



# Viva Glint: Ask the Expert series

21 January 2025

# Agenda

- Welcome & Introductions
- Survey Design Principles
  - Practitioner perspective
  - Platform perspective
- Q&A

# Today's hosts:



**Ed Hurst**  
Principal People Scientist  
Australia



**Aditi Bhardwaj**  
Customer Experience PM  
Australia



**Mary Laudiza**  
Service Engineer  
Singapore

and meeting moderator Vincci Loo

Question of the day:

**How do you hope your survey results will  
inform your organization?**

(examples: strategic decision making, relationships between leaders and employees)



**Ed Hurst**

Principal People Scientist  
Australia

# Practitioner Perspective on Survey Design Principles

# The path to People Success

Viva Glint helps leaders and teams...



...get **immediate and focused insights**



...use results to fuel **ongoing conversations**



...continuously **improve and grow the employee experience**

# The Viva Glint Approach: People Success & Employee Engagement

What are we working towards?

## People Success

At Glint we define **People Success** as 'people bringing their best selves to work - in order to do their best work'.

How do we track and measure People Success through sentiment-based surveys?

## Employee Engagement

The primary **outcome** measure. The degree to which people are *motivated to invest their cognitive, emotional, and behavioral energies* toward successful outcomes.

## People Success Elements

The **drivers** of engagement. Research-validated elements that together summarize the *fundamental needs and expectations* most critical to a person's holistic work and life experience.



# Viva Glint's *People Success Elements*

## Purpose



### Meaning & Fulfillment

I see how I am part of something bigger than myself – how the work I do has a meaningful impact on others or helps drive organization success.

## Clarity



### Focus & Adaptability

I know what success looks like and how to prioritize. I know when I am on track, and I get regular feedback that helps me change course as needed and make progress towards my goals.

## Empowerment



### Autonomy & Trust

I have access to the information, people, tools and resources to work effectively. I am trusted to make decisions, take risks, and try new approaches in my work.

## Wellbeing



### Safety & Wellness

I am respected and feel safe, secure and equitably treated. I am entrusted with the flexibility to best direct my talents, time, and energy to maintain my health and happiness.

## Connection



### Inclusion & Belonging

I feel a sense of belonging as a uniquely valued, trusted, and integral member of a diverse community of people who appreciate my contributions. I have collaborative and high-quality relationships with my colleagues.

## Growth



### Competence & Impact

I maximize my strengths, take on challenging work, learn new skills, and diversify my experience to expand my impact and my opportunities.

All items within the Glint taxonomy are aligned to one of these six elements to help ensure that you are measuring what matters most to people to create thriving cultures, people-centric leaders, and engaged employees.



---

## Viva Glint Survey Design Principles:

### Make it Easy and Actionable:

---

- Keep surveys short & focused
- Ask the best (most valid) one question to understand the topic
- Use verbatim comments to understand more details
- Questions are conversational in tone and written at a high level
- Questions should be applicable to all populations
- Focus on what you *need* to know, not things that are *nice* to know
- If you can't take action on the feedback – don't ask the question
- Rotate items across surveys to cover more topics at relevant times and keep the process agile

# Benefits of shorter surveys & single-item domains

01.  
How happy are you working at Thrive Inc?

Not at all Completely happy

1 2 3 4 5

4

Comment

## User Experience

Ease of survey completion

## Qualitative Advantage

Larger comment pool with better comment quality

## Continuous Conversations

More frequent and data-driven feedback loops

## Focused Action

Dive quickly into opportunity areas

## Focused Action

Sync with talent and business strategy

# Developing the Glint Item Taxonomy

Exhaustive research study conducted in partnership with Stanford University resulted in reduction of survey length with similar degree of accuracy

- Recognition Item 1
- Recognition Item 2
- Recognition Item 3
- Recognition Item 4
- Recognition Item 5
- Recognition Item 6
- Recognition Item 7
- Recognition Item 8
- Recognition Item 9
- Recognition Item 10
- Recognition Item 11
- Recognition Item 12
- Recognition Item 13
- Recognition Item 14
- Recognition Item 15
- Recognition Item ...

