Microsoft Viva

Viva Glint + Viva Insights Playbook

Combine sentiment and work patterns data

Use this playbook to unlock the power of Viva Glint and Viva Insights

Developed for HR leadership, HR business partners, people analytics specialists and others who analyze larger groups of employee data in your organization.

This playbook outlines strategic guidance for combining sentiment and work patterns data and some illustrative examples of how these can provide insight value for your organization.

Use this playbook to understand how to interpret combined Viva Insights and Viva Glint data to unlock deeper insights into your people's experiences — driving meaningful action to support improved employee engagement.

Sentiment and work patterns data together
Linking how people feel, to how people work

Combining these data provides a more complete, nuanced picture of the employee experience. Viva Glint sentiment data indicates how people feel and Viva Insights work patterns data indicates how people work – together these can help us understand what actions will be most impactful.
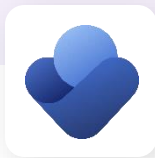
Microsoft Viva Glint

How people feel

Employee feedback through surveys

Example Viva Glint survey item
"I feel a sense of belonging at <COMPANY_NAME>."
"I am able to successfully balance my work and personal life."
"I can get the support I need from my manager."
"I am able to disconnect from work during non-work time."

Microsoft Viva Insights

How people work

Work patterns in the flow of work

Example Viva Insights metric
Internal Network Size
Uninterrupted Focus Time
Meeting Hours with Manager 1:1
After Hours Collaboration

+

Mappings here for illustrative purposes only

In an increasingly virtual world, where we are missing the visible cues that deepen our understanding of individual and team success, **examining sentiment and workplace patterns data together helps leaders, managers, and individuals act with agility** and improve the employee experience to drive sustainable productivity, happiness, and success.

Utilize Viva Glint and Viva Insights data to...

Confirm

Investigate hypotheses you may have about the employee experience by looking at both sentiment and action metrics. Explore whether what you are hearing in the sentiment data aligns with what you are seeing in the work patterns data, or not, and what those finding tell you about the employee experience.

Clarify

Add more context to the employee experience by considering differences in observed work patterns. You may find that sentiment and work patterns metrics alone provide only one aspect of the story. Looking at both together can help to provide more clarity on the lived experience of employees.

Connect to action

Make changing the employee experience feel more tangible, identifying work patterns and trends across sentiment. If you see differences in sentiment aligning with differences in work patterns, you can determine what actions may potentially impact the employee experience you hope to improve.

Anticipate

Over time, detect the early indicators, whether work patterns or sentiment, of primary employee experience outcomes. Better anticipating employee needs and deploying early interventions.

Analysis guidance and examples
Using work patterns metrics with your Viva Glint product

Tips for analysis

As you begin to look at your Viva Glint and Viva Insights data, we recommend that you...

Focus analysis on groups using Microsoft software regularly

Analysis should look at populations who primarily use Microsoft software and Viva apps. Avoid teams that utilize multiple tools to ensure groups in your analysis are properly represented in these data. Larger groups are also useful to find meaningful sentiment + work pattern relationships.

Consider contextual factors impacting work patterns

Cyclical, seasonal, and other contextual factors will impact sentiment and work patterns. Context to consider includes both individual differences in experience (e.g., groups working remote vs. in-person) and external factors (e.g., busy season or organizational changes).

Expect differences across populations

Even for groups under similar context, work pattern differences across level, department, function, and other employee groupings are natural. Where possible, analysis should be focused on populations with similar working conditions due to similar role type, region, or level. For your organization, this may look like splitting data by region or department.

Keep the employee experience at the heart of your analysis

At the end of the day, this work is about finding the unique equation to maximize the experience of your people. This means there is no inherently "right or wrong" or "good or bad". While we can make broad inferences about work patterns related to a positive work experience, the ideal way of working will differ from team to team, and even person to person. Analysis should focus on bringing light to the habits we can build to bring more happiness and success to every team and employee.

Types of sentiment and work pattern relationships

Utilize the Viva Glint Heat Map Report to show relationships between sentiment and work patterns. Note, that the relationships here do not indicate directionality (i.e., which is causing the other), but can still provide insight on how the two interact and where the "sweet spot" may be.

Linear

After Hours Collaboration	0 to less than 3	3 to less than 6	6 to less than 9	9 or more
Work Life Balance Score	90	87	73	60

There may be a linear relationship if you see Viva Glint scores consistently increasing or decreasing as you move from one work pattern bucket to the next. This can help you determine whether you should be advocating for more or less of a particular work habit, for a particular group.

Curvilinear

Uninterrupted Focus Hours	0 to less than 3	3 to less than 6	6 to less than 9	9 or more
Engagement	58	87	73	60

Not all relationships will be linear, you may see that there is a pattern of scores being higher or lower at the ends of the work pattern range. This likely indicates that the 'ideal' amount of a given work pattern is in the middle of the range or the middle buckets.

No Relationship

Multitasking Time	0 to less than 1	1 to less than 3	3 to less than 5	5 or more
Collaboration Score	62	65	62	60

Even a lack of relationship can be useful! It may disprove a hypothesis or uncover a work pattern norm for that specific group.

Note: Viva Glint Heat Map Report does not run a correlation analysis, relationships shown above are only inferred by observed patterns and used for illustrative purposes.
As you look at your data, we recommend showing the Viva Insights metric buckets in order.

Interpretation reminders

As you make sense of your data and determine focus areas, remember...

