Microsoft Viva

Measuring change

Using Viva Insights organizational network data to understand the impact of large-scale change

While organizational change is not new to Microsoft, we continue to innovate how we utilize data to understand the impact of change.

At Microsoft, our business and HR leaders pilot our products and services before customer release. Their feedback informs our product teams to help guide how we continue to innovate and improve our solutions.

This story highlights how the 'Change Management' Organizational Network Analysis (ONA) template in Microsoft Viva Insights was leveraged to measure the impact of an organizational restructuring on employee collaboration patterns.

Leaders can use a critical tool called Organizational Network Analysis (ONA) to assess collaboration within an organization. Specifically, ONA examines the network of relationships that facilitate the flow of information, advice, and support, which enable organizational outcomes. When changes like reorganizations occur, these flows are disrupted, changing how people collaborate to get work done.

Gearing up for change

In the fall of 2023, a Microsoft engineering organization experienced a large-scale restructuring. Some teams moved to an adjacent part of the organization. Those who moved experienced two changes: new leadership and new peers.

This restructuring provided a unique opportunity to leverage the Change Management ONA template in Viva Insights to help assess the impact of the organizational shift on collaboration patterns.

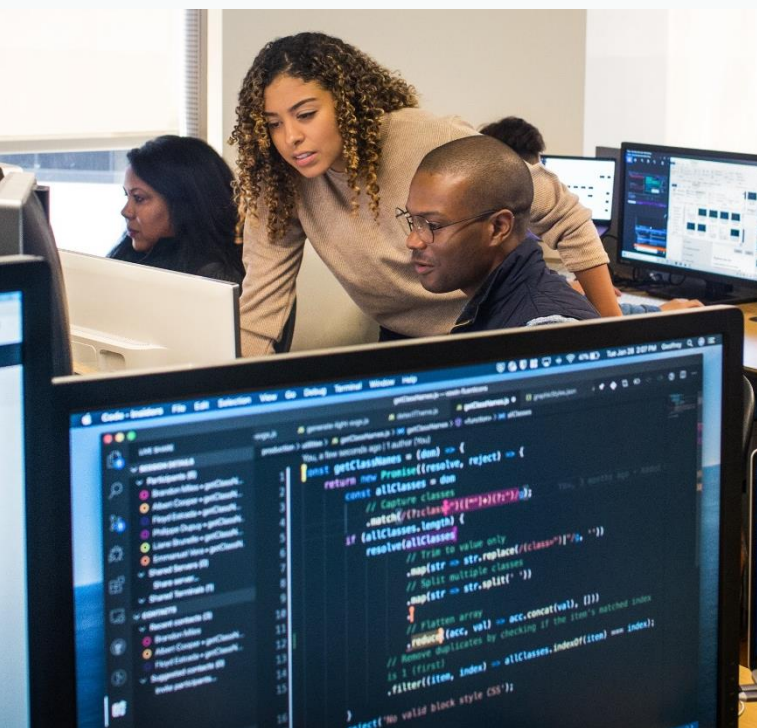Utilizing this template enabled data analysts to assess the following insights:

1 ## Measure changes in cross-group collaboration

How did the teams that moved change the way they collaborated with others? Were these changes in the intended direction?

2 ## Identify insular collaboration

Did the restructuring result in some teams being siloed from others? If this change was unintended, it may indicate inefficiencies in accomplishing objectives due to a lack of information exchange.

Based on the deep insights gleaned across the two dimensions, the data analyst was able to help leaders identify how the restructuring had affected collaboration behaviors.

Taking a people centric approach

The reorganization impacted an engineering organization which included multiple teams and a significant number of engineering employees. The Viva Insights analysis focused primarily on assessing the collaboration patterns of the teams that moved.

Measure changes in cross-group collaboration

How did the teams that moved change the way they collaborated with others? Were these changes in the intended direction?