Hundreds of total items  
most commonly-used  
across the industry

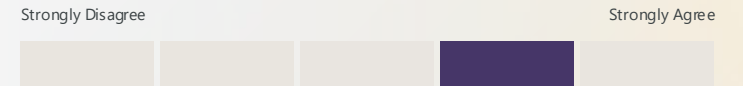
## Traditional Approach

Recognition Index
Recognition Item 1
Recognition Item 2
Recognition Item 3
Recognition Item 4

~90% of variance explained

## Glint Approach

I feel satisfied with the recognition or praise I receive for my work.



~80-90%+ of variance explained  
Opportunity for additional context  
in comments

The rising  
**work tension**

Organisations are  
trying to balance

**Engagement**  
&  
**Productivity**

to fuel sustained  
business performance

+

AI

# Viva Glint Drivers of People Success

Item Name	Item Text	People Success Element
<b>eSat</b>	<b>How happy are you working at &lt;COMPANY_NAME&gt;?</b>	<b>Engagement Index</b>
<b>Recommend</b>	<b>I would recommend &lt;COMPANY_NAME&gt; as a great place to work.</b>	<b>Engagement Index</b>
Leadership	I have confidence in the leadership team.	Purpose
Prospects	I am excited about <COMPANY_NAME>'s future.	Purpose
Values	People at <COMPANY_NAME> live the company values.	Purpose
Purpose	The work that I do at <COMPANY_NAME> is meaningful to me.	Purpose
Continuous Improvement	<COMPANY_NAME> continually improves the way work gets done.	Clarity
Prioritization	I know what I should be focusing on right now.	Clarity
Feedback	[My manager] provides me with feedback that helps me improve my performance.	Clarity
Growth	I have good opportunities to learn and grow at <COMPANY_NAME>.	Growth
Role	My role is an excellent fit with my strengths.	Growth
Belonging	I feel a sense of belonging at <COMPANY_NAME>.	Connection
Collaboration	Teams at <COMPANY_NAME> collaborate effectively to get things done.	Connection
Inclusive Leaders	Leaders at <COMPANY_NAME> value different perspectives.	Connection
Recognition	I feel satisfied with the recognition or praise I receive for my work.	Connection
Communication	<COMPANY_NAME> does a good job of communicating with employees.	Empowerment
Empowerment	I feel empowered to make decisions regarding my work.	Empowerment
Resources	I have the resources I need to do my job well.	Empowerment
Care	At work, I feel cared about as a person.	Well-being
Support	I feel well supported by <COMPANY_NAME> at this time.	Well-being
Work Life Balance	I am able to successfully balance my work and personal life.	Well-being
Action Taking	I believe meaningful action will be taken as a result of this survey.	---

Other Key Areas
Career
Culture
Customer Focus
Decision Making
Diversity
Diversity Commitment
Equitable Opportunity
Initiative
Intent to Stay
Manager
Retention
Strategy
Well-being

# Other important drivers identified in our research

Driver Name	Item Text	People Success Element
Retention	I rarely think about looking for a job at a different company.	Outcome
Intent to Stay	I plan to be working at <COMPANY_NAME> two years from now.	Outcome
Customer Focus	<COMPANY_NAME> delivers a great customer experience.	Purpose
Strategy	I understand how <COMPANY_NAME> plans to achieve its goals.	Purpose
Career	I have good career opportunities at <COMPANY_NAME>.	Growth
Diversity	Diverse perspectives are valued at <COMPANY_NAME>.	Connection
Diversity Commitment	Top leaders demonstrate a visible commitment to diversity.	Connection
Manager	I would recommend my manager to others.	Connection
Decision Making	Overall, I am satisfied with how decisions are made at <COMPANY_NAME>.	Empowerment
Initiative	I am encouraged to find new and better ways to get things done.	Empowerment
Equitable Opportunity	Everyone at <COMPANY_NAME> has an equitable opportunity to succeed.	Well-being
Well-being	<COMPANY_NAME> takes a genuine interest in the employees' well-being.	Well-being
Culture	<COMPANY_NAME> has a great culture.	No alignment

