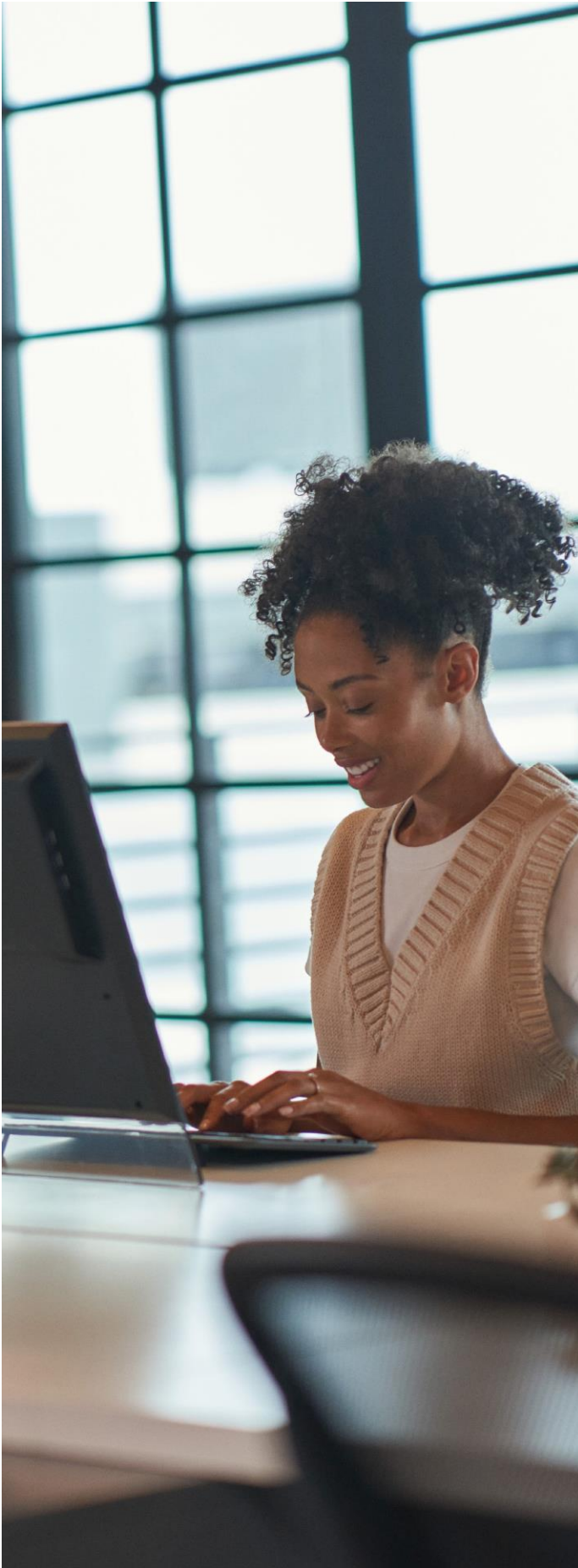Microsoft Viva

Microsoft Copilot Dashboard

Metric Interpretation and Considerations

The Microsoft Copilot Dashboard helps track changes to the processes that impact your organization's
AI transformation.

Especially at the beginning of this transformation when volume of usage is still picking up, it is important to remember that Copilot is very likely not solely responsible for any metric differences shown in the dashboard. In addition to Copilot, multiple organizational factors, such as seasonality, role shifts or organizational changes, may influence these metrics.

Microsoft continues to actively conduct research studies to better understand the impacts of Copilot to work. We will incorporate those learnings
to the Copilot Dashboard as results become available.

Research Best Practices

We suggest 4 best practices to keep in mind to increase dashboard value:

1. **Consider organizational factors in addition to Copilot:**
We emphasize that multiple factors, in addition to the use of Copilot, may influence changes in these metrics. When interpreting results, carefully consider other factors that may be driving changes.

   Essentially, the business context is crucial when interpreting findings for each metric. For instance, attending more meetings may be beneficial for some roles or functions, while attending fewer may be more advantageous for others.

