



How to Turn Engagement Survey Results Into Action

Welcome and Intros



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Today's Agenda

1. Welcome & Intros
2. Why It Matters
4. Analyze Your Results
5. Build an Action Plan
6. Track Your Results
7. Lattice's Engagement Survey & Covid-19 Surveys
8. Q&A





Audience Poll



Engagement: Why It Matters

Why Invest in Employee Engagement Surveys?

1. Measuring engagement gives actionable data
2. Help employees feel heard
3. Gives you a way to compare benchmarks and historicals
4. High engagement improves a lot of business outcomes

1. Measuring engagement gives actionable data

- Puts data behind how engaged employees feel, which you can use to tell a story.
- Common themes to assess
 - Commitment to company, feeling valued, fit and belonging, psychological safety, diversity and inclusion, management, job satisfaction.
- Create scores for those areas so you can prioritize efforts.

2. Help employees feel heard

- Surveys give your employees a voice on the things that matter to them about your company and your workplace.
- That's why it's incredibly important to only ask questions you're prepared to take action on.

3. Gives you a way to compare benchmarks and historicals

- Compare your results against your industry averages and companies similar to your organization. This is great to help improve your employer brand in recruiting efforts.
- As engagement data builds over time, you can look at trends in year-over-year improvements thanks to your engagement action plan.
- Gives HR data to show value of their engagement strategy efforts.

4. High engagement improves a lot of business outcomes

Retention

59%

59% less turnover and 41% less absenteeism in teams who score in the top 20% in engagement

—Gallup

Productivity

4.6x

Employees who feel their voice is heard are 4.6x more likely to feel empowered to perform their best work

—Salesforce study

Profitability

22%

Businesses with the highest levels of employee engagement are 22% more profitable than those with low levels of engagement

—Gallup

The background features several thin, red, curved lines that sweep across the frame, creating a dynamic and modern aesthetic. The lines are positioned primarily in the upper-left and lower-right quadrants, framing the central text.

**So, you've completed
your engagement
survey.
Now what?**



Analyze Your Results

1. Look at cross-sections and performance

- Break responses down by departments and demographics.
 - Ex: Do older workers report feeling excluded from the company's culture?
 - Ex: Does engagement vary by job level or pay grade?
 - Ex: Do scores vary across teams and locations?
- Consider performance against results
 - Ex: Are your star performers the least content?

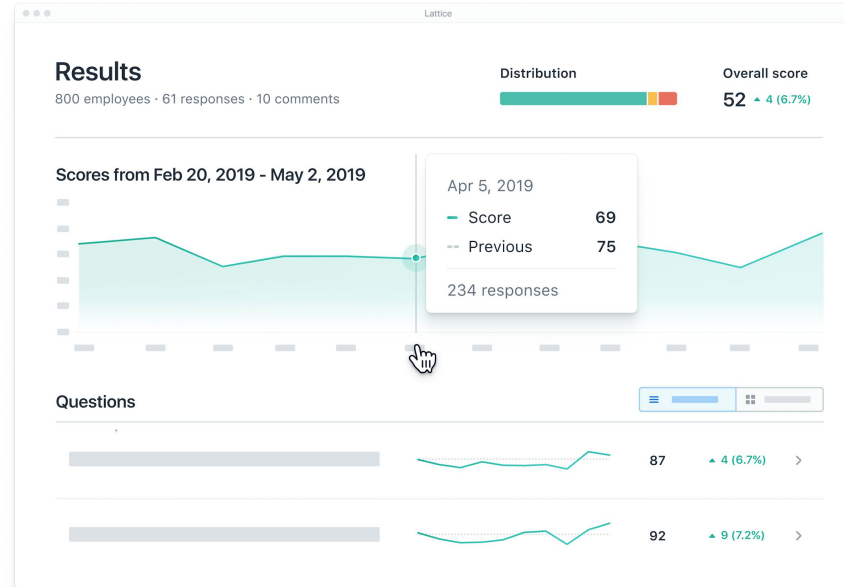
2. Read the comments

- This direct feedback can sometimes convey more than any percentage or rating ever could.
- Consider importing comments into a word cloud tool to visualize and present your findings to leadership.



