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Data-driven people optimization

The gap between feedback and action

Hundreds of software programs collect feedback from employees. Yet, despite the widespread popularity of these programs, employee experience outcomes remain largely unaffected. For example, global employee engagement levels still hover around 15% despite the widespread adoption of employee engagement surveys.

Furthermore, outcomes show surveys do not move the needle on employee experiences. One report from over 3,000 HR executives found that only 22% of companies saw a positive outcome from their employee engagement surveys. The remaining 78% didn't know the outcome, didn't see a significant change in the outcome, or even saw a negative outcome after the effort.

If companies care enough about the employee experience to invest hundreds of thousands of dollars in these solutions, why are the outcomes so bleak?

We attribute these poor outcomes to the missing link between the results of conventional feedback tools and the actions needed to see improvements. Employee surveys, while instrumental in understanding the employee experience, don't provide the details needed to identify specific actions.

If we think of improving the employee experience as a game, then surveys are our scoreboard. They provide essential information, but knowing the score won't win the game. Winning requires making plays with targeted, data-driven action.

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Putting the people in people analytics

To make productive changes, you need to understand your people. This means accounting for the experiences employees have at work, and the experiences employees have with each other.

These "people experiences" have incredible influence on your organization. When you think about what you love or hate about your job, or what would improve your experience, you might think of training, or resources, or culture. But you will undoubtedly think about people. People experiences shape your organization. How a manager leads their team, how the different members of a team work together - these are key pieces of the employee experience puzzle that conventional surveys don't capture.
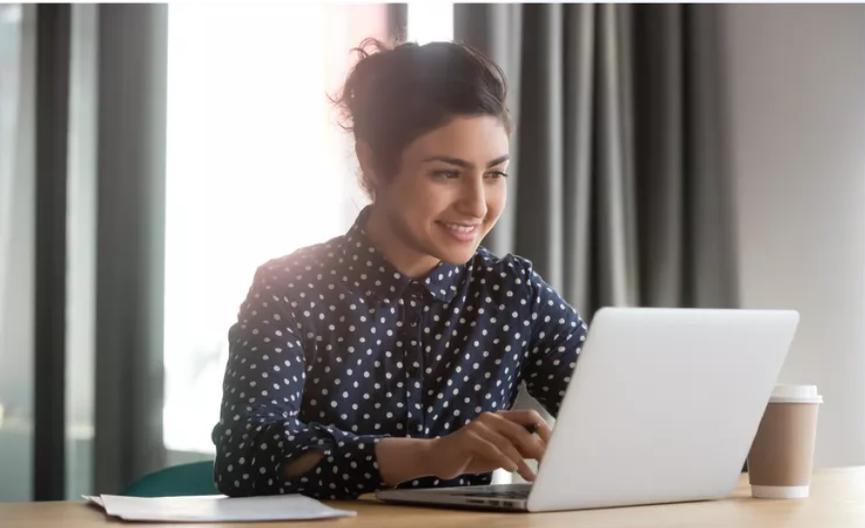
Macorva EX provides a complete picture of the employee experience with results oriented around people.

In one simple, seamless experience, we streamline conventional survey questions, freeform comments, and our one-of-a-kind unlimited 360° feedback, empowering every employee to anonymously share their experiences at work **and** with any coworker. Employees rate and describe their experiences with just a few taps, and our secure platform captures their experiences as data to drive meaningful change.

Unlimited 360° feedback response rates

80%
of employees rate and describe experiences with coworkers in our surveys

20.2
average number of detailed coworker experiences each employee provides

95%+
of employees receive overall 360° feedback trends based on 5+ reviews

98%
of employee feedback scores include 3+ actionable attribute trends

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People-oriented results

Streamlining unlimited 360° feedback with global employee surveys, pulse surveys, lifecycle surveys, and freeform listening produces transformative people-oriented results.