2. **Track where Copilot licenses have been distributed:**
With that in mind, identify where and how Copilot licenses have been distributed, so that organizational factors might be more clearly identified. Seasonal events, such as quarter ends in Finance, or product launches and conferences in Marketing, may boost collaboration. Conversely, holidays might reduce collaboration levels. Similarly, changes in policies like returning to the office can alter these metrics.

3. **Retain licenses for 2-3 months:**
Like all new technology, employees will utilize features better as usage increases. We suggest allowing 2-3 months after adoption, per our [research](#). We recommend refraining from transferring licenses between users during the time of study.

4. **Examine detailed analysis to understand changes in way of working:**
Work with Viva Insights templates to provide more detailed analysis, ranging from [Impact Explorer](#) to estimate implications of collaboration to [Recurring Meeting Audit](#) to help understand whether expensive large and long recurring meetings in your organization are worth their cost.

Generally, workflows are the product of many complex inputs and outputs, and are as diverse as the organizations of which they are a part. As such, the same metric might increase or decrease with Copilot usage. Organizations should consider team contexts to understand specific reasons for the dashboard results, and which might be broadly applicable.

Summary Table: Meetings

	Why might this metric have increased?	Why might this metric have decreased?
Total meetings	Research shows meetings can help employees generate ideas, find solutions, and connect socially. Total meetings may increase due to more collaboration occurring via meetings, or more meetings conducted in Microsoft Teams (perhaps for Copilot). Copilot features including drafting agendas, in-meeting catch-up, and automated note-taking and action items can improve planning and running of meetings by focusing the group's engagement on relevant work content.	Too many meetings may cause fatigue. A decrease may indicate that the number of meetings is being optimized. Copilot features including in-meeting summaries that can be queried for topics and sentiment may reduce the need for follow-up meetings. Copilot features for drafting email and chat communication may also make those more efficient, which may replace some meetings.
Meeting Hours	Research shows effective meetings lead to higher employee satisfaction and productivity. An increase in meeting hours may indicate that meetings are becoming more valuable, with time spent on deeper engagement on topics. Copilot features such as in-meeting queries about topics identify relevant points for meeting discussion.	Too much time spent in meetings may negatively impact work attitudes. A decrease in meeting hours may indicate increased efficiency. Copilot features such as drafting agendas, note-taking, and action items may help reduce the time to clarify goals, goal-driven talk, and outcomes. This may reduce the length of time needed for some meetings.
Attended meetings	Research shows attending certain meetings is important for engagement, decision-making, or morale. An increase in attended meetings may indicate that Copilot is enabling people to join more meetings by improving time flexibility. Copilot features such catch-up when joining late, checking understanding during meetings, and clarifying action items towards the end of meetings may provide confidence that a meeting can be joined at any point and improve meeting workflows.	Too many meetings may cause fatigue, and not every meeting is equally relevant. A decrease in attended meetings may indicate that meeting attendance is being optimized by both organizers and attendees. Copilot features such as recaps can help attendees make choices about which meetings are most important to attend live and which they can catch up on. They also give confidence to organizers or presenters that their content can be distributed to a large audience without requiring live attendance.
Conflicting meeting hours	While meetings can help create shared understanding among attendees, not all meetings are relevant to everyone. Conflicting meetings may increase since employees can double-book and turn to Copilot recaps can help them prioritize which to attend, catch up when late, and follow up on action items.	Inefficient or irrelevant meetings erode engagement and increase frustration. A decrease in conflicting meeting hours may be due to improved meeting efficiency or more efficiency in alternative collaboration methods. Copilot recaps can help employees prioritize which to accept and identify relevant action items, which can reduce the need for follow-up meetings.
Multitasking meeting hours	Research shows multitasking during meetings may boost productivity in some circumstances. An increase may indicate that people are better able to identify relevant meeting content while multitasking. Copilot features such as catching-up on missed content, alerts to mentions of people, and checking action items help people manage their workload while having confidence that they can focus attention on relevant meeting issues.	Excessive multitasking may lead to fatigue and disengagement. A decrease may indicate that people are more engaged in the meetings they attend, and also choosing not to attend meetings that may have low relevance for them. Copilot recaps can help employees prioritize relevant meetings, staying engaged during meetings they attend or recapping meetings.

