

PARTNER WEBINAR

From Insight to Action: Conquering Tough Topics



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Learning



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HRSG

Welcome!

- We'd love to answer your questions! Please submit your questions on the Q&A tab.
- If you would like to see a demo of Lattice press the "Get a Demo" button on the top right of your screen
- There are some great articles and ebooks in the "Docs" tab.
- This session is being recorded and you'll receive the recording via email after the event.
- You will receive your SHRM and HRCI credits via email after the live event.



Tell us in the chat...

What employee engagement themes are top of mind for you this year?



Who You'll Hear From Today



Danielle Little

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From Insight to Action: Conquering Tough Topics

Employee Engagement 101



Why should you run engagement surveys?



Collect honest feedback by giving your employees a voice



Identify areas of celebration and opportunity



Build trust and drive meaningful change for your organization



6 Tips for understanding your results

1. Ask the right questions.
2. Look at the cross-sections.
3. Consider context and benchmarks.
4. Read the comments.
5. Filter by performance.
6. Experiment with visuals.



But what if you have more questions on how to take action on specific themes?



Diversity Equity Inclusion and Belonging



Danielle Little

Director of Process Change

PEOPLISM



**What is your DEIB
strategy?**



DEIB improves...

Financial performance

Racially-diverse executive teams are 33% more likely to have industry leading profitability.

[McKinsey, 2018.](#)

Employee retention

Employees leave when they don't see a path for advancement.

[Peakon, 2020](#)

Employee engagement

Feeling connected to other is the biggest driver of engagement

[Catalyst, 2016,](#) [Mckinsey & LeanIn, 2019.](#)



**DEIB matters because
people matter.**



Informative and actionable

“I feel like my company is equitable.”



Informative and actionable

**“My manager regularly
gives me development
feedback aimed at helping
me improve.”**



Informative and actionable

“I feel included at work.”



Informative and actionable

“I feel recognized for my ideas and contributions.”



