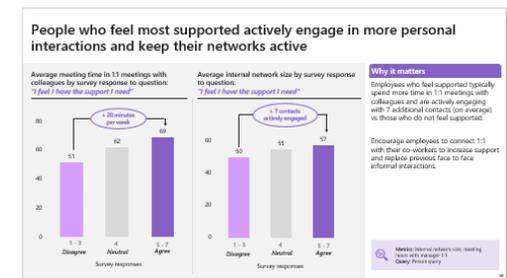
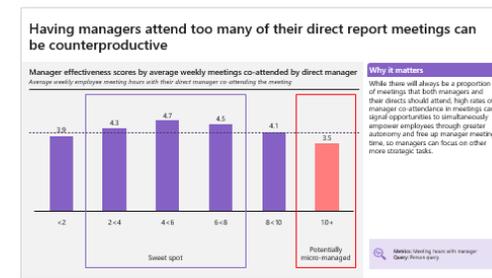
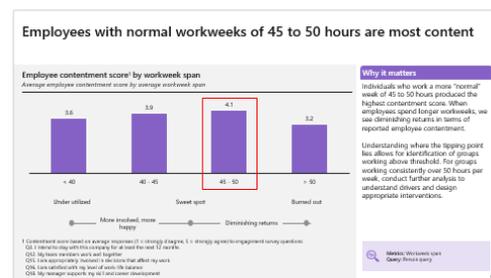
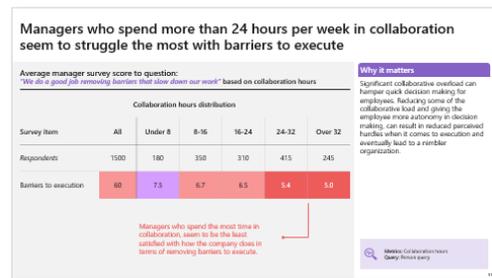
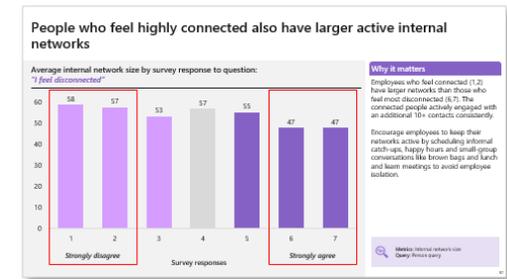
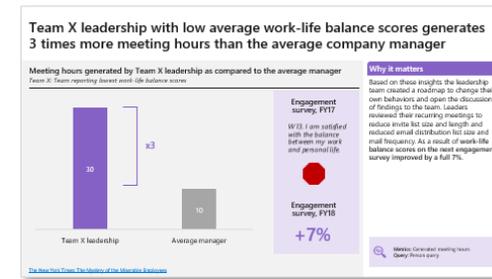
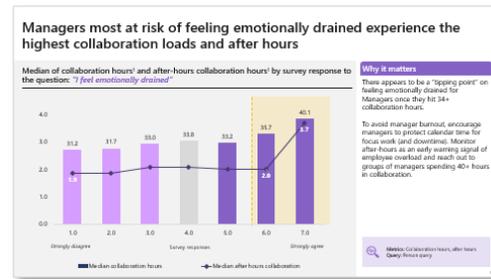
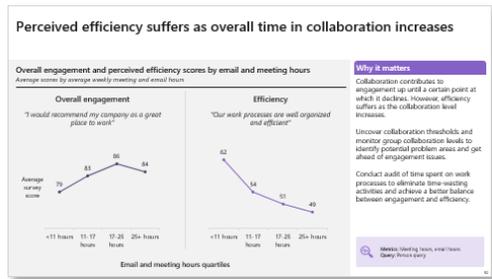
## Protect employee wellbeing



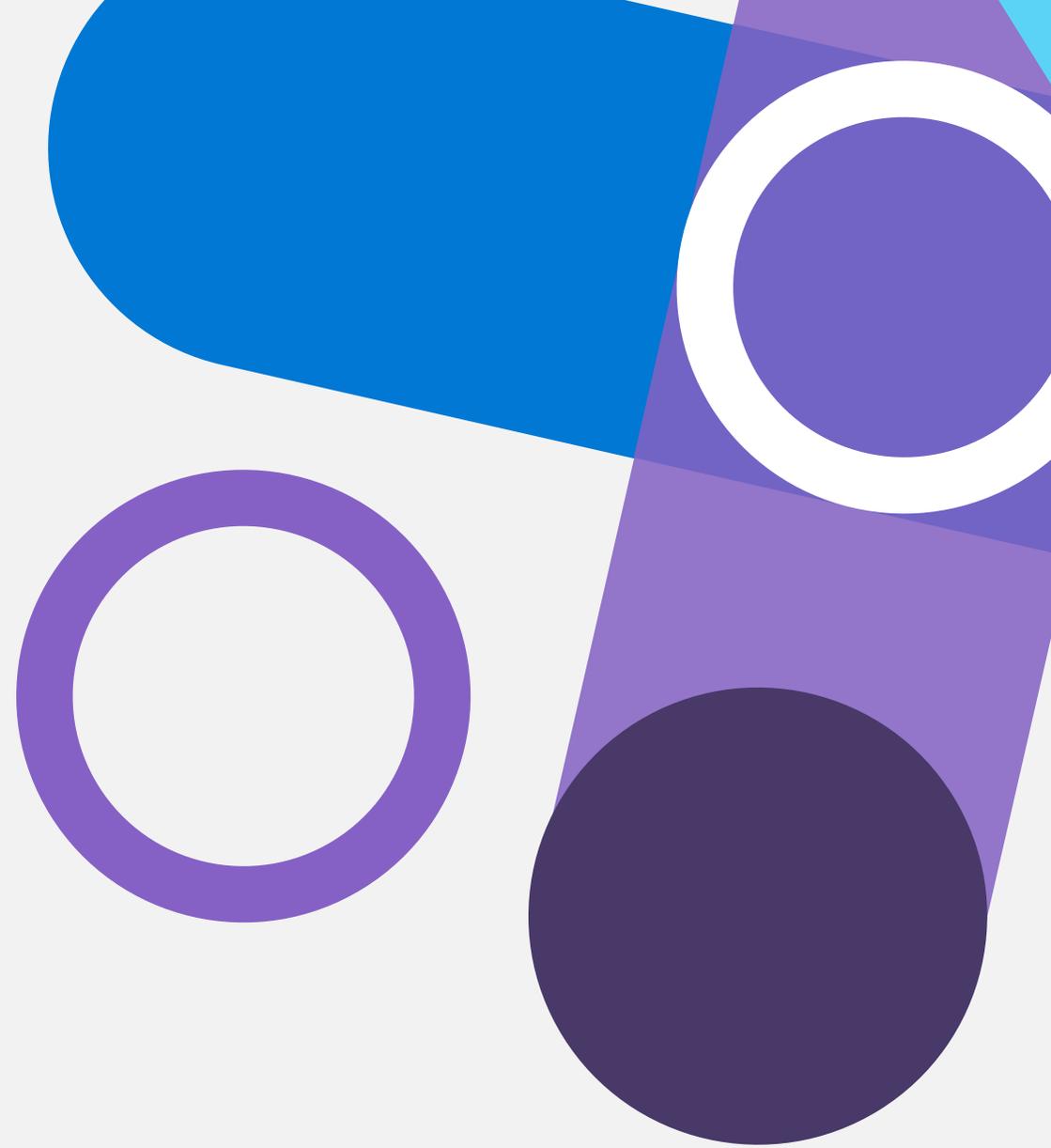
## Boost managerial excellence



## Enable teaming and networks

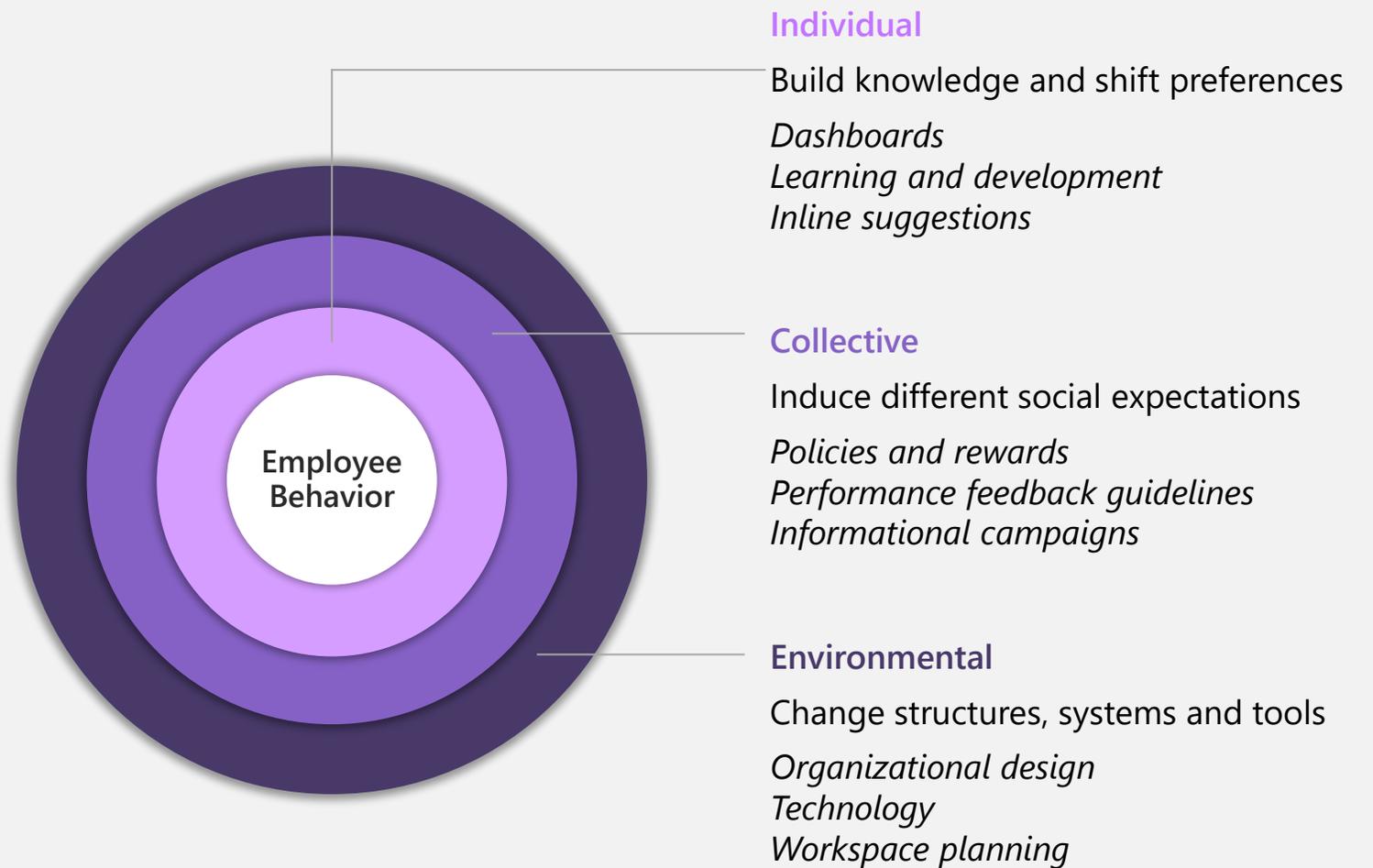


**From insights to action**



# Intervention types

Behaviors are responses to an employee's immediate context shaped by individual, social and environmental factors



## Example

### Problem

Low employee engagement highly correlated with infrequent manager one-on-one meetings

### Possible interventions

**Manager 1:1 training**  
Reward managers for employee development  
Create more spaces for private conversations

# Ways of working: Example opportunities and interventions

## Opportunity



Address collaboration overload in groups with low-focus time and high meeting and email activity

## Example interventions

- Rollout Workplace Analytics Collaboration Plan. Use inline suggestions to encourage less meetings
- Express that leadership and managers are interested in seeing a change as they role model declining a meeting, they do not believe they should attend and request their subordinates do the same

## KPIs

- Weekly Meeting Hours
- Weekly Email Hours



Reduce size and frequency of recurrent meetings and reallocate effort to strategic priorities

- Quickly identify the costliest meetings and work with the leaders that are generating the most meeting hours to see which ones they can cut back on
- Display a public counter with time and money saved to increase awareness of cost of meetings to organizers
- Create a no-meeting (Fri)day or half-day blocker

- Percentage of meeting hours with 11+ attendees
- Percentage 11+ attendee meetings that are recurrent



Discourage multitasking and track conflicting meetings KPI as you address collaboration overload

- Crowdsourcing best practices for meeting behavior and promote them across the organization
- Encourage stand-up style meetings to minimise distractions
- Track KPIs week on week and evaluate what teams / initiatives are being most effective

- Low-quality Meeting Hours
- Conflicting meeting hours
- Multitasking meeting hours

# Employee wellbeing: Example opportunities and interventions

## Opportunity



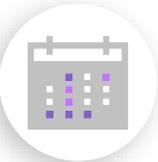
**Reduce after-hours activity by streamlining early morning and evening meetings, IMs and emails**

## Example interventions

- Rollout Workplace Analytics Wellbeing Plan. Use inline suggestions to encourage less after-hours activity
- Create awareness with team leaders around hours being spent working after-hours and encourage employees to change behaviors with actionable tips

## KPIs

- After-hours collaboration hours
- Workweek span



**Reduce long workweek spans and after-hours activity for those employees who are in highest demand (and at highest risk of burnout)**

- Regularly review staffing allocations to free up burden on those who might be most vulnerable
- Make it a habit to ask others whether they have enough bandwidth before assigning additional tasks
- Work with others to gain an accurate reflection on how much effort a project requires and assign resources effectively

- After-hours collaboration hours
- Workweek span



**Increase sense of belonging and engagement by stimulating small group conversations**

- Help employees maintain strong employee connections through informal and recreational meetings (brown bags, lunch and learns, and happy hours) and instant messages
- Develop communities of interest for employees to join or encourage employees to join existing ones

- Small group meeting hours (meetings with less than 8 people)
- Internal network size

# Managerial excellence: Example opportunities and interventions

## Opportunity

## Example interventions

## KPIs



**Free up time for managers to spend more time on coaching and developing their direct reports**

- Enable managers with MyAnalytics leadership Insights, helping them to understand and change behaviors based on their own personal work patterns
- Review manager-employee ratios and set a threshold on the number of direct reports per manager

- Meeting hours
- Focus hours



**Promote a coaching culture by encouraging people managers to have regular 1:1 meetings with their reports**

- Create awareness with people managers around importance of 1:1 meetings to change behaviors with actionable tips, best practices and training
- Generate friendly competition with light social pressure to encourage managers to increase their time spent in 1:1s

- Meeting hours with manager 1:1
- Manager coaching hour 1:1



**Free up time for managers and boost employee development by giving employees more autonomy in meetings**

- Encourage managers to delegate and empower employees to run meetings and make decisions
- Make small budget to time opportunities available for projects initiated by employees
- Make sure all voices are heard during meetings, also those of the more junior participants

- Meeting hours with manager
- Meeting hours organized by level

# Teaming and networks: Example opportunities and interventions

## Opportunity

## Example interventions

## KPIs



**Set new hires up for success by enabling employee connectivity in their first few weeks**

- Develop communities of interest and stimulate new hires to join these in their first weeks
- Stimulate or train managers to schedule frequent recurring 1:1's with their new hires
- Have managers set up informal conversations with key contacts across the company for their new hires

- Internal network size
- Small group meeting hours (meetings with less than 8 people)



**Stimulate specific cross-group connections to foster innovation, sense of belonging and engagement**

- Work with managers to create contacts across the organization so they can facilitate connections for their direct reports
- Create an organization-wide mentoring program bringing together mentors and mentees from different teams.
- Organize cross-company hackathons to stimulate collaboration and connections around passion projects across the organization

- Internal network size
- Small group meeting hours (meetings with less than 8 people)



**Enhance innovation and engagement by removing barriers between communities of collaboration**

- Create agile team compositions based on organic collaboration communities
- Inform seating plans based on these informal working communities
- Carve out time (blocks on the calendar) or space (same days to go into the office together) for employees in the same communities

- Cross-team collaboration hours (Group-to-group query)
- Strong tie score (Person-to-person query)

# Insights to action: Additional resources

## Resource

## Description



**Drive organizational change with Microsoft Workplace Analytics and MyAnalytics**  
40 min • Module • 7 Units  
★★★★★ 4.9 (20)

Intermediate Business Analyst Data Analyst Business Owner Microsoft 365 Workplace Analytics Power BI

After using Microsoft Workplace Analytics and Power BI to generate insights about your employees' work behaviors, you'll learn about the Microsoft 365 features that can be tools to implement and measure the changes you've identified. You'll learn how to initiate common change practices and what tools and tactics are the most useful.

**Learning objectives**

At the end of this module, you should be able to:

- Define the Microsoft 365 tools that drive behavior change.
- Identify common practices you can use to improve workplace scenarios.
- Design custom tactics to drive change.
- Identify methods to measure behavior change.

[Drive organizational change with Microsoft Workplace Analytics and MyAnalytics](#)

An online self-paced Microsoft Learn module that aims to help users understand:

- 1) Microsoft 365 tools that can be used to drive change
- 2) Common change practices and tactics



**Workplace Analytics best practices**

- Manager coaching**  
Learn how to best mentor and support your employees, including regularly scheduled one-on-ones.
- Wellbeing**  
Discover best practices to improve work-life balance and increase team productivity and wellbeing.
- Meetings**  
Learn how to plan and facilitate meetings that best meet the goals of your team and organization.
- Focus**  
Learn why it's important that you and your team plan and schedule focus time to get independent work done.
- Manager connectedness**  
Learn why sharing ideas and expertise across the company makes for more successful organizations.
- Email overload**  
Learn how to minimize email by setting up team rules that match up to with well-known best practices.
- Efficient communications**  
Learn how to set up team communication to improve agility, speed up access to information, and increase productivity.
- Cross-group collaboration**  
Learn how to network with other managers to share information and skills across the different groups.
- Influencers**  
Learn how more change agents can lead your team and your company to be more agile and competitive.
- Customer focus**  
Learn how spending time collaborating with customers helps you better anticipate customer needs and develop products and services that create real value.
- Community connectivity**  
Learn how creating a work community helps improve overall team wellbeing and productivity.

[Workplace Analytics best practices](#)

An online site that aims to provide readers with best practices and change strategies by business topics



Appendix 1

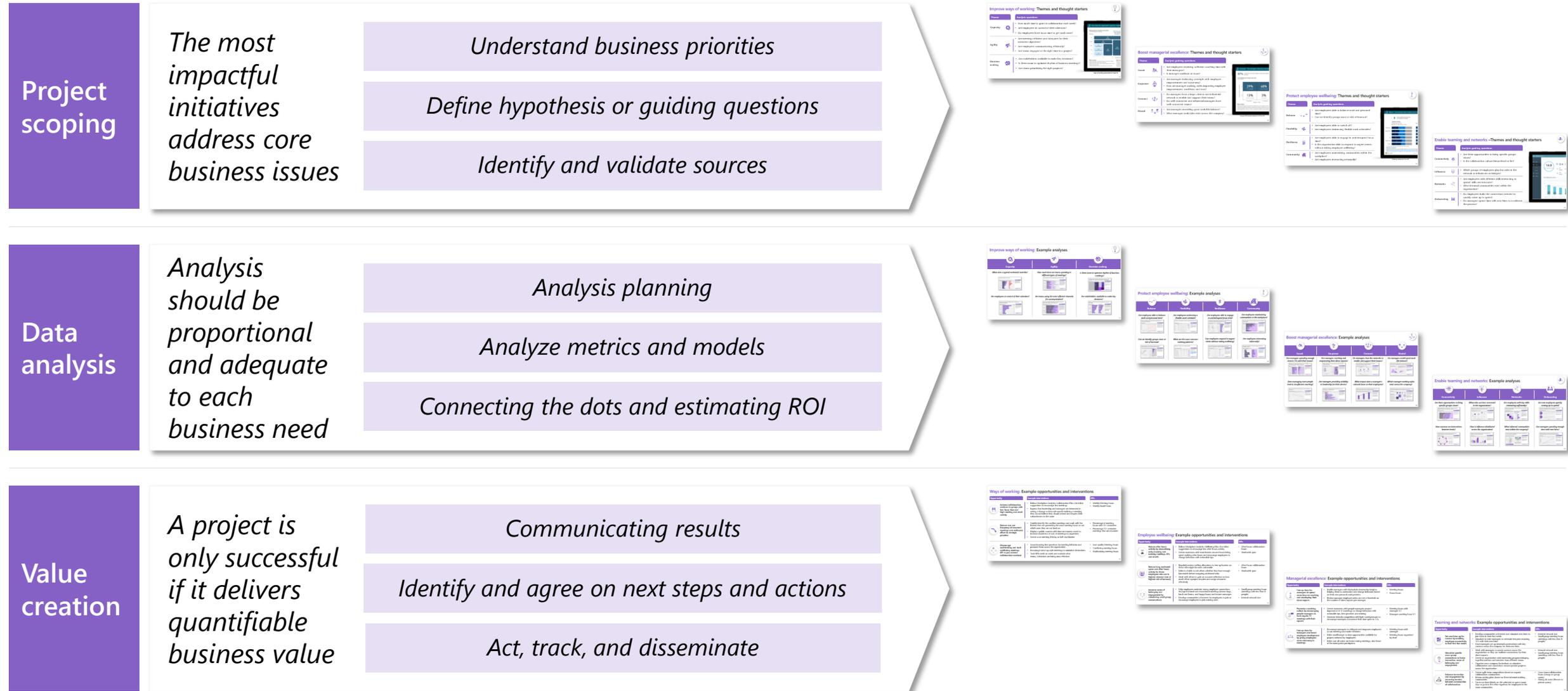
# Project guidelines

 Workplace Analytics



# Create value by delivering a data-backed use case initiative

Three-tier process to identify value-adding opportunities, deliver high-quality analysis, and drive decision making



# Getting started with your analysis

## Stakeholder engagement



- Have you identified all the key stakeholders in your analysis, such as external-facing function leaders, CTO, CIO, CHRO, or CRO?
- Have you secured sponsorship, data usage approvals (especially if survey data is included) and commitment from these stakeholders?
- Are there existing programs (such as employee wellbeing improvements) underway that your analysis will inform and measure?
- What are the goals the stakeholders are envisioning for this analysis –understand work patterns and identify opportunity areas (such as for diagnostic purpose), or set up an operational dashboard right away to measure predefined KPIs (such as for tracking purpose)?

## Organization and survey data



- Do you have all relevant organizational attributes to identify the right external-facing groups and breakdowns for your analysis?
  - For example, do you have attributes to indicate employees' sales role, business unit, customer segment, and region?
- Do you plan to use engagement survey data for the analysis? If so, is this data available and accessible?
  - Some data might be more sensitive than others, and if you want to add additional data control, partitions can be set up within Workplace Analytics to limit data access to a subset of Workplace Analytics analysts. See [Workplace Analytics partitions](#) for details.