Learnings: After the restructuring, the teams that moved reduced the time they spent collaborating with others in their legacy organization and increased the time they spent collaborating with those in their new organization. Specifically, collaboration hours increased between two application engineering teams. This achieved a key goal of the reorganization.

Uncovering insular collaboration

Did the restructuring result in some groups being siloed from others?

Learnings: After the reorganization, none of the teams that moved exhibited siloed behavior, suggesting successful integration with their new organization.

Visualizing change

The ability to see collaboration patterns both before and after a large-scale reorganization

The side-by-side comparative view afforded a qualitative perspective into collaborative relationships. Critical information was gleaned simply by looking at the color of the edges. Green edges indicated increased collaboration and purple edges indicated decreased collaboration between teams in the "after" period as compared to the "before" period.
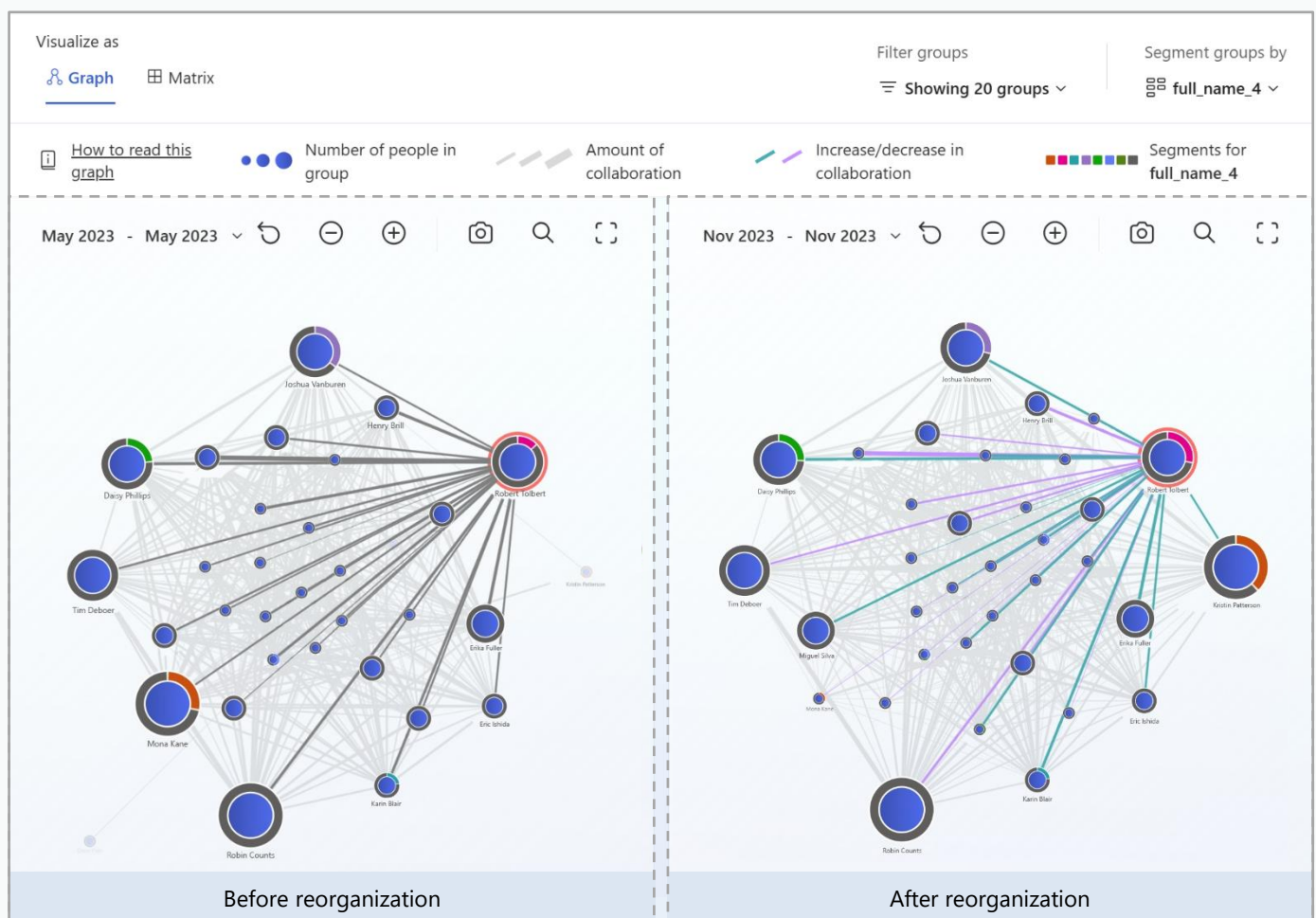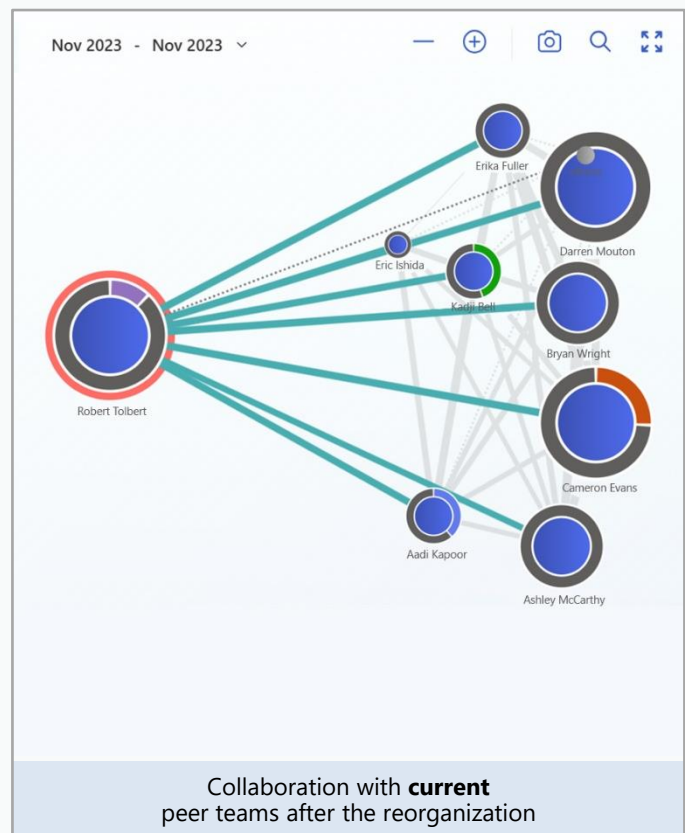

