Culture Amp

People Leader Platform Training

Preparing Leaders to Receive Feedback and Choose Focus Areas

Culture Amp Introductions

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Agenda

1. **Vocabulary and FAQs**

2. **Principles for Receiving Feedback**

3. **Understanding the Reports**

4. **Common Pitfalls**

5. **Resources for Managers**

Let's dive in!

Vocabulary and FAQs

➢ What does **Engagement** mean? Why should I care?

➢ What is **Impact Analysis**? Why are these questions being flagged as an **area of focus**?

➢ What is the **Focus Agent**? How should I choose what to **take action** on in my team?

What is Engagement?

Engagement is the emotional connection of people in the company to the goals and objectives of the organization.

By lifting it, we can impact performance, innovation, retention, and attraction of talent.
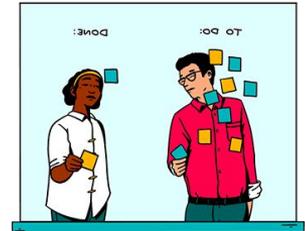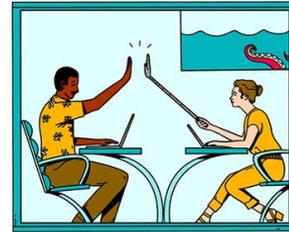
Building & Measuring Engagement

Culture Amp calculates Engagement as an average percentage favorable response from your engagement questions and reports both the aggregate score and the responses to each item.

My company **motivates** me to go beyond what I would in a similar role elsewhere	75%
I am **proud** to work for my company	80%
I rarely think about **looking for a job** at another company	68%
I see myself still working at my company in **two years'** time	65%
I would **recommend** my company as a great place to work	82%
Engagement	*74%*

What is **Impact Analysis**?

➢ Impact is a word referring to a statistical technique* (either Kendall's tau-c or Pearson's r) called **driver analysis**.

➢ It identifies the **top drivers** (i.e. questions) that are most likely having the **biggest impact on the outcome** (in this case, Engagement!). So if you improve your scores on these questions, you are likely to improve your Engagement score.
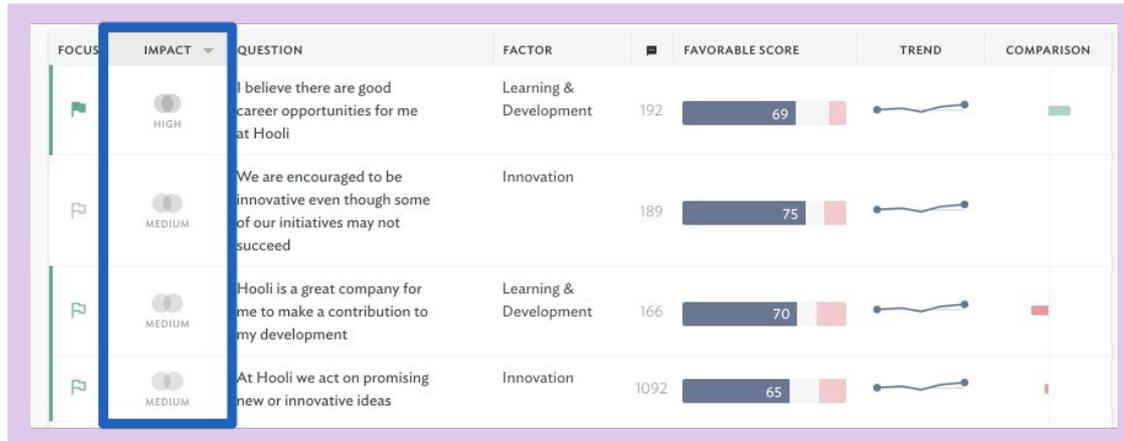
How should leaders choose an area for action?

Impact Analysis is an important piece, but that's not the only data point at play when it comes to deciding on a focus area. Our platform supports you with honing in on specific focus areas by taking the following criteria into consideration.

➢ Impact on engagement
➢ Favorable score
➢ Comparison to benchmarks

See here for more information on the Focus Agent, and choosing a focus for action

What is the Focus Agent?

Recommendations based upon the demographic value (e.g., team, location) of the report. The focus agent algorithm weighs the following:

➢ **Impact**: How much a question impacts engagement for the organization overall based on the Impact Driver/Analysis

➢ **Favorability**: How likely it is that this specific demographic/team could improve the focus area based on their specific question favorability score. It looks at the % of people who rated the questions as favorable, neutral, or unfavorable and selects the questions where there are more neutral and unfavorable responses

➢ **Comparisons**: How their specific results compare to the company overall and any external benchmarks that are loaded for the report (multiple benchmarks are balanced together)

What if you disagree with the Focus Agent?

You and your team are best suited to determine where to spend energy and resources. If you disagree with the Focus Agent's recommendations and want to identify other areas, it's worth reviewing the following:

➢ **Higher Impact** questions first (how important it is to the entire organization)
➢ Then questions with **lower favorability** (room to grow)
➢ Then questions with **lower favorability relative to their comparisons** (how they're doing relative to peers)

Confidentiality Protections in Reporting

- Maintaining participant confidentiality is crucial for ensuring that employees feel comfortable with continuing to provide open and honest feedback.

- Although no Employee names or IDs are associated with Survey Results - it's confidential, not anonymous

- The reporting group minimum = the smallest number that you can filter down to in reporting.

- A group's results will be hidden unless this minimum is met.