# What does success look like?

## Rethinking Success Metrics

### Adoption Metrics

Focused on active usage

**Examples:**

N, % who

... participated in the survey

... accessed dashboard

... committed to actions

### Impact Metrics

Focused on outcomes and impact

**Examples:**

Improvement in employee engagement

Improvement in action taking

Improvement in talent KPIs (internal mobility, regrettable attrition, leadership development program participation, impact of ERGs)





**Aditi Bhardwaj**

Customer Experience PM  
Australia

# Platform Perspective on Survey Design Principles

Q&A

# Thanks for joining!

Scan this code to share your feedback about today's session and suggest future topics

Viva Glint: Ask the Experts  
feedback



For recordings, decks, and future registrations, bookmark our official Ask the Experts page.  
<https://adoption.microsoft.com/viva/glint/ask-the-experts-resources/>

# Appendix

# Resources for Learning and Connection

- [Learning Paths & Modules](#) - Online, self-paced training courses
- [Badging](#) - Become a Viva Glint expert! Earn learning credentials and post to your social media
- [Documentation](#) - Find technical documentation and guidance to help you through your Viva Glint journey
- [Viva Glint Community](#) - A space to ask questions and share ideas with experts and peers
- [Newsletter](#) - Sign up for this monthly email full of info to help you get the most from your Viva Glint programs
- [Viva Glint Blog](#) - Blogs specific to Viva Glint research and platform updates
- [Live Events](#) - Think like a People Scientist, Ask the Experts
- **Customer Groups**
  - [Product Council](#) - Be part of a community that provides Viva Glint teams with feedback on how we can improve our products and services
  - [Learning Circles](#) - Participate in collaborative time to share knowledge, experiences, and challenges with your peers and to grow your understanding and use of Viva Glint products and services.
  - [Cohorts](#) – We have created an online space for you to collaborate with fellow customers in your industry, and once a quarter, the Viva Glint cohort team will be hosting a virtual session dedicated to things like relevant topics, Q&As, open discussions.

# Resources for Deployment and Support

## FastTrack

**Audience:** New Viva Glint customers

FastTrack can provide [deployment help](#) with Microsoft Viva foundational products and capabilities - at no extra cost for the life of your eligible subscription. See [eligibility information](#).

If you've registered for FastTrack and need support: [FastTrack for Microsoft Viva](#)

## CxPM/Hotline Team

**Audience:** Migrating Glint customers

Your Glint Customer Experience Program Manager (CxPM) or a dedicated member of the Hotline Support team will guide you through your [technical migration to Microsoft Viva Glint](#). Contact your CxPM or reach out to Hotline Support: [VivaGlintMigration@microsoft.com](mailto:VivaGlintMigration@microsoft.com)

## Support

**Audience:** All Viva Glint customers

Viva Glint admins:

- [Microsoft Admin Center](#)
- [Support participants during a live Viva Glint survey](#)

Viva Glint managers:

- [Viva Glint Manager Quick Guides](#)
- [Address Viva Glint access issues as a manager](#)

Viva Glint survey participants:

- [How to take a Viva Glint survey](#)
- [Viva Glint FAQs for survey participants](#)

For a list of our training courses, see our [Viva Glint Learning Paths and modules](#) page.

For a list of our available badges, see our [Viva Glint Badging](#) page.