Summary Table: Emails and Chats

	Why might this metric have increased?	Why might this metric have decreased?
Emails sent	Research shows emails allow employees to collaborate at their own pace. An increase in email sent may indicate that teams are better able to balance synchronous and asynchronous work. Copilot helps draft quality emails and summarize email threads, both of which help continue conversations through email. Increases in email quality may also replace clarifying meetings.	Too many emails may cause feelings of overload. A decrease in email may indicate improved email quality. Copilot can draft clear emails that include text, diagrams, images, and polls as needed, all of which can reduce the need for long threads clarifying points.
Chats sent	Research shows chats enable fast, simple collaboration, social support, and engagement. An increase in chats sent may indicate an improvement in chat quality. Copilot summaries, synthesis, and advanced search can help keep records of decisions and reasoning, improving both quick communication in the moment as well as communication in different time-zones.	Too much chat activity can be overwhelming and may impact job satisfaction. A decrease may indicate increase efficiency. Copilot summaries and natural language search capabilities can make chatting more efficient, reducing the need for clarifications or redundant information requests.

Detailed Explanations

Meetings

Research shows effective meetings can help employees generate ideas, find solutions, and connect socially (Allen & Lehmann-Willenbrock, 2003; Kauffeld, & Lehmann-Willenbrock, 2012). The number and time spent in meetings in any organization will depend on multiple factors, such as the specific work culture, phase of project, individual preferences, and the need for interdependent work. For instance, a study of CEOs found they attend approximately 37 meetings a week (Porter & Nohria, 2018), while average employees may attend 14 to 18, with great variance.

Total Meetings

Measure: Total number of meetings where a person organizes or accepts or joins.

Meeting Hours

Measure: Number of hours a person spent in meetings with at least one other person during and outside of working hours.

Increase: Copilot's pre-meeting agendas and in-meeting summaries can help reduce the burden of running meetings while keeping participants engaged in the discussion. Also, through action-item clarifications, participants can leave meetings with a clear understanding of their responsibilities, reducing ambiguity and streamlining execution, as evidenced by survey results showing that it was 84% easier for Copilot users to take action after meetings (Microsoft, Work Trend Index, Nov 23). Of course, increases may be due to more meetings in Teams.

Importantly, these benefits may be achieved for all accepted meetings, whether or not the employee can attend, which may further result in increased accepted meetings. For instance, employees who are not in the same time zone as others may use Copilot to summarize meetings that they have missed. This allows the limited time between overlapping time zones to be reserved for items that require live attendance across time zones, while meeting summaries can be generated for the rest of the accepted meetings.

Decrease: Too many meetings can cause fatigue and feelings of overwhelm (Luang & Rogelberg, 2005; Rogelberg et al., 2006). Copilot features including in-meeting summaries and sentiment analysis can direct the group's time and engagement to relevant work content during meetings, and may lower the need for additional meetings that may be viewed as disruptive to work, or resolvable via email/chat. Also, with features including in-meeting queries, Copilot may help to reduce negative impacts of behaviors that have historically been identified as wasting group resources, such as arriving late to meetings. Copilot also makes email and chat communication more efficient, which may replace some meetings.

Attended Meetings

Measure: Number of Teams meetings a person attended which had two or more attendees

Increase: Participating in meetings is crucial for aligning expectations, making decisions as a group, and gaining the buy-in necessary to implement solutions (Christiansen & Varnes, 2007; Halvorsen & Sarangi, 2015).

These needs may heighten as rapid increases in technological advancement and changing environmental conditions require increasingly complex decision-making with time efficiency. Research suggests these requirements will benefit from the contributions of experts across functions (Halvorsen & Sarangi, 2015) and more frequent meetings (Leach, 2016) for efficient decision making.

Copilot recaps help employees quickly catch up and understand others' perspectives when joining late, which can improve workflows. Capabilities including record keeping and in-meeting queries, along with in-meeting recaps, allow employees to have a record of previous meeting discussions and others' perspectives, so that they can offer valued contributions to discussions, even in cases when they have to switch between meetings (and miss parts of them). These references, scheduling and notes help employees attend more meetings, while staying on top of their workload.