## Employee scope



- What types of employees are being considered in the analysis?
  - Collaboration patterns of field employees or those who rely heavily on tools other than Outlook or Teams (such as front-line services, call centers, sales employees that rely primarily on unscheduled phone calls and unscheduled meetings) might not be well-represented by Workplace Analytics
- Are you focusing on a specific business unit or region?
  - Working patterns and habits can vary across functions, levels, teams and regions. Consider the need to conduct deep dives for specific population segments.
- Have contractors, vendors and consultants been excluded from the scope?
  - Collaboration patterns of part-time employees or those who don't use the email domain included in the Workplace Analytics settings might not be well-represented.

## Timeframe



- What timeframe should be used for this analysis?
  - In a general case, use the most recent 3 to 6 months of Workplace Analytics behavioral data reflecting recent organizational changes.
  - If survey and data is available, select the time frame that is synchronized with those data (such as if survey data was conducted 6 months ago, select 3 months prior to reflect the work patterns at the moment the survey was conducted).



Appendix 2

# Survey data integration

 Workplace Analytics



# Step 1: Brainstorm hypotheses for each survey question of interest

## Survey questions

“My supervisor has meaningful discussions with me about my career development”

## Hypotheses

Employees who have meaningful discussions about career development...

- ...have more frequent 1:1s with their direct reports
- ...have managers who themselves have more regular 1:1s with their managers
- ...have managers with more senior level connections, making them more aware of development opportunities as they arise

## Workplace Analytics metrics

- 1:1 hours with manager
- Manager’s 1:1 hours with their manager
- Manager’s leadership network size and breadth

“I feel empowered to make decisions about my work”

Employees who feel empowered to make decisions...

- ...participate in more meetings structured for decision making
- ...participate in more meetings without their manager present
- ...are more densely connected with their immediate team
- ...are more connected with leaders
- ...are more influential

- Proportion of meetings with 8 or less attendees
- Proportion of meetings with manager present
- Organizational network analysis betweenness, centrality, and within-team network size

# Step 2: Upload survey responses to Workplace Analytics

## Data preparation and management



### Plan



Engage with the right stakeholders that manage survey data in your organization. Aligning on the survey data management, privacy and security principles.

### Prioritize



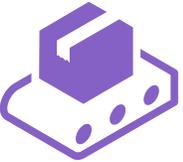
Select the specific questions of interest, how answers will be codified and the level of disaggregation to be used.

### Access



Define who will have access to survey data. If required, use a partition in Workplace Analytics to manage access control.

## Best practices for survey data



- Work with the Workplace Analytics Administrator to upload survey data responses to Workplace Analytics as part of the regular [Organizational data uploads](#).
- For optimal results, upload person-level responses. This will allow you to link specific survey scores, with workplace behaviors.
- If the survey uses the Likert scale (from Strongly disagree to Strongly agree), codify the responses on a 1 to 5 scale.
- If person-level responses are not available, upload team level averages at the lowest possible level of disaggregation. Keep in mind that by aggregating results, you will lose the ability to analysis behavioral dynamics that happen within those teams.

# Step 3: Identify behaviors significantly correlated to survey responses

Workplace Analytics behavior metrics<sup>1</sup> leading up to employee engagement survey

## Workplace behaviors

Focus hours

Time with leadership

Internal network size

External network size

Workweek span

Time in training

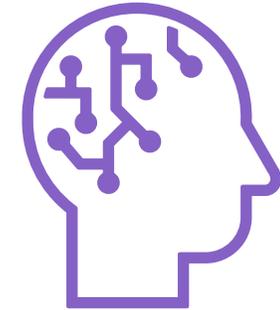
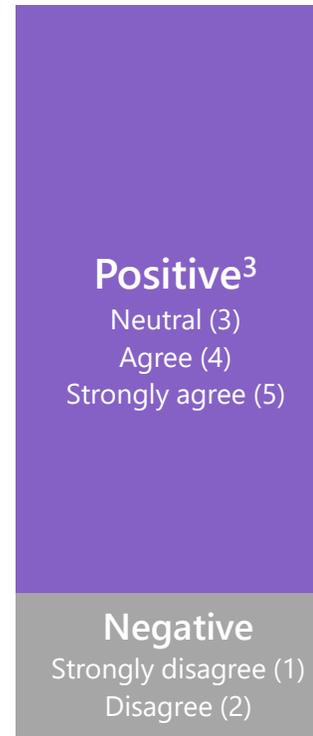
Manager coaching time

Manager network

Organized meetings



...are merged with employee-level responses to each selected survey question



...to find statistically significant<sup>2</sup> behavioral differentiators of positive and negative responses to each survey question

**Note:** Frequently useful to split out the view of individual contributors as compared to supervisors.

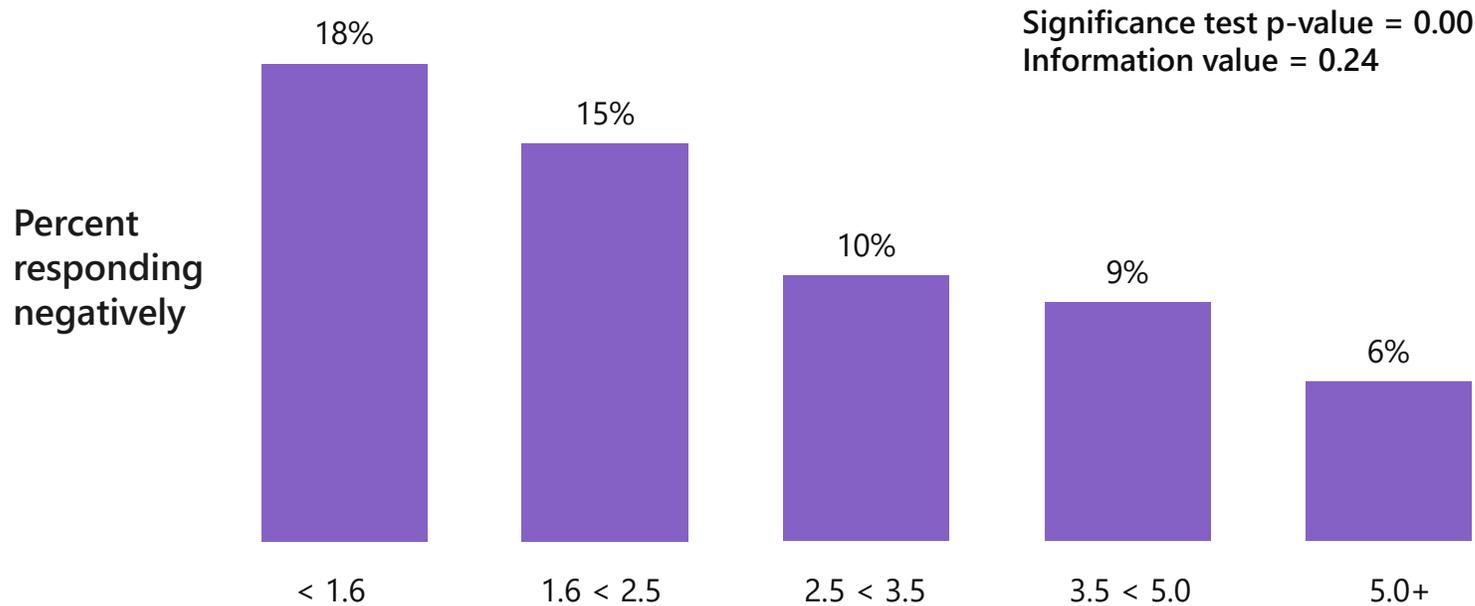
<sup>1</sup> Timeframe equals 3 to 6 months prior to employee engagement survey

<sup>2</sup> Statistically significant at a p-value of 0.05 or less

<sup>3</sup> What gets grouped into the Positive category might depend on distributions, for example 3s might look more like 1s and 2s

# Step 4: Examine the significance of relationships and if they pass the test

**Employee segment:** Individual contributor  
**Outcome:** My supervisor has meaningful discussions with me about my career development. (Equal 1 if Strongly disagree or Disagree, otherwise it's 0)  
**Metric:** Average weekly collaboration hours with levels above



**Average weekly collaboration hours with levels above grouped by quintile**  
(20% in each range)

## How to read

The 20% of individual contributors who collaborate an average 5+ hours per week with levels above are three times less likely to respond negatively to the question about career development discussions

## Statistical measures

- Significance test: Kruskal-Wallis test
- Predictive content measure: Information value<sup>1</sup>

<sup>1</sup> A measure of the predictive content of a variable with respect to a binary outcome, which is used widely in credit scoring

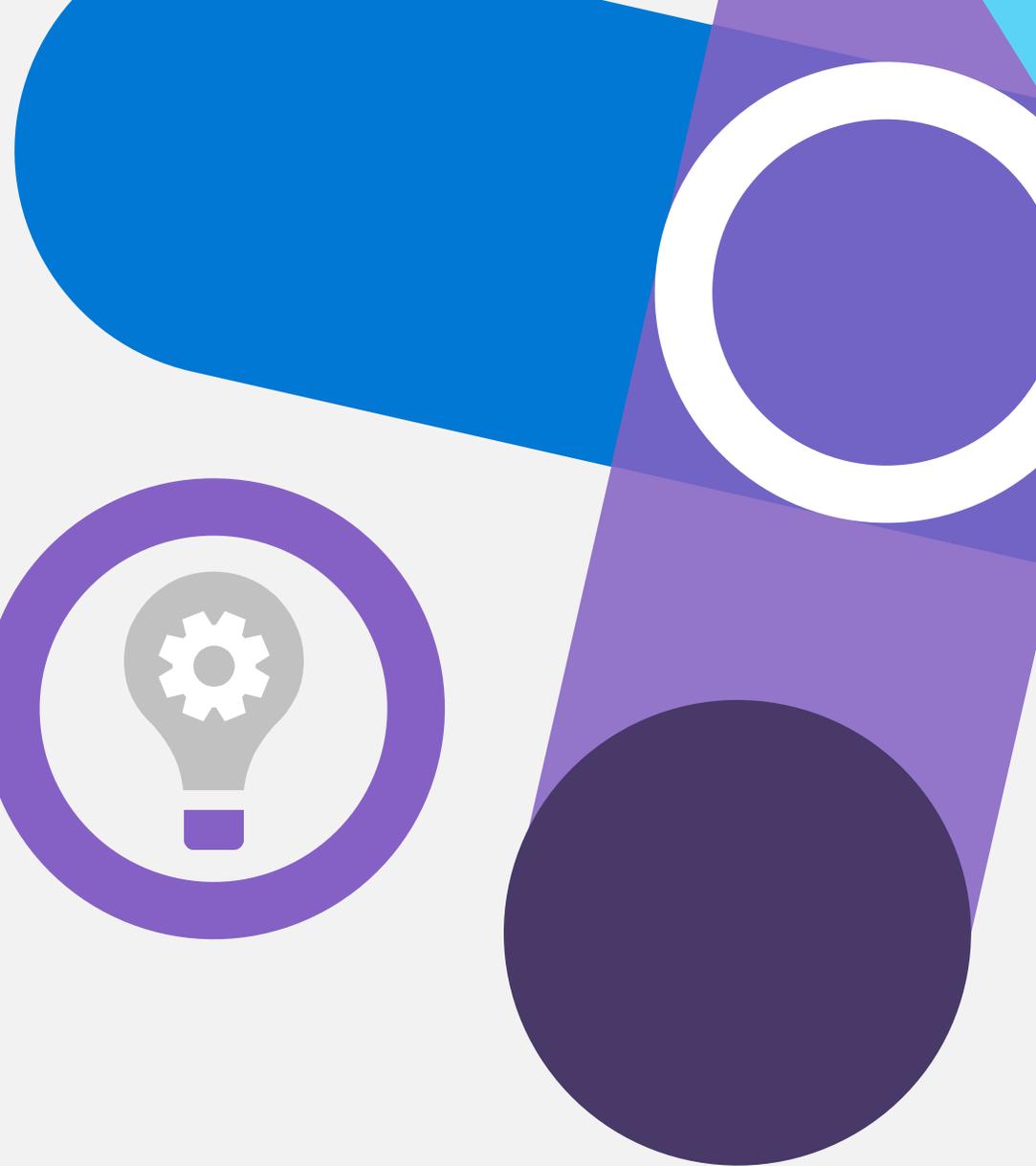
Appendix 3

## Sample analyses

 Workplace Analytics



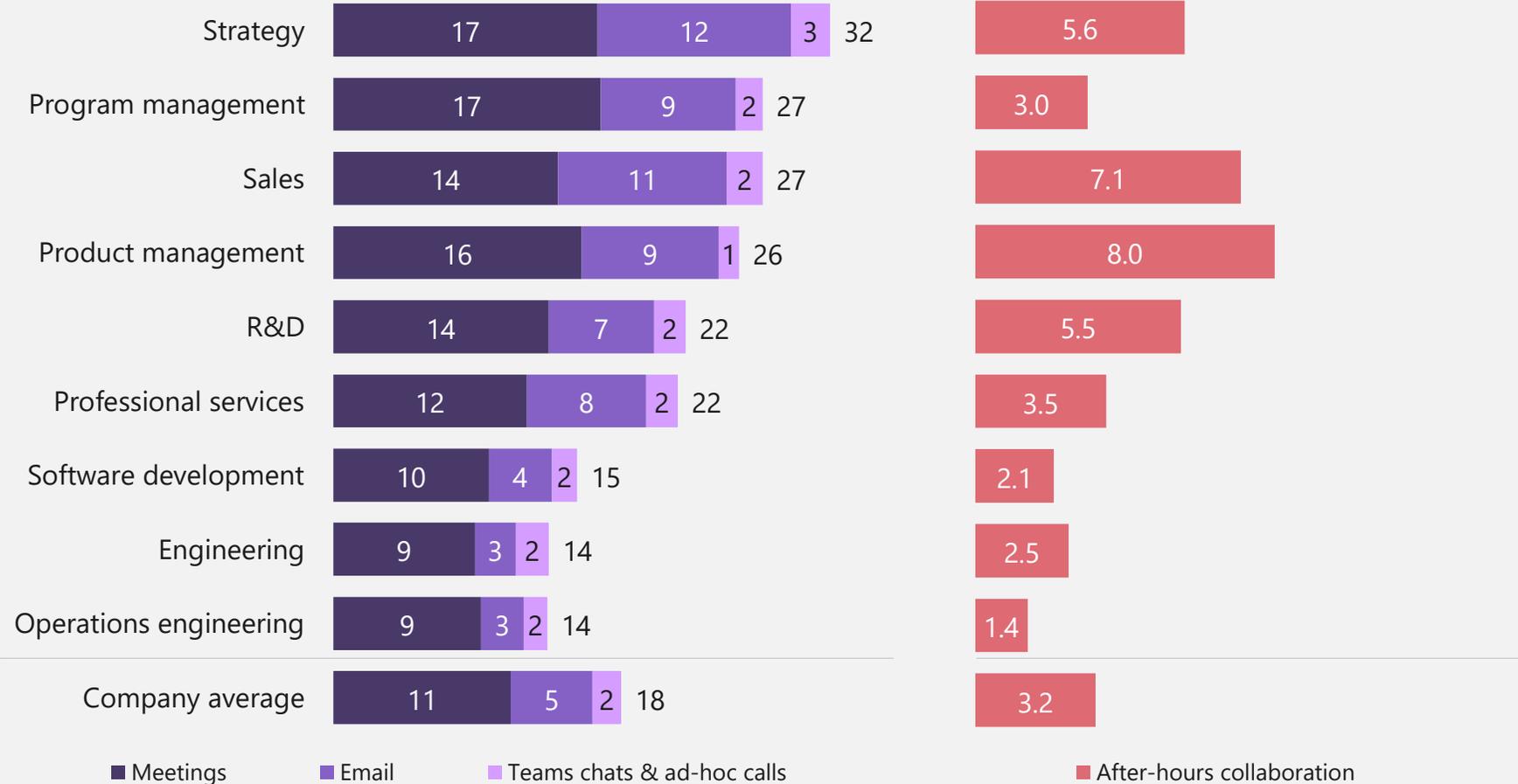
**Outcome 1**  
**Improve ways of working**



# High levels of collaboration in teams

## Collaboration time in meetings, emails, instant messages, calls, and after hours

Average hours per person per week



### Why it matters

High levels of collaboration during working hours can force spill over collaboration into after-hours time, eroding employee morale and contributing to burnout over time. Ensure colleagues have the capacity to complete work during their working hours.



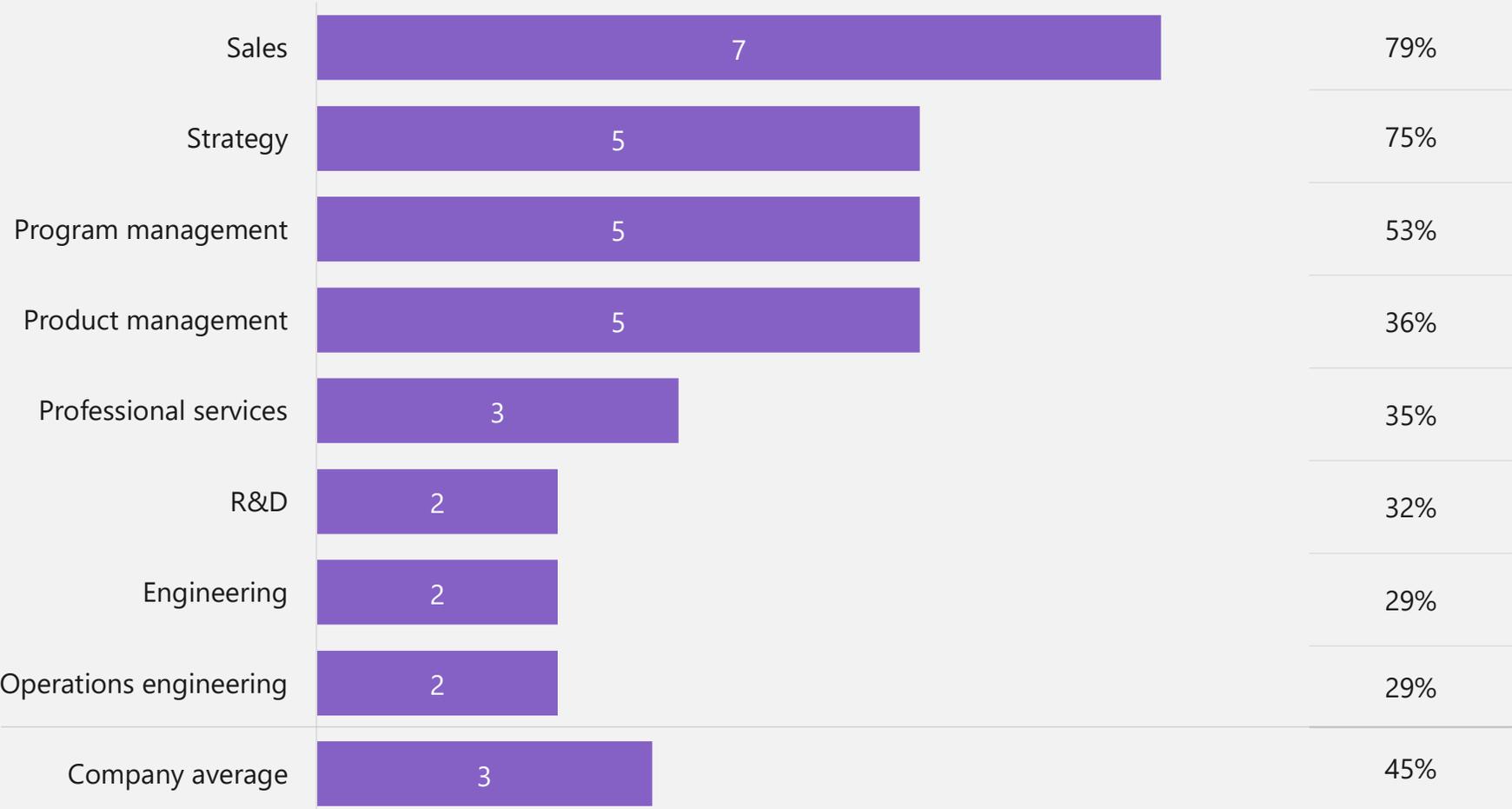
**Metrics:** Meeting hours, Email hours, IM hours, Unscheduled call hours, After hours collaboration  
**Query:** Person query

# Engineering and R&D have the highest number of meeting hours imposed in their calendars

## Weekly self-organized meeting hours

Average hours per person per week

Percent of total meeting time



## Why it matters

Employees who feel in control of their work priorities and calendars are often more strongly engaged, while employees who feel little control over their work tasks and time are at risk of becoming disengaged. Look for areas where increasing employee autonomy could help boost engagement.

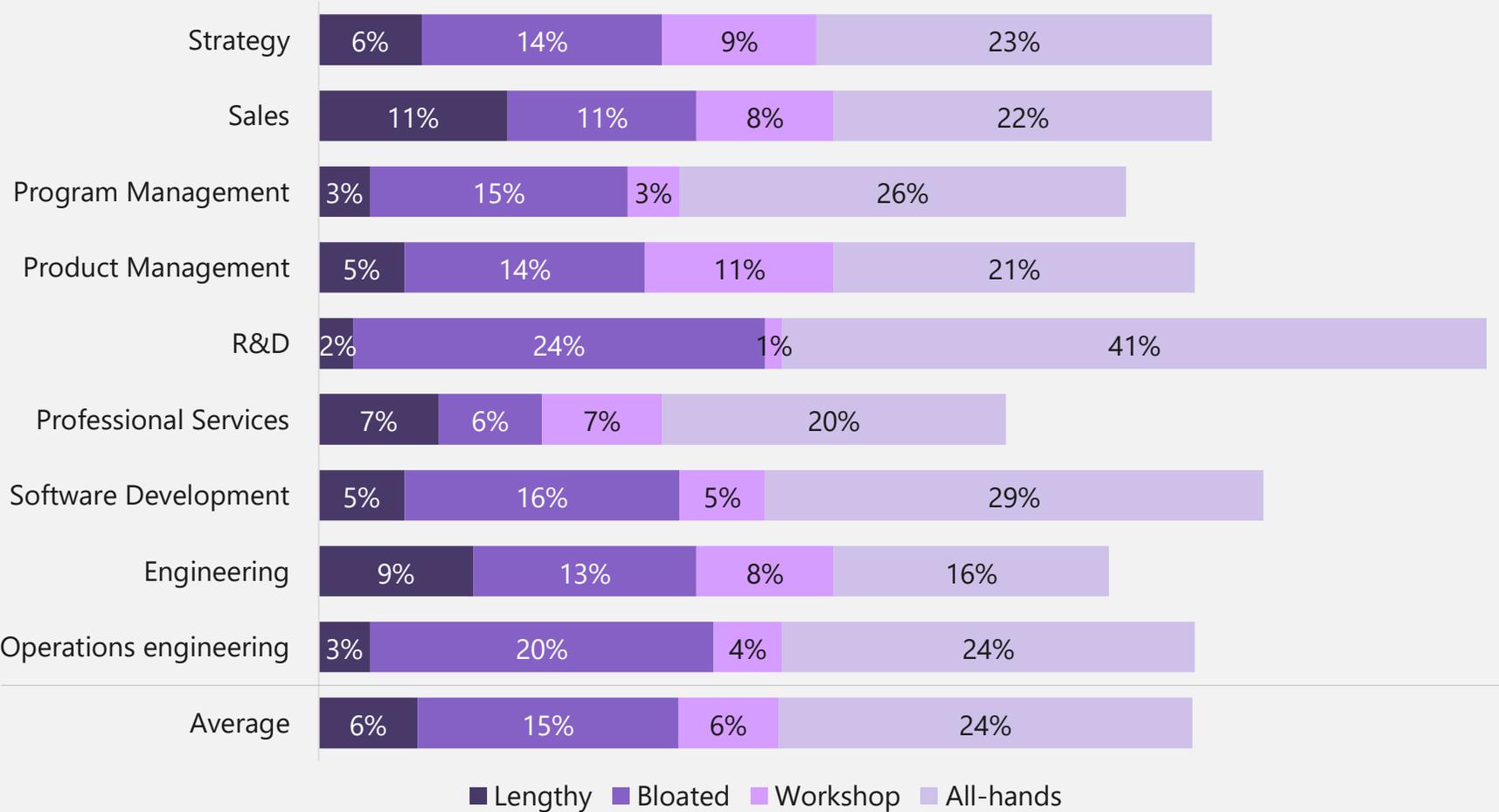


**Metrics:** Meeting hours, Meeting hours (self-organized)  
**Query:** Person query

# Teams spend the most time collaborating in long or large meetings

## Meeting types by organization

Relative allocation of a team's meeting hours across functional categories



## Why it matters

A high proportion of time spent in long (1+ hour) and large (8+ people) meetings can erode employee engagement and hinder decision making. These meetings provide fewer opportunities to provide input, ask questions, or build connections with each other. Analyzing meeting practices at the organization level can help pinpoint areas to increase meeting efficiency and simultaneously help improve engagement scores.