The screenshot shows the Microsoft Viva Glint Learning Paths and modules page. The page has a top navigation bar with 'Learn', 'Discover', 'Product documentation', 'Development languages', and 'Topics'. Below this is a secondary navigation bar with 'Microsoft Viva', 'Viva Amplify', 'Viva Connections', 'Viva Engage', 'Viva Glint', 'Viva Goals', 'Viva Insights', 'Viva Learning', 'Viva Pulse', and 'Topics'. A search bar on the left is labeled 'Filter by title'. The main content area has a breadcrumb 'Learn / Microsoft Viva / Viva Glint /' and a title 'Viva Glint learning paths and modules'. Below the title is the text 'Article • 02/12/2024 • 1 contributor' and a 'Feedback' link. The 'In this article' section lists three links: 'Earn badges', 'Courses for admins', and 'Courses for managers'. The main text begins with 'Discover the power of Microsoft Viva Glint with step-by-step guidance. Recommended trainings for admins and managers using Viva Glint are hosted within Microsoft Learn.' and continues with 'Viva Glint learning paths and the modules contained within them have been carefully created by our Subject Matter Experts to provide a thorough self-paced and self-teachable learning experience. Learning paths are comprised of building blocks, referred to as modules. All trainings are recommended prior to setting up and launching your first Viva Glint program.' and 'As an HR and/or an IT professional, you may find both the admin and manager trainings useful in using Viva Glint.'

The screenshot shows the Microsoft Viva Glint Badging page. The page has a top navigation bar with 'Learn', 'Discover', 'Product documentation', 'Development languages', and 'Topics'. Below this is a secondary navigation bar with 'Microsoft Viva', 'Viva Amplify', 'Viva Connections', 'Viva Engage', 'Viva Glint', 'Viva Goals', 'Viva Insights', 'Viva Learning', 'Viva Pulse', and 'Topics'. A search bar on the left is labeled 'Filter by title'. The main content area has a breadcrumb 'Learn / Microsoft Viva / Viva Glint /' and a title 'Viva Glint badging'. Below the title is the text 'Article • 02/12/2024 • 1 contributor' and a 'Feedback' link. The 'In this article' section lists two links: 'Microsoft Viva Glint Foundations badge' and 'Microsoft Viva Glint Manager badge'. The main text begins with 'Microsoft Viva Glint badging is an exciting opportunity for Viva Glint customers to share their knowledge and expertise of Viva Glint engagement programming with their social network. Through recommended learning paths and modules, customers increase their confidence and drive efficiency using self-paced learning experiences. Upon completion of the recommended online learning courses, customers are eligible to earn a Viva Glint/Credly certification badge, to post on your LinkedIn profile.' and 'Credly - a Microsoft third-party vendor - empowers organizations to officially recognize individuals for demonstrated competencies and skills.'



To access our full documentation library,  
see [Introduction to Microsoft Viva Glint | Microsoft Learn](#).

The screenshot shows the Microsoft Learn documentation page for 'Introduction to Microsoft Viva Glint'. The page layout includes a top navigation bar with the Microsoft logo and 'Learn' branding, followed by a secondary navigation bar for 'Microsoft Viva' products. A left-hand navigation pane contains a search filter and a tree view of the documentation structure. The main content area features the article title, breadcrumb, date, and contributor information, followed by a 'Feedback' button. Below the title is an 'In this article' section with a link to 'Get started with Viva Glint' and a sub-section 'How does Viva Glint improve the overall health of your organization?'. The article text states that it helps users understand how Viva Glint makes people happier and more successful at work, and includes a video introduction. A large video player thumbnail is shown with the text 'An introduction to Microsoft Viva Glint and people success' and a play button. The video player displays a dashboard with 'Viva Glint' branding, 'Employee Signals April 2023', and a large '71' representing 'Apr 2023 Engagement'. A right-hand sidebar contains 'Additional resources' with sections for 'Training' (including a module 'Get to Know Viva Glint's Approach Training') and 'Documentation' (including 'Four stages of Viva Glint program').

**Learn** | Discover ▾ Product documentation ▾ Development languages ▾ Topics ▾

**Microsoft Viva** Viva Amplify Viva Connections Viva Engage Viva Glint Viva Goals Viva Insights Viva Learning Viva Pulse Topics