Bringing the "people element" into your results enables near-term, data-driven action to refine the employee experience with **people optimization**:

Training and development

Succession planning

Workforce management

Sentiment analysis

Employee recognition

Manager effectiveness

Data-driven action
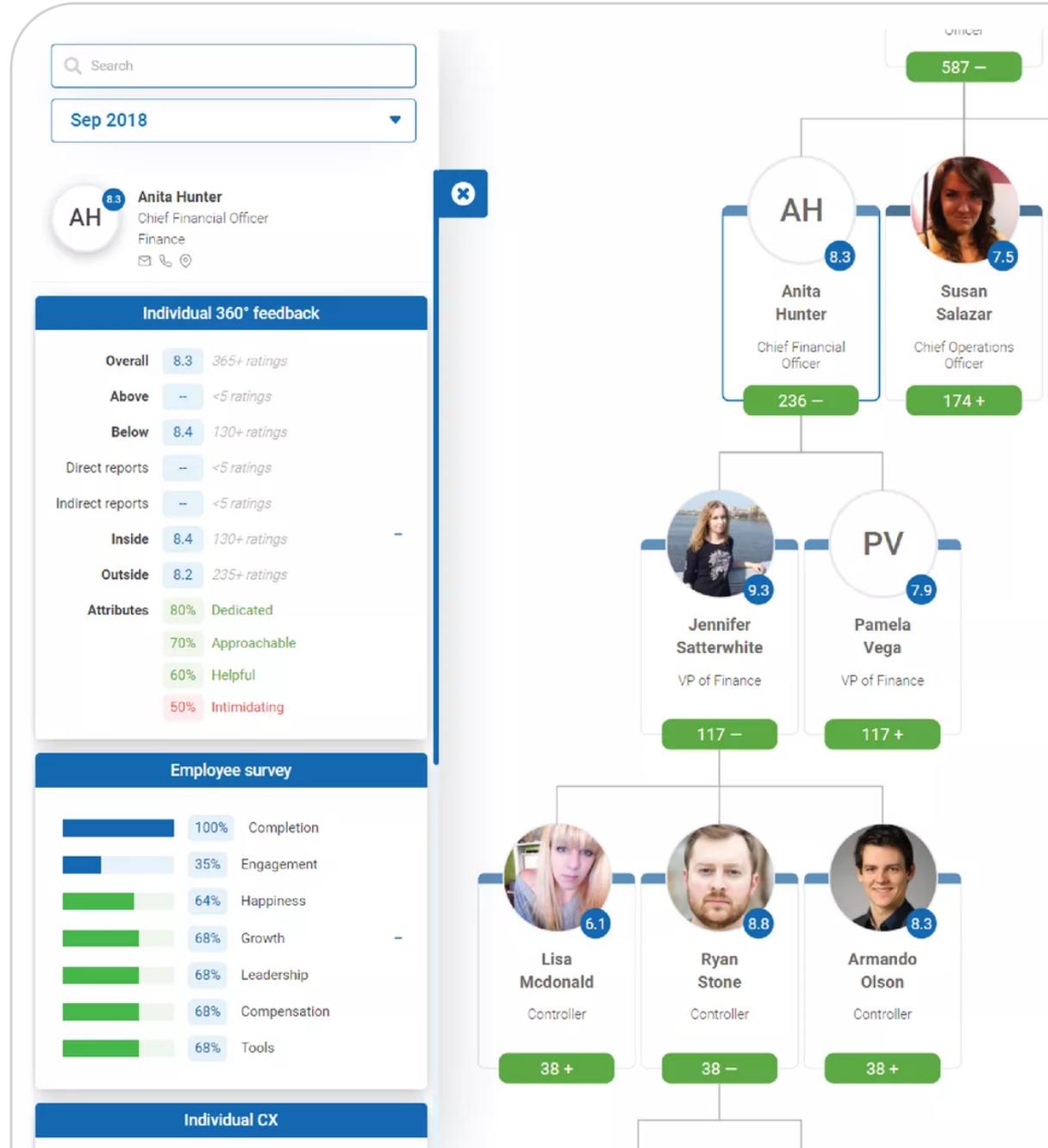
Training and development

Are our training programs effective?
Who needs more training?

Optimize your training ROI by collecting feedback from employees after training to measure how engaging, relevant, and helpful employees find each initiative.