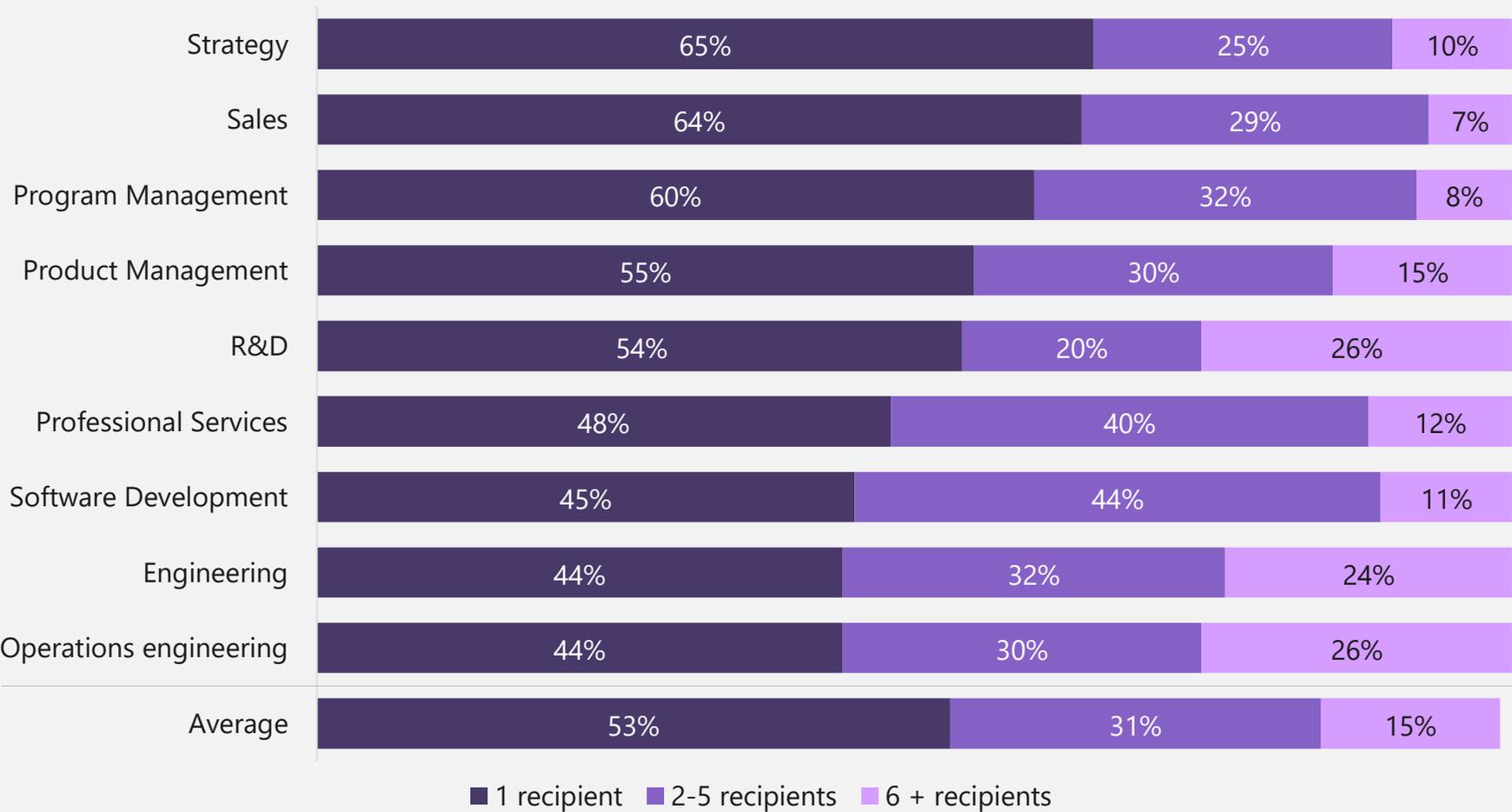


**Metrics:** Meeting hours (by length and number of attendees)  
**Query:** Person query

# Opportunity to streamline email activity by switching 1:1 and one-to-several communications to Teams chats or calls

## Distribution of emails sent by number of recipients

Percent of employees by organization



### Why it matters

While email is the most effective tool for many business scenarios, it is often not the quickest or most direct way to answer short clarifying questions and [reduces perceived productivity](#). As companies strive to become more agile, there is opportunity to consider shifting some email correspondence towards Teams chats and calls. Migrate email communication that is sent 1:1 or one-to-many to Teams chats or calls to enable quicker and more direct answers to questions.



**Metrics:** Emails sent (by number of recipients)  
**Query:** Person query

# In Strategy, rhythm of business activities explain one quarter of total collaboration time—opportunity to streamline recurring meetings

## Meeting time by topic

*Distribution hours per week Invested (by keyword)*



## Why it matters

Too frequent rhythm of business meetings are a common complain of employees in many industries, who see them as unproductive and not value-adding.

Opportunity to review frequency and duration of recurrent meetings to optimise use of time and enable faster decision making.



[Stop the Meeting Madness by HBR](#)

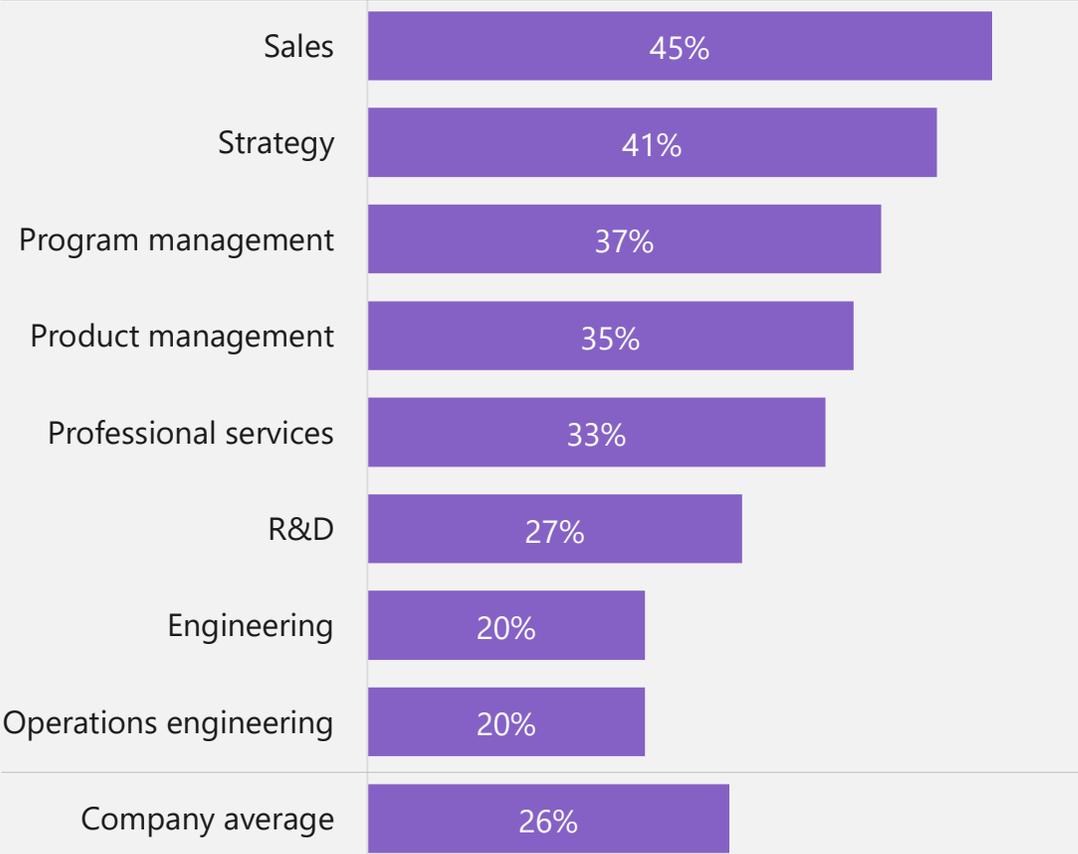


Metrics: Meeting hours (by keywords)  
Query: Person query

# Requires up to 9 days for the Sales and Strategy teams to attend the same meeting

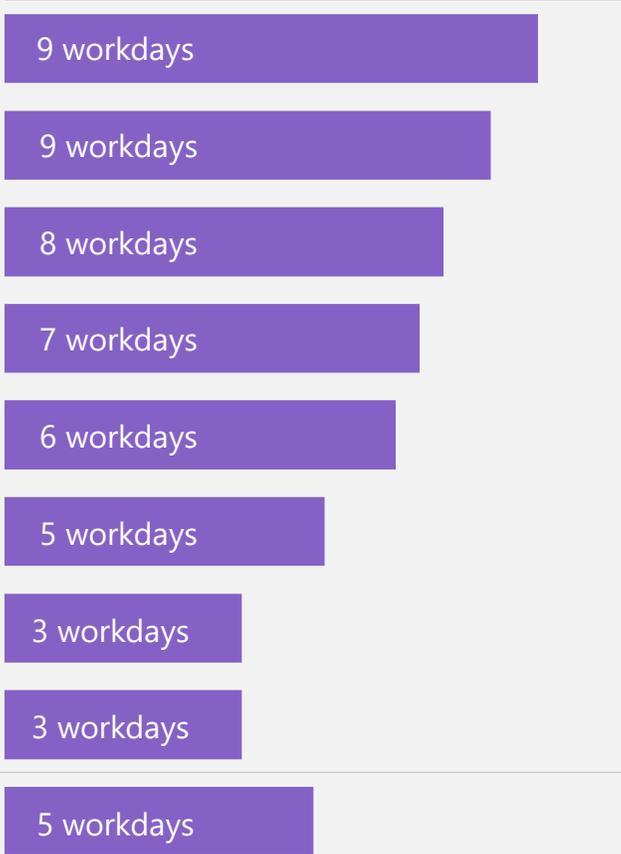
## Double-booked meeting time

Percent of manager meeting time



## Scheduling horizon\*

Average number of days



## Why it matters

Organizational decision making is slowed by full schedules and fragmented calendars. Lack of availability for key attendees pushes out scheduling time horizons. Double-bookings often result in key attendees missing meetings, and a rescheduling of the meeting to a later date.

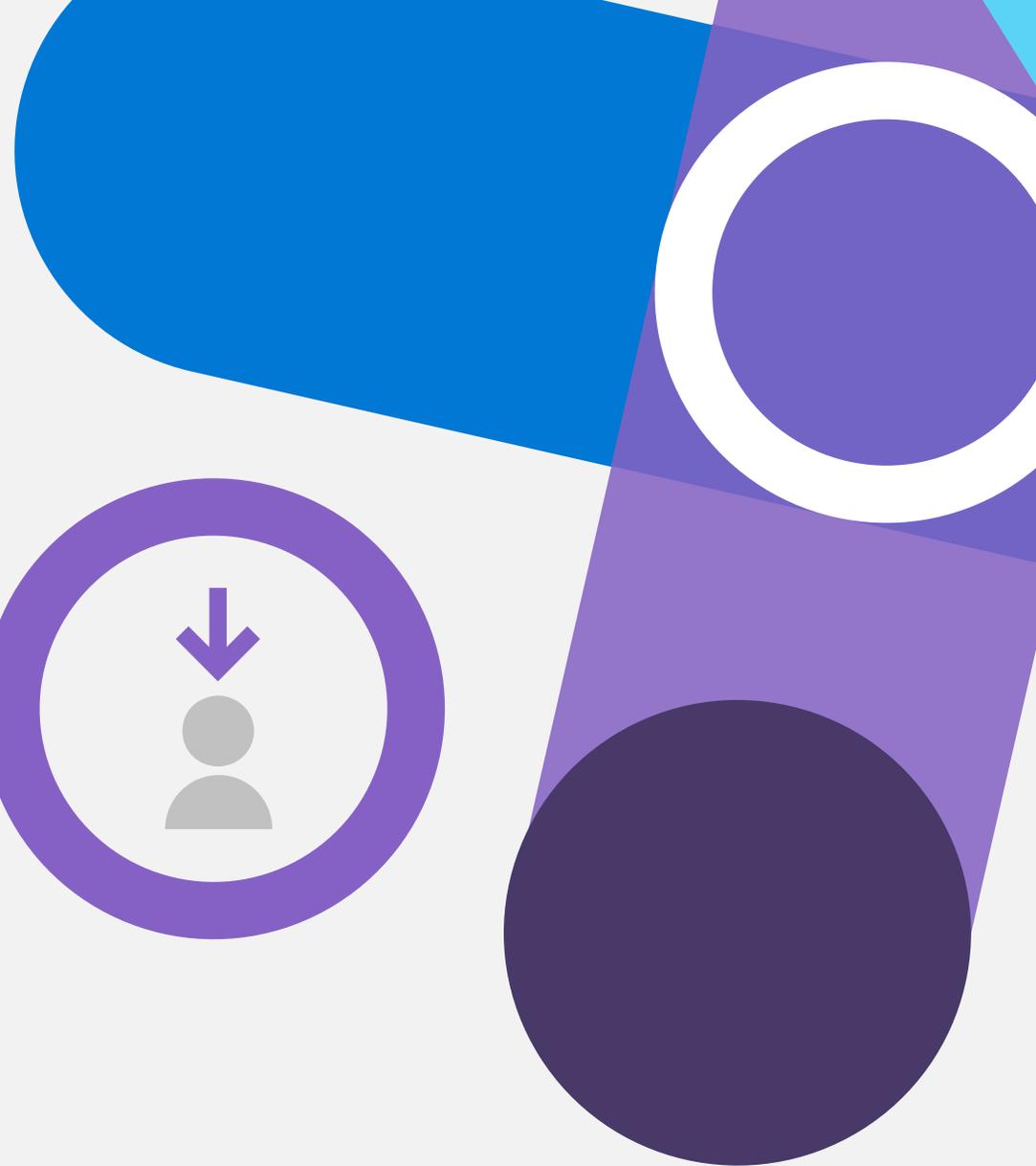
Being intentional about accepting and declining meetings with advance notice can help drive efficiency in meeting outcomes. Open capacity by empowering lower levels of the organization with decision rights.



**Metrics:** Conflicting meeting hours, Open one-hour blocks  
**Query:** Person query

\*Scheduling Horizon: The average number of days in advance required to find calendar availability of a one-hour time slot for a meeting with more than one manager or one manager and three employees from the same group.

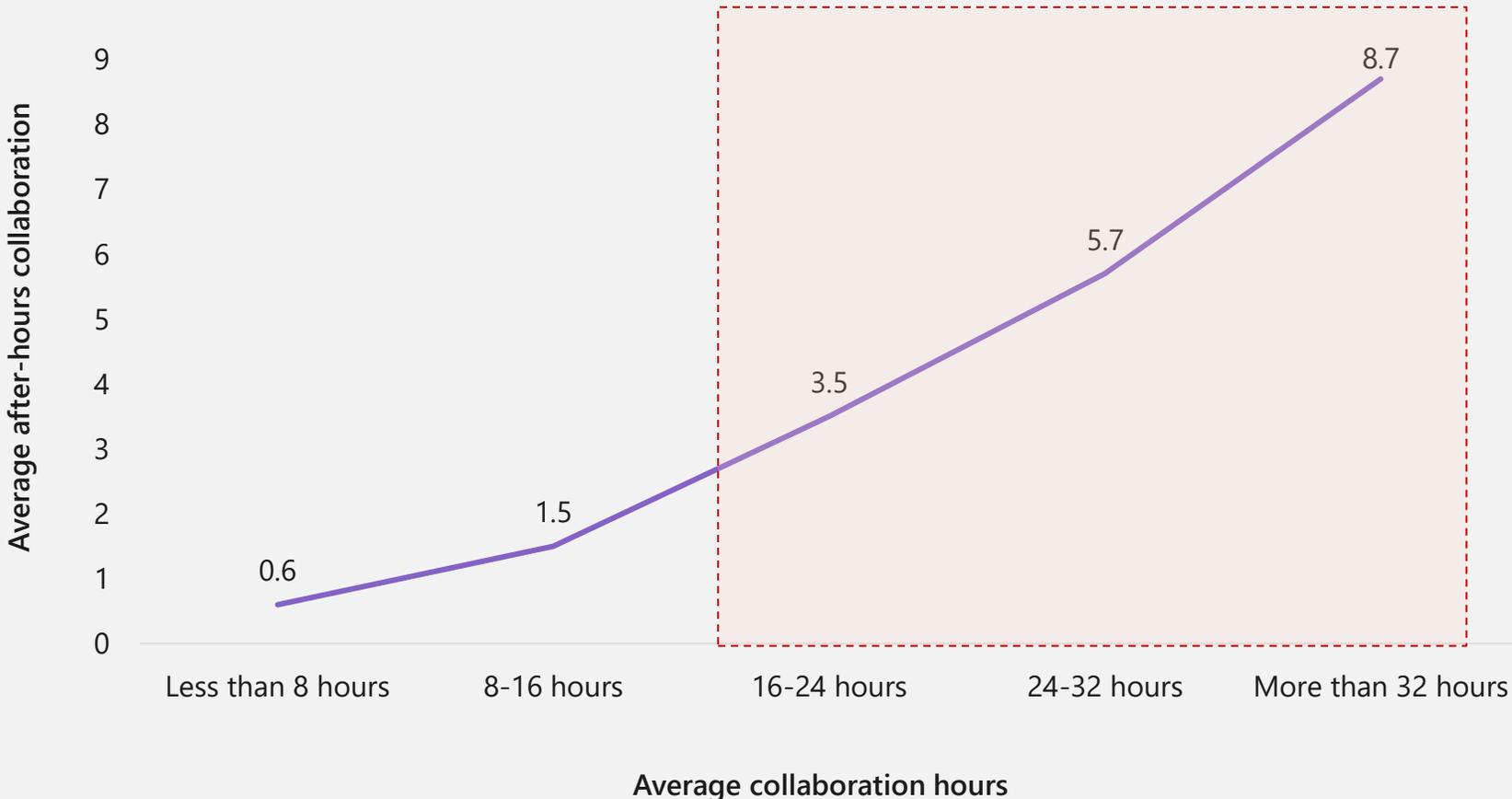
**Outcome 2**  
**Protect employee wellbeing**



# After-hours collaboration time spikes after total collaboration time crosses the 16-hour threshold

## After-hours collaboration

Average hours per week



### Why it matters

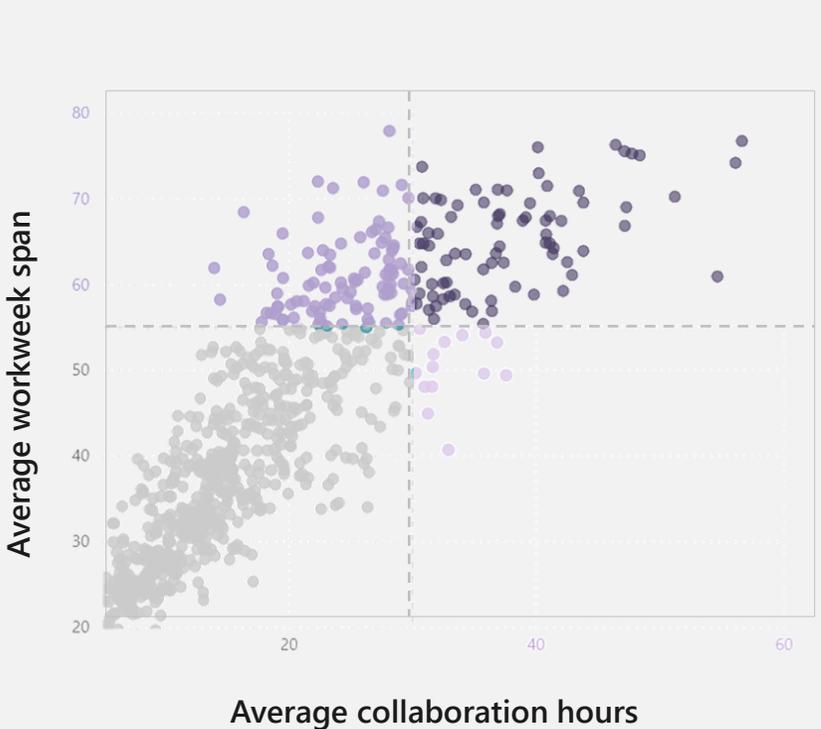
Consistently high after-hours work can harm employee engagement and contribute to burnout. After-hours collaboration is often a function of scheduling necessities—when workday collaboration hours consume so much time that they force all other work into after-hours time. This analysis shows whether a “tipping point” exists, which is a collaboration-hours threshold above which after-hours time spikes.