Decrease: Too many meetings can cause fatigue and affect creativity, especially since not every meeting is equally relevant (Luang & Rogelberg, 2005; Rogelberg et al., 2006). Copilot summaries can help employees prioritize which meetings to attend, provide references from previous or even missed meetings to reduce the need for repetitive clarification or catch-up catch up on missed meetings, and allow organizers to provide key points without requiring large attendance.

Conflicting Meeting Hours (double-booking)

Measure: Number of meeting hours where a person had overlapping meetings in their calendar. The count includes just the amount of time that overlaps.

Increase: While meetings can help create shared understanding among attendees, not all meetings are relevant to everyone, particularly for more independent work contexts or for unplanned meetings (Luong & Rogelberg, 2006). When employees have overlapping meetings on their calendars, Copilot summaries can help them prioritize which to attend, catch up when late, and follow up on any action items. These capabilities may encourage employees to accept more meetings that overlap if both are important to them and take assistance from Copilot in managing them both.

Decrease: Inefficient or irrelevant meetings erode engagement and increase frustration. Copilot summaries can help employees prioritize which to accept and identify relevant action items, which can reduce the need for follow-up meetings.
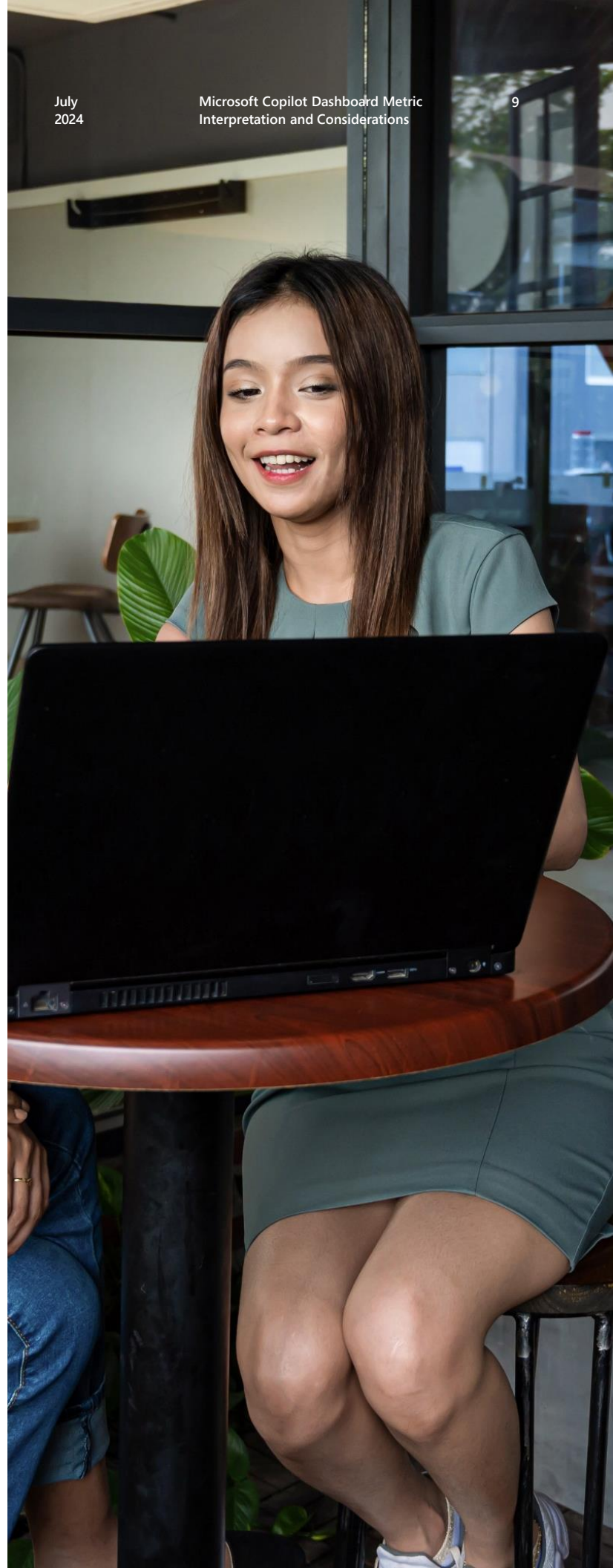
Multitasking Meeting Hours

Measure: Number of hours a person spent sending or reading emails or chats, posting or replying to Teams channels messages, or visiting Teams channels during a meeting or a Teams call.