Labels denote group manager teams.

Visualizing change

Collaboration patterns shifted in alignment with the reorganization

Delving into the pockets of increased and decreased collaboration (focusing on the teams that moved) revealed that the collaboration hours with previous peer teams had declined (left image) whereas the collaboration hours with new peer teams had increased materially (right image).

Collaboration with **previous** peer teams after the reorganization

Collaboration with **current** peer teams after the reorganization
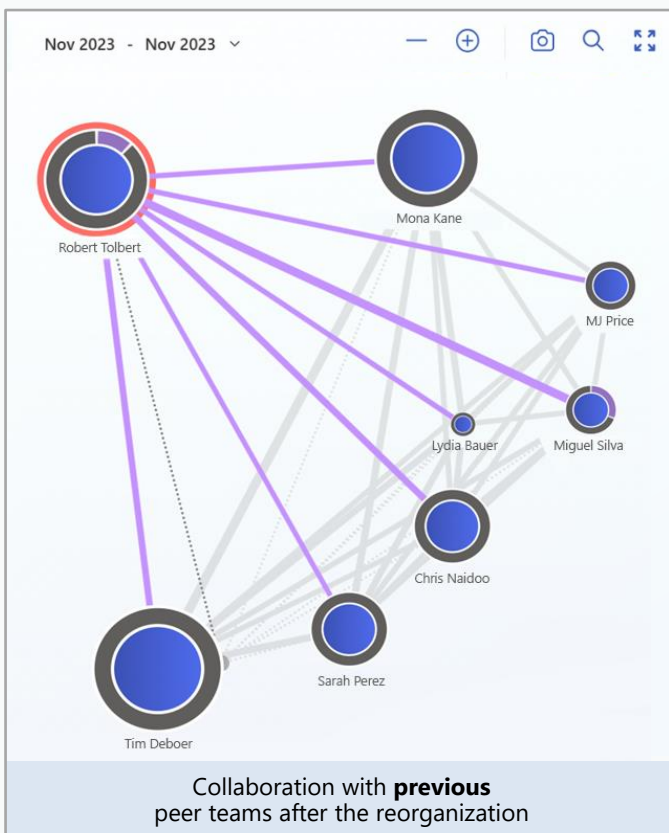
Labels denote group manager teams.