**Metrics:** Collaboration hours, After hours collaboration  
**Query:** Person query

# Pockets of employees at risk of burnout across the company—in Strategy and Sales, over one in three employees are at risk

Distribution of workweek span and collaboration hours by employee



Strategy	44%	7%	22%	26%
Sales	35%		42%	23%
Product management	30%		33%	37%
Program management	21%	15%	6%	59%
R&D	16%	16%		67%
Professional services	9%		31%	60%
Engineering	5%	5%		88%
Software development	5%	8%		87%
Operations engineering				94%
Company average	11%	13%		74%

■ Long span and high collaboration 
 ■ High collaboration 
 ■ Long span 
 ■ Other

## Why it matters

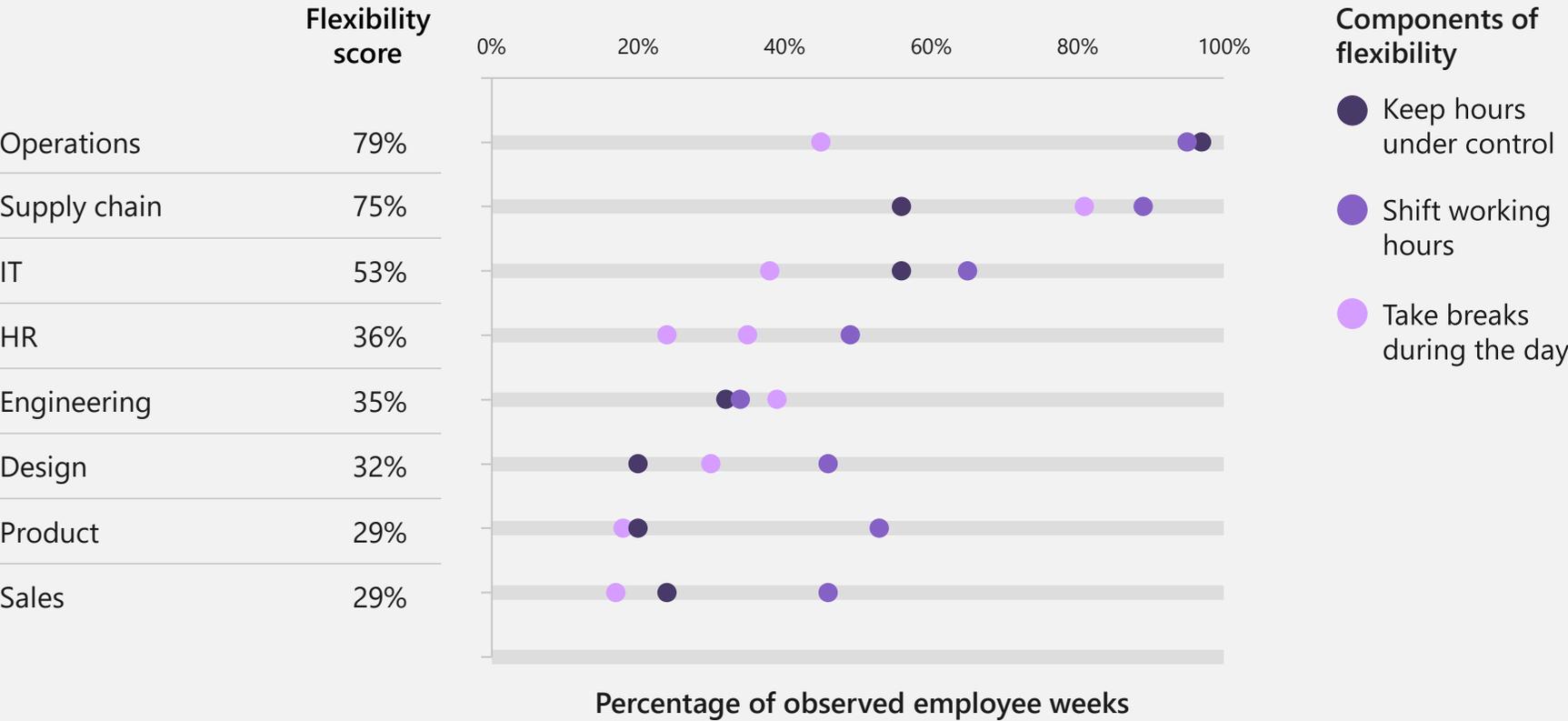
Employees who have both long workweek spans and high average weekly collaboration hours might be at risk of burnout; they are consistently collaborating the most hours, and those hours are extending over a significant swath of each week—regularly eating into time outside of working hours.


**Metrics:** Workweek span, Collaboration hours  
**Query:** Person query

# Main driver of low flexibility is the failure to take breaks during the day

## Flexible work schedules

Total flexibility score and three underlying components



### Why it matters

Flexibility in the workplace is recognised as a [necessity for the modern workforce](#) and has also been linked [to boosting performance](#).

Empowering employees to define their start times, take breaks during the day and disconnect once their contracted hours are completed ensures employees remain engaged through personal gratification.

 **Metrics:** Collaboration hours (by time of day)  
**Query:** Hourly Collaboration query

# Employees are 'always on' for over half of all weeks

## Distribution of employee working patterns

Percent of weeks by working pattern category

Personas	Level A	Level B	Level C	Total
6 Always on (13+ hours)	18%	55%	90%	34%
4 Long flexible workday	40%	17%	8%	29%
3 Standard flexible workday	24%	7%		17%
5 Long continuous workday	18%	12%	3%	15%
1 Standard with breaks workday	7%	1%		4%
2 Standard continuous workday	1%	0%		1%

### Why it matters

It is increasingly common for employees to stay connected with work during most of the day and part of the night, which generally comes at the cost of employees' personal lives.

Employees should strive for an equal balance between work, personal, and rest time. Research shows [employees that can protect their personal time, are more engaged and motivated with their work and struggle less with mental health problems.](#)

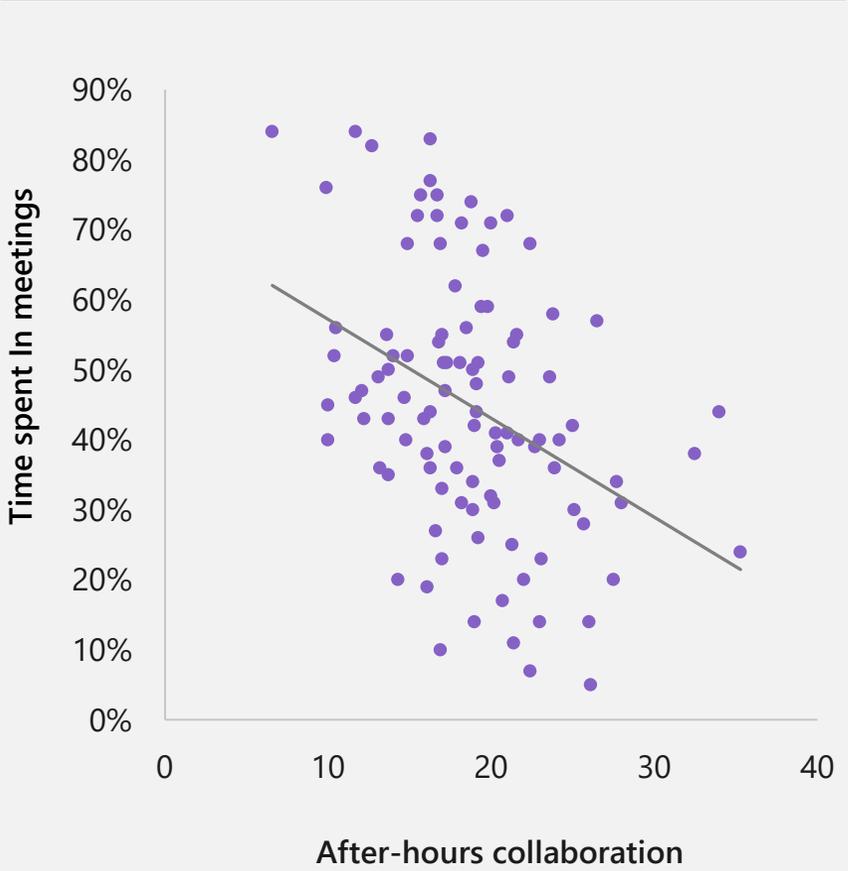


Metrics: Collaboration hours (by time of day)  
Query: Person query

# Insufficient focus time in Engineering and Product management groups is deteriorating wellbeing by increasing after-hours work

## After-hours collaboration and focus time

Each dot represents an employee



## Time available to focus

Focus time as percentage of week length



## Why it matters

Meeting-free focus time is key for employees to be able to complete individual tasks, think creatively and address critical business demands.

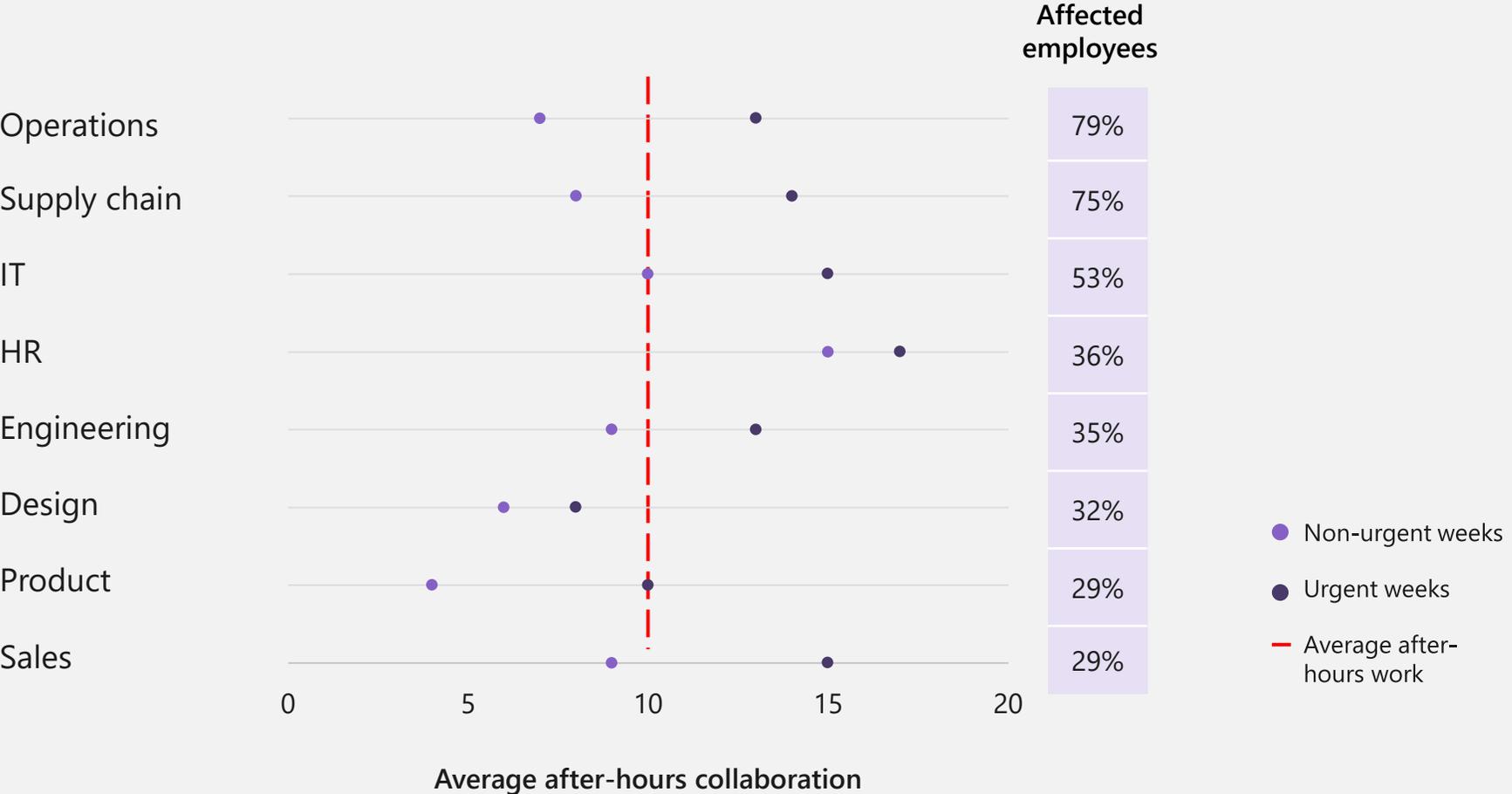
High levels of unscheduled collaboration (emails, IMS, unscheduled calls) could risk the quality of focus time by breaking employees' concentration. Groups should enable a culture where time for individual work is respected.

 **Metrics:** Collaboration hours, Total focus hours, Workweek span  
**Query:** Person query

# Urgent collaboration appears to be deteriorating individual wellbeing in most teams—opportunity to improve management of workloads

## Impact of urgent collaboration

*After-hours activity in weeks with and without urgent collaboration*



## Why it matters

The nature of work can be unpredictable—and teams need to be prepared to cope with unexpected demands without sacrificing employees' wellbeing.

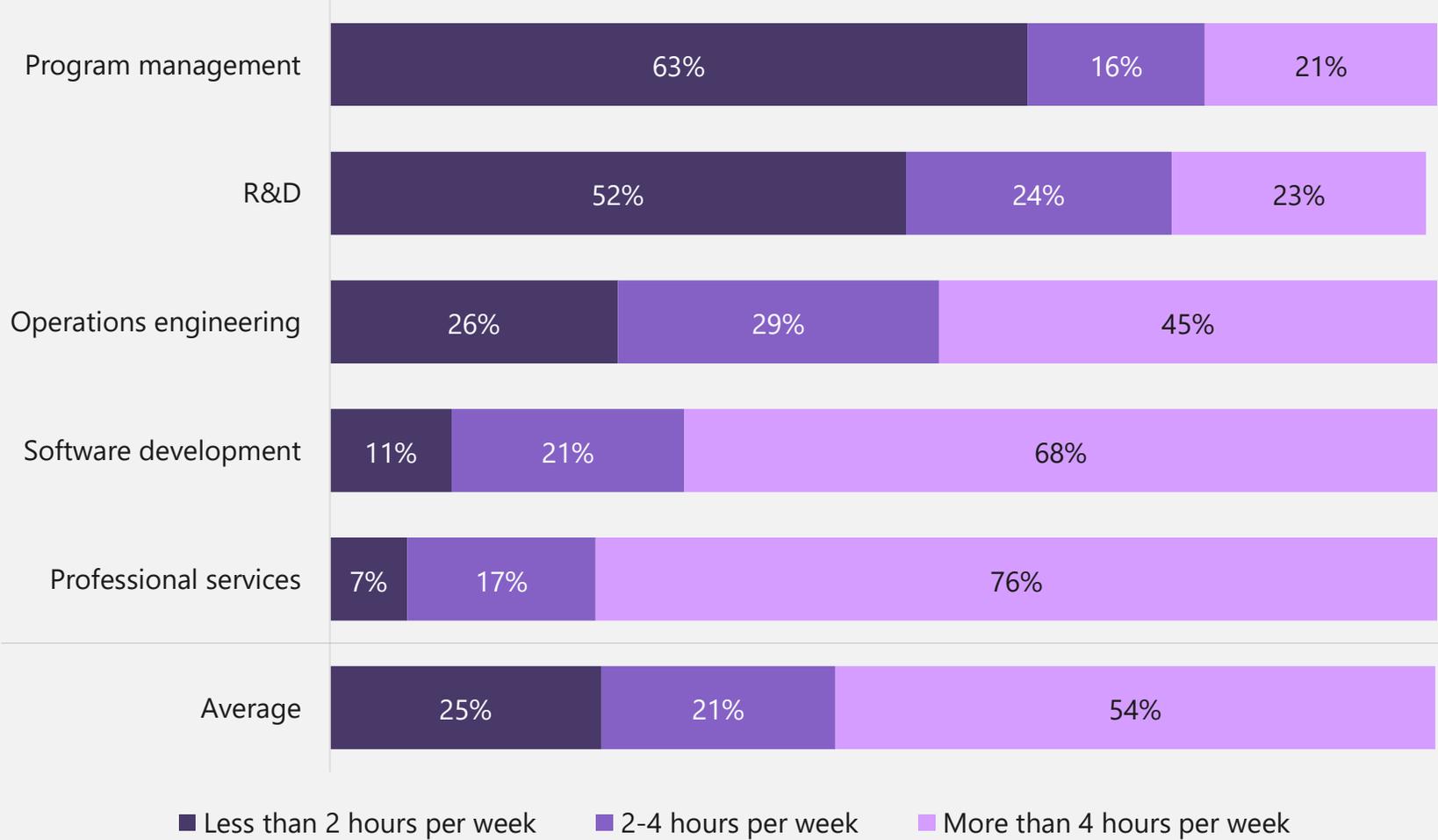
Although there will always be urgent requests that come through the pipeline, an overwhelming amount will prevent employees from being able to complete BAU activities. Groups that have high levels of urgency and after hours could benefit from a cultural shift towards more planned activities.



**Metrics:** Collaboration hours (with and without "urgent" keyword)  
**Query:** Person query

# Employees in groups A and B are losing touch with peers and might be at risk of isolation

Distribution of employees by weekly hours of small group conversations



## Why it matters

Strong peer relationships help employees stay connected to their teams. Feeling isolated has been shown to cause [a 21% decline in employee performance](#). Help employees maintain strong employee connections through recreational meetings and instant messages, in addition to regular work meetings.

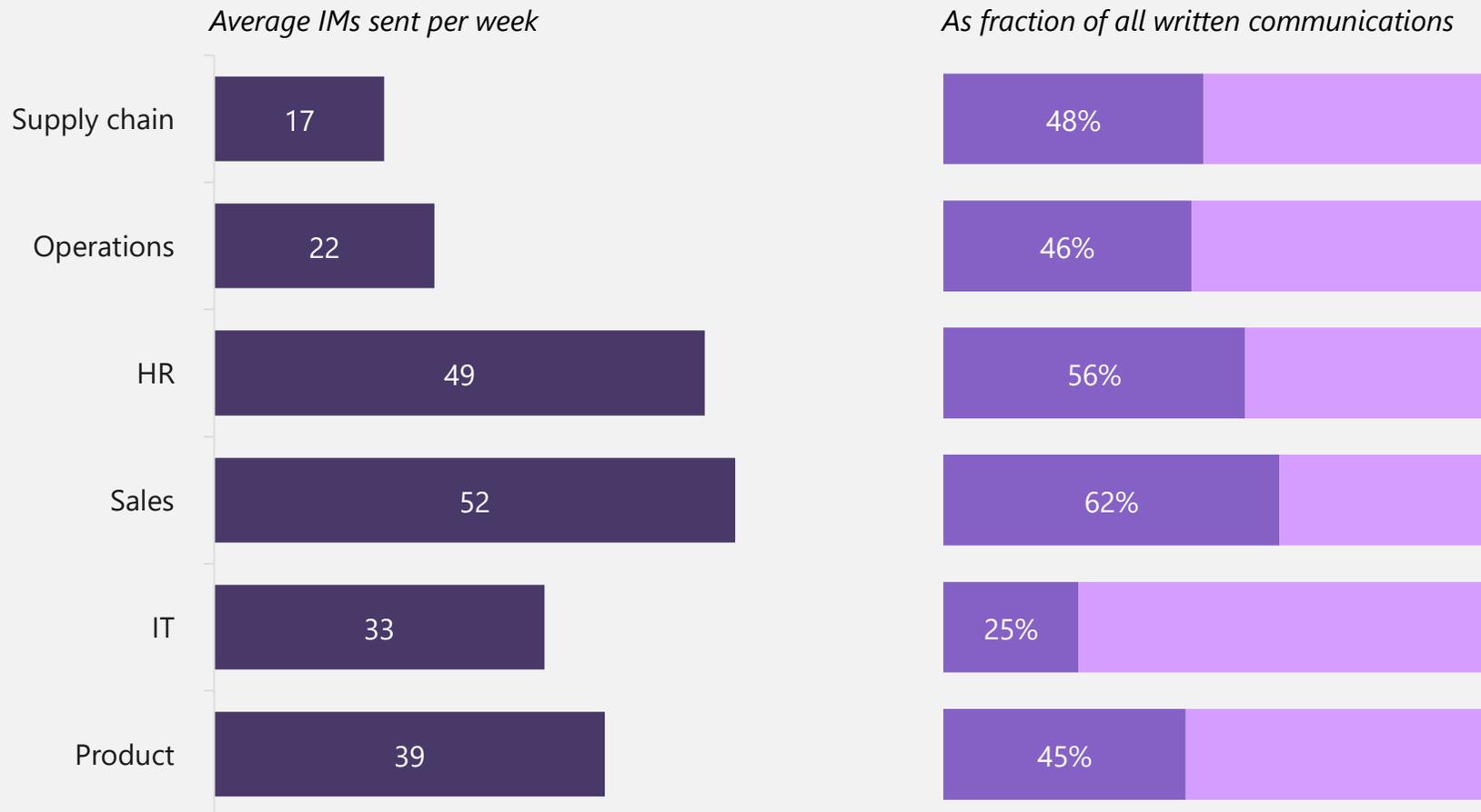


Metrics: Meeting hours (by participants)  
Query: Person query

# Opportunity to expand the use of instant messaging to foster more meaningful interactions

## Synchronous and unsynchronous communications

Relative use of instant messages instead of email



## Why it matters

Regular informal interactions at work ensures employees are safeguarded against social isolation and the [negative effects of stress in the workplace](#).

Friendships at work have also proven to [boost employee satisfaction](#).

Encourage employees to connect informally. Synchronous forms of Communications help build a sense of community amongst teams.



