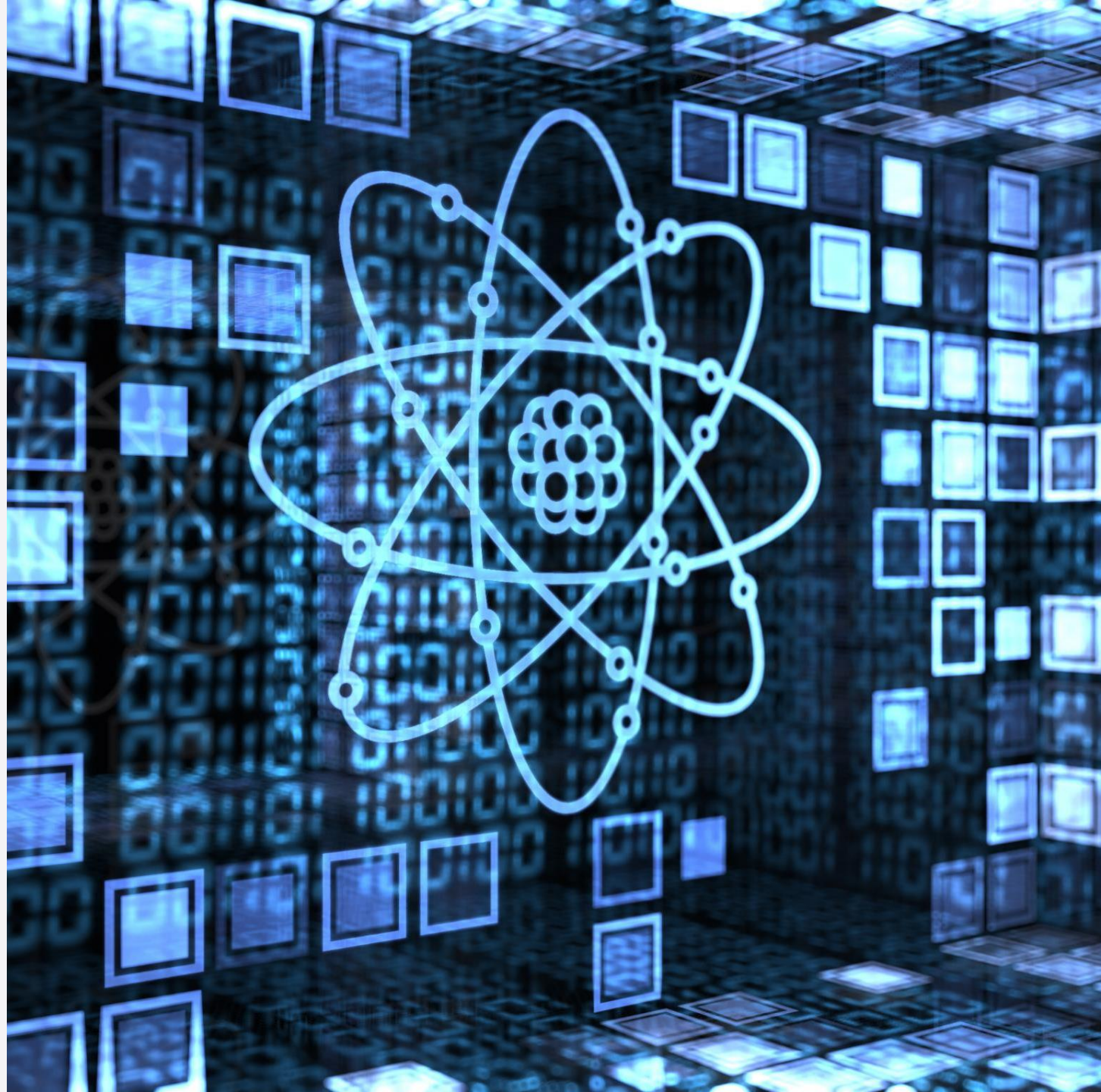


*Think like a People Scientist:*

Designing a survey that meets  
your organization's needs

**Kate Feeney and Christina Rasieleski**  
May 28th, 2024



# Agenda

- Introductions and housekeeping
- Designing a survey aligned to organizational needs
  - Identify business talent and cultural goals
  - Understand key trends in the talent space
  - Question selection
  - Applying survey design principles
- Close

# Our presenters today



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Respond via Chat...

Think about a survey you've taken,  
what made it feel like a good/bad  
survey?



# Designing a Survey Aligned to Organizational Needs

01

Identify business, talent, and cultural goals for the organization.

02

Understand key trends in the talent space that may be important to measure.

03

Select question

04

Apply survey design principles

Step 1: Identify business, talent, and cultural goals for the organization.

# Employee surveys are most valuable when they serve as a prompt for focused conversation



- Clearly defining organization and talent goals will help ensure you are seeking feedback about the things that matter most, when they matter most.
- Identifying cultural elements (either current or aspirational) and its impact on the success of the organization.