Lead with hypothesis testing	With more variables and types of data, comes more ways you can slice, dice, and analyze. Focus on the hypotheses you want to test. What do you believe to be true? What have you noticed? Does your data support this? Analyzing everything under the sun can be overwhelming, diluting your insights – and, at its worst, can result in findings that may lack face validity, making them difficult to act upon.
Correlation and trend does not equal causation	While there may be some cases that you feel confident in inferring directionality (e.g., higher workload tends to equate to lower senses of wellbeing and balance), often there is reciprocal influence between workplace patterns and sentiment. As such, avoid assuming or stating that one data point is *causing* the other. *For deeper analysis options, please reach out to your Account team.*
More of a particular metric is not always better	More is not always better when it comes to a particular work pattern metric. While we tend to always advocate for higher scores in sentiment data, action data is more nuanced when determining if we want to see more or less of a given metric. Additionally, any given metric may have different relationships to sentiment data. For example, we have seen that higher collaboration is related to a stronger sense of belonging, but lower collaboration is related to a stronger sense of work life balance. Always consider the experience you are trying to drive for your employees.
Work pattern data tells us only part of the story	Within work pattern metrics we get information about how often something is happening, but not about the quality of the action. Remember this missing piece when you are faced with counter-intuitive findings. For example, you may find that a team's Meeting Hours with Manager 1:1 is no different from the organizational average, but that the team's sentiment scores are substantially lower. This could point to the *quality* of that 1:1 time being lower than other teams' 1:1s – in this case, the finding may not point to the team needing more time 1:1 (i.e., more of the action), but to needing more effective 1:1s (i.e., quality or content change).

Example questions

As you leverage Viva Insights metrics with your sentiment data, consider what key questions you may have. Are there any areas that relate to current organizational initiatives or strategic focus? Perhaps you want to know how employees' ways of working relates to their wellbeing before creating a new wellbeing policy. Maybe you want to better understand the work habits that help create clarity for your employees to integrate into manager training. Or you may want to test an anecdotal truth at your organization by exploring whether it is true that newer employees are struggling to build their network and sense of belonging. We'll walk through how to explore the first question together.

Example questions:

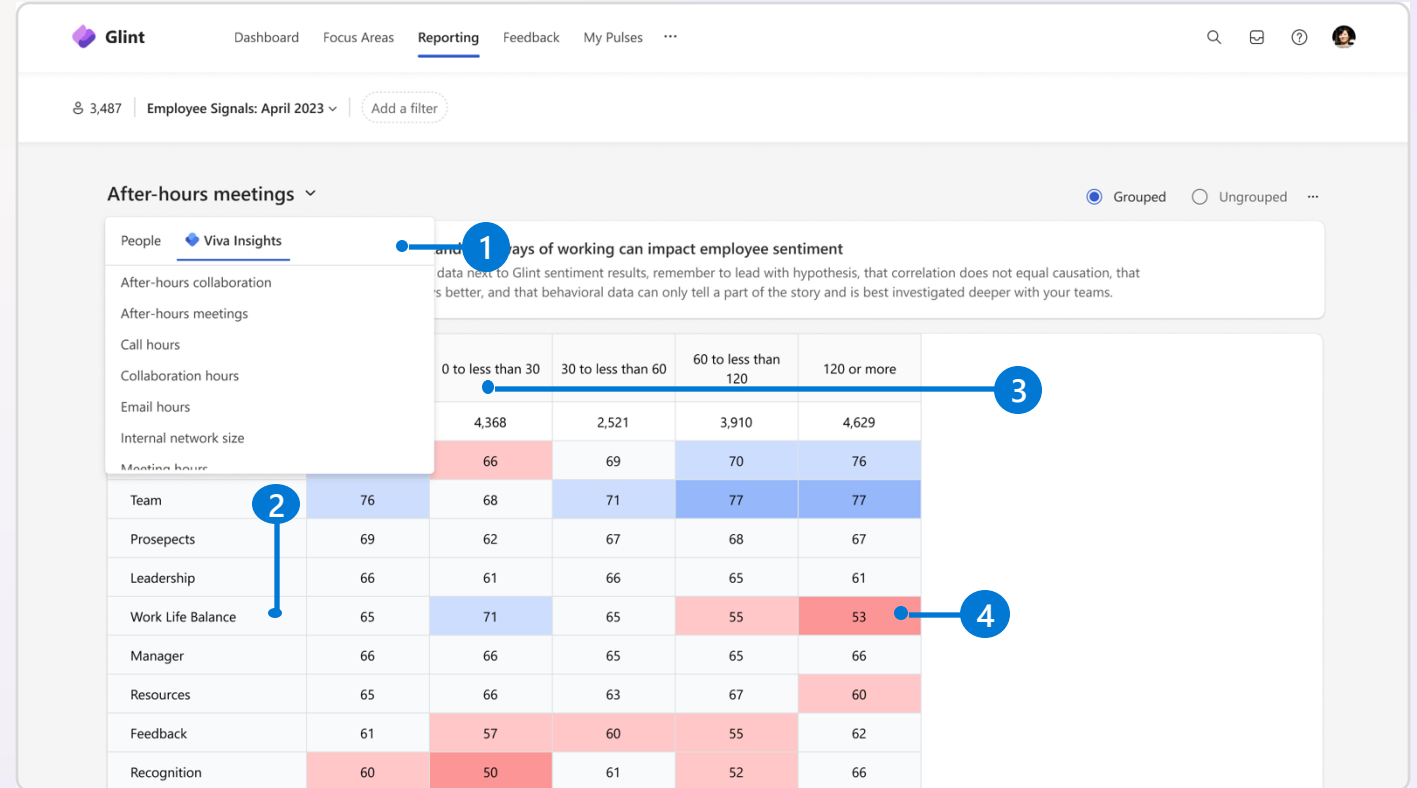|		
How are people's working hours related to their wellbeing and balance?	**Does the amount of time people spend with their managers change their sense of clarity?**	**How is network size and belonging different for new employees vs. those more tenured?**

Unable to answer your questions on your own? For deeper analysis options, please reach out to your Account team.