Metrics: Meeting hours (by participants)  
Query: Person query

# Outcome 3

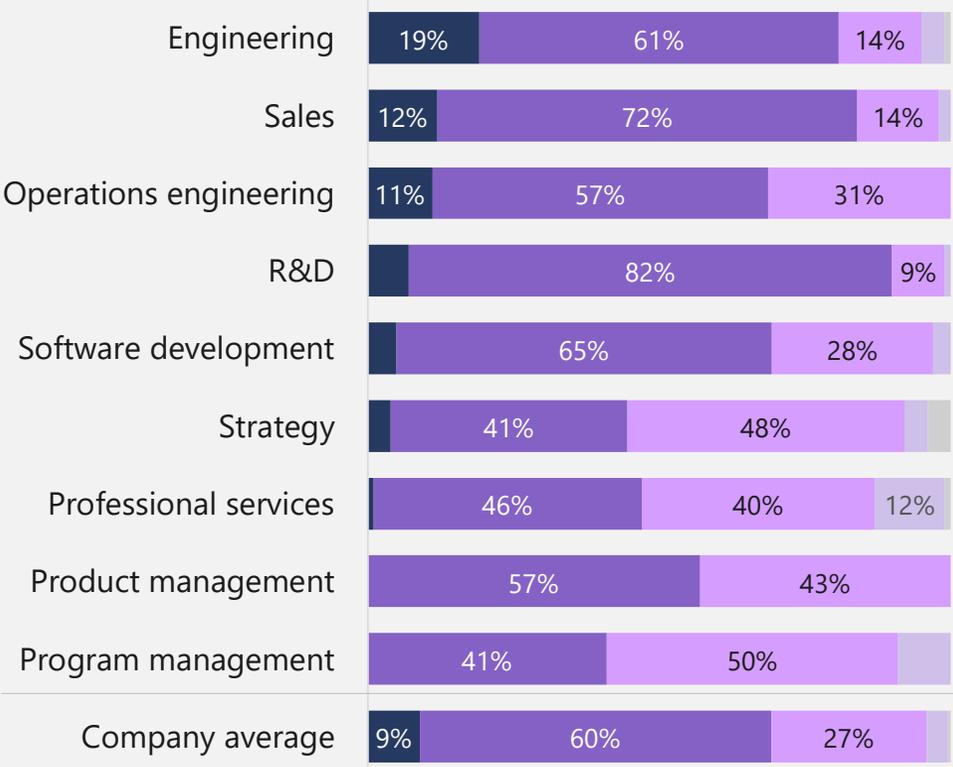
## Boost managerial excellence



# Managers in some teams have opportunity to boost 1:1 meetings - only 20% of Engineering gets sufficient coaching time

Distribution of employees by weekly manager 1:1 time

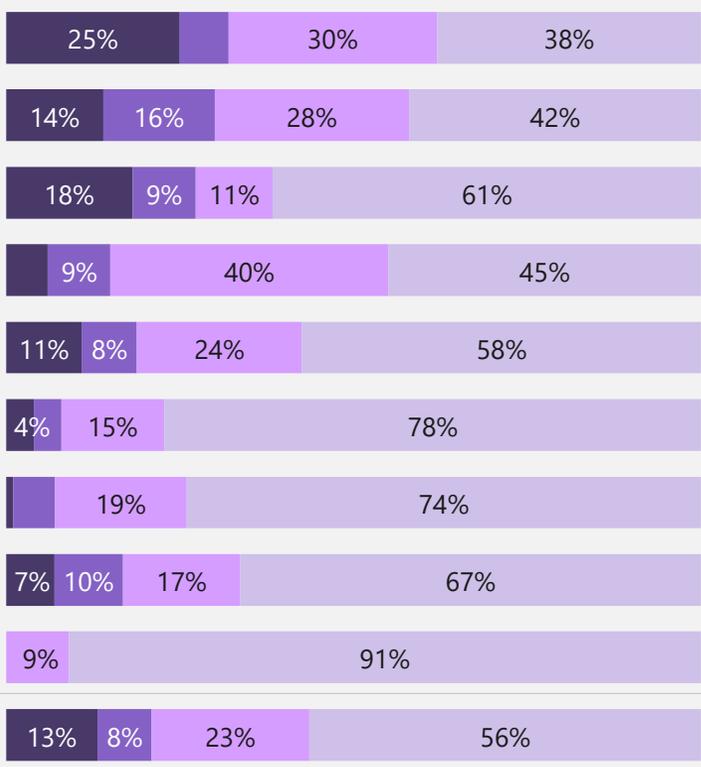
Percentage of employees



0 min   < 15 mins   < 30 mins   < 1 hour   > 1 hour

Distribution of employees by manager 1:1 frequency

Percentage of employees



Quarterly or less   Monthly   Bi-monthly   Twice-monthly

## Why it matters

Regular check-ins between employees and managers play an important role in driving employee engagement, alignment and clarity. Research shows these meetings provide value when they take place for at least 15 minutes a week on average and occur at least once every other week.

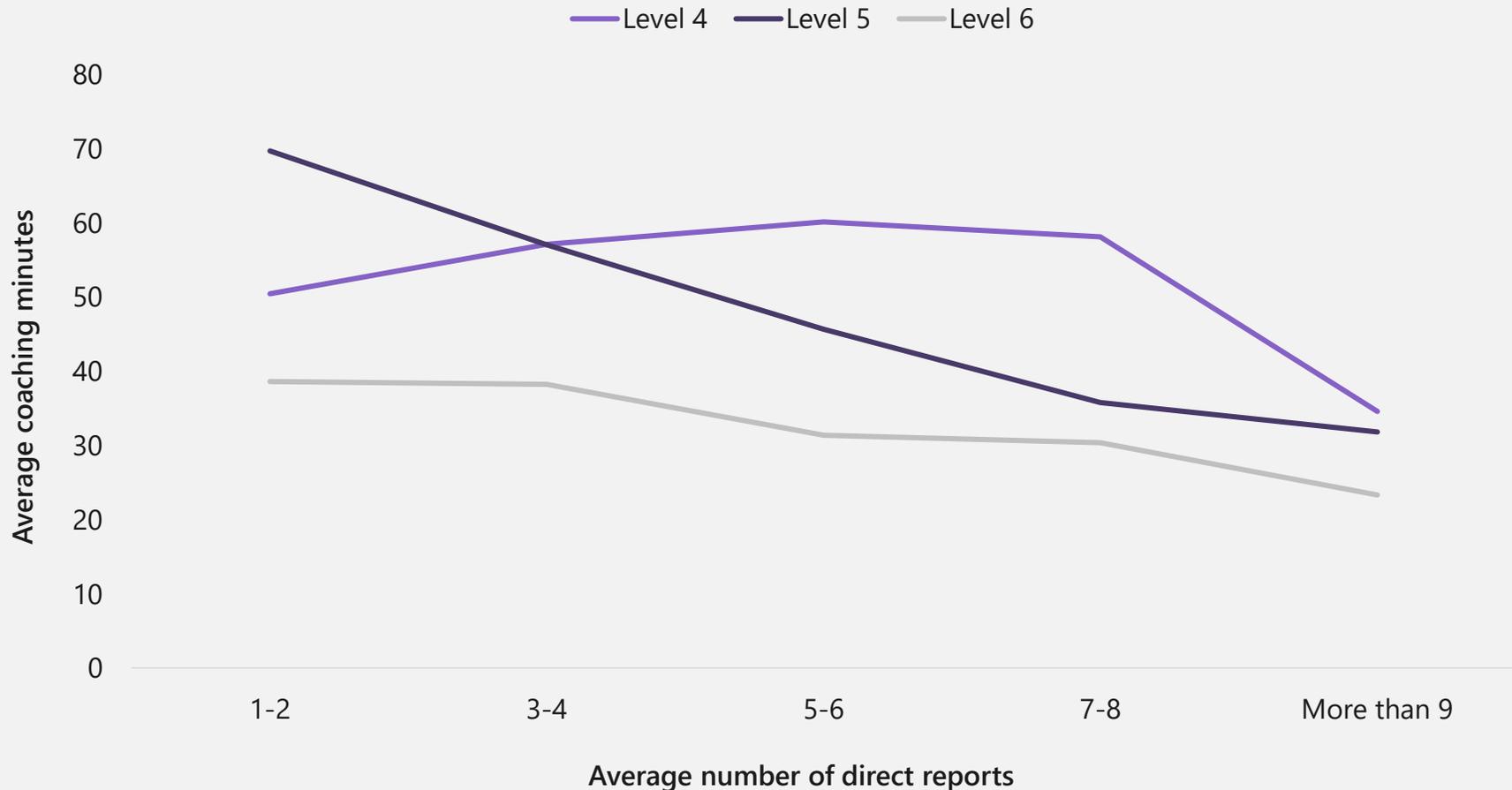


Metrics: Meeting hours with manager 1:1  
Query: Person query

# Managers responsible for larger teams spend less time coaching their direct reports

## 1:1 coaching meetings per direct report by number of direct reports and level

Average minutes per month in 1:1 coaching



### Why it matters

Change organizational structure by reducing spans of managers to a reasonable number of direct reports ensuing proper employee coaching and development.

Review the demands of managers. Those managers with large spans of employees should have their other responsibilities minimized, allowing more time for 1:1s.

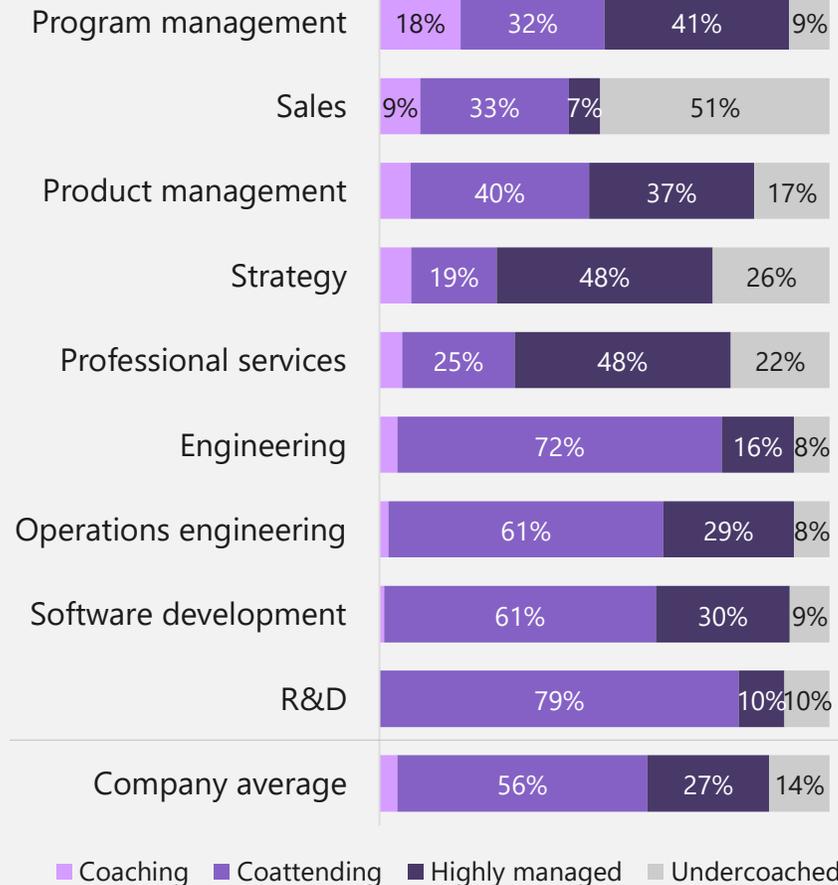
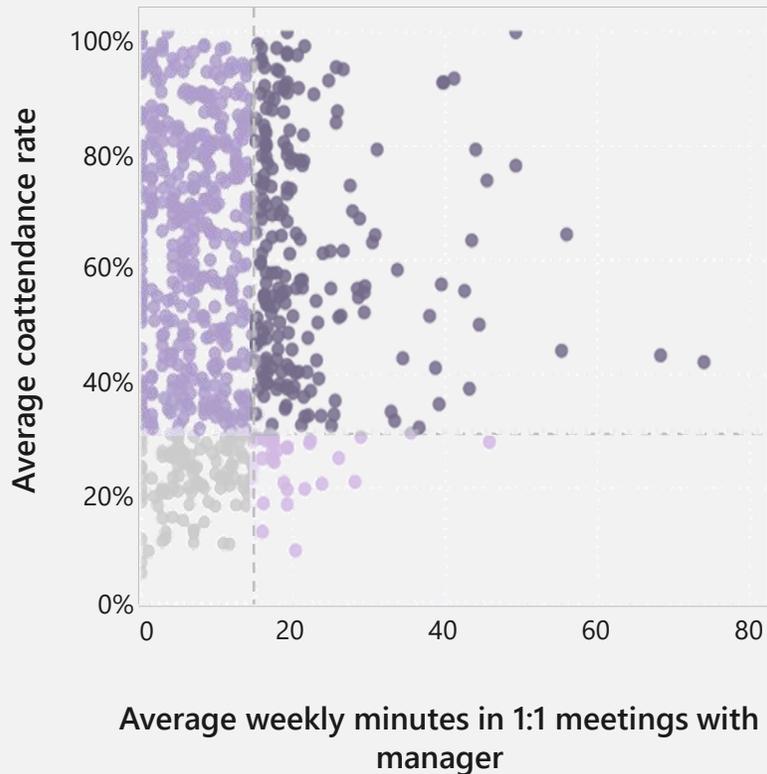


Metrics: Manager coaching hours 1:1  
Query: Person query

# Shifting coattendance to coaching changes the nature and quality of manager relationships

## Distribution of employees by manager relationship

Each dot represents an employee



## Why it matters

This analysis segments employees into four types based on the overlay of 1:1 meeting time and meeting coattendance rate. The research-based premise is that the most engaged and successful employees have managers who regularly meet with them 1:1 but otherwise allow them to operate autonomously.

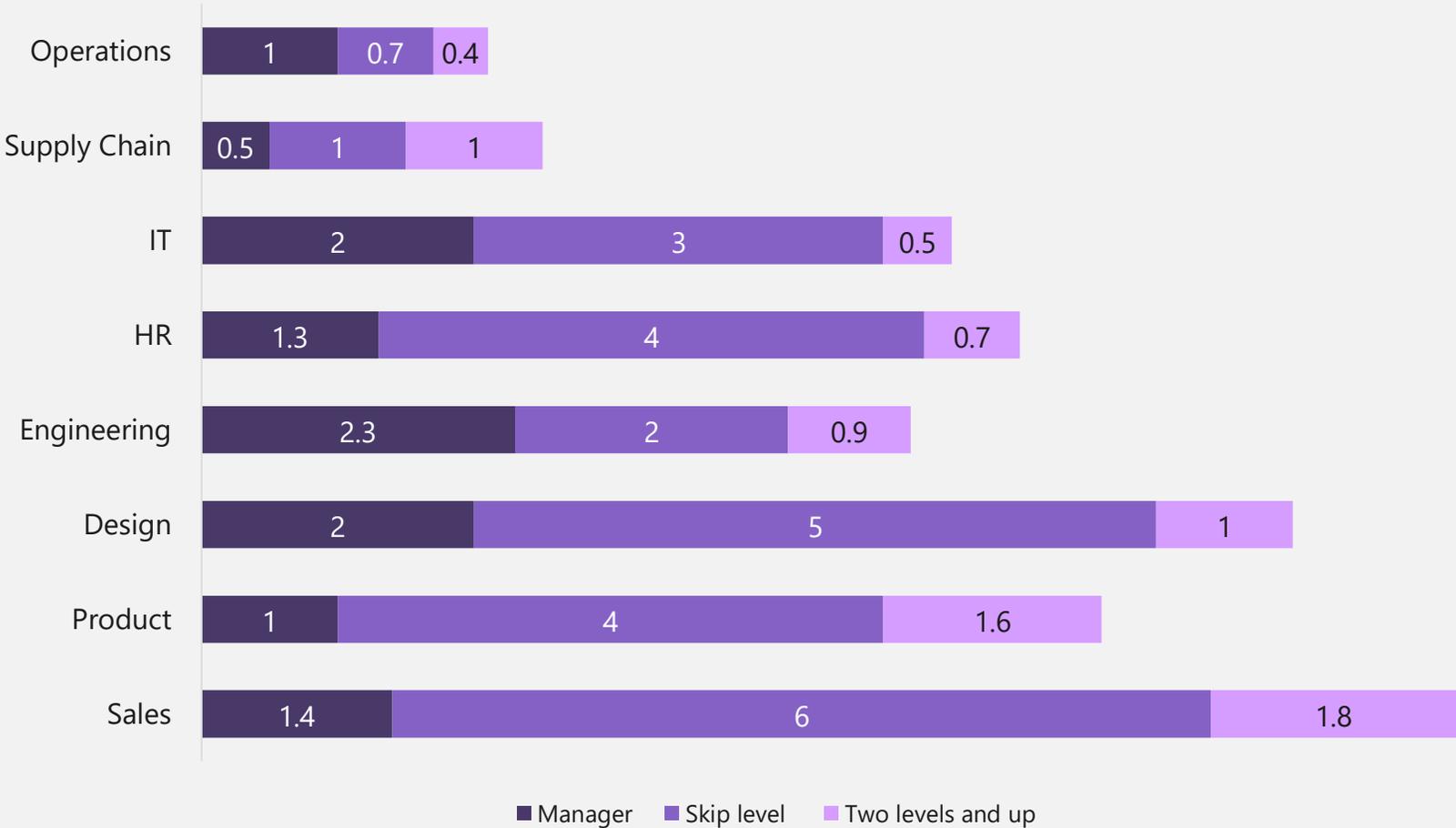


**Metrics:** Meeting hours with manager 1:1, meeting hours with manager  
**Query:** Person query

# Employees in IT and Operations have the lowest exposure to more senior leaders in an intimate setting

## Employee access to leadership

Time spent with staff at higher levels, in an intimate setting



### Why it matters

Exposure to different senior members of the team can be important for employees to encourage transparency, feedback, and opportunities for growth. Having access to senior leaderships makes employees feel heard and can positively impact engagement, sense of belonging and clarity around the team and organization's priorities

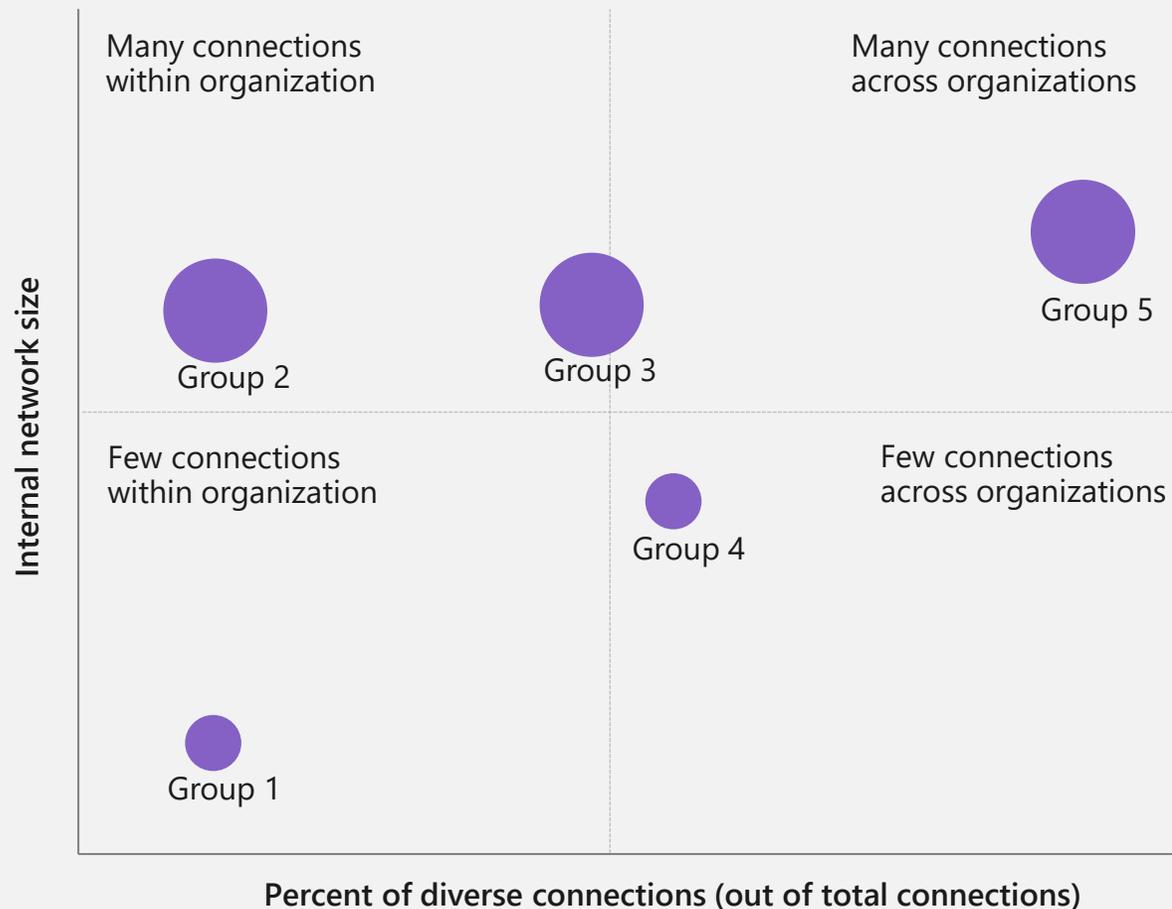


Metrics: Meeting hours (by participants)  
Query: Person query

# Group 5 managers have the largest network and most diverse connections to enable and support their teams

## Managers' internal network size and diversity of connections

*Size of the bubble represents organization's headcount*



### Why it matters

A recent [Gartner study](#) shows that employees with "connector" managers can improve employee engagement by up to 40%. "Connector" managers ensure that they and their team have relevant connections across organizations within the company. Their diverse network connections enables them to effectively expose their direct reports to a diverse set of contacts.

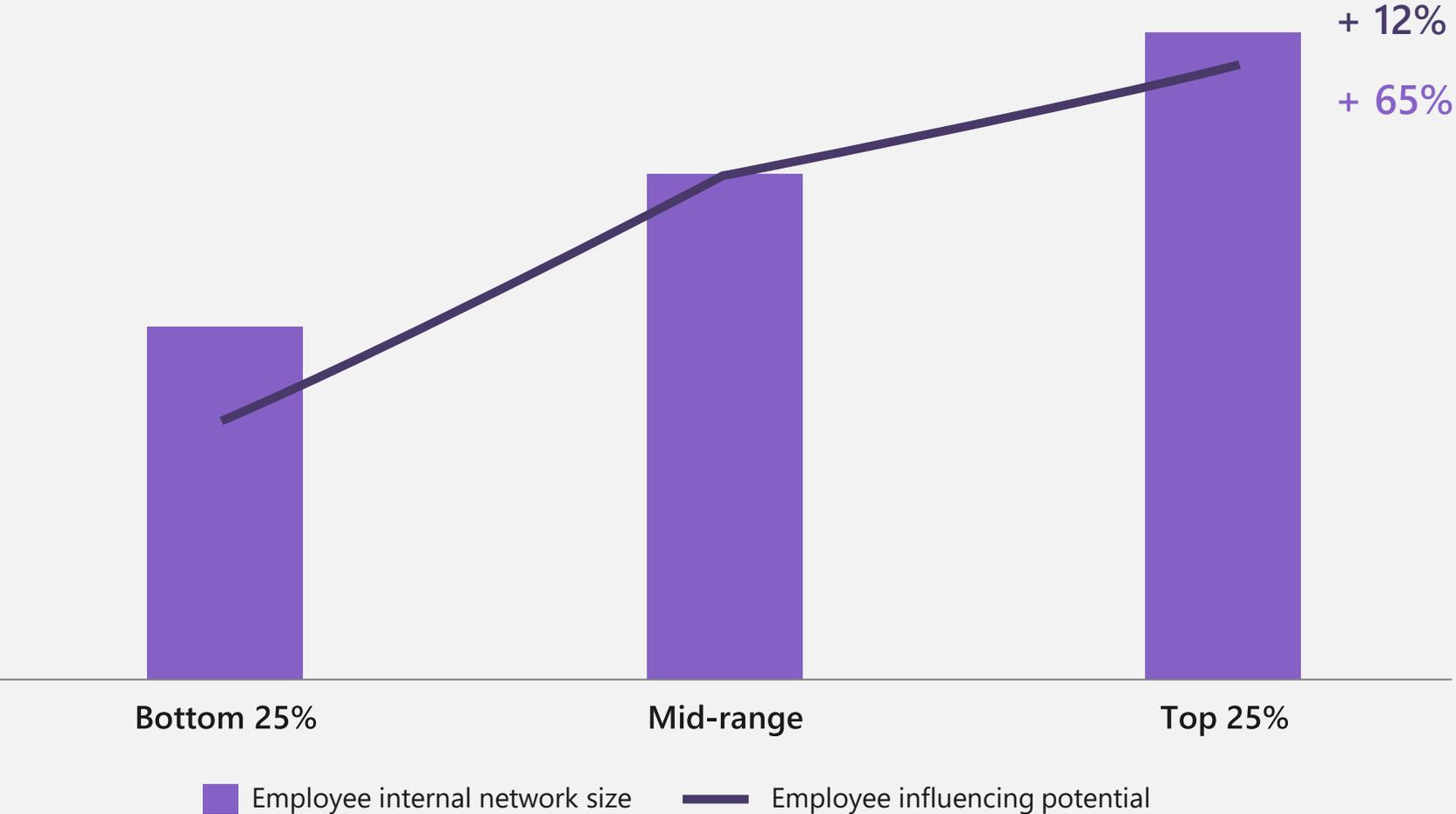


**Metrics:** Internal network size, Diverse tie type  
**Query:** Person query, Network: Person-to-person

# Employees reporting to managers with large networks have up to 65% larger networks and up to 12% more influencing potential

## Employee internal network size and influencing potential by manager network size

Average employee network size and influence score by manager network size distribution



### Why it matters

A manager's influence score helps you understand how sought after a manager is by other highly-sought people. Managers with large networks and high influencing scores can quickly and effectively expose their teams to a diverse set of influential contacts.