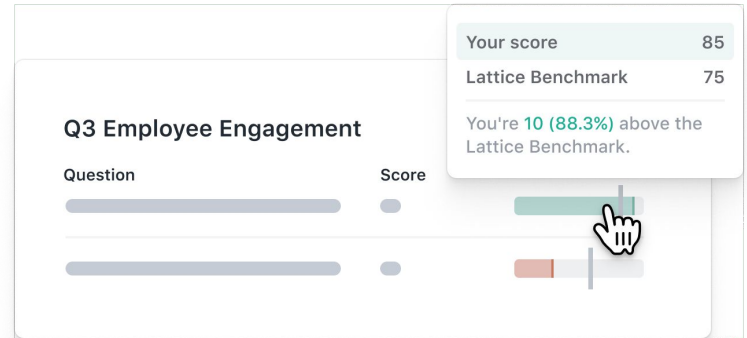
3. Compare historical data

- Tracking engagement survey data over time gives you a clear picture of whether things are improving.
- If you run surveys on a quarterly basis or pulse surveys even more frequently, you may also reveal seasonal trends.



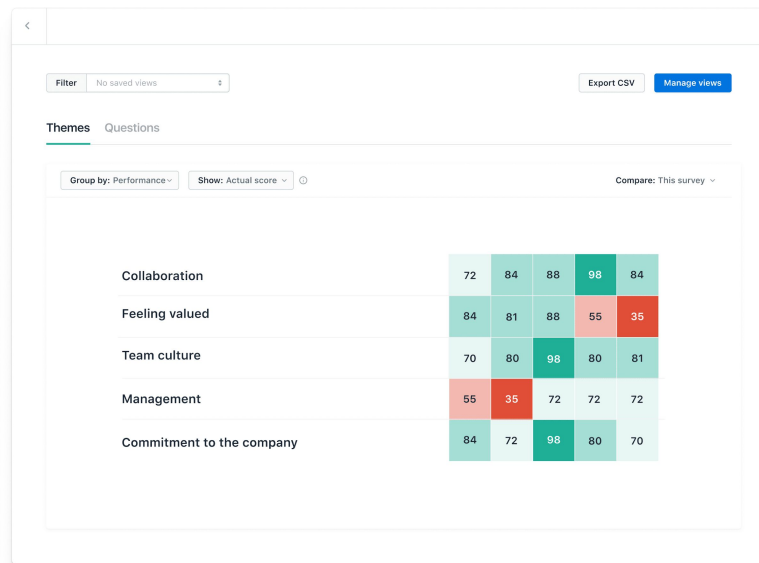
4. Benchmark against industry averages

- Compare your results against your industry's average. How do you measure up?
- Consider which data points similar organizations use to make it easier to compare.



5. Use visuals to spot trends

- Use color-coded charts or other data visualization tools to bring data to life.
- Show cross-sections of your workforce in key areas (ex: by team, by manager).
- Cross with other HR data points, like performance ratings and attrition to make more discoveries.
- Bonus: Visuals help help bring your survey results datas to life for your next boardroom presentation.





Building an Action Plan

1. Share the results with leadership

- Start by reminding why you conducted the survey in the first place.
- Review who took the survey (participation rate).
- Present data by themes and give context with historicals and industry benchmarks.
- Share your “aha” observations or hypotheses from your analysis. Try to keep the number of observations manageable (five or less).



Overview of Themes



Themes	Score	Delta
Commitment to the company	90	+1
Work relationships	89	+4
Self-efficacy	88	-
Engagement	88	+5
Management	82	-

BUILDING AN ACTION PLAN



Theme Breakdown: Management



Manager: Steven Fisher, Camille Franco, Sara Livingstein

Themes	Distribution	Score	Δ Delta
Management 5 questions		50	
In the last six months, someone at work has spoken to me about my progress. Management - 20 of 20 responses		65	
My manager communicates clear goals for our team. Management - 20 of 20 responses		40	
My manager gives me actionable feedback on a regular basis. Management - 20 of 20 responses		50	



Deep Dive: Team Culture



In this company, different teams work well together (61)

"I think more interactivity between teams who do not work together professionally as much as other would bolster more information being shared and professional relationships to grow in ways that can be new and progressive for the sake of this company and its mission."

"There is strong collaboration culture and dynamics within the company, however some of the processes could be improved and remit clarified to achieve improved effectiveness and efficiency..."

