



# Viva Goals Office Hours

How to Build and Coach a Healthy  
Team with Viva Goals

Wednesday, October 18th  
8am PST / 11am EST

# Agenda

- Welcome (5 min)
- How to Build and Coach a Healthy Team with Viva Goals – featuring Vivian Ajetunmobi and Wendy Pat Fong (30 min)
- AMA (20 min)

# How to Build and Coach a Healthy Team with Viva Goals

# Factors Needed for Goal Attainment

01

Writing goals  
down with  
accompanying  
action items

02

Sharing of goals  
with friends

03

Providing weekly  
updates

"Employees who report to managers who coach effectively are 40% more engaged, exhibit 38% more discretionary effort and are 20% more likely to stay at their organizations than those who report to ineffective coaches."

**Building Connector Managers**

Gartner Research

# Why coach?

01

## Talent Development

Unlocking potential to  
maximize performance

02

## Drive Business Results

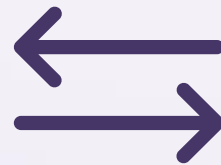
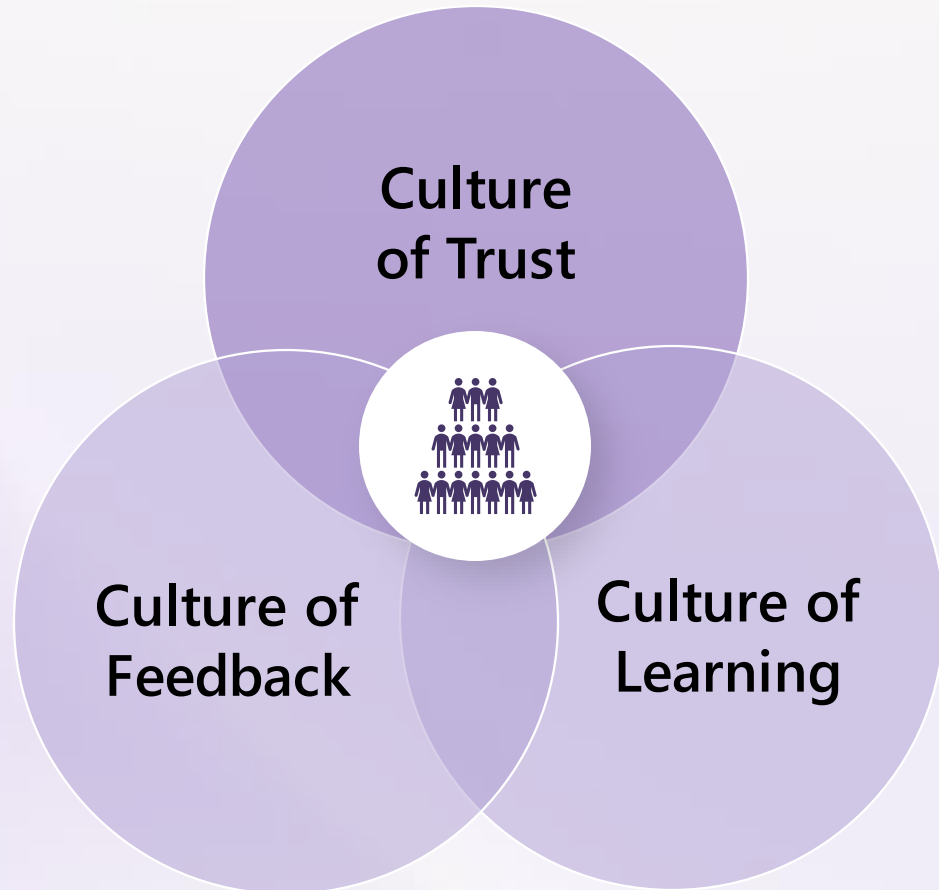
Outcome mindset is a  
new way of thinking

03

## Better Leadership

Practice curiosity and  
growth mindset

# The Three Cultures



**Microsoft Viva Goals**

Goal and OKR Management Solution



# Culture of Trust – Psychological Safety

“**Psychological safety** is the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. Team members believing that they can take risks without being shamed by other team members.”