Privacy by design

Microsoft Viva is designed to provide privacy-protected, data-driven insights.
Built in privacy safeguards like de-identification, aggregation, and differential privacy protect individual privacy.

Read more at: Viva Insights Privacy | Microsoft Learn

Visualizing change

Exploratory analysis illuminated emergent communication patterns

Progressive exploration further facilitated the discovery of teams that had become more central across the collaborative network. The image below highlights one of the teams that had become more connected after the restructuring. Additional examination revealed that this was an intended outcome of the change.
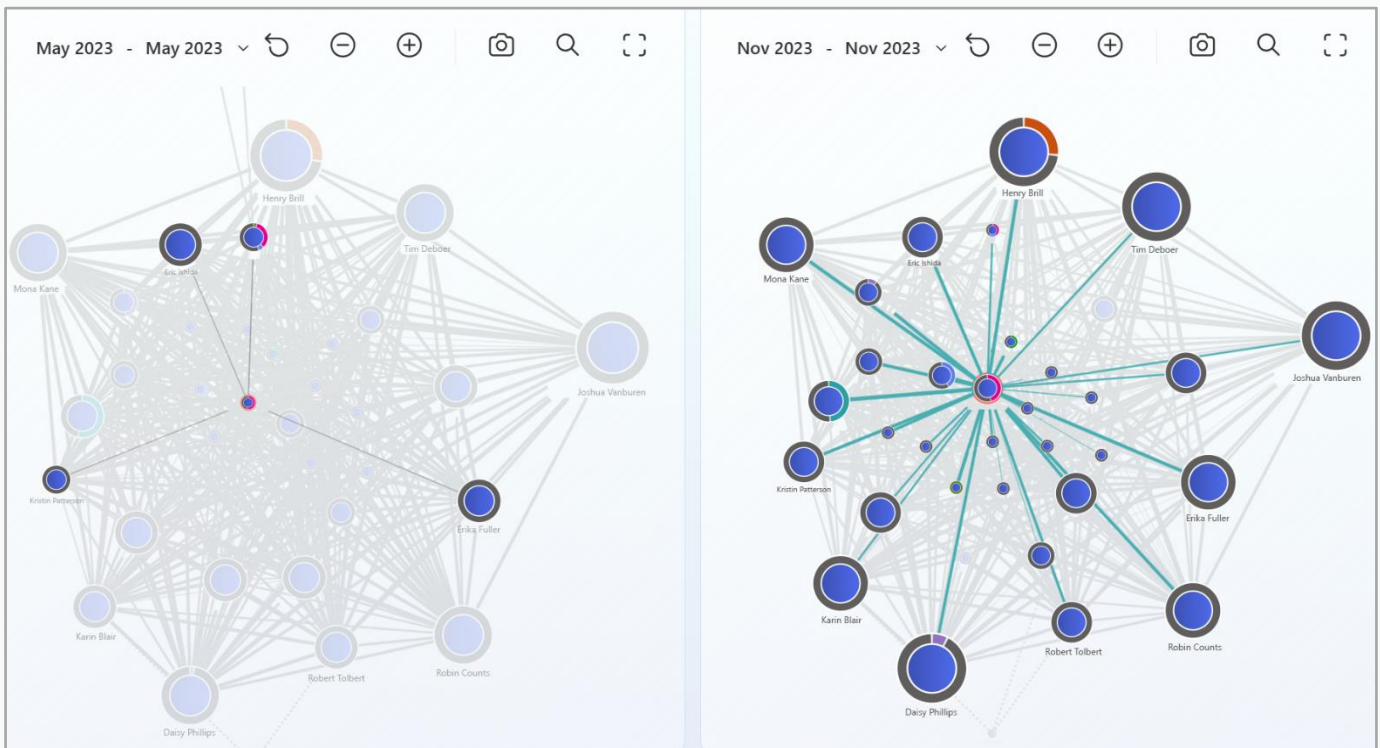
Labels denote group manager teams.