Provide networking and training opportunities to managers to improve their network. These can range from social events such as happy hours to encouraging creation of topic groups.

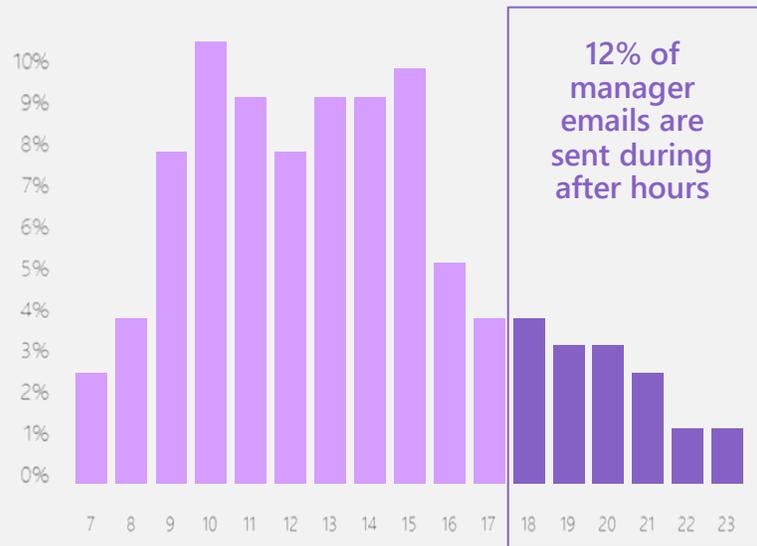


**Metrics:** Internal network size, Influence score  
**Query:** Person query, Network: Person query

# When managers email during after hours, their direct reports will too - for every hour of manager time a direct report spends 0.3 after hours

## Distribution of manager email hours

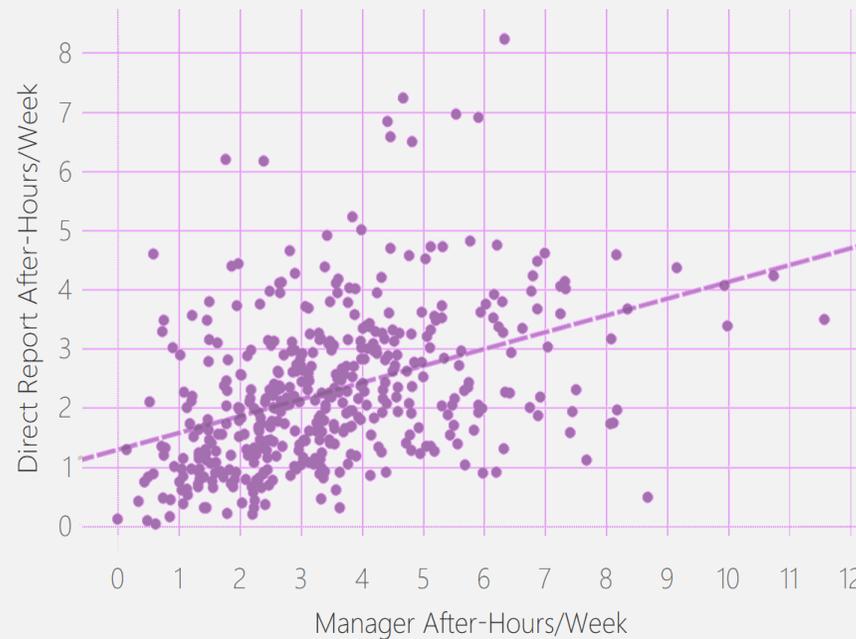
Percent of email hours, by hour of day



## After hours manager as compared to direct reports

Average weekly after-hours collaboration

Direct report after hours =  $1.3 + 0.28$  manager after hours – percent value  $< .0001$



## Why it matters

When managers send significant number of emails to their direct reports during after hours, they are compelling employees to respond during after-hours as well.

If you are a manager, consider preparing, but not sending, emails during after hours: [set up send commands to run on a schedule](#). Establish team expectations and norms around after-hours email communication.



**Metrics:** After hours collaboration, after hours email hours  
**Query:** Person query

# Working smart managers coach more, spend more time in training, and work more self-sufficiently than their working hard counterparts

## Manager profiles

*Distribution of managers across manager profiles*



## Behavioral lens

	Working smart (11%)	Working hard (30%)	Climbers (14%)	Comfortable (45%)
Relative to peers: Workweek span (hours per week)	+0.2	+2.5	+1.2	-2.0
Relative to peers: Internal network size	-0.5	+9	+4	-7
Collaboration hours per week	33	38	36	24
Leadership 1:1 meetings per week	1.1	1.1	0.7	0.5
Coaching hours/month per direct report	3.2	0.7	0.6	0.5
Percent decision-making meeting hours	46%	39%	33%	35%
Time in training (hours per week)	1.5	1.3	1.1	0.8
After-hours socializing (minutes per week)	12	10	40	8
Percent < 5 years tenure	17%	24%	48%	14%

## Why it matters

What work styles are predominate across managers? Understanding the difference between “smart” and “hard” working managers and gaining insight into where in the organization these profiles exist, enable you to role out targeted change programs to move them from hard working to smart working managers.

Use outcome data to get an understanding of what types of behaviors pay off in terms of performance reviews. Climbers might be more likely to get promoted because of their investment in after-hours socializing.



Metrics: See metrics in table  
Query: Person query

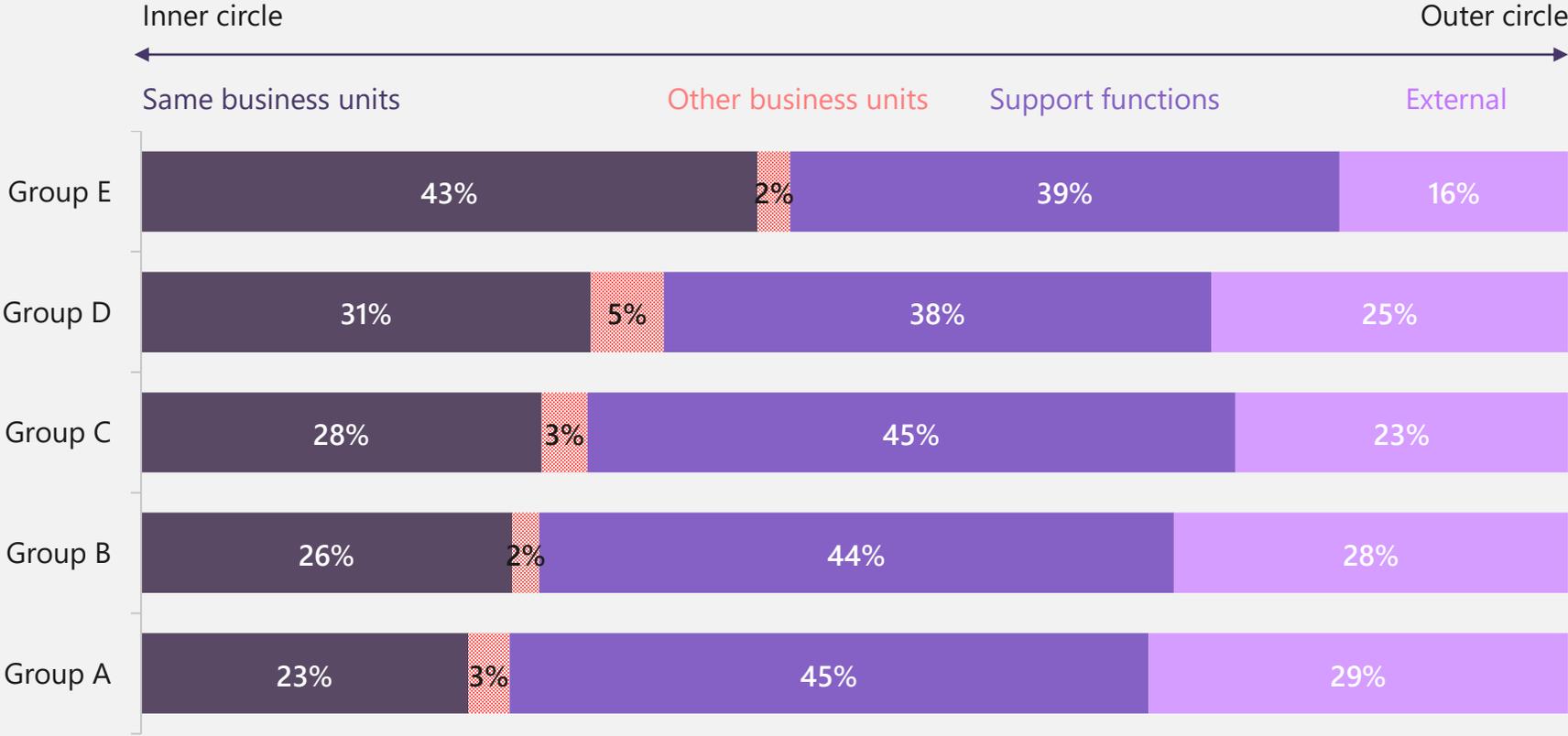
**Outcome 4**  
**Enable teaming and networks**



# Limited collaboration across business units - with most interactions taking place within teams and with support functions

## Collaboration across business units

Time spent within and across business units



1 Less than 5% of the time is invested in collaborating with other business units

### Why it matters

Limited interactions across business units could indicate siloed entities and limited dialogue. Excess fragmentation could lead to duplication of efforts, confusion and higher resource burn.

Opportunity to build strategic bridges to enable the dissemination of good practices and lessons learned.

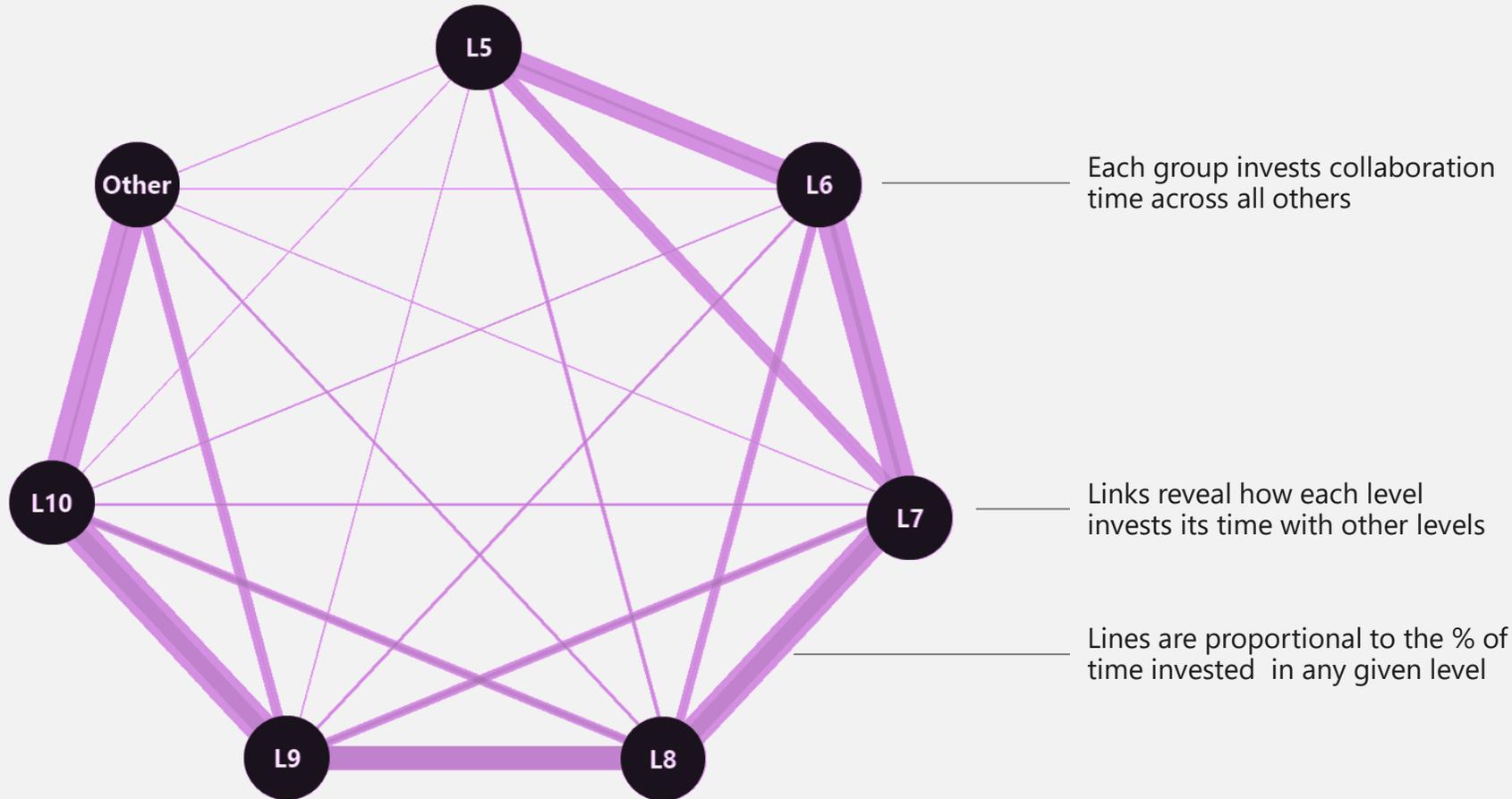


Metrics: Collaboration hours  
Query: Group-to-group query

# Collaboration flows reveal common skip-level interactions as an inclusive organization or a drive towards consensus?

## Collaboration across business units

*Time spent within and across business units*



## Why it matters

Although flat organizations are effective in gathering diversity of opinions and giving junior team members visibility and access to senior leadership, a lack of structure could hamper delegation and prevent agile decision making

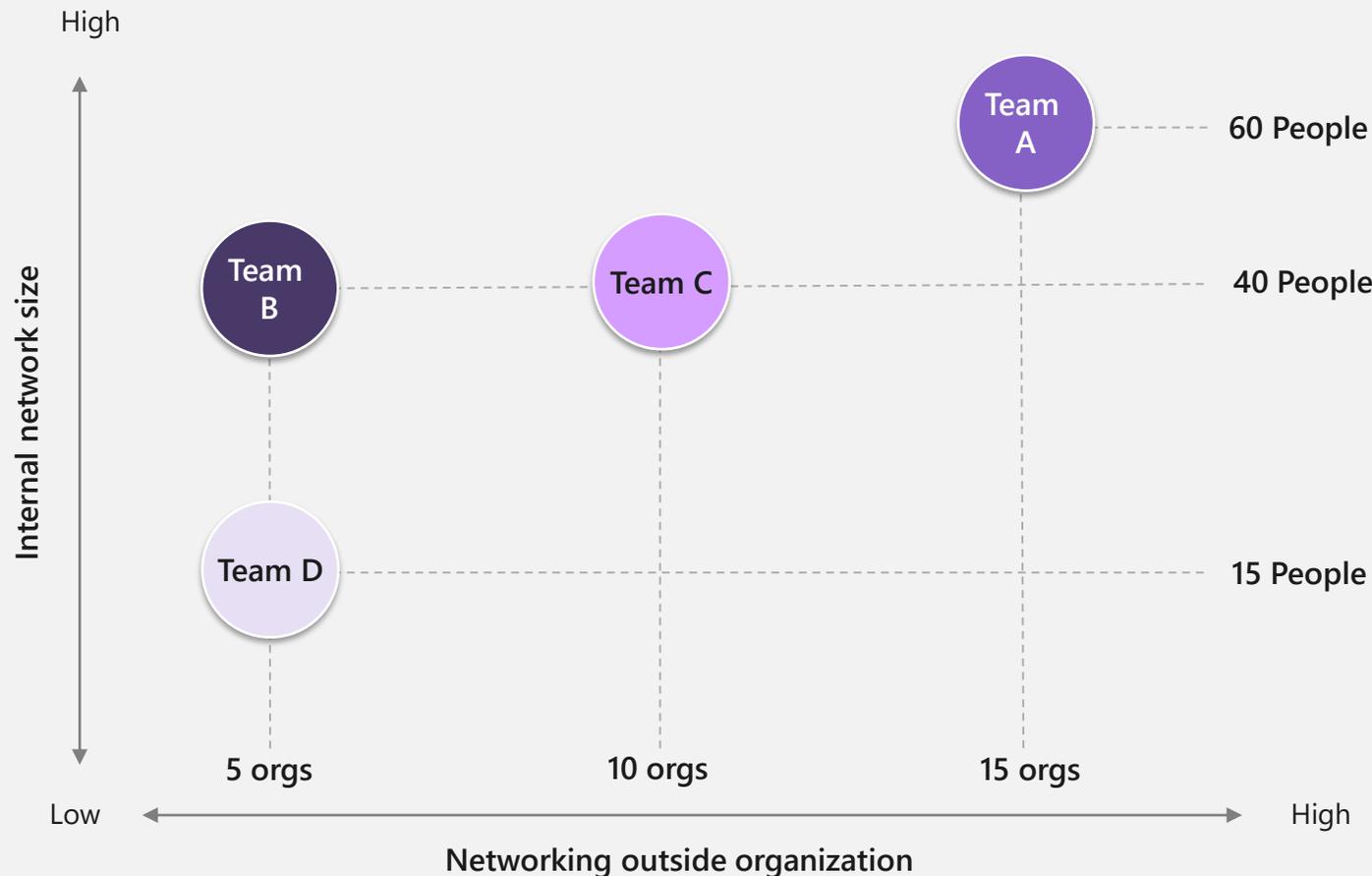


Metrics: Collaboration hours  
Query: Group-to-group query

# Employees from Support team A are the best connected—engaging on average with 60 peers from 15 distinct teams a week

## Connectivity of teams A-D within support organization

Network size and network breadth, by team



### Why it matters

The size and composition of networks is crucial for engagement—larger and broader networks, have the potential to ensure that employees have the right contacts to be successful in their roles, and can cultivate a more general feeling of inclusion in the organization.

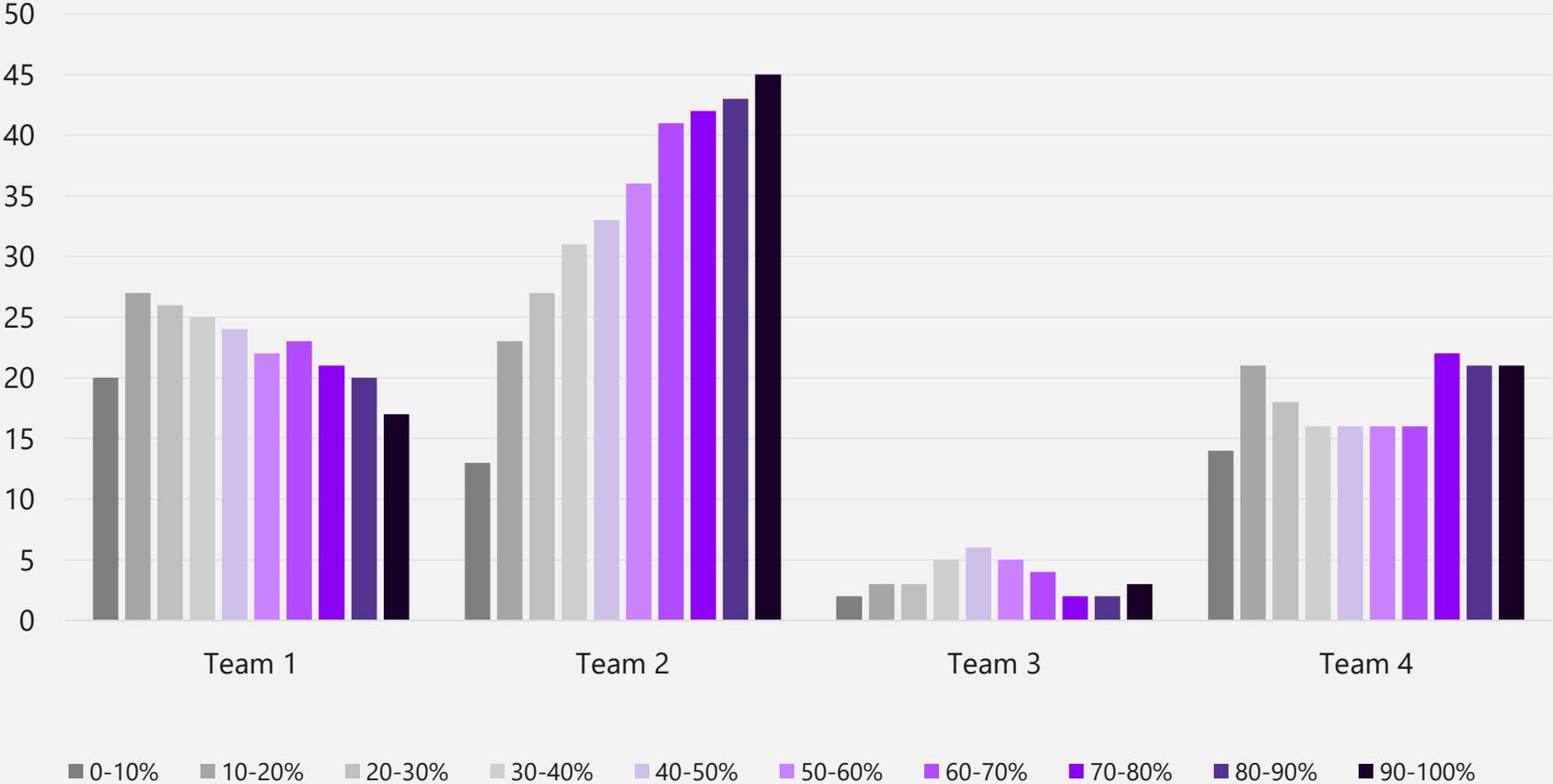


Metrics: Internal network size, Networking outside organization  
Query: Person query

# Distribution of influence within each team, reveals differing work cultures and access to information flows

## Distribution of influence

Count of employees on each influence decile, by team



### Why it matters

Connectivity within an organization can differ widely, with specific levels and teams having significant more access to key decision-makers than others.