- If there is a group with just one participant, then the next smallest group's response will be hidden to protect the individual's response from being inferred, even if that group is above the reporting group minimum, this is Indirect Identification.
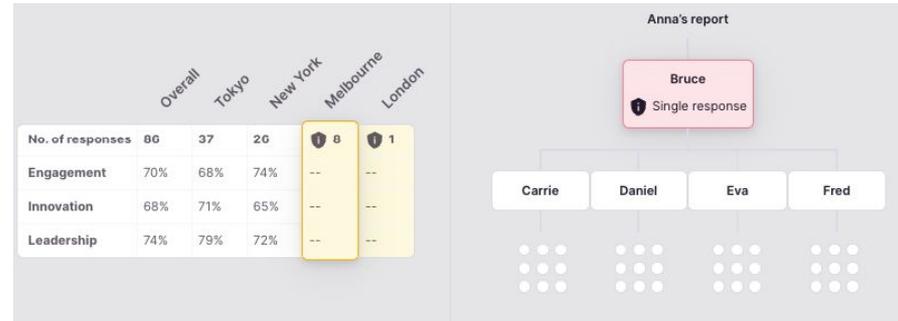
Reporting group minimum

> 5

Minimum reporting group size. A group's results will be hidden unless this minimum is met

Comments group minimum

> 5

Minimum comments group size. A group's comments will be hidden unless this minimum is met

	Overall	Tokyo	New York	Melbourne	London
No. of responses	86	37	26	🛡 8	🛡 1
Engagement	70%	68%	74%	--	--
Innovation	68%	71%	65%	--	--
Leadership	74%	79%	72%	--	--

Anna's report

Bruce
🛡 Single response

| Carrie | Daniel | Eva | Fred |

Preparing to Receive Feedback
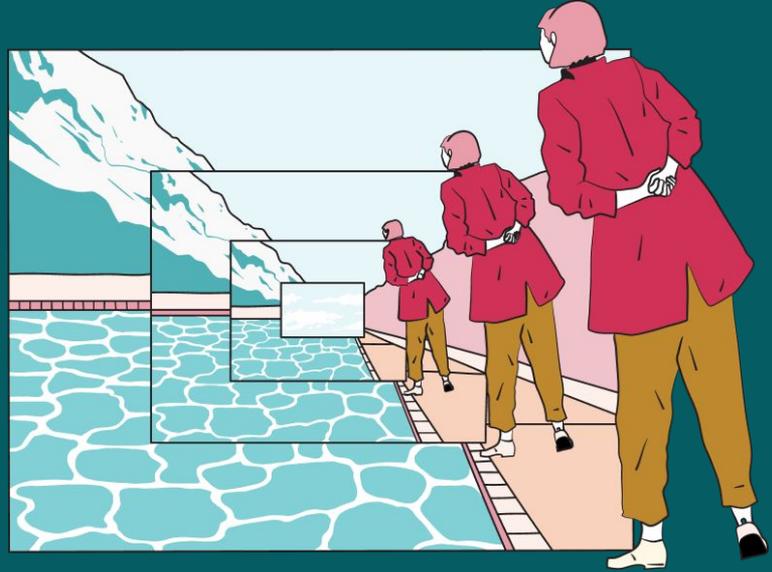
Preparing to Receive Feedback

Even if you are the most self-aware individual, it can be daunting to receive survey results.

Principles to help stay calm and open to feedback:

- ➢ Receive feedback gracefully

- ➢ View feedback as constructive

- ➢ Approach feedback with empathy

- ➢ Don't jump into solution mode

- ➢ Look for the story

Reports Demo

Let's jump into the platform!

Common Pitfalls

How to support and pivot the conversation

Fixation on Low Favorability

➢ **Listen and empathize** with concerns

➢ Ask **exploratory questions** to draw attention to the bigger story
  ○ Do you think that these scores tell the whole story?
  ○ What do the positive scores tell us?
  ○ If we were to improve these scores what would be different?

➢ Use **benchmarks**, internal and external, to provide additional context

➢ Educate and draw attention to **impact analysis** and **focus agents** as areas to begin to take action

➢ Discuss "Neutral" scores - show where there are larger opportunities to improve scores by moving a neutral to favorable

Defensiveness

➢ Keep in mind that defensive is **guarded**. Something is being protected. Have **empathy** and try to understand the experience of the receiver.

➢ Be mindful of your own **emotional state**. A defensive state can provoke defensiveness in others. If you are becoming triggered, take a break then remain focused.

➢ **Listen**. Ask **questions** to help provide additional insight. Avoid "why" questions, which can be seen as accusatory.

➢ Avoid pushing back as an attempt to change somebody's mind.

➢ **Patience.** Often a little time to process can help somebody who is feeling resistant to contrary data. You may choose to "parking lot" a topic to follow up on later.

Trying to Fix it All

➢ Trying to fix it all often leads to a **lack of focus** and can lessen the chance of making meaningful change. This results in a higher probability that employees will feel that nothing is being done; becomes tough for folks to identify actions associated with focus.

➢ Making an impact on **1 or 2 strategically focused areas** will have a bigger impact on engagement than incremental change in many areas.

➢ Having an impact will send a secondary message of, **"we hear you"**, and your input led to change. It can strengthen overall trust in the survey strategy.

➢ Once you have made change in highest priority areas, you can move on to the next one or two.

Resources for Leaders

Resources

Culture Amp Training and Support Guide:

    – [Understand your results (for managers)](#)

    – [Engagement Results to Action Guide for Managers](#)

    – [Link results to outcome metrics*](#)

    – [Share & act on your results](#)

    – [Take action with LifeLabs](#)

    – [Storytelling with data*](#)

    – [Impact/Driver Analysis FAQ](#)

    – [Generating ideas for action](#)

support@cultureamp.com – for technical support with Culture Amp platform

Culture Amp Community:

[People Geekups](#)

[People Geekly Newsletter](#)

Questions?