Visualizing change

Quantitative views enabled access to the actual numbers powering the insights

Diving even deeper provided a quantitative perspective into the extent of change in collaborative relationships between teams. Using the matrix view showed the actual degree of change in cross-group collaboration which rei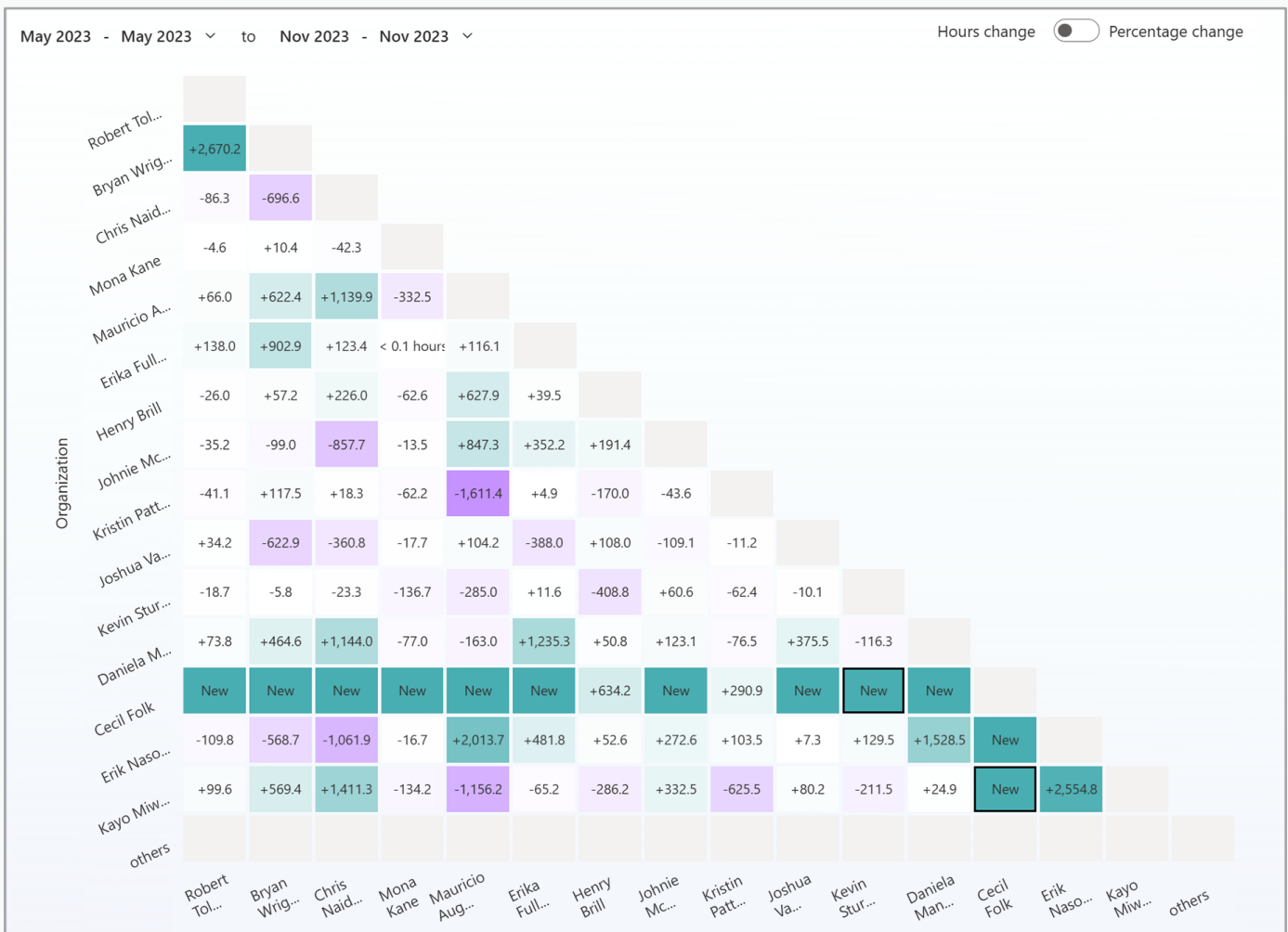nforced the areas of significant change, i.e., showcasing diminished connectivity with previous peers, increased connectivity with new peers and the emergence of net new relationships amongst select teams.