Use per employee 360° feedback trends to identify training gaps and further optimize training investments with targeted training programs geared toward those who need it most. Track employee feedback trends before, during, and after training to measure training effectiveness.

Boost employee engagement by delivering robust feedback every employee can use to learn and grow within the organization.

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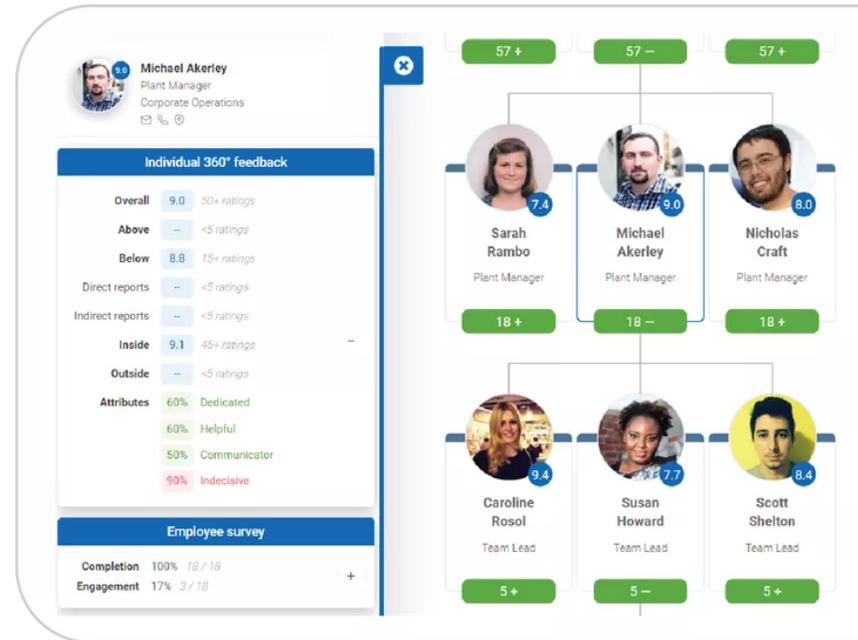
Employee recognition

How do we find and recognize great performers?
How can we help employees feel visible and valued?

Employee recognition is one of the lowest cost, highest return investments leaders can make in their employees. People want to feel recognized and valued for their contributions. However, most managers do not interface personally with all their employees each day, and with many employees working remotely, managers can struggle to evaluate each person's full impact.

Empower every manager to identify and recognize every employee's impact with robust, per-employee feedback trends. See which employees consistently rate highly with peers, and provide the positive affirmation to encourage and reward these employees.

Ensure no employee's contribution goes unnoticed with automatic flagging of "Silent Superstars" whose feedback trends indicate high esteem with peers but lower esteem with management. Create action plans for each of these employees to promote upward visibility and encourage positive peer-to-peer impact.

Silent superstars ⓘ

High **OVERALL** scores, lower **ABOVE** scores

CATEGORY AVERAGE

Overall score
9.0

Above score
8.5

	Pearlie Sandoval	Nanci Burtch	Jeanne Garcia	Allegra Fanter
	Accountant I	Marketer	Operator	Accountant I
Overall	9.1	9.0	9.0	8.9
Above	8.6	8.5	8.5	8.4

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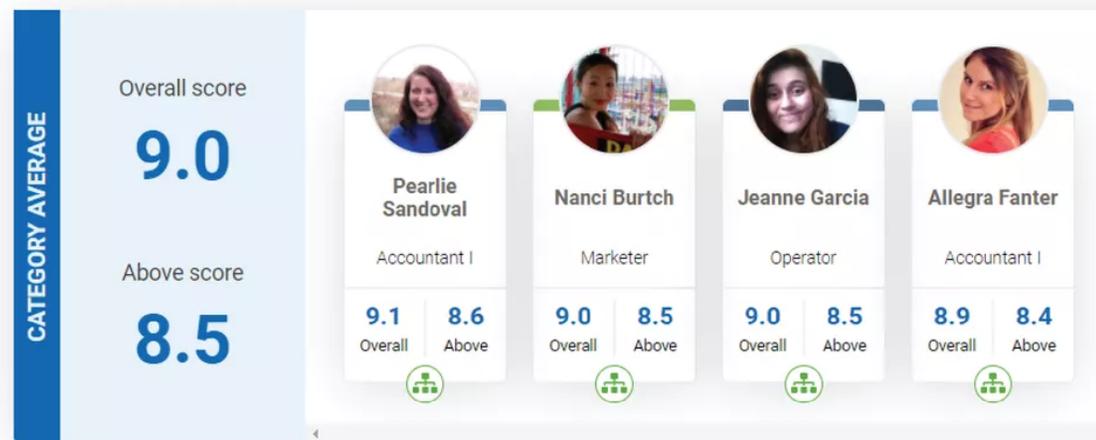
Succession planning