How are people's working hours related to their wellbeing and balance?

1 **Toggle to the Viva Insights metrics** related to After-hours Meetings (or other related metrics). Filter the same as any other attribute in the Heat Map Report.

2 **Check out the Viva Glint data** ("How people are feeling"). Focus on employee experience areas related to your hypothesis, in this example, Boundaries and Work Life Balance items.

3 **Check out the Viva Insights data** ("How people are working"). In this example, it is the weekly average of time spent in meetings after standard working hours for the previous 90 days.

4 **Determine your finding.** We see there is a 'hot spot' -- for those people averaging 120+ minutes of After-hours Meetings, their Work Life Balance score (53) is substantially lower than both the company average and those in fewer After-hours Meetings.

(see next page)

Glint — Dashboard · Focus Areas · **Reporting** · Feedback · My Pulses

3,487 | Employee Signals: April 2023 | Add a filter

After-hours meetings

Grouped ○ Ungrouped

People | **Viva Insights**
- After-hours collaboration
- After-hours meetings
- Call hours
- Collaboration hours
- Email hours
- Internal network size
- Meeting hours

...ways of working can impact employee sentiment

...data next to Glint sentiment results, remember to lead with hypothesis, that correlation does not equal causation, that ...s better, and that behavioral data can only tell a part of the story and is best investigated deeper with your teams.

	0 to less than 30	30 to less than 60	60 to less than 120	120 or more
	4,368	2,521	3,910	4,629
		66	69	70	76
Team	76	68	71	77	77
Prosepects	69	62	67	68	67
Leadership	66	61	66	65	61
Work Life Balance	65	71	65	55	53
Manager	66	66	65	65	66
Resources	65	66	63	67	60
Feedback	61	57	60	55	62
Recognition	60	50	61	52	66

Note: Viva Insights Metrics shown in Viva Glint are calculated using data from the **past 90 days prior to survey close date**.

Note: data and metrics shown here are for illustrative example only.

How are people's working hours related to their wellbeing and balance?

We click into this "hot spot" and see that Work Life Balance scores have dropped significantly for respondents who average 120+ minutes of After-hours Meeting time weekly.

Are there specific teams within this population who are driving this? (see next page)
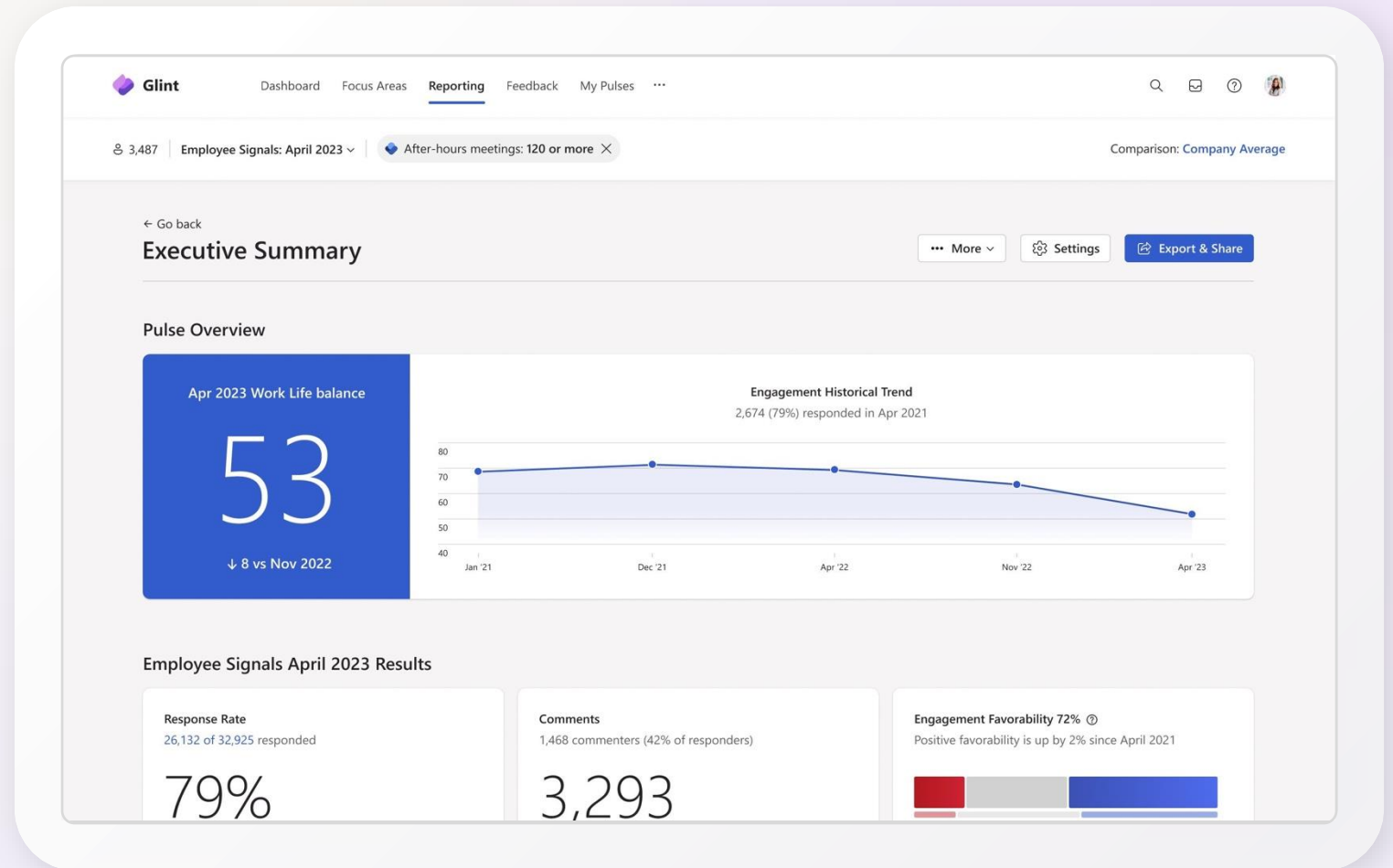
Note: data and metrics shown here are for illustrative example only.