| May 2023 - May 2023 ⌄ | to | Nov 2023 - Nov 2023 ⌄ | | | | | | | | | | | | Hours change ⬤ Percentage change |

Organization	Robert Tol...	Bryan Wrig...	Chris Naid...	Mona Kane	Mauricio Aug...	Erika Full...	Henry Brill	Johnie Mc...	Kristin Patt...	Joshua Va...	Kevin Stur...	Daniela Man...	Cecil Folk	Erik Naso...	Kayo Miw...	others
Robert Tol...																
Bryan Wrig...	+2,670.2															
Chris Naid...	-86.3	-696.6														
Mona Kane	-4.6	+10.4	-42.3													
Mauricio A...	+66.0	+622.4	+1,139.9	-332.5												
Erika Full...	+138.0	+902.9	+123.4	< 0.1 hours	+116.1											
Henry Brill	-26.0	+57.2	+226.0	-62.6	+627.9	+39.5										
Johnie Mc...	-35.2	-99.0	-857.7	-13.5	+847.3	+352.2	+191.4									
Kristin Patt...	-41.1	+117.5	+18.3	-62.2	-1,611.4	+4.9	-170.0	-43.6								
Joshua Va...	+34.2	-622.9	-360.8	-17.7	+104.2	-388.0	+108.0	-109.1	-11.2							
Kevin Stur...	-18.7	-5.8	-23.3	-136.7	-285.0	+11.6	-408.8	+60.6	-62.4	-10.1						
Daniela M...	+73.8	+464.6	+1,144.0	-77.0	-163.0	+1,235.3	+50.8	+123.1	-76.5	+375.5	-116.3					
Cecil Folk	New	New	New	New	New	New	+634.2	New	+290.9	New	New	New				
Erik Naso...	-109.8	-568.7	-1,061.9	-16.7	+2,013.7	+481.8	+52.6	+272.6	+103.5	+7.3	+129.5	+1,528.5	New			
Kayo Miw...	+99.6	+569.4	+1,411.3	-134.2	-1,156.2	-65.2	-286.2	+332.5	-625.5	+80.2	-211.5	+24.9	New	+2,554.8		
others																

Labels denote group manager teams.

Visualizing change

Identify teams potentially showing insular collaboration

The teams that moved over did not exhibit insular collaboration tendencies. However, the exploration did surface other teams within the broader organization which demonstrated insular behavior.

Further investigation indicated the insular collaboration patterns of the teams were mainly due to the function of the role they performed. There were a couple of teams that showcased sharp increases in insular collaboration behavior—this sharp increase was deemed an anomaly since the responsibilities of these two teams were evolving given the period of transition.