Know what *your* challenges are

Diversity



- Representation
- Hiring

Equity



- Compensation
- Performance reviews
- Promotions

Inclusion



- Policies/benefits
- Manager/team dynamics

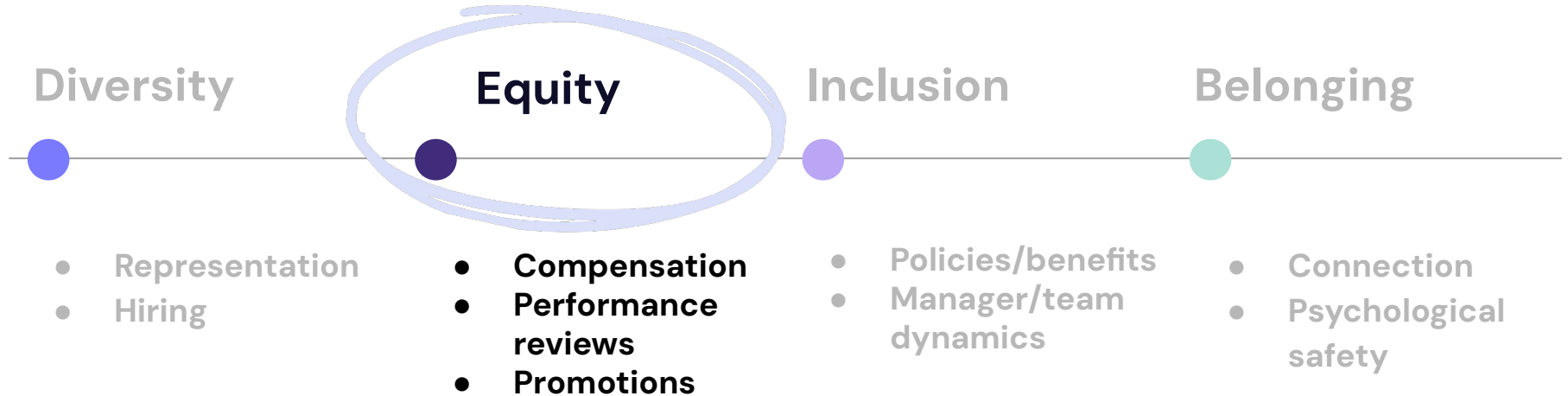
Belonging



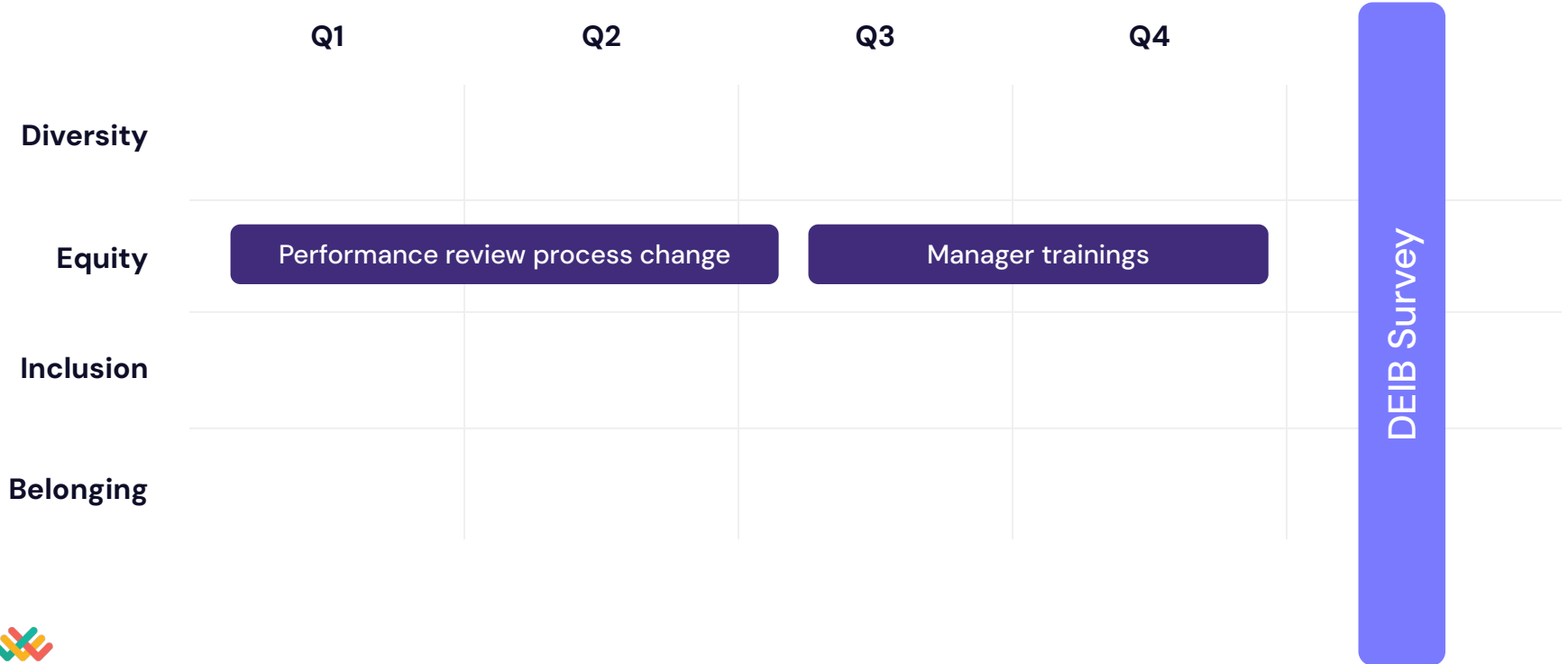
- Connection
- Psychological safety



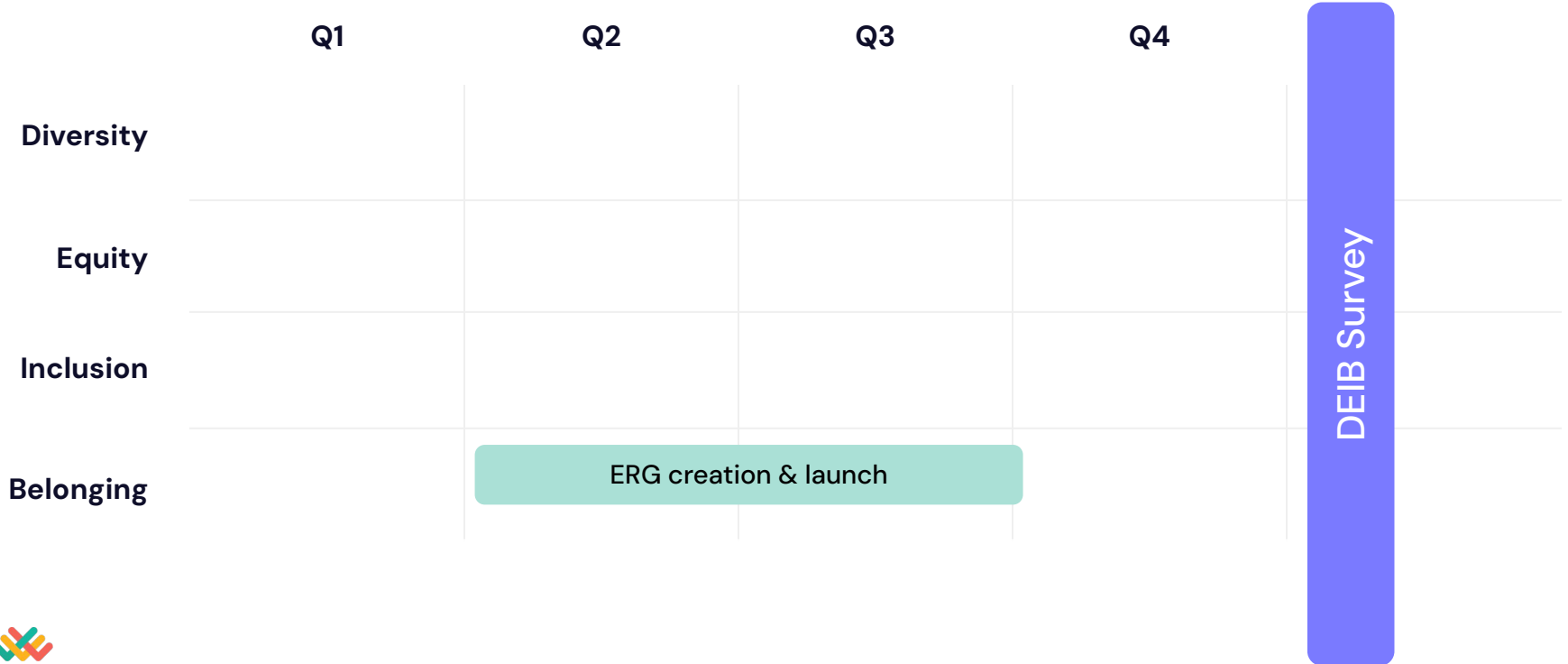
Know what *your* challenges are



Know what *your* solutions are



Know what *your* solutions are



Create your own DEIB strategy



Career Development



Mark Coulter

Director of Talent

Management Solutions

HRSG



Tell us in the chat...

**On a scale of 1 (low)–10 (high),
how effective is your
organization at career
development today.**



Effective career development drives retention.

50%

of your employees may be looking for their next role.

53%

of employees said now is a good time to find a job where they live.

41%

of employees will likely stay longer with an organization that regularly hires from within.



**You want your employees
to achieve their career
goals at your company.**



The 3 main challenges I have seen are...

Lack of Empowerment

- Company-owned (vs. employee)
- Type casting

Lack of Clarity

- Unclear success criteria
- Practice (vs. policy)

Lack of Support

- Talent hoarding
- Lack of feedback
- Poor development plans



When should you survey?

Post Engagement Survey

Implement a deeper dive survey if you identify career development as a weak theme in engagement or exit surveys.

Ad hoc basis