Filter by title

- Introduction to Microsoft Viva Glint
- Get started with Viva Glint
  - Four stages of a Viva Glint program
  - Viva Glint program types and associated templates
  - How People Science works with Viva Glint
  - Learning path and modules
  - Microsoft Viva Glint privacy
    - Privacy policies in Microsoft Viva Glint
- Plan and administer your Viva Glint platform
  - Deploy Microsoft Viva Glint as an M365 Global Admin
  - Deploy Microsoft Viva Glint as a Viva Glint Admin
  - Prepare and upload employee data
  - Manage features and settings
  - Share Manager Quick Guides
  - Use Viva Glint Best Practices and program guidance
- Set up and customize Viva Glint programs
  - Set up Program Summary for Viva Glint Engagement-type surveys
  - Set up and customize Viva Glint survey item templates
  - Setting up Employee Lifecycle surveys
    - Tailor users' survey experience with Viva Glint Display Logic
    - Deleting survey data from Viva Glint

Learn / Microsoft Viva /

# Introduction to Microsoft Viva Glint

Article • 09/29/2023 • 3 contributors

Feedback

## In this article

- Get started with Viva Glint
- How does Viva Glint improve the overall health of your organization?

This article helps you to understand how Microsoft Viva Glint makes people in your organization happier and more successful at work.

First, watch this 4:30 video for an easy-to-understand introduction of Viva Glint and its people success methodology:

An introduction to Microsoft Viva Glint and people success

Viva Glint Dashboard: Reporting Feedback My Pulse

3,487 Employee Signals April 2023 Add a Filter

Go back Executive Summary

Apr 2023 Engagement

71

↓ 1 vs Apr

## Additional resources

### Training

Module

**Get to Know Viva Glint's Approach Training**

This module will explain how Viva Glint provides visibility into the total employee experience through wide surveys and recommended actions.

### Documentation

**Four stages of Viva Glint program**

A strong feedback program incorporates the following stages:

**Viva Glint program types and associated templates**

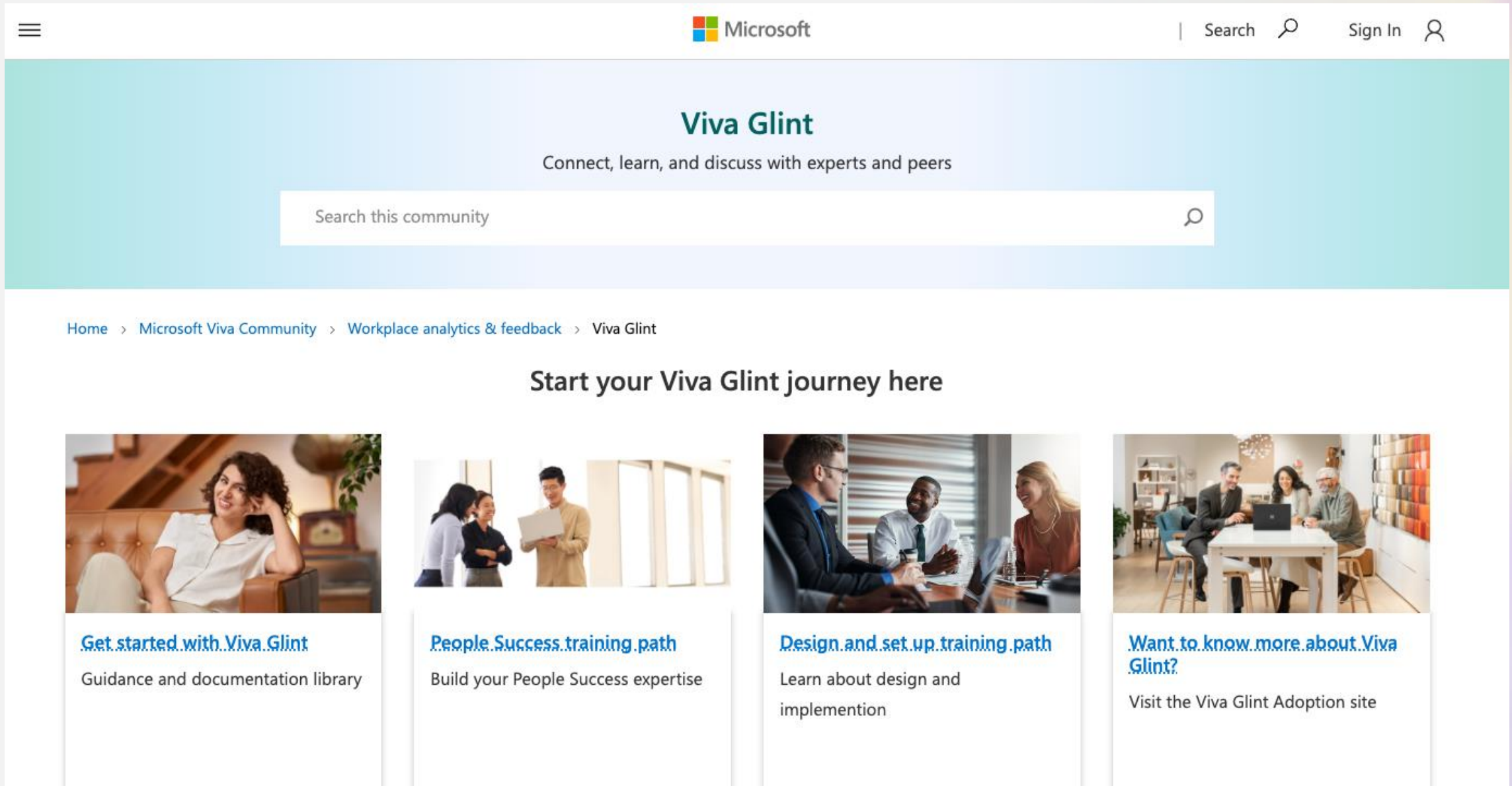
Viva Glint offers Engagement, specialty, and 360 feedback programs to support and improve businesses.