Understanding the distribution of influence across teams can help identify teams that might feel poorly included in the organization; within a team, it can also reveal if hierarchy is deteriorating a feeling of inclusion.

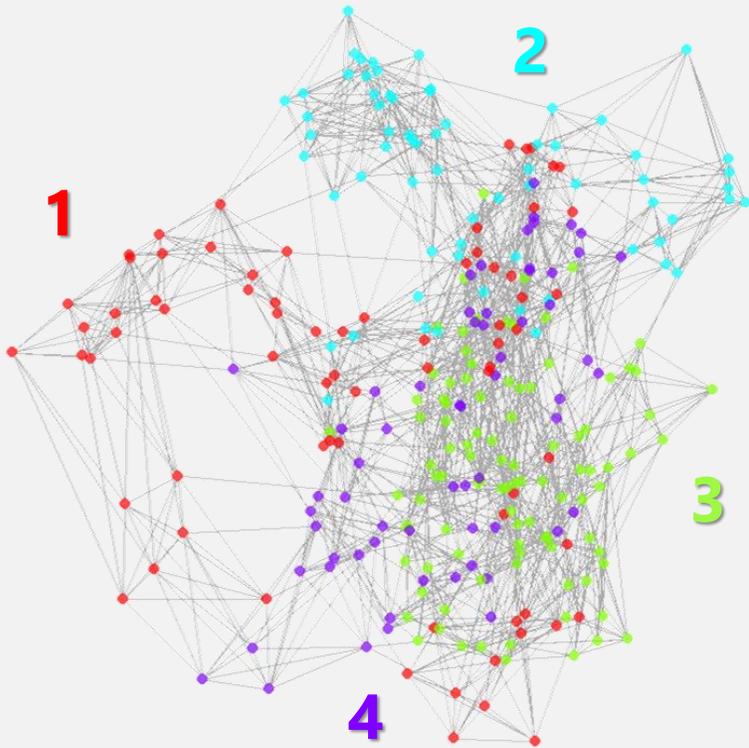


Metrics: Influence  
Query: Network: Influence

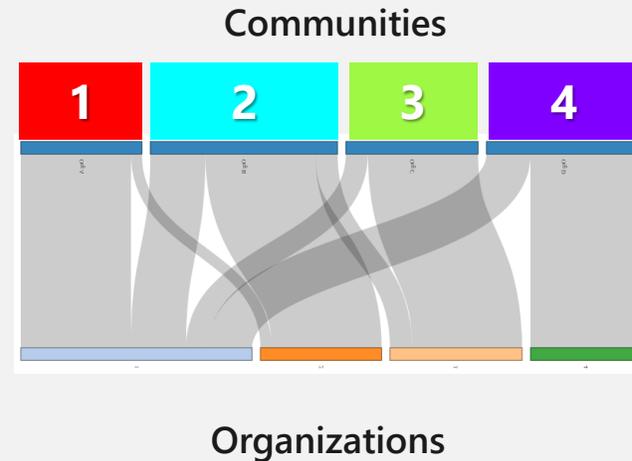
# Informal communities can identify team and office arrangements that are more optimal for collaboration

## Informal communities for workspace planning

Based on strong tie score\*, each node represents an employee



Informal communities  
Identified by the Leiden algorithm



\***Strong tie score** is a numeric score that measures the strength of inter-personal engagements by considering the direct collaboration between two people and their shared common network

## Why it matters

Understanding what informal communities exist in the workplace can help diagnose the strength of inter-personal engagements and reveal opportunities to bring teams closer together.

The structure of collaboration networks can also inform the creation cross-functional agile teams, coordinating same on-site days in office, and developing seating plans.



Metrics: Strong tie score  
Query: Network: Person-to-person

# Machine learning specialists are disconnected from other data analytics and product design experts

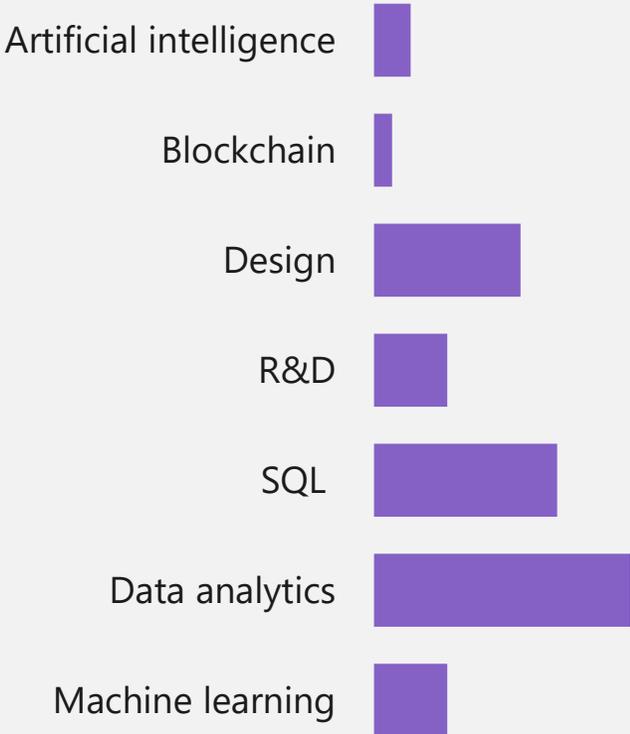
## Collaboration focused on skill

*Cross-skill group interactions and topic time investment*

### Collaboration time, grouped by individuals' primary skill

	Machine learning	Data analytics	Product design
Machine learning	93%	8%	3%
Data analytics	4%	77%	19%
Product design	3%	32%	65%

### Frequency of topic mentions (email or meeting subject line keywords)



## Why it matters

Connecting individuals with complimentary skills can be key to driving a more engaging work environment that drives performance and productivity.

Create project teams composed of people with different skills to facilitate cross-functional learning where it is not happening organically. Cross-organizational brown bag lunches can also facilitate knowledge sharing and enable employees to build informal connections.

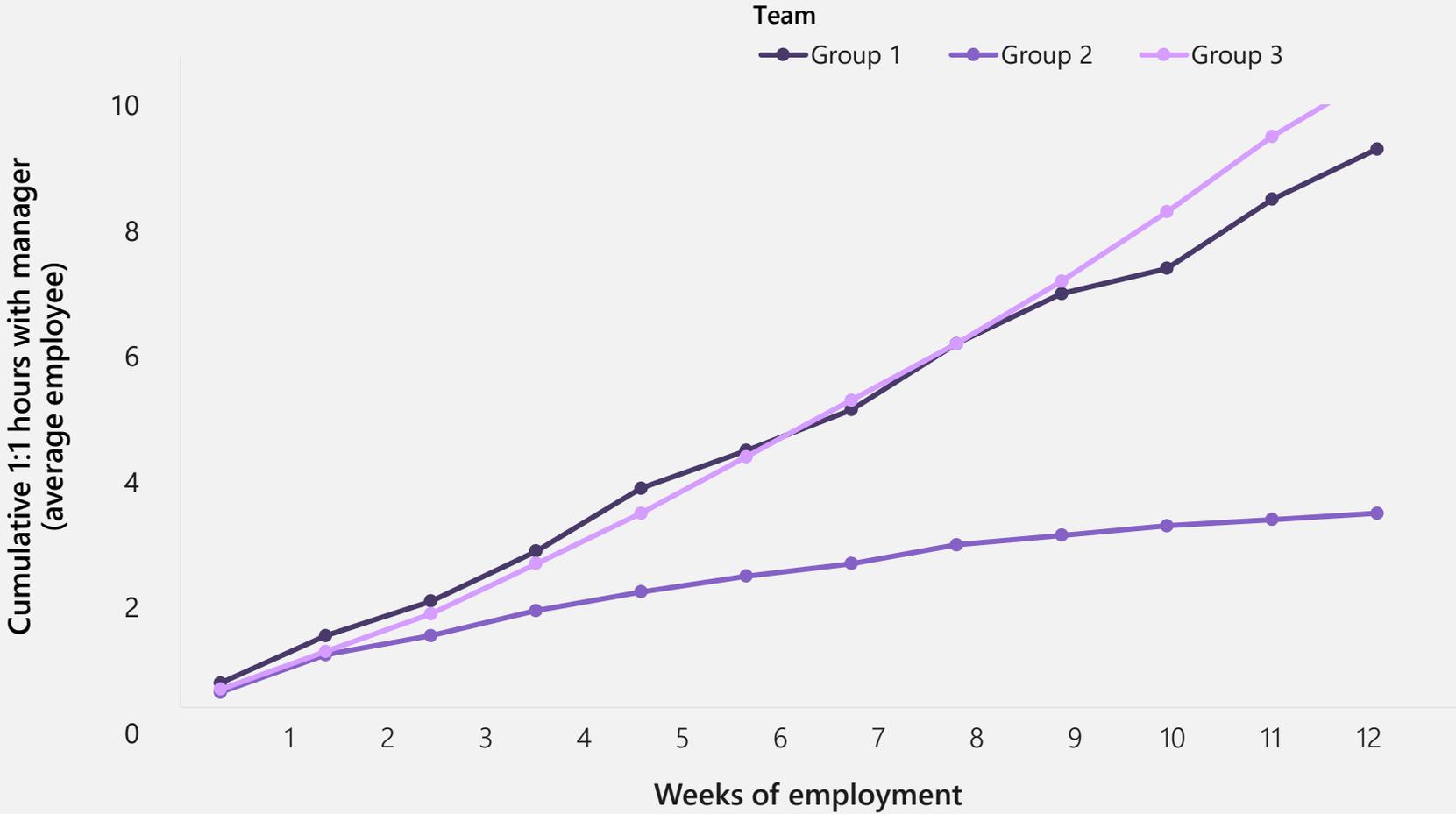


Metrics: Collaboration hours  
Query: Group-to-group

# Significant difference in levels of managerial support during onboarding—opportunity to develop a company-wide approach

## Managerial support

New hire 1:1 manager hours (cumulative)



## Why it matters

Guidance from their managers is key for newly hired employees, for them to understand team priorities and dynamics, develop personal connections, build trust, and develop a common understanding on opportunities and goals.

It is generally recommended for managers to meet with new hires in a 1:1 setting more often than with other employees, particularly during the critical first three months of employment.



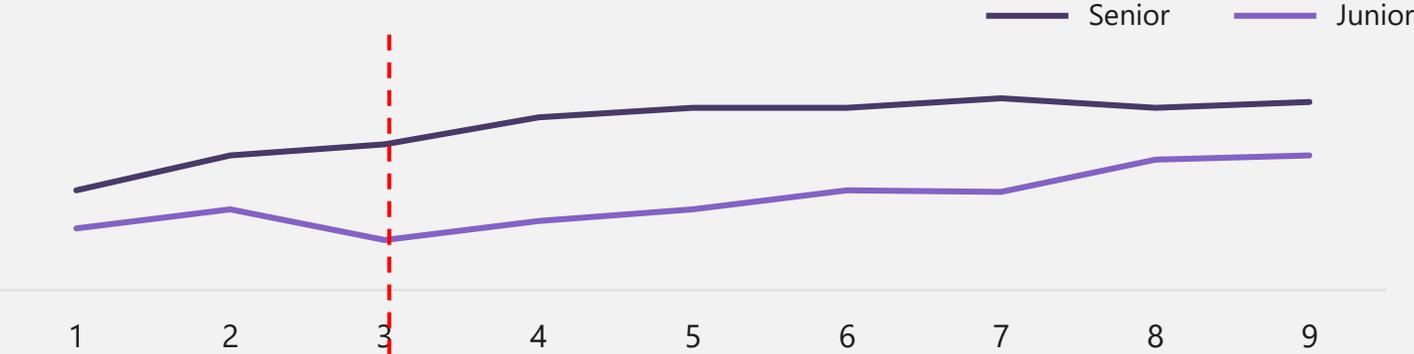
Metrics: Manager 1:1 hours  
Query: Person query

# Senior hires onboard faster than other colleagues at lower levels— opportunity to strengthen junior-level onboarding

## New hire engineers' onboarding

Average weekly meeting hours and internal network size relative to hire date

Weekly meeting hours



Internal network size



### Why it matters

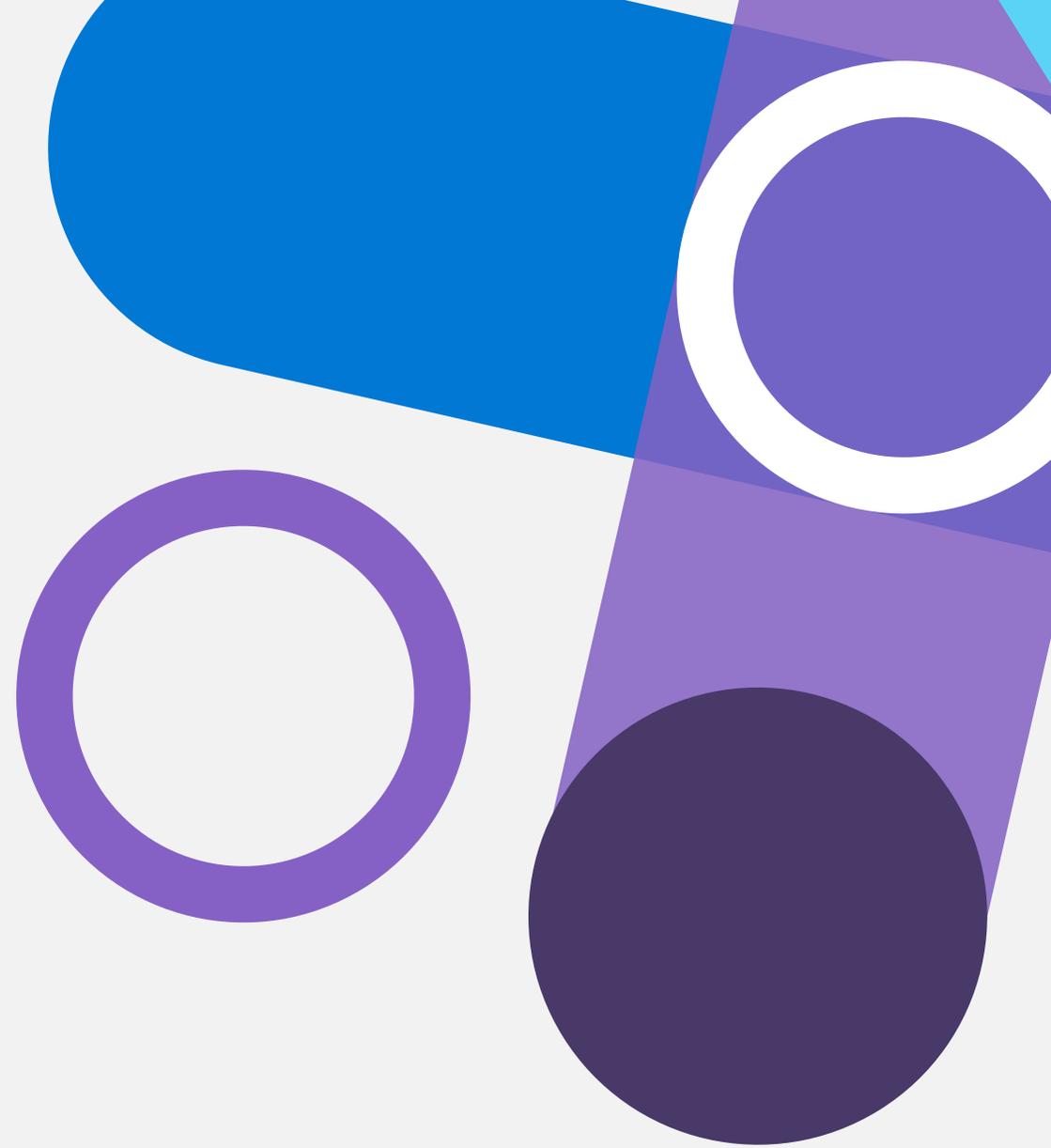
Newly hired employees might take several weeks or months to achieve their full potential, such as the particularities of each role, level, and the enabling factors that can impact onboarding speed.

Creating a meaningful and effective onboarding journey, can boost employee engagement among new hires.



Metrics: Meeting hours, Network size  
Query: Person query

# Augmenting analysis with engagement survey data



# Managers who spend more than 24 hours per week in collaboration seem to struggle the most with barriers to execute

Average manager survey score to question:  
*"We do a good job removing barriers that slow down our work"* based on collaboration hours

Survey item	Collaboration hours distribution					
	All	Under 8	8-16	16-24	24-32	Over 32
Respondents	1500	180	350	310	415	245
Barriers to execution	60	7.5	6.7	6.5	5.4	5.0

Managers who spend the most time in collaboration, seem to be the least satisfied with how the company does in terms of removing barriers to execute.

## Why it matters

Significant collaborative overload can hamper quick decision making for employees. Reducing some of the collaborative load and giving the employee more autonomy in decision making, can result in reduced perceived hurdles when it comes to execution and eventually lead to a nimbler organization.

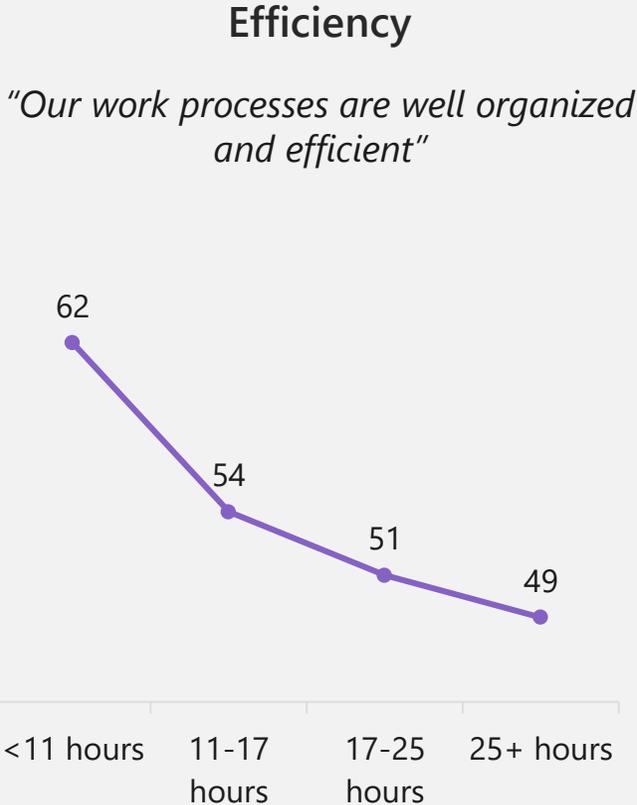
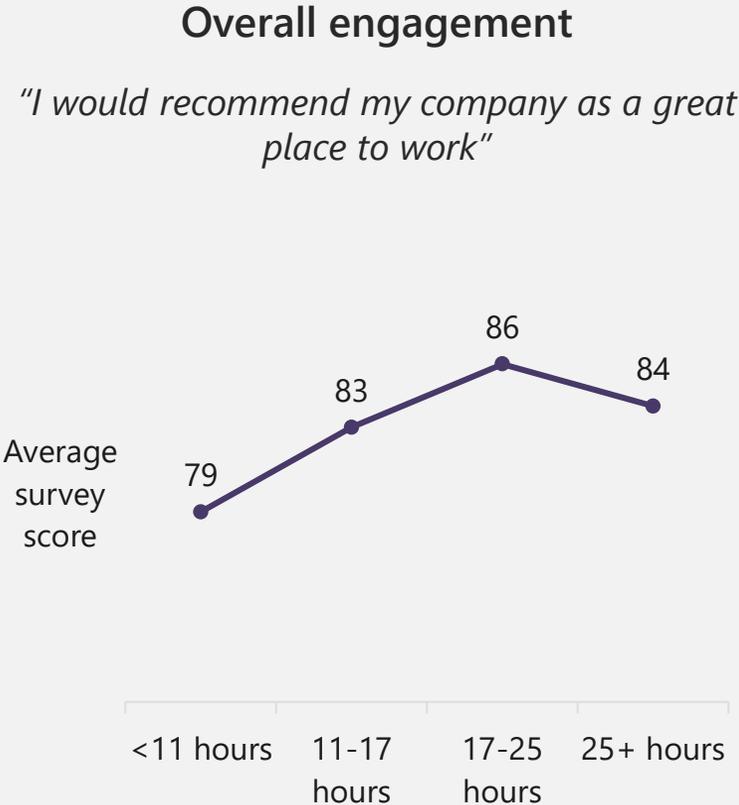


Metrics: Collaboration hours  
 Query: Person query

# Perceived efficiency suffers as overall time in collaboration increases

## Overall engagement and perceived efficiency scores by email and meeting hours

Average scores by average weekly meeting and email hours



Email and meeting hours quartiles

### Why it matters

Collaboration contributes to engagement up until a certain point at which it declines. However, efficiency suffers as the collaboration level increases.

Uncover collaboration thresholds and monitor group collaboration levels to identify potential problem areas and get ahead of engagement issues.

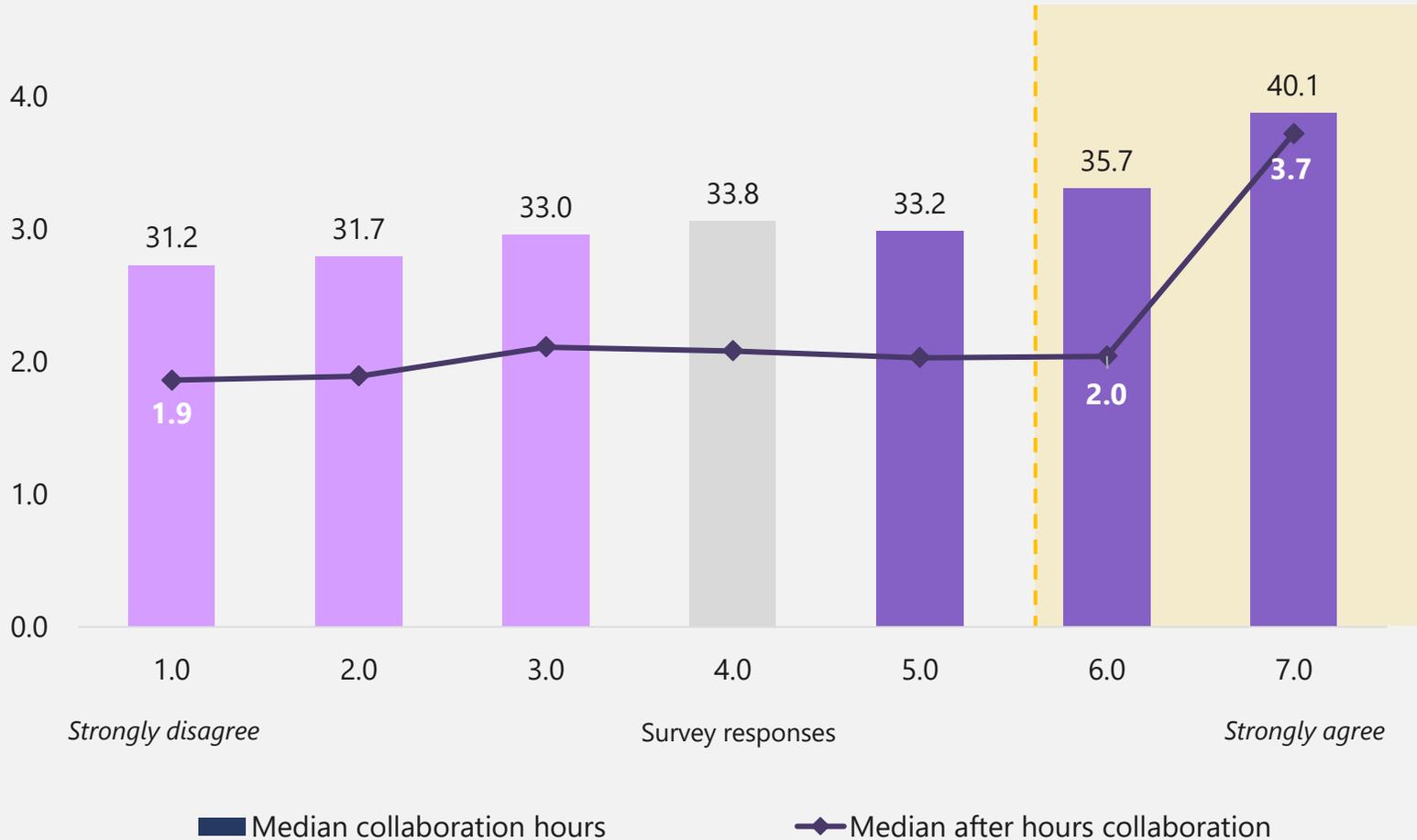
Conduct audit of time spent on work processes to eliminate time-wasting activities and achieve a better balance between engagement and efficiency.