**Prof Amy Edmondson**  
**Google’s Project Aristotle**

## **Fear**

- Represses innovation
- Stifles creativity
- Creates an environment of compliance



# The 4 Stages of Psychological Safety –Timothy Clark



## Inclusion Safety

Being part of a team doesn't mean automatic inclusion.  
Inclusion is a choice.

**Include teams in the goal setting process**

## Learner Safety

An environment where people can ask questions, experiment, make mistakes and even fail.

**Using Check-Ins, Dashboard for Reflections**

## Contributor Safety

Autonomy to execute and innovate to drive business outcomes

**Use initiatives feature in Viva Goals to drive team/individual contributions**

## Challenger Safety

An environment where people can challenge the status quo without personal and professional risk.

**Setting stretch and experimental goals**

# Viva Goals Application: Check Ins

Title	Team	Status and progress	Last check in note	Aligned to	Time Period
Scale company operations efficiently in order to better serve our customers and employees	Contoso Electronics...	<b>At Risk</b> 59% Measure as 100% complete	Making progress - a few blockers to review during next MBR	11d ↕ Not aligned to any OKRs	Q3 2023
Double supply chain capacity from 1,500,000 to 3,000,000 units	Contoso Electronics	<b>At Risk</b> 185M Increase from 1.5M to 3M	@Allan Deyoung and I met last week to discuss some of the sales blockers and we have a plan to...	Today ↑ Scale company operations efficient...	Q3 2023
Improve profit margin from 12% to 16%	Contoso Electronics	<b>Behind</b> 13.1% Increase from 12% to 16%	Operating costs continues to impact our margins. We have not been able to renegotiate with...	Today ↑ Scale company operations efficient...	Q3 2023
Increase employee NPS score to 80%	Contoso Electronics	<b>On Track</b> 79% Reach 80%	Great progress from last signals survey. Let's continue to build on the momentum for next...	Today ↑ Scale company operations efficient...	Q3 2023
Build capacity model report for each department	Contoso Electronics	<b>Behind</b> 87% Measure as 100% complete	Help! Need: Missing some resources from finance & marketing.	1mo ↑ Scale company operations efficient...	Q3 2023
Expand into Latin American market	Contoso Electronics	<b>Behind</b> 12% Measure as 100% complete	Made progress but slow due to macro- economic climate	3mo ↕ Not aligned to any OKRs	Q3 2023

**Employee NPS score**  
79% / 80%

Reach 80% | Expected: 77.6%  
Last updated: Today • Updated manually  
Last note: Today by Megan Bowen

Status: **On Track**

**Overview**

**Details**

Aligned to: ↑ Scale company operations efficiently in order to better serve our customers and employees

Owner: Diego Siciliani | Team: Contoso Electronics | Time Period: Q3 2023 (Jul 1 - Sep 30) | Tags: None

**Child items**  
No child items added yet

**Activity**

**Latest Check-in Note**

Megan Bowen made a check-in 20m  
Employee NPS score: 79% (Target: 80%) (On Track)  
Great progress from last signals survey. Let's continue to build on the momentum for next quarter.

**Other updates**

Megan Bowen edited a check-in note 1mo  
Show Original

Megan Bowen made a check-in 1mo • Edited  
Employee NPS score: 15% (Target: 80%) (At Risk)  
@Allan Deyoung, can we connect to discuss this project?  
👍 1

Megan Bowen changed owner to Diego Siciliani 2mo

Megan Bowen created this Key result 2mo

# Viva Goals Application: Dashboards

The screenshot displays the Viva Goals interface for Contoso Electronics. The top navigation bar includes the company logo and 'Viva Goals'. A left sidebar contains navigation options like Search, Notifications, Explorer, Teams, Users, Feed, Admin, and Pinned items. The main content area is titled 'Marketing' and 'Team Updates Dashboard'. It features a welcome message and a section titled 'What This Space Is (And Is Not) For', which includes instructions on how to use the dashboard and a list of priorities for the next two weeks.