How are people's working hours related to their wellbeing and balance?

We scroll to look at different teams and are able to determine which areas of the organization are struggling the most.

How might other Viva Insights metrics, beyond After-hours Meetings, be related to Work Life Balance?

(see next page)
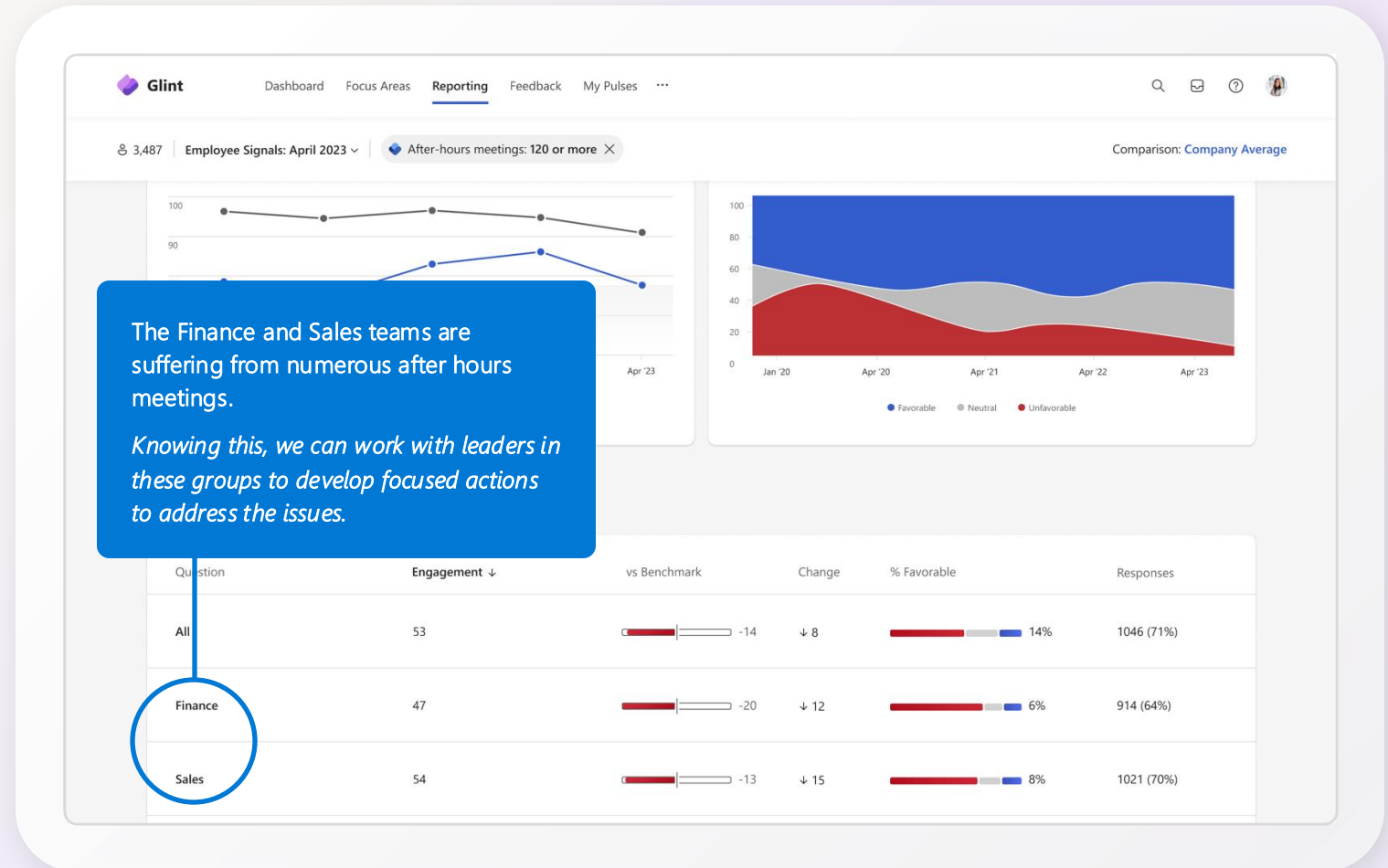
The Finance and Sales teams are suffering from numerous after hours meetings.