"I wish this company didn't have an anti-sales culture. I feel that achieving my quota and working hard isn't enough. Salespeople here need to keep proving themselves day in and day out because of the other team's impression that we don't do our jobs well."

Manager: Santiago Cole, Steven Fisher, Urjah Harrington X

Themes Questions

	(23) Overall	(9) Marketing	(6) Customer ...	(6) RD
Psychological safety	35	44	25	33
Work relationships	39	56	38	17
Team culture	48	56	50	33
Self-efficacy	39	56	50	33
Management	26	33	13	33

2. Work with management to identify your priorities

- Don't bite off more than you can chew, so time to prioritize.
- Utilize strengths as “best practices” across the company.
- Pick 3-5 weaknesses to focus on, propose potential solutions, and then collaborate with managers to craft their own solutions.

Important Strength	Unimportant Strength
Unimportant Weakness	Unimportant Weakness

Example Insight

- High-performers on the client service team report lower engagement.
 - Have managers speak with these employees to gather more context.
 - Encourage frequent and detailed 1:1 meetings and praise from their manager.

3. Set actionable goals

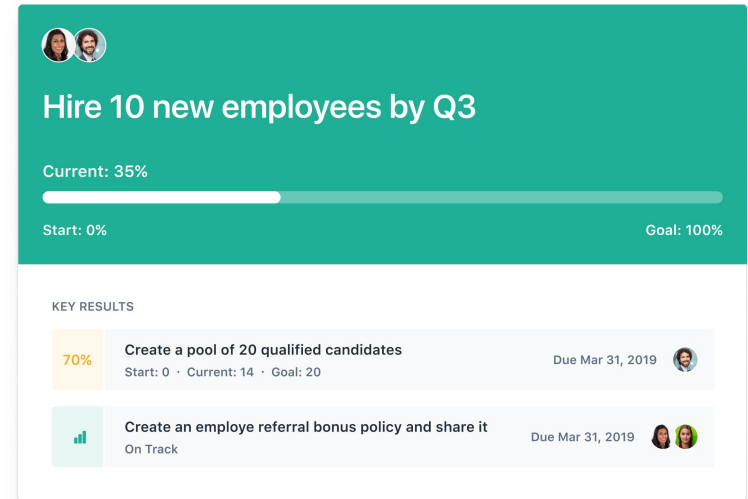
- Priorities can be vague, but goals are concrete.
- Use a framework like SMART to make ideas into goals.
 - Specific
 - Measureable
 - Actionable/Achievable
 - Relevant/Realistic
 - Time-bound

Example Goals

- Insight: **Only half of respondents think managers are invested in their growth.**
 - Introduce a learning stipend of \$500 per year by the end of the quarter.
 - Reach 60% utilization for the learning stipend across all departments by Q4.
- Insight: **Remote offices feel excluded.**
 - Hire office managers for the company's remote locations by Q2.
 - Bring the company together for a fully-paid holiday offsite event.

4. Share your plan with the company

- Making goals public will help employees feel heard, showing you intend to act on their feedback in specific, measurable ways.
- Also, gives managers and goal owners an extra nudge to take their next steps seriously.
- Add goals to your people management platform like Lattice.





Tracking Your Progress

1. Use pulse surveys

- Pulse surveys are short (1-5 question) administered as often as needed (monthly, biweekly, or even weekly).
- Give HR teams and managers a steady flow of feedback on how their initiatives are going.

2. Check in with managers and employees

- Set recurring 1:1 meetings with managers to get a sense of how things are going with their teams.
- Use this time to see how managers are tracking on their post-survey goals.
- Get employee input through post-survey focus groups or, for less sensitive matters, at company town hall meetings. Or join departments in their team meetings to take questions or share updates.

3. Share your progress and celebrate wins

- When you survey employees, you enter a compact: They'll provide feedback as long as you act on it. To that end, you'll need to be transparent about the end result.
- Over-communicate by having HR and cross-departmental owners share regular updates through very public channels like company-wide emails, Slack messages, and all-hands presentations.
- In updates, give ample time to go through initiatives and to answer questions.



Lattice's Engagement Survey and Covid-19

Fireside Chat:



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Live Q&A



Audience Poll



Thank You!