**Contoso Electronics** Viva Goals

Marketing

OKRs Initiatives Dashboards Analytics

Team Updates Dashboard

Last change: Sep 28 at 10:44am Owner: Megan Bowen

Welcome to the team dashboard

What This Space Is (And Is Not) For

This space is for our team to communicate what we are working on to ensure that our OKRs remain properly supported and ongoing work / BAU items are tracked. **Executive-level analysis should be directed to the Contoso Electronics OKRs Page (Dashboard here), not here.**

**\*\*PLEASE READ\*\***

**Team! Your updates below are meant to showcase:**

- What your top priorities are for the next two weeks
- What deliverables you are responsible for, what your status is on said deliverables
- What your blockers are

This screenshot shows the individual view of the 'Team Updates Dashboard' for Megan Bowen. It is divided into two main sections: 'Weekly Updates' and 'OKRs'. The 'Weekly Updates' section includes 'Key Updates', 'Progress' (with 6 active deployments), 'Problems' (regarding registration page lags), and 'Plans' (setting up a cross-team collaboration). The 'OKRs' section features a line chart comparing 'Expected' and 'Actual' performance for a specific OKR over time. Below the chart, a table provides details for a specific OKR, including its title, owner, current status (At Risk), and progress (59%).

**Contoso Electronics** Viva Goals

Marketing

OKRs Initiatives Dashboards Analytics

Team Updates Dashboard

Last change: Sep 28 at 2:55pm Owner: Megan Bowen

Individual: Megan Bowen

Weekly Updates

Key Updates

Progress

- 6 Active Deployments: Initiate conversations for the six activities with experts to deliver the health & wellbeing activities
- Digital office hours for Private Preview participants- 30 registrations so far

Problems

- Registration page lags and provides poor user experience

Plans

- Setting up a team comprising folks from product, eng and marketing to discuss how to improve UX. Kick off meeting on Wednesday

Help Needed

None at the moment but I will keep the team informed as we have significant dependencies on this project

OKRs

Status for 1 OKR declined

Compare To: Previous month View Options

Date	Expected	Actual
Jul 01	0	0
Jul 09	0	0
Jul 16	0	0
Jul 23	0	0
Jul 30	0	0
Aug 06	0	0
Aug 13	0	0
Aug 20	0	39
Aug 27	0	39
Sep 03	0	39
Sep 10	0	39
Sep 17	0	39
Sep 24	0	39
Sep 30	0	59

Title	Owner	Aug 31	Current	Last check-in on
Scale company operations efficiently in order to better serve our customers and employees	Diego Siciliani, Megan Bowen, +1	39%	At Risk	59% Making prog. MBR

Individual - Miriam Graham

Weekly Updates

Key Updates

OKRs

Compare To: Previous month View Options



# Culture of Feedback

## Benefits

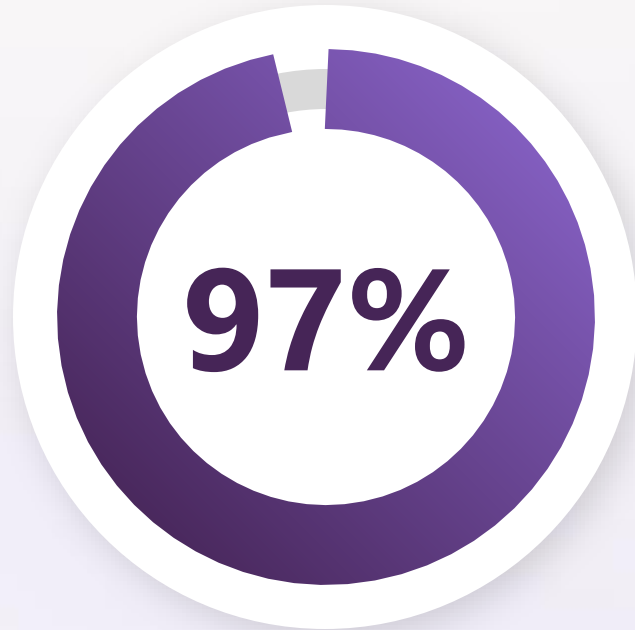
- Enables ongoing development
- Helps identify and remove blockers
- Strengthens relationships
- Make employees feel supported in their role