*Knowing this, we can work with leaders in these groups to develop focused actions to address the issues.*

Note: data and metrics shown here are for illustrative example only.

How are people's working hours related to their wellbeing and balance?

After looking at the After-hours Meetings, now we look at how Meetings during working hours may also be impacting people's experience.
(see next page)

Note: data and metrics shown here are for illustrative example only.

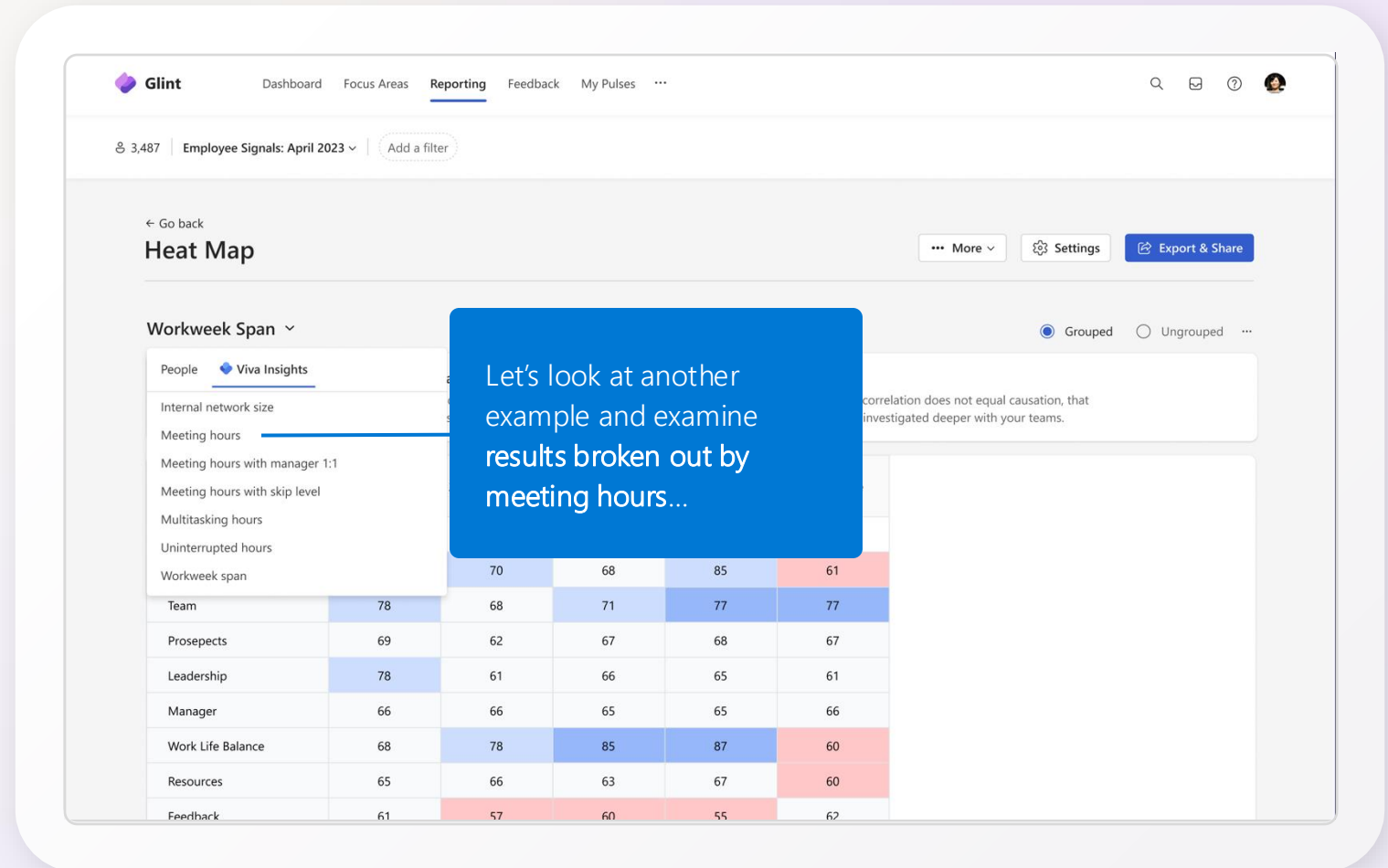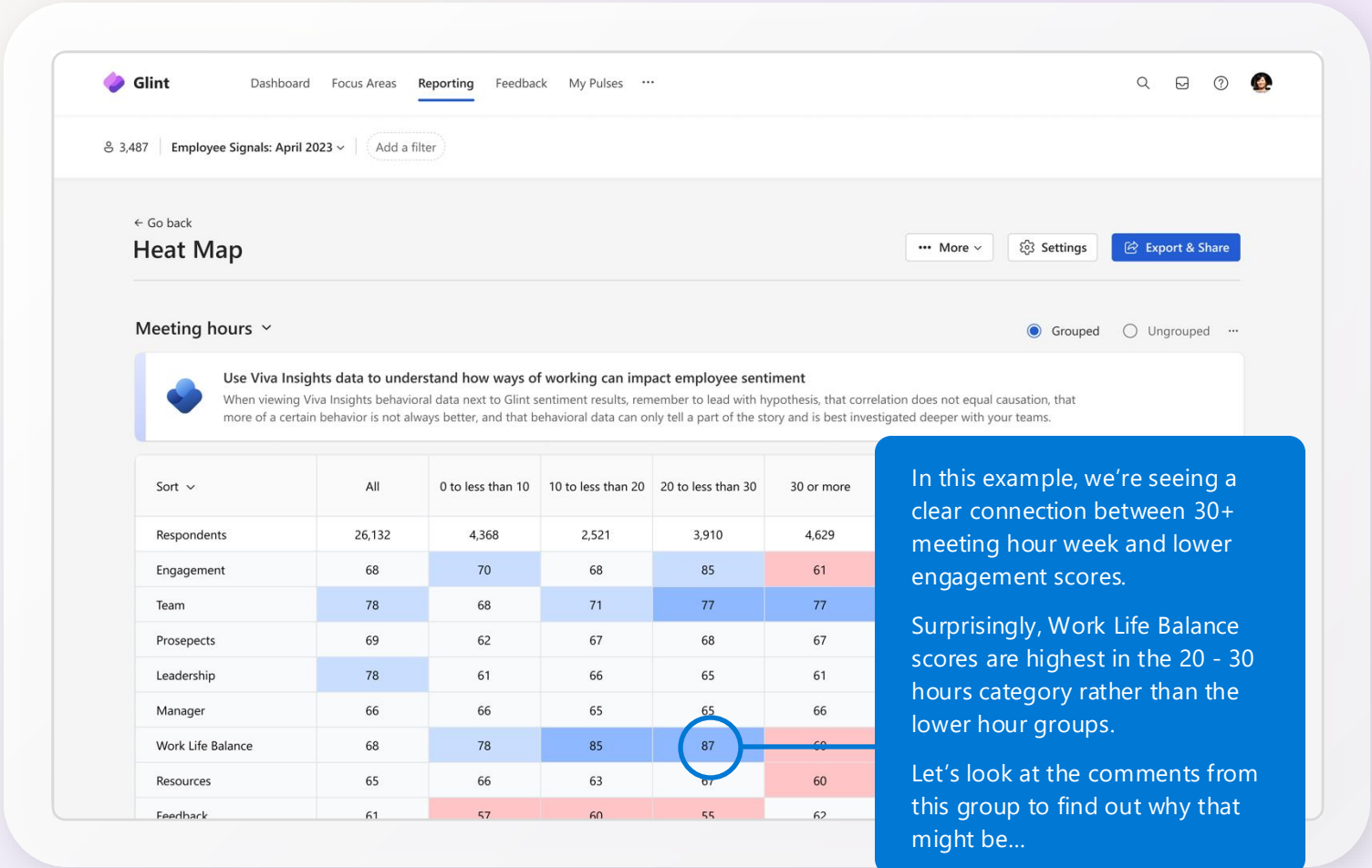# How are people's meeting hours related to their wellbeing and balance?