Metrics: Meeting hours, email hours  
Query: Person query

# Managers most at risk of feeling emotionally drained experience the highest collaboration loads and after hours

Median of collaboration hours<sup>1</sup> and after-hours collaboration hours<sup>1</sup> by survey response to the question: *"I feel emotionally drained"*



## Why it matters

There appears to be a "tipping point" on feeling emotionally drained for Managers once they hit 34+ collaboration hours.

To avoid manager burnout, encourage managers to protect calendar time for focus work (and downtime). Monitor after-hours as an early warning signal of employee overload and reach out to groups of managers spending 40+ hours in collaboration.

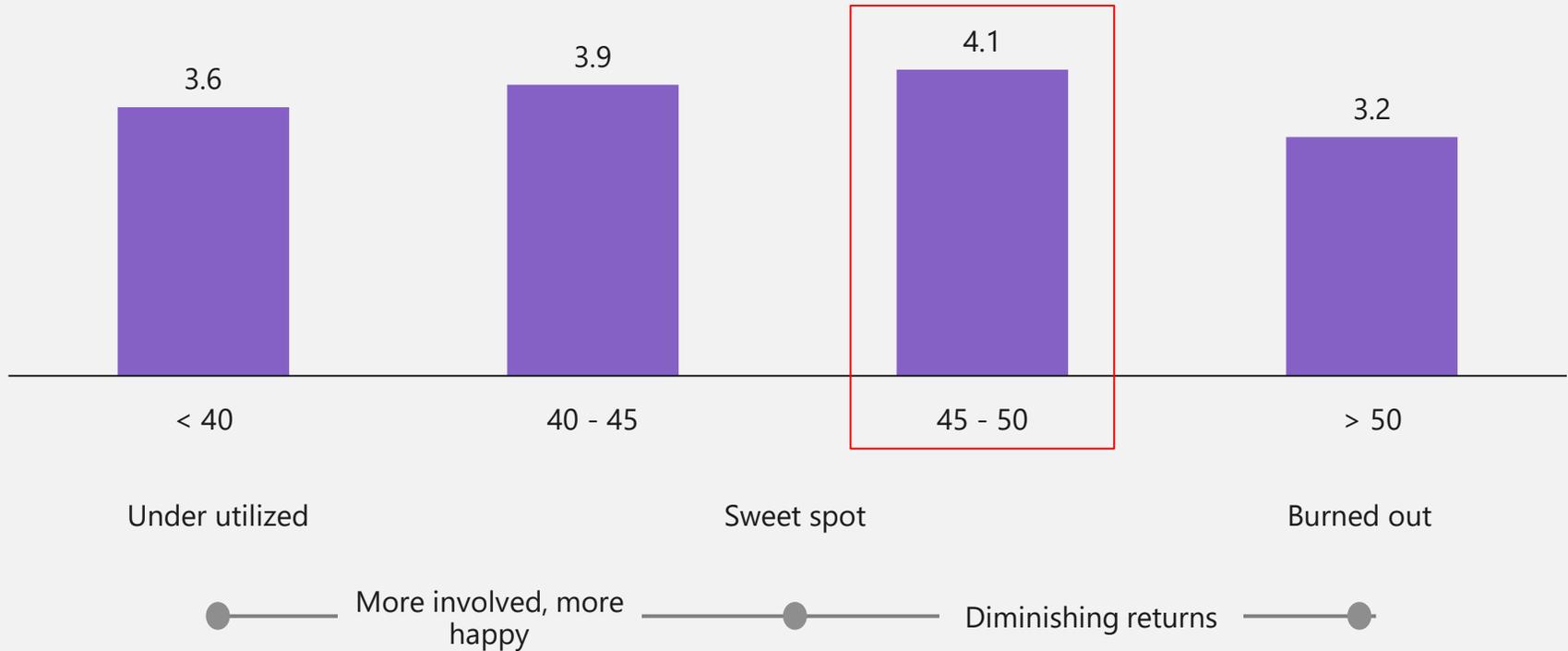


Metrics: Collaboration hours, after hours  
Query: Person query

# Employees with normal workweeks of 45 to 50 hours are most content

## Employee contentment score<sup>1</sup> by workweek span

Average employee contentment score by average workweek span



### Why it matters

Individuals who work a more “normal” week of 45 to 50 hours produced the highest contentment score. When employees spend longer workweeks, we see diminishing returns in terms of reported employee contentment.

Understanding where the tipping point lies allows for identification of groups working above threshold. For groups working consistently over 50 hours per week, conduct further analysis to understand drivers and design appropriate interventions.

<sup>1</sup> Contentment score based on average responses (1 = strongly disagree, 5 = strongly agree) to engagement survey questions:

- Q3. I intend to stay with this company for at least the next 12 months
- Q12. My team members work well together
- Q15. I am appropriately involved in decisions that affect my work
- Q16. I am satisfied with my level of work-life balance
- Q18. My manager supports my skill and career development

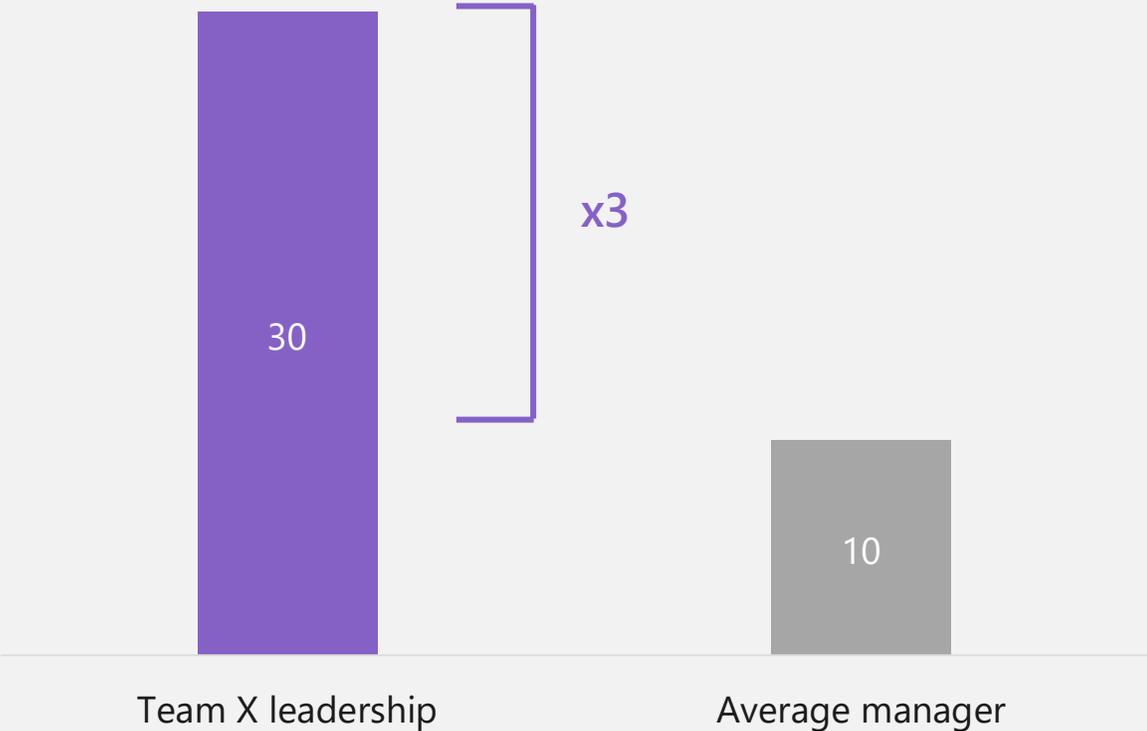


Metrics: Workweek span  
Query: Person query

# Team X leadership with low average work-life balance scores generates 3 times more meeting hours than the average company manager

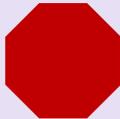
## Meeting hours generated by Team X leadership as compared to the average manager

Team X: Team reporting lowest work-life balance scores



### Engagement survey, FY17

*W13. I am satisfied with the balance between my work and personal life.*



### Engagement survey, FY18

+7%

### Why it matters

Based on these insights the leadership team created a roadmap to change their own behaviors and open the discussion of findings to the team. Leaders reviewed their recurring meetings to reduce invite list size and length and reduced email distribution list size and mail frequency. As a result of **work-life balance scores on the next engagement survey improved by a full 7%**.

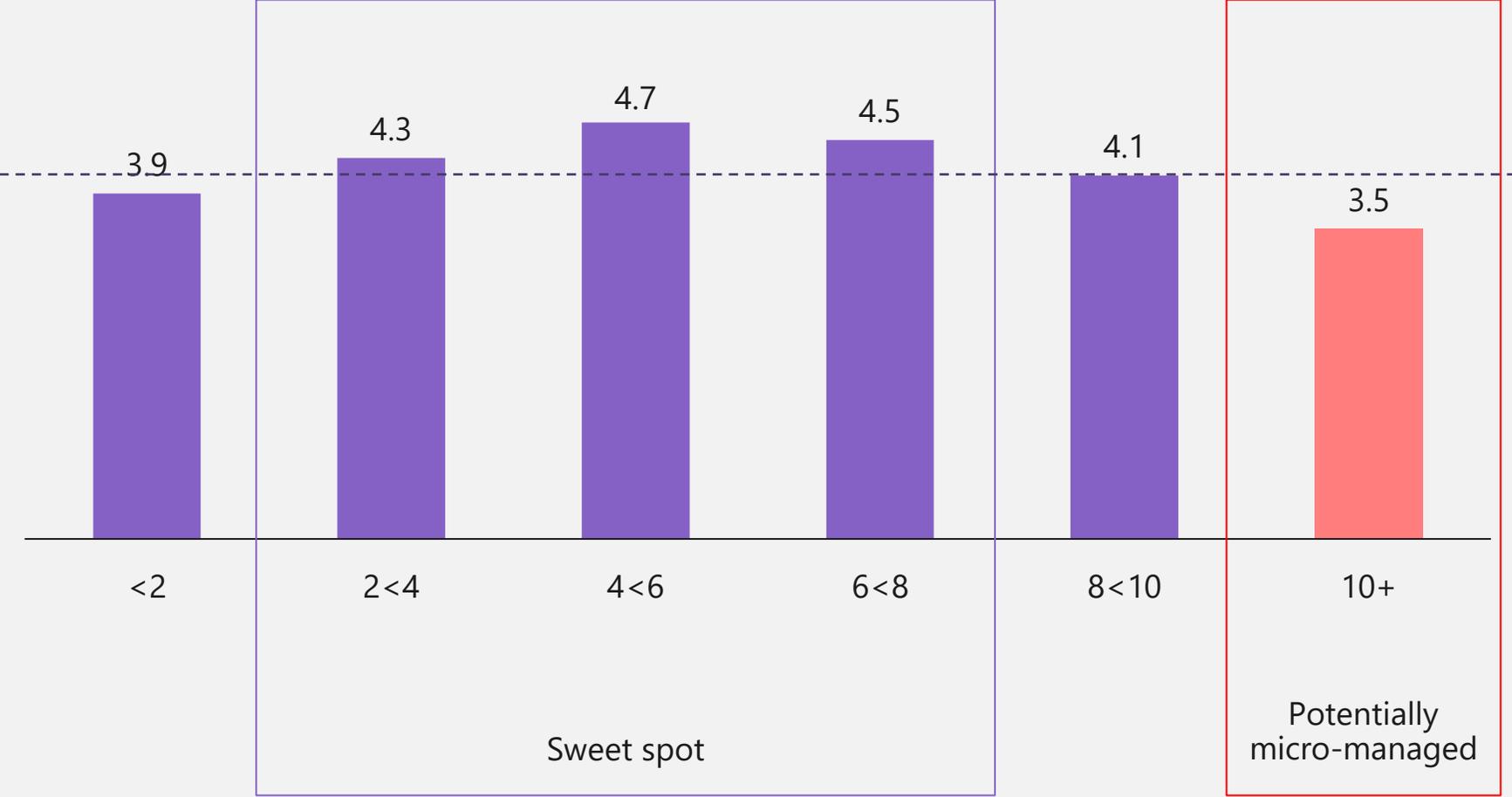


Metrics: Generated meeting hours  
Query: Person query

# Having managers attend too many of their direct report meetings can be counterproductive

## Manager effectiveness scores by average weekly meetings co-attended by direct manager

Average weekly employee meeting hours with their direct manager co-attending the meeting



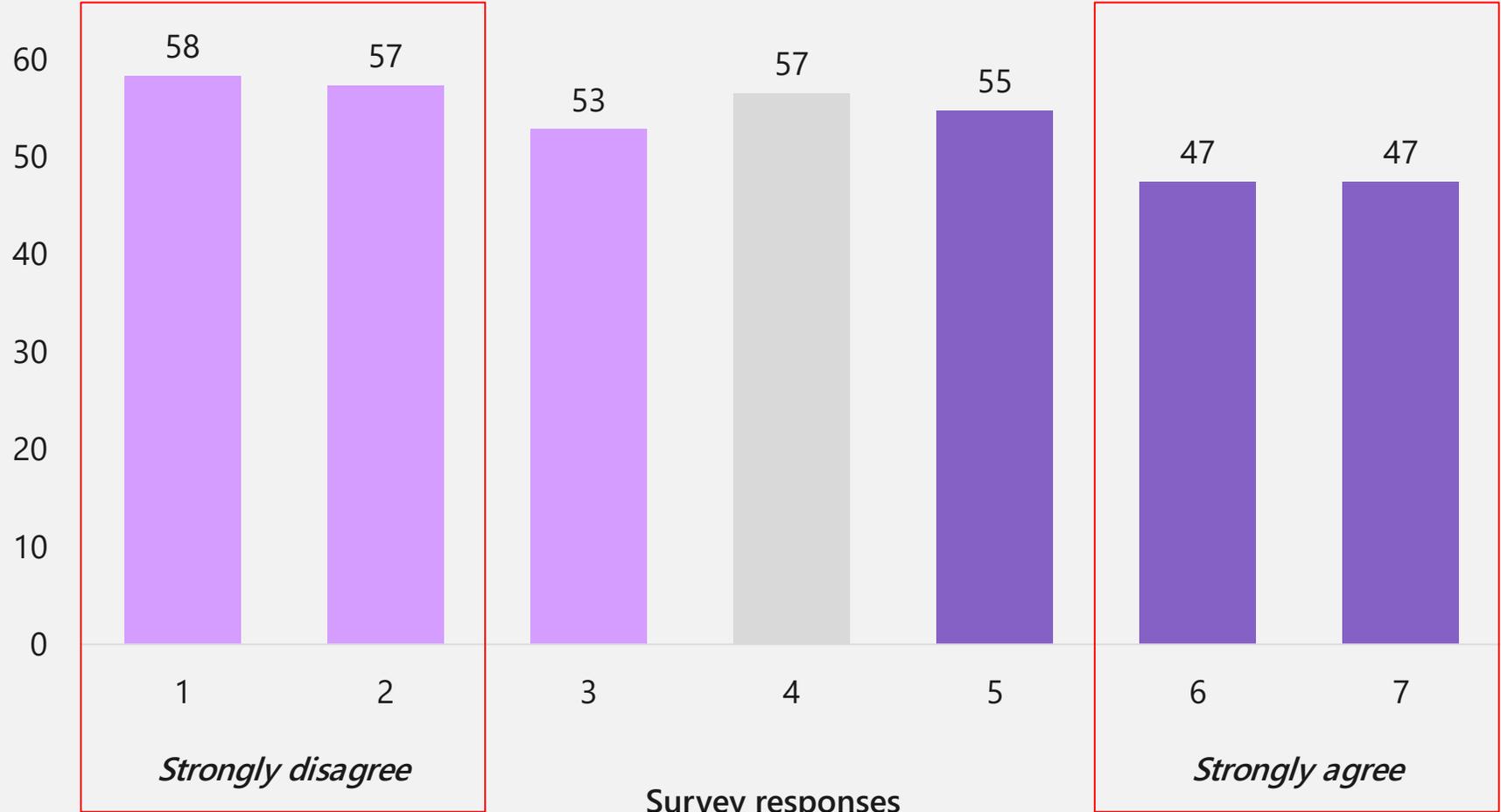
### Why it matters

While there will always be a proportion of meetings that both managers and their direct reports should attend, high rates of manager co-attendance in meetings can signal opportunities to simultaneously empower employees through greater autonomy and free up manager meeting time, so managers can focus on other more strategic tasks.

 Metrics: Meeting hours with manager  
Query: Person query

# People who feel highly connected also have larger active internal networks

Average internal network size by survey response to question:  
*"I feel disconnected"*



## Why it matters

Employees who feel connected (1,2) have larger networks than those who feel most disconnected (6,7). The connected people actively engaged with an additional 10+ contacts consistently.

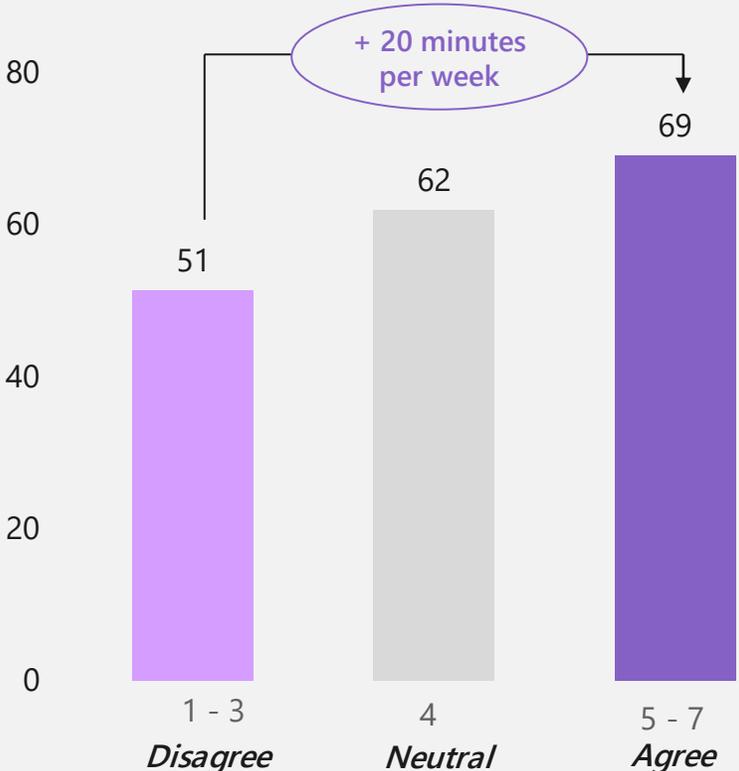
Encourage employees to keep their networks active by scheduling informal catch-ups, happy hours and small-group conversations like brown bags and lunch and learn meetings to avoid employee isolation.



Metrics: Internal network size  
Query: Person query

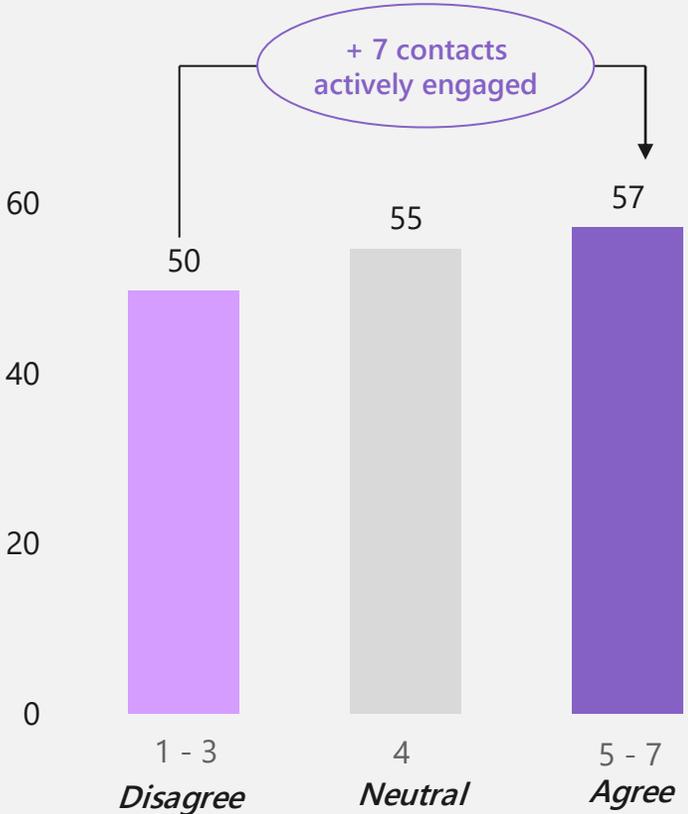
# People who feel most supported actively engage in more personal interactions and keep their networks active

Average meeting time in 1:1 meetings with colleagues by survey response to question: *"I feel I have the support I need"*



Survey responses

Average internal network size by survey response to question: *"I feel I have the support I need"*



Survey responses

## Why it matters

Employees who feel supported typically spend more time in 1:1 meetings with colleagues and are actively engaging with 7 additional contacts (on average) vs those who do not feel supported.

Encourage employees to connect 1:1 with their co-workers to increase support and replace previous face to face informal interactions.



Metrics: Internal network size, meeting hours with manager 1:1  
Query: Person query