## Outcomes

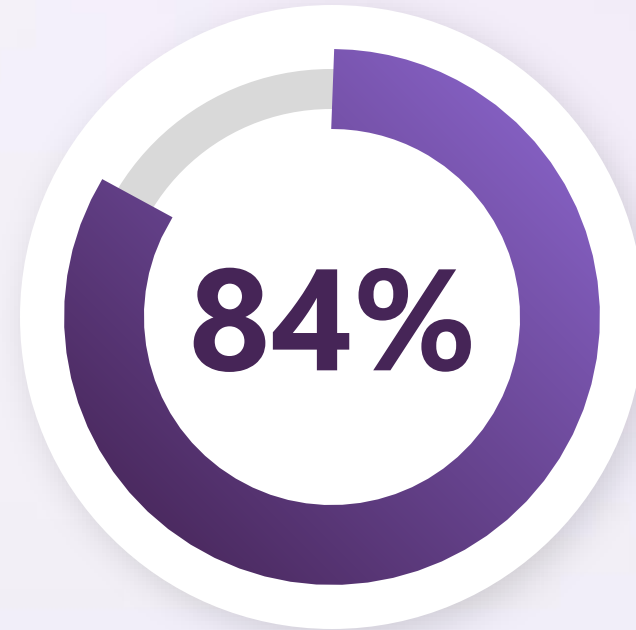
- Employee retention
- Employee satisfaction
- Manager confidence
- Employee morale

**But why is feedback so hard?**

# Challenges with Feedback: Gaps in two-way dialogue



of managers say that *frequently* asking for employee perspectives is important



of managers say there are some challenges with two-way feedback between them and their teams

# Challenges with Feedback

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**1** Trust and confidentiality

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**2** Feedback doesn't always result in action

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**3** Not knowing how to give or receive constructive feedback

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**4** Not timely

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**5** Time-consuming

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**6** Tying feedback to impact

# Using Goals to Drive Feedback

## Trust and Confidentiality

Goals should be set collaboratively. Managers help employees to measure the impact their work has with the higher-level strategies while showcasing skills and competencies

## Do not how to give feedback

Managers should use goals as an anchor to provide feedback. By making it contextual, feedback is not taken personally.

## Time Consuming

Use goals for your weekly team and 1-on-1 meetings to drive the conversations. Feedback will be easily integrated as managers talk about updates and blockers

## Does not Result in Action

Managers provide feedback and translate them into behaviours through action items to drive outcomes

## Not Timeline

For goals to be successful, weekly updates must be done. This cadence gives the managers the opportunity to provide feedback, positive and constructive

## Trying to Impact

As goals were set collaboratively, both managers and employees have skin in the game to drive impact. Therefore, the feedback around goals are in the pursuit of achieving great results.

# Pre-Mortem and Post-Mortem: Dashboards

The screenshot shows the Viva Goals interface for 'Contoso Electronics'. The main view is a 'Team Retrospective FY24' dashboard. The title is 'Start/Stop/Continue Or Rose/Thorn/Bud'. Below the title, there is a text area with the following content:

Looking back at the year, what do you think are our start/stop/continue based on the learnings after closing our goals?

Wendy.  
Start: Exploring our proof of concept pipeline through marketing campaign to drive more interest  
Create a geo based filter to ensure better work life balance

Stop: Adding new process to the existing mix as we are spending too much time having to duplicate updates everywhere.

Continue: Provide additional time for learning of other modules as we all know in the near future, we will need to think about packages instead of individual offering.

At the bottom, there is a progress bar for the goal 'Make the gaming experience delightful in order to make our customers happy' with a status of 'Not Started' and 0% progress. The period is 'Q3 2023 JUL 1 - SEP 30'. There is also a 'Check-in Notes' section with a '+ New' button and a 'Compare To: Previous quarter' dropdown.

The screenshot shows a detailed view of the goal 'Make the gaming experience delightful in order to make our customers happy'. The goal is owned by Megan Bowen and is currently 'Not Started' with 0% progress for the period 'Q3 2023 JUL 1 - SEP 30'. The dashboard includes a 'Check-in Notes' section with a '+ New' button and a 'Compare To: Previous quarter' dropdown. The 'Check-in Notes' section contains the following content:

Today Last note ...