How do we find our next generation of leaders?
How do we measure the skills needed to be a successful leader?

Most organizations have effective strategies for assessing employees' technical skills, but lack effective methods for assessing behavioral skills, or "soft skills." While most employees get placed in management positions due to their excellent technical skills, research shows that behavioral skills are even more crucial to success in senior leadership positions.

Who can inspire and motivate a large team?
Who can manage conflict? Who can make hard decisions?
Who can listen and communicate effectively?

Unlimited 360° feedback reveals every employee's impact on their team. Find your next generation of leaders by isolating up-and-coming individual contributors with strong behavioral skills. Enroll these employees in a leadership program, or find them a mentor to further develop these critical skills.

Define your ideal leadership characteristics, and isolate the managers who most strongly align with these qualities. See which managers hold the highest esteem with their teams, and create a well-informed succession plan based on technical skills and key behavioral skills.

Magnificent managers
Highest BELOW scores

| CATEGORY AVERAGE | Below score 9.0 Team size 26 | Arthur Barrington Marketing Manager 9.6 Below 5 Team | Ryan Stone Controller 9.4 Below 38 Team | Patricia Baker Plant Manager 9.0 Below 18 Team | Nicholas Craft Plant Manager 8.9 Below 18 Team | Joyce Hankins Product Lead 8.9 Below 18 Team | Raymond Crose VP of Marketing 8.8 Below 57 Team | Lisa Mcdonald Controller 8.8 Below 38 Team |

Management potential
High OVERALL scores, no direct reports

| CATEGORY AVERAGE | Overall score 9.4 | Victor Rosa Marketer 9.8 Overall | Gary Farrell Marketer 9.8 Overall | Johnnie Smith Marketer 9.6 Overall | James Jewell Accountant I 9.5 Overall | David Lessman Operator 9.5 Overall | Carmela Demers Operator 9.4 Overall | Jennifer Stapleton Accountant I 9.4 Overall |

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Manager effectiveness

Improving the employee experience, increasing employee engagement, and most other people optimization goals depend heavily on manager effectiveness. Research consistently shows managers have the largest impact on engagement, turnover, productivity, and sales.
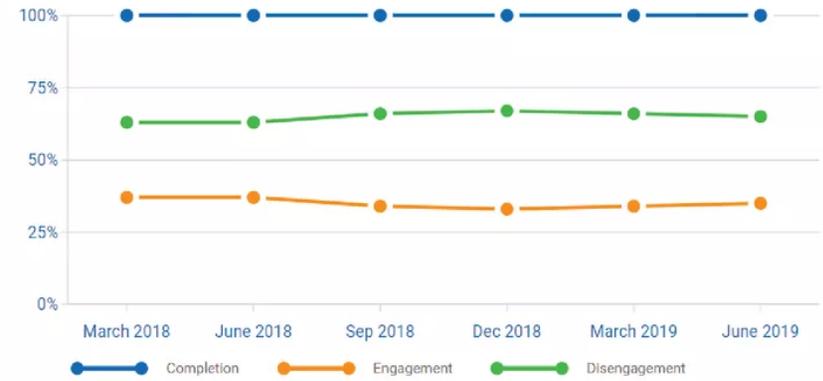
See the impact of each manager with targeted dashboards which reveal key metrics on team survey results, sentiment, and manager feedback.

