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# Defining a measurement strategy

People Science explained

Why it matters

A company's overall people measurement strategy is the launchpad for elevating people data to the level of critical business data. This strategy provides a holistic view and understanding of all the channels an organization leverages to collect employee feedback (e.g., engagement, onboarding, exit, manager effectiveness, team effectiveness, etc.), including those outside of Microsoft Viva Glint. A well-integrated strategy also clears confusion that can occur when survey programs are treated in isolation and, consequently, appear haphazard or redundant from the employee's perspective. The impact of a clear approach includes:

- Higher employee trust and participation.

- More powerful analytics and insights across the employee lifecycle.

- Greater manager adoption and faster action in response to results.

- Minimized survey fatigue and administrative burden.

This conversation about your measurement strategy is greater than program design, as it's designed to look across the entire employee lifecycle to identify what you want to measure and why based on your business and talent needs.
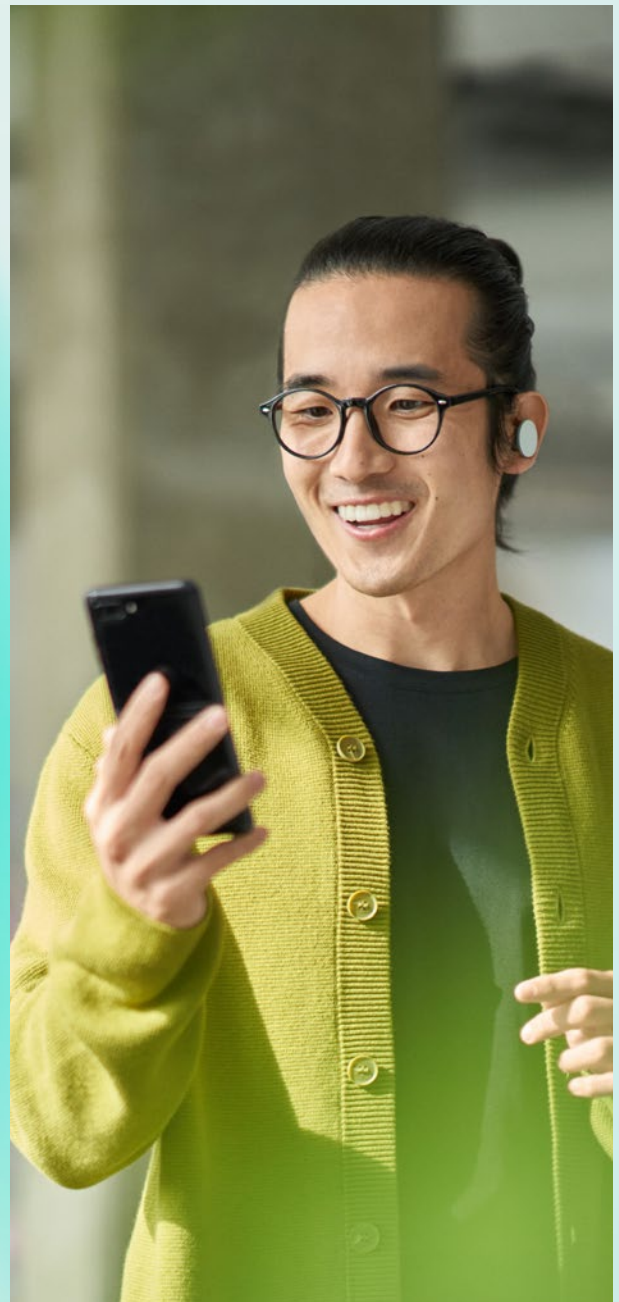
Approach

The purpose of having a strategy is to help facilitate conversations about priorities, performance, and growth at the right time with the right people, informed by the right data. To achieve this, conduct discovery interviews with key stakeholders to understand business and talent objectives, and develop a shared vision for the kind of work environment and culture you want to create. The conversation is purposefully geared to uncover information and insights at the company, leadership, and HR levels.

Here are examples of areas covered in a discovery conversation:

- How would you describe the general mindset and capability of leaders (front-line to executive) around people data?

- What would your CEO say is the #1 priority for the business in the next year?

- In regards to the talent or support system, what is the mindset, approach, and capability of HR business partners for helping leaders?

- What's the vision for the new survey programs and overall measurement or people strategy? What is getting in the way of achieving this vision?

After the initial discovery process, fine-tune your approach to reflect any important changes in priority, leadership, organizational structure, etc. as needed.

Advantages

Consider the following benefits when defining a measurement strategy with a well planned discovery process:

- **Strategic alignment and business relevance.** The discovery process and regular check-ins ensure programs and the overall measurement strategy are based on strategic priorities and what's most critical for leaders and other key stakeholders.

- **Stakeholder engagement.** By identifying and staying abreast of key stakeholders across programs, you can appropriately pace programs, recruit and nurture champions and key influencers, and address potential blockers.

- **Employee trust and participation.** Proactively communicating a well-defined, holistic measurement strategy to the company about what is measured, when, and why helps demonstrate that leaders and HR are invested in listening to employees and improving their end-to-end experience.

- **Manager adoption and accountability.** Clearly defining the manager's role in collecting employee feedback allows your company to better articulate the overall vision for leadership behavior and helps leaders hold themselves accountable for taking action.

- **HR efficiency and capacity.** An understanding of what to measure, when, and why, improves the efficiency and capacity of the project team(s) responsible for managing the survey program and HR business partners supporting your leaders.

- **More powerful analytics.** The insights gained through people data are used to inform decisions about strategies, investments, and initiatives at an enterprise level, as well as facilitate more focused action-taking at the leadership level.

Tips for success

Here are the most common challenges you might face when defining a measurement strategy, along with ways to address them:

- **Changes to the business outlook and strategic plan.** Regular check-ins with key stakeholders allow you to more frequently and nimbly shift the measurement strategy to reflect progress, new insights, and the changing business environment.

- **Not including the right stakeholders.** To ensure that your measurement strategy best aligns with what is most important to the business, it must be seen by the company's executive team, and other senior advisors. To leave them out of the approval process at any stage will likely result in less support for the survey, and a lower success rate.

- **Concerns around more frequent listening.** Overcome resistance by communicating the business case for change and gaining buy-in from the top by:

  - Capturing dissatisfaction with the current state of people insights and feedback programs.

  - Articulating a clear and compelling vision for moving from "talent management" to "people success" and the benefits of more frequent feedback and conversations.

  - Defining practical first steps that move the process to greater frequency over time, and openly acknowledging the transition won't happen overnight.

Keep in mind

The discovery process allows you to work with key stakeholders to design individual survey programs and an overarching measurement strategy that focuses on:

- Ensuring business and talent goals are linked to key outcomes.

- Establishing the right cadence to foster more frequent, high-quality conversations.

- Determining an internal communications approach around measurement strategy.

- Flexing the measurement approach with shifting priorities and needs.

- Optimizing cross-program analytics and insights.

Continuously improve employee engagement and business performance with next generation AI and insights. Microsoft Viva brings together the tools and applications your business needs for communication and feedback, analytics, goals, learning, all in on unified solution.

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