We see that a peak on Work Life Balance scores in the middle section of the Meeting Hours groups (20 to less than 30 hours in meetings per week).

What can we learn about what may be driving this "sweet spot" from the comments left by this group?

(see next page)

Glint — Dashboard · Focus Areas · Reporting · Feedback · My Pulses

3,487 | Employee Signals: April 2023 | Add a filter

← Go back
Heat Map

More · Settings · Export & Share

Meeting hours

○ Grouped   ○ Ungrouped

Use Viva Insights data to understand how ways of working can impact employee sentiment
When viewing Viva Insights behavioral data next to Glint sentiment results, remember to lead with hypothesis, that correlation does not equal causation, that more of a certain behavior is not always better, and that behavioral data can only tell a part of the story and is best investigated deeper with your teams.

Sort ∨	All	0 to less than 10	10 to less than 20	20 to less than 30	30 or more
Respondents	26,132	4,368	2,521	3,910	4,629
Engagement	68	70	68	85	61
Team	78	68	71	77	77
Prosepects	69	62	67	68	67
Leadership	78	61	66	65	61
Manager	66	66	65	65	66
Work Life Balance	68	78	85	87	60
Resources	65	66	63	67	60
Feedback	61	57	60	55	62

In this example, we're seeing a clear connection between 30+ meeting hour week and lower engagement scores.

Surprisingly, Work Life Balance scores are highest in the 20 - 30 hours category rather than the lower hour groups.

Let's look at the comments from this group to find out why that might be...

Note: data and metrics shown here are for illustrative example only.

How are people's working hours related to their wellbeing and balance?

Filter comments by any Viva Insights metric grouping to see how what they are saying shifts compared to other groups.

Glint   Dashboard   Focus Areas   **Reporting**   Feedback   My Pulses   ...

👤 3,487 | Employee Signals: April 2023 ˅ | Add a filter

Comparison: Company Average

Topics ⓘ
Topics are a high-level summary of comments that generate deeper insight.