Legend			
● Before change event	● After change event	⊕ Showing insularity	⊕ No longer showing insularity

May 2023 - May 2023 ∨ to Nov 2023 - Nov 2023 ∨

Group name	Group size	Collaboration time	Outside vs. within group	Connects more within group than expected ←→ Connects more outside of group than expected
＞ Robert Tolbert ⊕	2797	275,778.0 h	16.2% : 83.8%	
＞ Tim Deboer ⊕	2543	261,627.9 h	6.8% : 93.2%	
＞ Mona Kane	2006	224,446.8 h	12.2% : 87.8%	
＞ Darren Mouton ⊕	953	81,260.8 h	14.8% : 85.2%	
＞ Erika Fuller ⊕	700	93,987.2 h	10.9% : 89.1%	
＞ Bryan Wright	308	43,939.4 h	18.4% : 81.6%	

Labels denote group manager teams.

Key takeaways

1   **Start with your hypothesis**

Begin with a clear focus and hypothesis to
guide your data analysis. Having a
concrete hypothesis helped 'zero-in' on an
appropriate analysis scope which
expedited the discovery of pertinent
insights helping better assess the impact
of the restructuring on the affected teams.

2   **Gather additional context**

Incorporate contextual knowledge from
surveys and stakeholders to derive
meaningful insights from the analysis. As
an analyst conducting the analysis, being
equipped with the requisite organizational
context helped clarify the validity of the
insights. For example, understanding the
roles certain teams performed helped
unravel why a few select teams were
deemed as insular.

3   **Expand access to ONA insights**

By abstracting the complexity associated
with knowing which network measure is
required to diagnose the impact of an
organizational shift on collaboration
behavior, the Viva Insights Change
Management ONA template surfaces
pertinent insights powered by ONA metrics;
thereby increasing the interpretability and
comprehension of ONA insights across a
broader set of stakeholders.

Informing future organizational shifts

The Viva Insights Change Management ONA template identified changes in collaboration behavior utilizing an algorithmic approach based on network measures.

Examining how teams changed the way they collaborated and diagnosing the insular collaboration tendencies post reorganization enabled Microsoft stakeholders to assess patterns of collaboration before and after a large-scale change to evaluate whether the reorganization achieved the desired goal.

The learnings surfaced through this analysis will be incorporated into a larger Microsoft reorganization playbook, with the aim of assisting leaders in executing and measuring change success.

"Graph instantly gives ups and downs, and the heatmap gives comparative insights. Together, both are useful to tell the story."

Analyst, Microsoft

Whether you are navigating a merger or acquisition, undergoing a talent re-org, or find yourself in hyper growth mode, any large-scale organizational change brings challenges and uncertainties.

Employee engagement, team productivity, and organizational dynamics are continually in flux. With the right data at the right time, you can navigate this transformation and make the right decisions to achieve your business objectives.

More than 80% of reorgs fail to deliver the anticipated value within the expected time period, and 10% can even cause damage.[1]

It is imperative to leverage organizational data during major shifts to understand previous work patterns, observe the changes, and course correct where needed in a timely manner.

Organizational Network Analysis is a key tool to help navigate change and minimize disruption.

1. The secrets of successful organizational redesigns: McKinsey Global Survey results | McKinsey.

Viva Insights for organizational network analysis

Your aggregated collaboration data such as chat, email, and calendar

+

Context about your business

(HRIS, CRM, performance data)

+

Your control and governance rules

=

Insights into how people communicate and information flows across your organization