Increase: Research shows that some multitasking during meetings can boost productivity by allowing employees to complete tasks, search for relevant information or take notes while staying attentive to relevant meeting content (Cao et al., 2021; Iqbal et al., 2011).

Copilot can help employees to multitask more effectively in their meetings, as supported by our recent study in which 86% of users Copilot makes it easier to catch up on what they missed (Microsoft, 2023). More specifically, Copilot features make it possible for employees to catch up on content they miss in meetings, easily reengage with the meeting as it happens and manage their workload amidst multiple demands on their attention.

Decrease: While moderate multitasking during meetings has benefits, excessive multitasking can lead to fatigue and disengagement (Barkhuus 2005, Hembrooke & Gay 2003, Cao et al. 2021). Copilot summaries can help employees identify and prioritize relevant meetings, get key points and information from those they miss, and stay engaged with key points during the meeting. This may reduce the need for multitasking while boosting engagement with the meeting.

Emails

Emails Sent

Measure: Total number of emails that were sent per user.

Increase: Research shows emails allow employees to collaborate at their own pace, increasing their sense of flexibility (Mazmanian, et al., 2013a; 2013b) and effectiveness at work (Mano & Mensch, 2009).

Copilot helps draft quality emails and continue conversations through email, which can also replace clarifying meetings. Copilot can help make emails an even more effective mode of communication, as it helps employees to extract key points from long email chains and write high quality emails and replies quickly. Microsoft found 85% of users said Copilot helps them reach a good first draft faster (Microsoft, 2023). Over time, these better written emails can serve as a useful source of reference for decisions and reasoning.

Decrease: Too many emails can cause feelings of overload (Dabbish & Kraut, 2006; Mano & Mensch, 2010). Emails can help employees work together flexibly, but too much email communication could increase stress, especially in jobs that involve high levels of teamwork (Mazmanian, Melissa et al., 2013).

Copilot can help employees to avoid sending unnecessary or excessive emails by assisting them in drafting clear and concise emails that include diagrams, images, and polls. This can reduce the need for extra follow-up emails that are often required for clarification when working asynchronously. By using Copilot to improve the clarity and effectiveness of email communication, employees can save time and reduce the potential for misunderstandings. Microsoft found users rate emails crafted with the assistance of Copilot nearly 20% more concise and clear than without it (Microsoft, 2023). As users can quickly see the main points, they can effectively decide how, and even if, they need to reply.

Chats

Chats Sent

Measure: Measure: Total number of chat messages sent per user.

Increase: Research shows chats provide a fast and uncomplicated way for employees to communicate in ways that resemble face-to-face communication (Darics, 2020; Meiler, 2021), helping employees to feel socially supported and engaged with work, and leaders to facilitate a productive and collegial working environment (Jiang, et al., 2021; Martin et al., 2022; Shin et al., 2022). Chat also offers information management capabilities, including remembering and saving information (Cheng and Aflatoony, 2022).

More chats may be sent as Copilot enhances both these work and social effects, prompting relevant follow-up questions, providing summaries of conversations, organizing them and making it easier to search for specific topics in chat messages. When paired with the draft assistance capabilities, these features help to keep informal conversations flowing while helping employees to keep track of decisions, ideas, and reasoning, making chat an even more convenient communication tool for employees to use frequently.

Decrease: Too much chat activity can be overwhelming and may impact job satisfaction (Martin et al., 2022).

Copilot may help to drive down the need to send or reply unnecessarily since Copilot draft, summary and advanced search capabilities can help employees to communicate with clarity, catch up on conversations at a glance, and find information quickly, reducing the need to send multiple, clarifying or redundant chats requesting information that's already been discussed (For example, see Kates et al., 2020).

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