Note was added when Progress: 0% (Not Started)

Highlights:

- We were able to provide a strong response during the major outage of 9/27. Compared to our previous response rate, we have received 20% less complaints.
- Shoutout to @Nestor Wilke for proactive designing a communication workflow to keep our customers up to date with changes

Lowlights

- We were highly dependent on the technology team this year and it was unfortunate we did not talk to them about aligning our goals in advance. We lost a lot of precious time designing the new mark 8 experience.

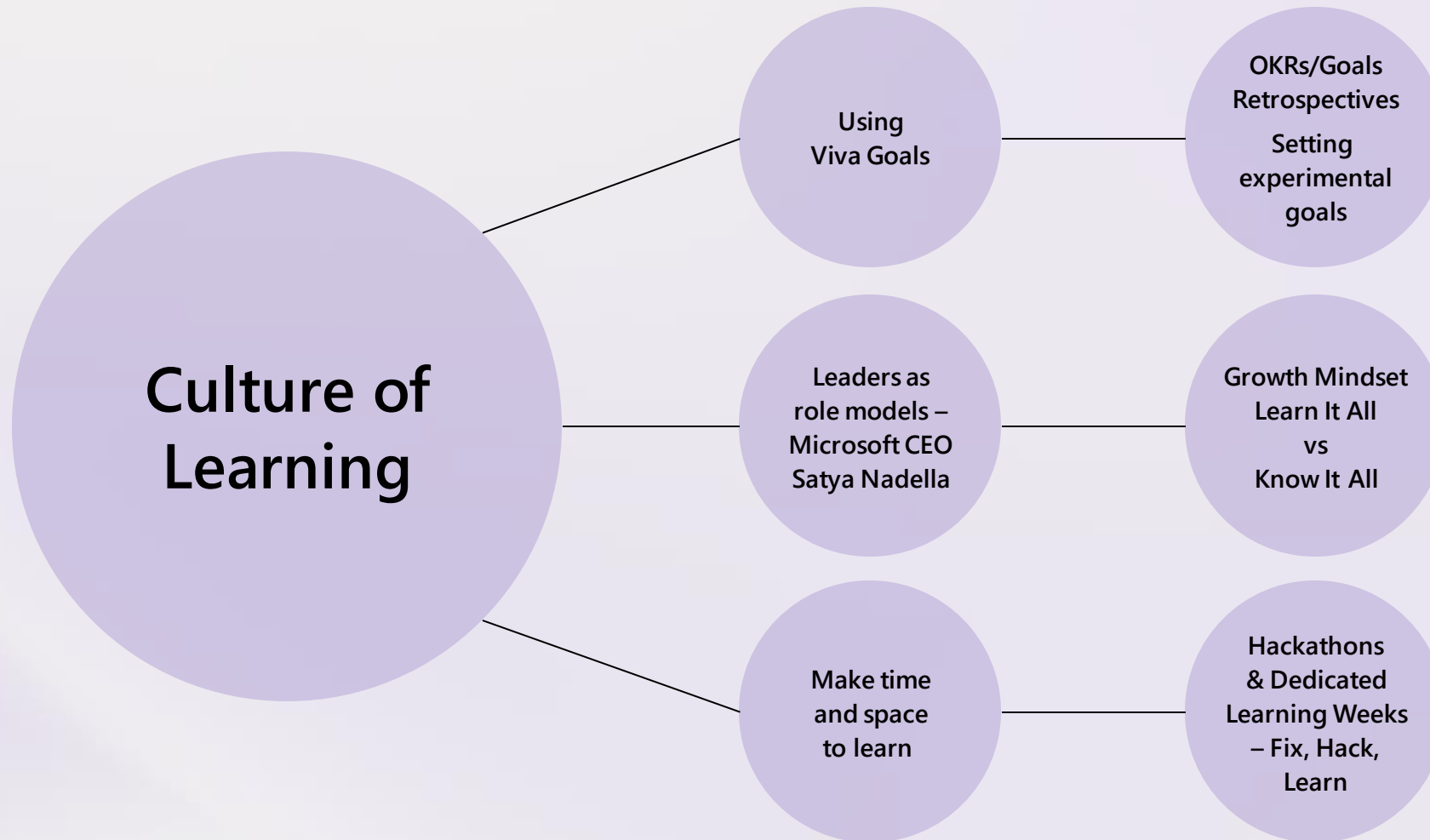
Learnings

- While we originally had to sell LT on providing an extra day every 2 week for learning, our first big win was the quick design workshop that we ran to come up with the new pathway.