**Set up a Microsoft Viva Glint tenancy**

When a new customer purchases the Viva Glint product, the tenancy should occur within days.

Show 5 more

Talk to fellow customers, Glint and other Viva app users within the [Viva Community](#). We also have a specific [Viva Glint Community](#) just for us where we also post updates and announcements.



The screenshot shows the Viva Glint community page. At the top, there is a Microsoft logo and navigation links for Search and Sign In. The main heading is "Viva Glint" with the tagline "Connect, learn, and discuss with experts and peers". Below this is a search bar labeled "Search this community". A breadcrumb trail reads: Home > Microsoft Viva Community > Workplace analytics & feedback > Viva Glint. The main content area is titled "Start your Viva Glint journey here" and features four cards with images and text:

- Get started with Viva Glint**: Guidance and documentation library. Image: A woman sitting on a couch.
- People Success training path**: Build your People Success expertise. Image: Three people in a meeting.
- Design and set up training path**: Learn about design and implementation. Image: Three people in a meeting.
- Want to know more about Viva Glint?**: Visit the Viva Glint Adoption site. Image: Four people in a meeting.

Bookmark our [live events](#) page to stay updated on our events schedule.

The screenshot shows the Microsoft Tech Community website's 'Viva Glint Events' page. The navigation bar includes 'Microsoft', 'Tech Community', 'Community Hubs', 'Blogs', 'Events', 'Microsoft Learn', and 'Lounge'. The breadcrumb trail is 'Home > Viva Glint > Viva Glint'. The main heading is 'Viva Glint Events'. Below this, there are two view options: 'List View' (selected) and 'Calendar View'. There are also filters for 'Status' (a dropdown menu), 'Labels' (a dropdown menu), and 'Date Range' (two input fields). The 'Upcoming Events' section features a card for an event titled 'Think like a People Scientist: Understanding and interpreting your survey data'. The event is scheduled for February 20, 2024, from 08:00 AM to 09:00 AM (PST) via Microsoft Teams. A registration link is provided: 'Microsoft Virtual Events Powered by Teams'. The event card also shows '0 attendees', '0 likes', and '0 comments'. The event description begins with 'Join us for this series of webinars on how to 'think like a People Scientist.' Based on your feedback, we have introduced this series to help dive deeper into key topics where a People Science per'.