Surface key collaboration patterns

- Compare cross-group collaboration behavior before, during, and after a major org change
- Identify groups that are exhibiting increased insularity to help avoid silos
- Pinpoint groups acting as "central hubs" controlling or directing the flow of information
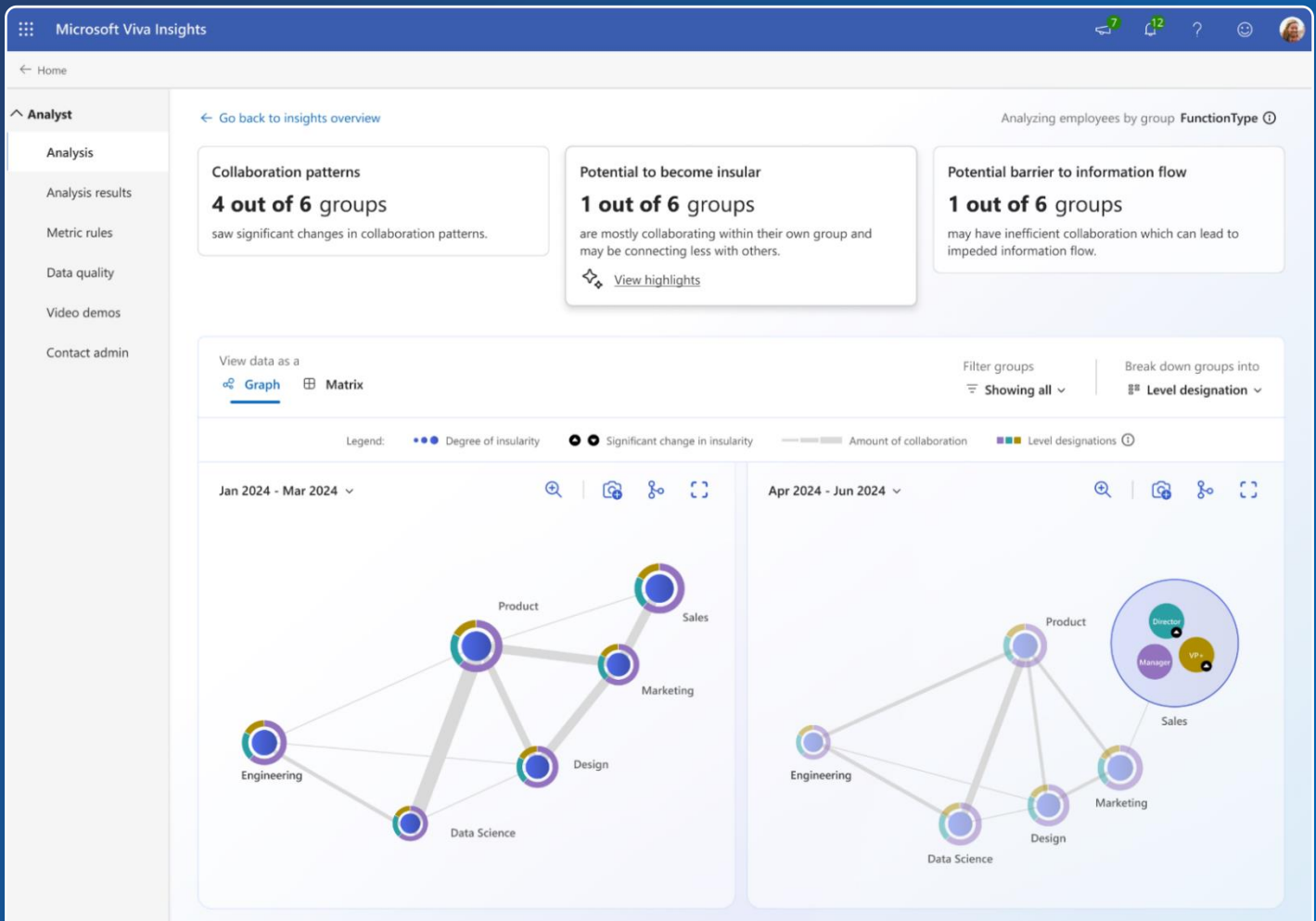
Microsoft Viva

Learn more about Microsoft Viva Insights

Workplace data can surface unforeseen insights, pinpointing opportunities to improve engagement and productivity.

We believe productive, agile organizations result from data-empowered leaders anticipating and responding to the needs of their organizations.

Microsoft Viva Insights provides visibility into collaboration activities and patterns to streamline decision-making and improve business performance.

Learn more at:
aka.ms/VivaInsights

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