Employee engagement (%)

Completion — Engagement — Disengagement

Struggling supervisors ⓘ

Managers with low **BELOW** scores

CATEGORY AVERAGE				
Below score **6.9**	Susan Salazar	Abigail Terrell	Doris Romano	Alfonso Riley
	Chief Operations Officer	Accounting Manager	Accounting Manager	Product Lead
Team size **47**	6.4 Below / 174 Team	6.4 Below / 18 Team	6.5 Below / 18 Team	6.5 Below / 18 Team
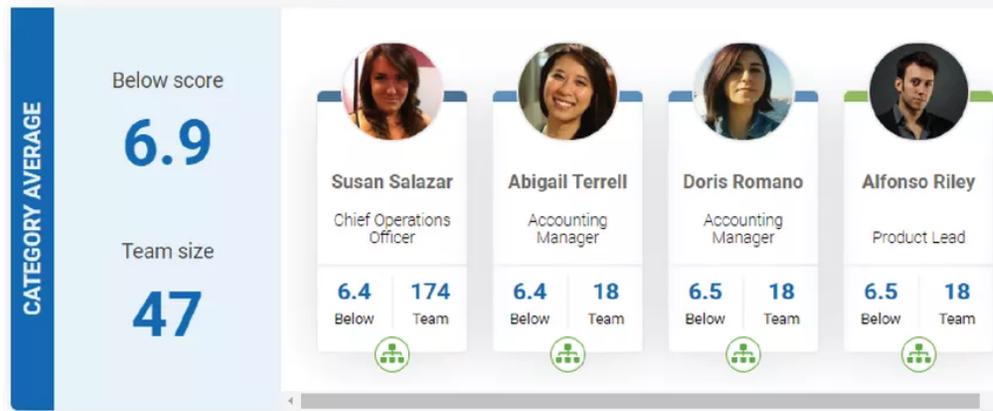
Bring all of the pieces together to assess each manager's impact. If a team is disengaged, use the manager's feedback trends to identify immediate, effective actions.

Only 10% of people managers have the skills needed to lead successfully without help. See which managers hold poor esteem with their teams, and provide the support and training needed with targeted action plans before losing good talent, missing key deadlines, or losing sales.

Workforce management

How do Sales and Marketing work together?
How do other departments view Finance?

People optimization happens at every level of the organization. People-oriented results reveal the impact of individual employees and, when aggregated by department, display key metrics on inter-department dynamics.

When friction exists between departments, the entire organization suffers. Companies can only operate effectively and efficiently when all groups are working well together. For the first time, see clear metrics of how well different teams work together. Find where there's friction, define an action plan to relieve it, and track progress over time.

How engaged are the regional teams?
Is our company culture consistent across groups?

Segment employee feedback from global surveys, triggered surveys, and listening initiatives by department, business unit, or region to see which groups need attention and resources. Deploy pulse surveys with targeted questions to specific groups to identify the key issues each group is facing and isolate the specific actions needed for each group.

Dec 2018 | Corporate Operations

Inter-department ratings

Other department	They rate Corporate Operations		Corporate Operations rates them	
	Score	Interactions	Score	Interactions
Marketing	8.0	595+ 140+ employees	7.6	570+ 155+ employees
Entire Institution	8.0	3,630+ 495+ employees	7.9	3,460+ 175+ employees
Corporate Operations	8.0	2,285+ 175+ employees	8.0	2,285+ 175+ employees
Finance	8.0	740+ 180+ employees	7.8	500+ 130+ employees

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Data-driven action

Employee feedback is no use to anyone if it cannot enable near-term, material change. Conventional employee surveys cannot capture the specifics needed to drive immediate, local action. But by pairing employee surveys and listening with unlimited 360° feedback, companies can close the feedback loop with data-driven action.

People-oriented results enable action at every level of the organization. Managers and employees can collaborate on targeted action plans based on employee feedback trends. Managers can see how their team views them and how they can adapt to lead more effectively. Senior leaders can view integrated results from surveys, 360° feedback, and sentiment to create an informed strategy for each group.

Integrated action planning inspires the positive changes that lead to an optimized workforce. Define next steps for specific outcomes and automatically generate action plans after every feedback initiative to close the employee feedback loop.