⚏ Bubble View ˅

Prospects 9
Vision 15
Culture 62
Remote Working 75
Staffing 46
Flexibility 147
Career Opportunities 147
Time Off 39
Policies 21
Burnout 16

The new company policy on flexible work has been a huge relief. I can take time in the middle of the day to make sure my kids have everything they need for virtual learning.
Services

I'm grateful that our VP gave us all a day off in October to focus on mental health. I don't feel pressure to be checking emails because I know everyone is off that same day.
Information Technology

I'm working longer days but I'm able to take breaks during the workday to take care of my personal life. I'm grateful our culture embraces this.
Operations

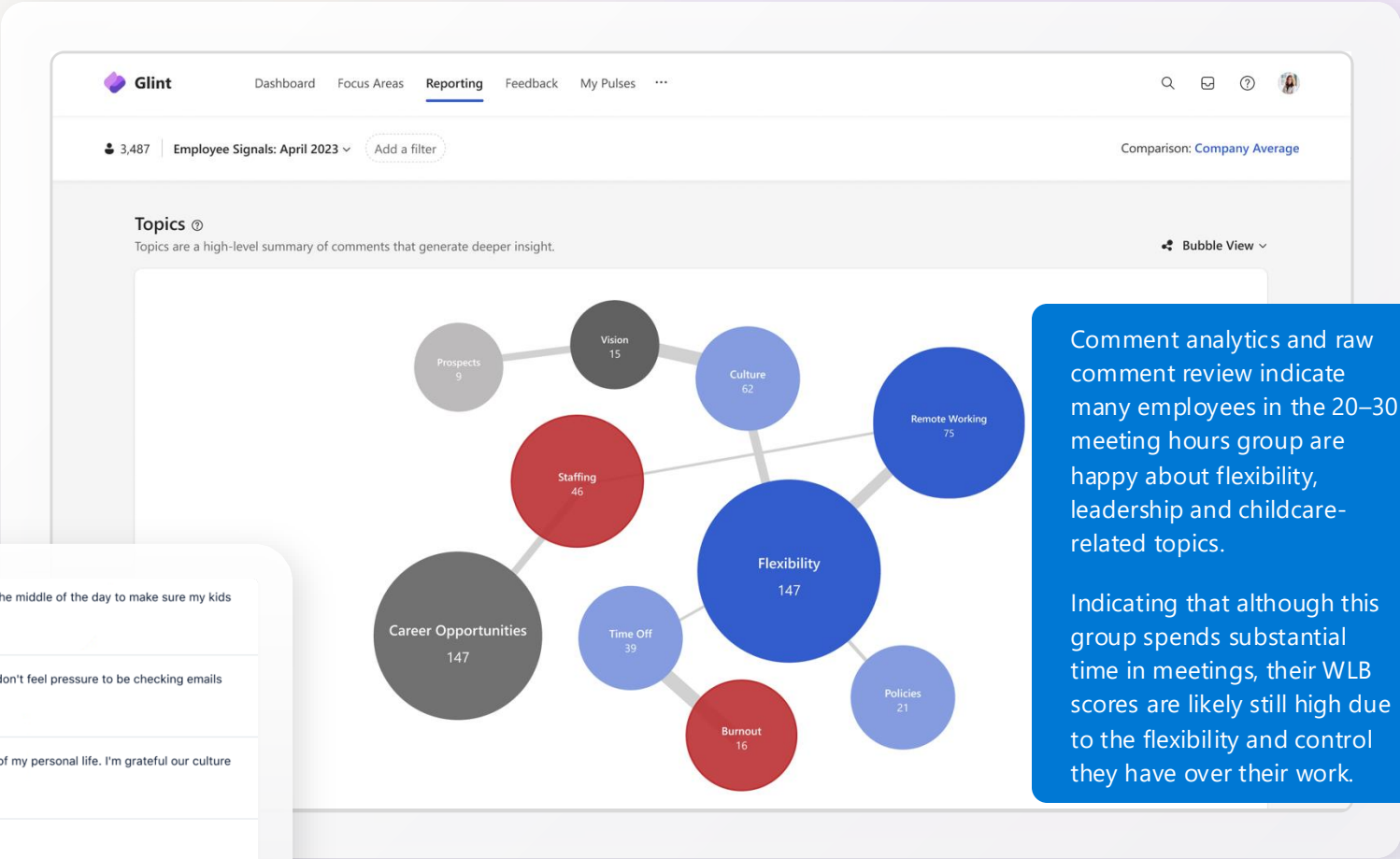My manager is very supportive and offers me the flexibility I need.
Marketing

I'm feeling burnout. My team regularly emails and IMs me at night. It's hard to keep up with everything going on.
Finance

Even on vacation, I'm working. I can't separate my work from my personal life. Not sure how I can solve this.
Sales

Comment analytics and raw comment review indicate many employees in the 20–30 meeting hours group are happy about flexibility, leadership and childcare-related topics.