Microsoft | Tech Community | Community Hubs | Blogs | Events | Microsoft Learn | Lounge | Search | Sign In

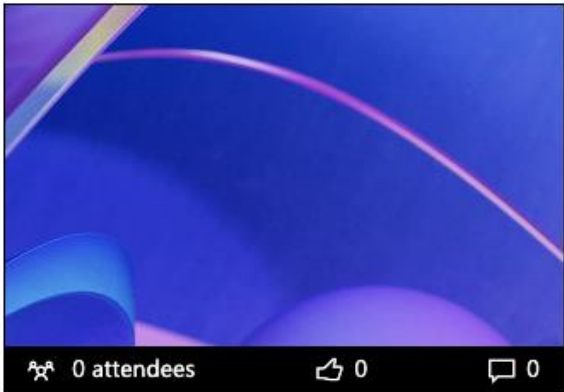
Home > Viva Glint > Viva Glint

## Viva Glint Events

View as: **List View** | Calendar View

Status: Select Status | Labels: Select Label | Date Range: [ ] [ ]

### Upcoming Events



**Think like a People Scientist: Understanding and interpreting your survey data**

Feb 20 2024, 08:00 AM - 09:00 AM (PST)

Microsoft Teams

Register here: [Microsoft Virtual Events Powered by Teams](#)

0 attendees | 0 likes | 0 comments

Join us for this series of webinars on how to 'think like a People Scientist.' Based on your feedback, we have introduced this series to help dive deeper into key topics where a People Science per

[Register for our newsletter](#) to stay up-to-date on releases, events, and anything new at Viva Glint!



Hi Kathryn,

Welcome to the March edition of our Viva Glint newsletter. Our recurring communications will help you get the most out of the Viva Glint product. You can always access the current edition and past editions of the newsletter on our [Viva Glint blog](#).

### **Our next features release date**

Viva Glint's next feature release is scheduled for March 9, 2024\*. Your dashboard will provide date and timing details two or three days before the release.

### **In your Viva Glint programs**

**The Microsoft Copilot Impact Survey template has premiered in the Viva Glint platform.** AI tools are increasingly integrated into the workplace to enhance workforce productivity and the employee experience. This transformational shift in work means leaders need to understand their early investments in Microsoft Copilot and how it is being adopted. Deploying the Copilot Impact Survey template in Viva Glint organizations can



Check out our [Viva Glint blog](#) for our monthly newsletters and other updates.

The screenshot shows the Viva Glint Blog page on the Microsoft Tech Community website. The page features a blue header with the Microsoft logo and navigation links for Tech Community, Community Hubs, Blogs, Events, Microsoft Learn, and Lounge. A search bar and a Sign In link are also present. The main heading is "Viva Glint Blog". Below the heading, there are filters for "Filter by label", "Follow", and "RSS". The breadcrumb trail is "Home > Viva Glint > Viva Glint Blog". The page displays three blog posts:

- Late January 2024 Viva Glint newsletter** by [JudyWeiner1](#) on Jan 26 2024 07:51 AM. The post has 596 views. The image shows three people in a meeting, with the text "Viva Glint Monthly Newsletter" overlaid.
- Introducing Viva Glint: Ask the Experts series** by [KathrynBowen](#) on Jan 23 2024 10:36 AM. The post has 549 views. The image shows a group of people in a meeting, with a woman standing and presenting to a seated audience.
- January 2024 Viva Glint newsletter** by [JudyWeiner1](#) on Jan 08 2024 09:39 AM. The post has 610 views. The image shows two women sitting at a table, smiling and talking.

Join our customer groups to stay connected with fellow customers, our thought leadership experts, and our Product team

## Learning Circles

The Learning Circles program offers the opportunity to join a diverse customer group where you can share knowledge, experiences, and challenges with other employee experience professionals and grow your understanding and utilization of Viva Glint.

## Product Council

Be part of a community that provides the Viva Glint team with feedback to help shape our product and influence the development of new products through our user experience. Join our Product Council today!

## Cohorts

The purpose of our customer cohorts are to facilitate connections between customers grouped by shared background (e.g., industry), shared purpose (e.g., culture transformation) or shared interest (e.g., AI). Through cohorts, customers will have additional access to relevant content and events, discussion, and sharing and networking opportunities.

...and more to come!