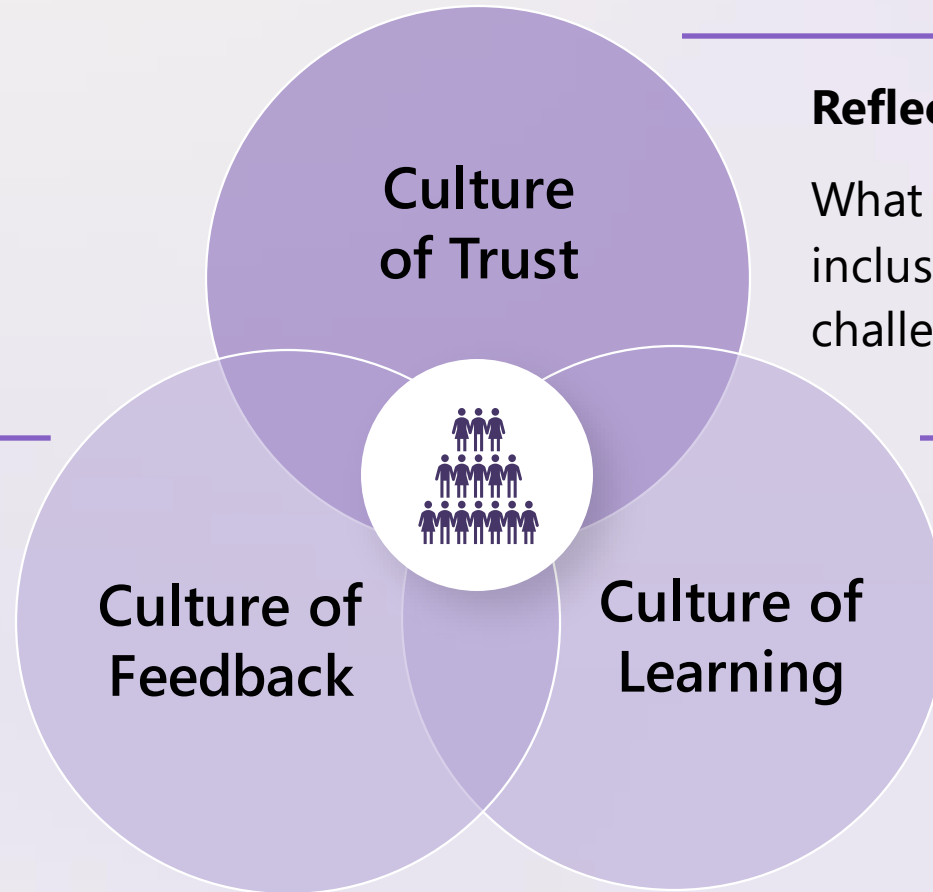
On the right, there is a line graph showing the progress of the goal over time. The x-axis represents dates from Jul 01 to Sep 30. The y-axis represents progress from 0% to 100%. The graph shows a dotted line for 'Expected' progress and a solid blue line for 'Actual' progress. The 'Actual' progress is currently at 0%.



# Culture of Learning



# Summary



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## Reflective Question:

What small steps can I take to improve inclusion, learner, contributor and challenger safety in my team?

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## Reflective Question:

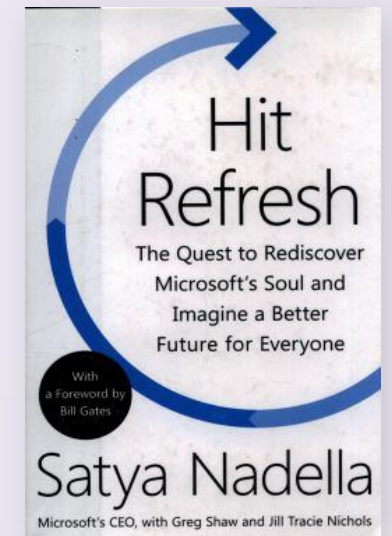
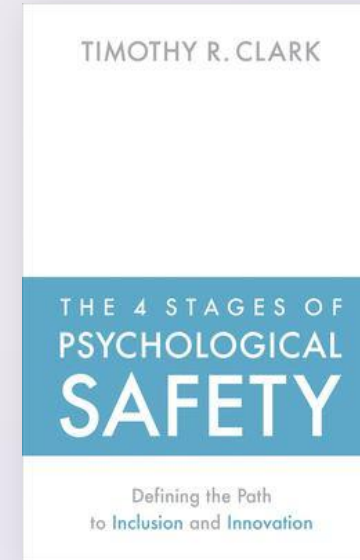
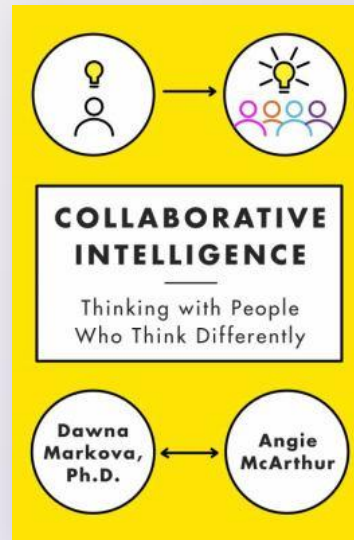
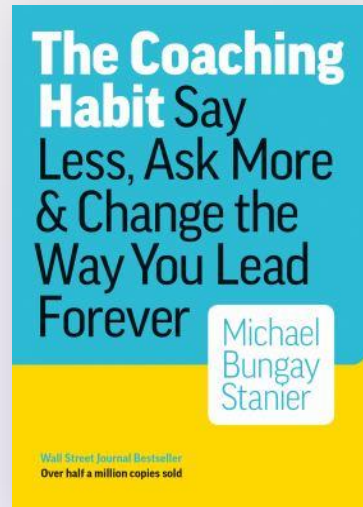
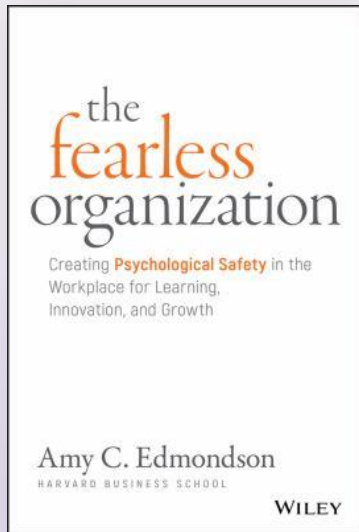
How can I adapt 1-on-1 meetings to provide timely feedback to my team?

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## Reflective Question:

What is one thing that I can do to prioritise learning for my team?

# Resources



AMA

# Microsoft Viva Goals Community Events

## Art of the Possible:

The future of goal-setting and management: Achieve more with Viva Goals

- Featuring Lucy Hitz, Senior Product Marketing Manager, Viva Goals and Jatone Wilson, Senior Program Manager, Viva Goals CXP
- October 26th at 9:00 am PST / 12:00 pm EST
- [Register here](#)

## Tech Community YouTube Live:

How to Drive Team Performance and Results with Viva Goals

- Featuring Jeff Kotz, Microsoft Partner, McChrystal Group, and Kevin Cole, Microsoft Partner, McChrystal Group
- November 8th at 9:00am PST / 12:00pm EST
- [RSVP here](#)

## Tech Community YouTube Live:

How to Improve Collaboration and Results on Your Product Team with Viva Goals

- Featuring Mark Myers, Digital Security & Resilience, and Johnny Jones Jr., Microsoft Security Response Center.
- [Watch recording here](#)

## Stay in the loop with Microsoft Viva Goals

Where to find upcoming live events:

- [Microsoft Viva Goals Community](#)

Join our newsletter:

- [Subscribe here](#), to stay informed on everything happening within Microsoft Viva Goals, including upcoming events like office hours, events happening in the Viva Community and more!

# Thank you!

Please make sure to take our exit poll so we can better serve you next time!

Have questions? Reach out to [GoalsOfficeHours@Microsoft.com](mailto:GoalsOfficeHours@Microsoft.com)