Indicating that although this group spends substantial time in meetings, their WLB scores are likely still high due to the flexibility and control they have over their work.
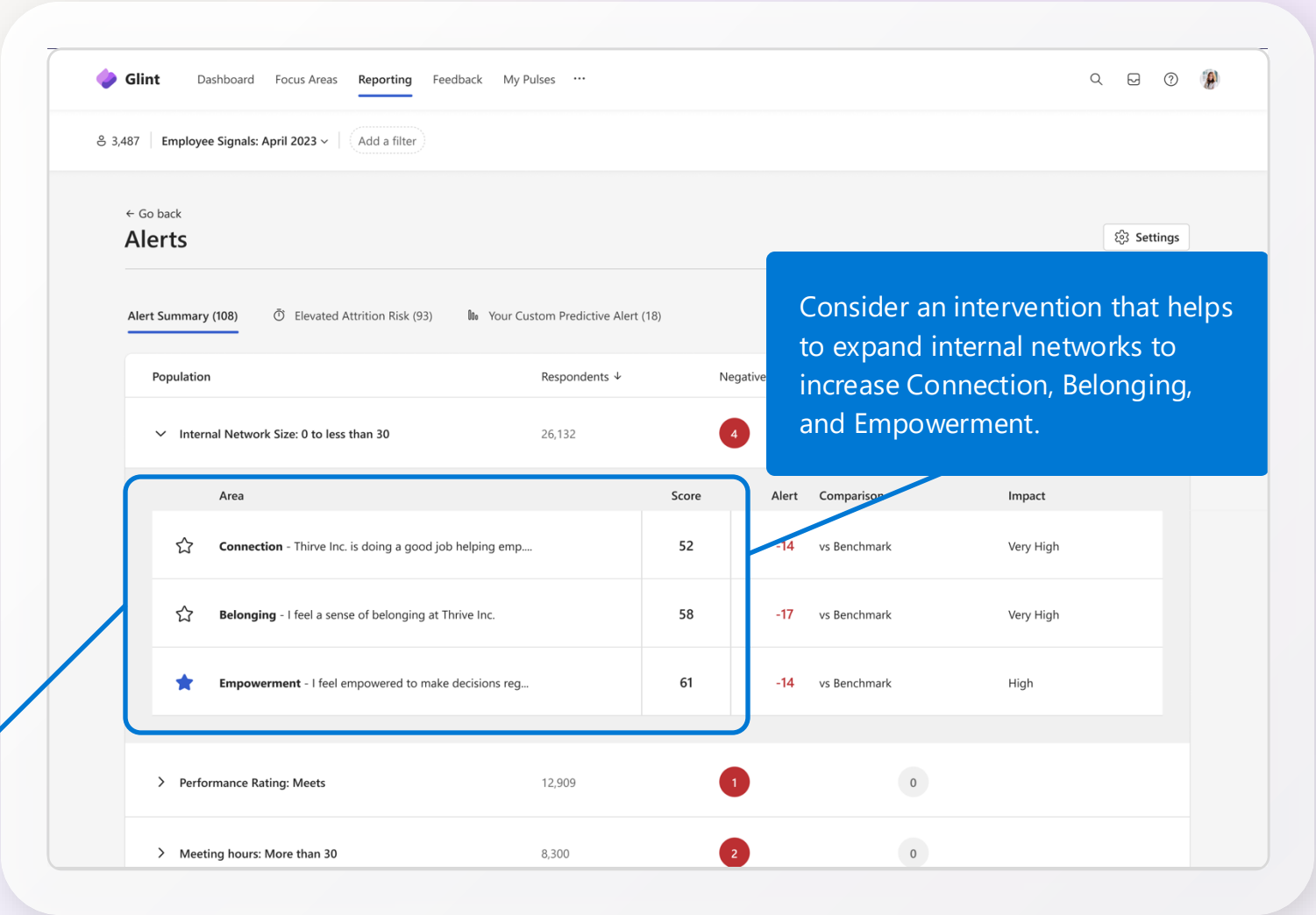
Note: data and metrics shown here are for illustrative example only.

One more tip: use Alerts!

Check out the Alerts report to quickly determine populations that are scoring substantially higher or lower than other groups. Helping you to refine your interventions.

Here is an example.

Low score alerts on Connection, Belonging and Empowerment has been indicated for people with smaller internal networks – a network size of 30 or less.

Consider an intervention that helps to expand internal networks to increase Connection, Belonging, and Empowerment.

Glint | Dashboard | Focus Areas | Reporting | Feedback | My Pulses | ...

👤 3,487 | Employee Signals: April 2023 ⌄ | Add a filter

← Go back
Alerts

⚙ Settings

Alert Summary (108) | ⏱ Elevated Attrition Risk (93) | 📊 Your Custom Predictive Alert (18)

Population	Respondents ↓	Negative
⌄ Internal Network Size: 0 to less than 30	26,132	4

	Area	Score	Alert	Comparison	Impact
☆	Connection - Thrive Inc. is doing a good job helping emp....	52	-14	vs Benchmark	Very High
☆	Belonging - I feel a sense of belonging at Thrive Inc.	58	-17	vs Benchmark	Very High
★	Empowerment - I feel empowered to make decisions reg...	61	-14	vs Benchmark	High

Population	Respondents	Negative
> Performance Rating: Meets	12,909	1	0
> Meeting hours: More than 30	8,300	2	0

Note: data and metrics shown here are for illustrative example only.

Moving from insights to action

Using work patterns + sentiment data within your organization.

Keep a people-centric approach.

Focus on how to use insights to enhance the employee experience. Avoid using the information in a way that may be perceived as surveillance or productivity monitoring.

Privacy and security should be a top priority.

As managers and employees begin to see these insights reported out, ensure they understand exactly how their data are being used, in order to build trust in the process.

Insights should always lead to meaningful action.

Avoid analysis for analysis' sake. Use your findings to inform what action may help enhance the employee experience across your organization. Remember, because there are likely unique work patterns for smaller groups, targeted intervention is likely needed. What creates the best experience in the Engineering Org may look different for the Sales Org.
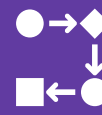
Actions taken should follow trend but allow for individual customization.

As your organization takes action, remember there will always be outlier teams and individual preferences to consider. Think about leveraging initiatives and policy changes to provide guardrails and nudge toward what you see in your data as the most aligned with a positive employee experience, while still empowering teams, managers, and individuals to adjust where needed and appropriate.