Especially if you want to play offense with career development in order to prevent any surprises.

Following an intervention

Resurvey on an ongoing basis to consistently measure progress.



What will you learn?

1

Empowered

- Do employees feel *empowered* to own their career?

2

Fair & Equitable

- Do employees feel that the hiring process is *fair, equitable, and objective*?

3

Managerial
Support

- Do managers act as *guides* to enable employee career success?

4

Career Planning
Resources

- Do employees feel they have *development tools/ resources* to grow their career?



Manager Effectiveness



Joie Lim

Impact Lead

LIFELABS LEARNING



Tell us in the chat...

Have you ever had a “*bad manager*”?



Why do orgs care about Manager Effectiveness?

\$7T

are wasted annually
because of poor
management

20%

of employees say
they're managed in
a motivating way

40%

of workers are
considering a job
change at this
moment

\$30B

are wasted every
year because of
turnover



When should you measure Manager Effectiveness?

Intervention

Survey managers pre and/or post an intervention.

Typical use cases could be...

- You know there's a problem, but you don't know where to start
- You want to measure the effectiveness of the intervention

Sustainability

Surveying managers at regular intervals to sustain or enhance effectiveness.

Typical cadences could be...

- Monthly, quarterly, bi-annually
- Performance Review cycles
- Development cycles
- Strategic planning cycles



What will you learn?