Josie Strunklestross
US Senior VP of R&D and Customer Experience

Action plan

View tasks

Individual
38%
1 Overdue
3 Complete
5 Incomplete

Team
61%
3 Overdue
48 Complete
31 Incomplete

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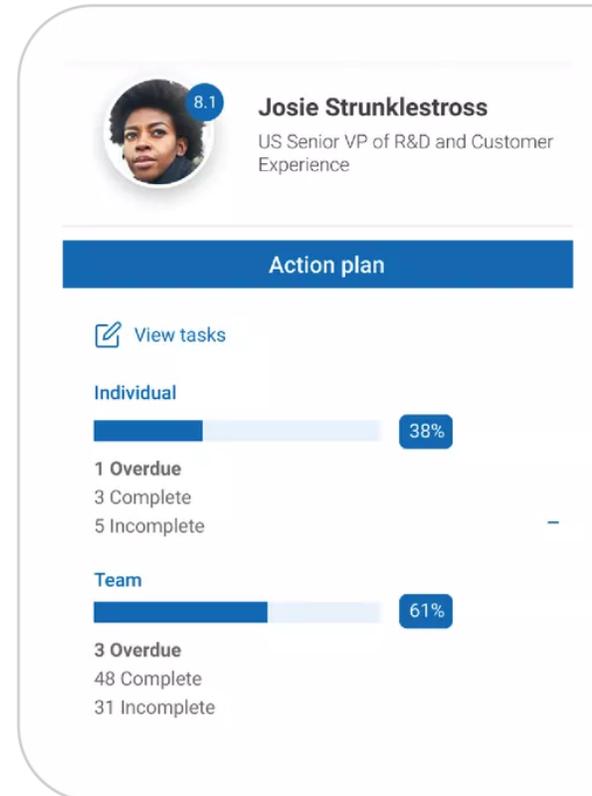
Sentiment analysis

How can we piece together thousands of comments?
How do we isolate the most important issues?
What are we missing?

Employee surveys and unlimited 360° feedback provide excellent metrics to drive action at the employee and manager levels, but structured feedback cannot capture every valuable insight.

Freeform feedback empowers employees to share meaningful experiences and feelings on subjects that managers may not think to ask about in a structured survey.

While every perspective is valuable, reading thousands of individual freeform comments is rarely feasible. AI text analysis extracts key insights from thousands of employee comments by isolating common subjects from each comment, measuring each subject's surrounding sentiment, and defining each subject's impact on the organization.

Sentiment analysis reveals what aspects of work employees find important and ensures no valuable insights go unnoticed. With impact analysis, managers can see at a glance which subjects are most important to their employees and make targeted, data-driven investments based on real employee experiences.

Which Subjects Were Mentioned With The Largest Impact?

Subject	Surveys	Impact ▾
benefits	33	100%
coffee	29	90%
coworkers	6	80%
team	29	57%
desk	4	35%
support	18	31%
culture	6	30%
noise	15	-15%
pets	18	-20%
hours	29	-23%
outside	26	-35%
bathroom	18	-90%
boss	22	-100%
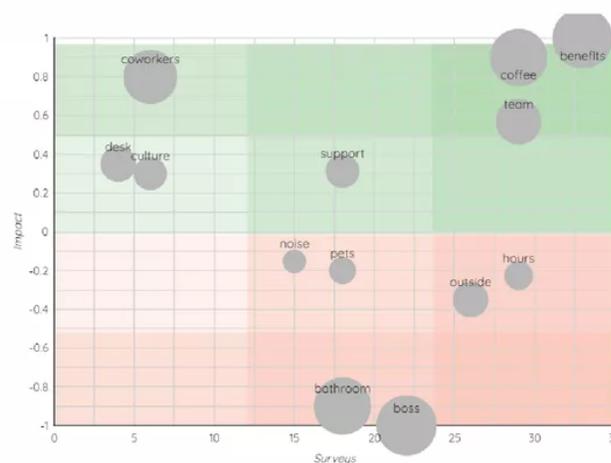
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