The 8 CORE Skills of being a great manager

01

Coaching Skills

How to unlock potential

02

Feedback Skills

How to improve performance

03

Productivity & Prioritization

How to increase productivity

04

Effective 1-1s

How to drive engagement

05

Strategic Thinking Skills

How to expand strategic decision-making

06

Leading Change

How to increase adaptivity

07

Meetings Mastery

How to drive accountability

08

People Development

How to develop talent



How can you drive insights to action?

01

Establish a baseline

Establish a baseline so you know what to prioritize

02

Design your L&D Strategy

Identify the skills to build into your L&D strategy

03

Reflect & Develop

Create a moment of reflection for managers to identify development opportunities

04

Build a Feedback Culture

Increase feedback loops and strengthen your company's feedback muscle



Performance Management



Sam Levine

VP of Learning

HONE



Tell us in the chat...

Have you ever been surprised by your manager's feedback during a formal performance review"?



Performance Reviews are Not Enough

- Only 29% of employees strongly agree that their performance reviews are **fair**
- Only 26% of employees strongly agree that their performance reviews are **accurate**
- Only 14% of employees strongly agree that their performance reviews **inspire them to improve**

...and we all know how much energy, time, and (sometimes) drama they can create.



Performance Management is a Continuous Process

01

Planning Performance

- Strategy
- Goal setting

02

Developing Performance

- 1:1s
- Coaching
- Giving feedback

03

Evaluating Performance

- Informal work reviews
- Formal performance reviews

04

Rewarding Performance

- Public recognition
- Growth opps
- Compensation



Survey: Measuring the Performance Management Process

01

Planning Performance

"My goals have clear and measurable success metrics"

02

Developing Performance

"My manager and I have weekly (or frequent) 1:1s to check in on progress"

03

Evaluating Performance

"My performance is evaluated on objective data and results – not subjective opinions"

04

Rewarding Performance

"When I go above and beyond in my work, I am often complimented or recognized"



When should you measure Performance Management?

At the End of a Quarter

- Opportunity for employees to reflect back on their quarterly experience
- Typically helps identify strengths and areas for improvement across the “**planning**” and “**developing**” steps

With Mid or End of Year Reviews

- Opportunity for employees to reflect on their experiences with performance reviews
- Typically helps identify strengths and areas for improvement across the “**evaluating**” and “**rewarding**” steps



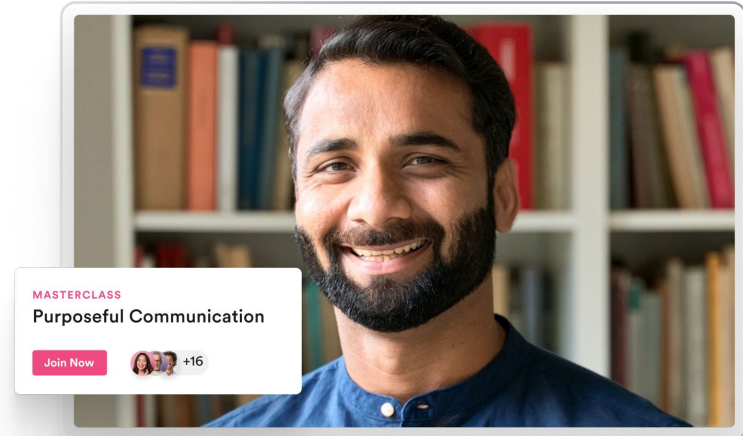
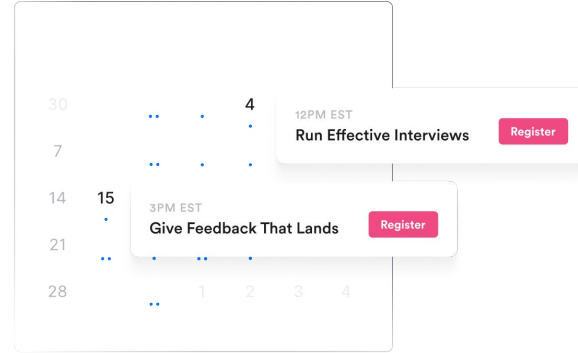
Performance Management with Hone

Taking Action on Survey Insights

We recommend prioritizing 1-2 growth areas and providing targeted resources and training:

For example:

- If 1:1s have been underutilized at your org:
 - Hone's "Lead Highly Effective 1:1s" class offers actionable strategies and best practices
 - Lattice Analytics is a great resource for measuring 1:1 adoption
- If employee sentiment is low around growth opps:
 - Hone's "Create Compelling Career Paths" helps managers build career paths for teams
 - Individual Development Plans in Lattice Grow help promote accountability and next steps



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Q&A

Please submit your questions in
the Q&A tab.



Thank you