# Exercise: Aligning business priorities to People Success strategies

## Company Strategy



- Market leadership
- Sustainability
- Digitization /AI
- Do More with Less

## People Strategy



- Employee engagement
- Attract IT talent
- Retention
- Leadership development

## Culture



- Bold and innovative
- Caring and inclusive
- Driven to improve
- Safety first

*What topics would you recommend this client include? Share in the chat!*



Step 2: Understand key trends in the talent space that may be important to measure

## External trends to consider when designing employee engagement surveys



High-Performing Organizations: understanding the top drivers for engagement and productivity in successful companies

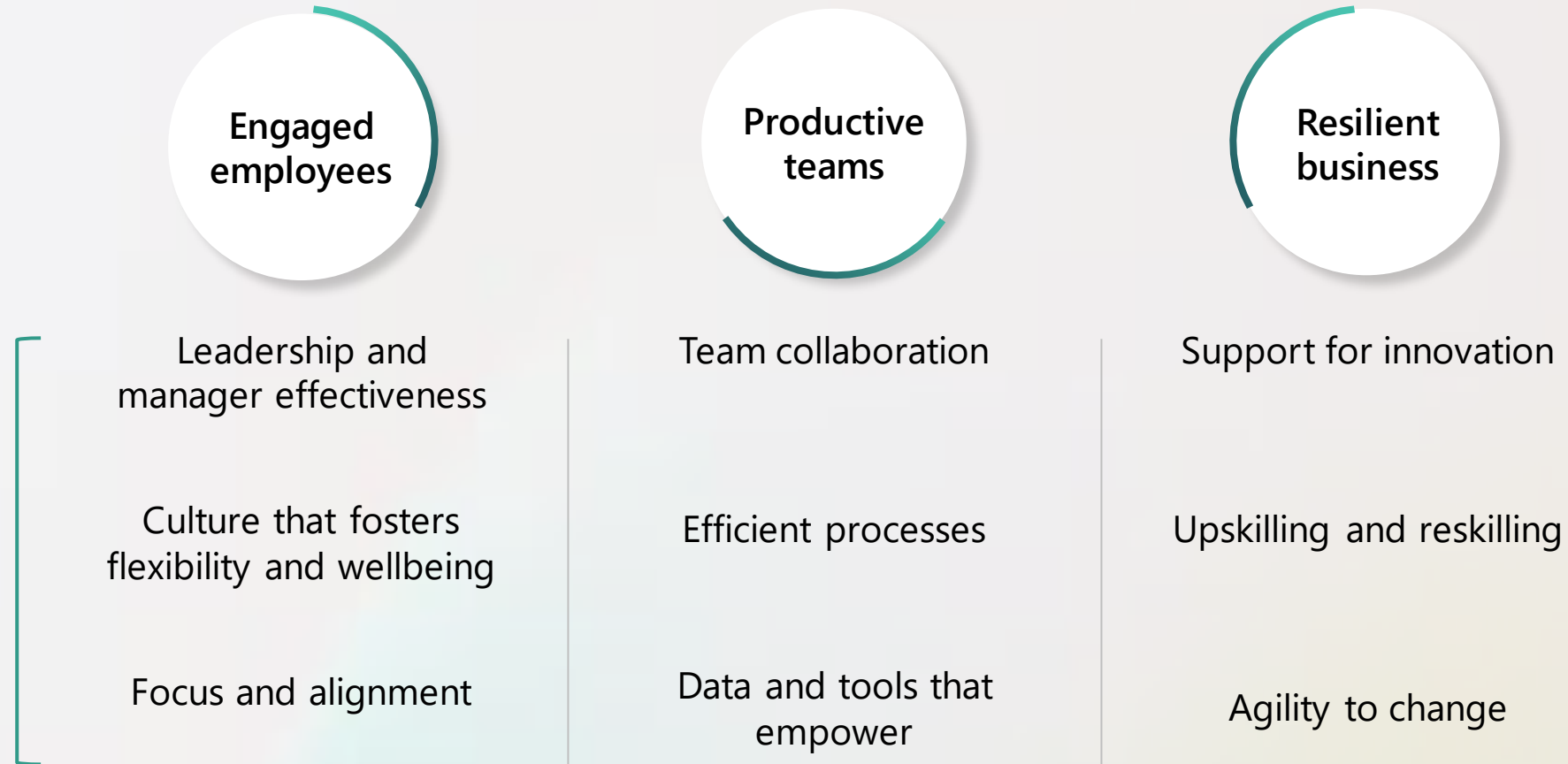


People Success Elements and Critical Needs: being aware of and addressing essential employee concerns



AI Readiness: evaluating the potential impact of Artificial Intelligence on productivity and efficiency

# What High Performing Organizations do well



# The 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

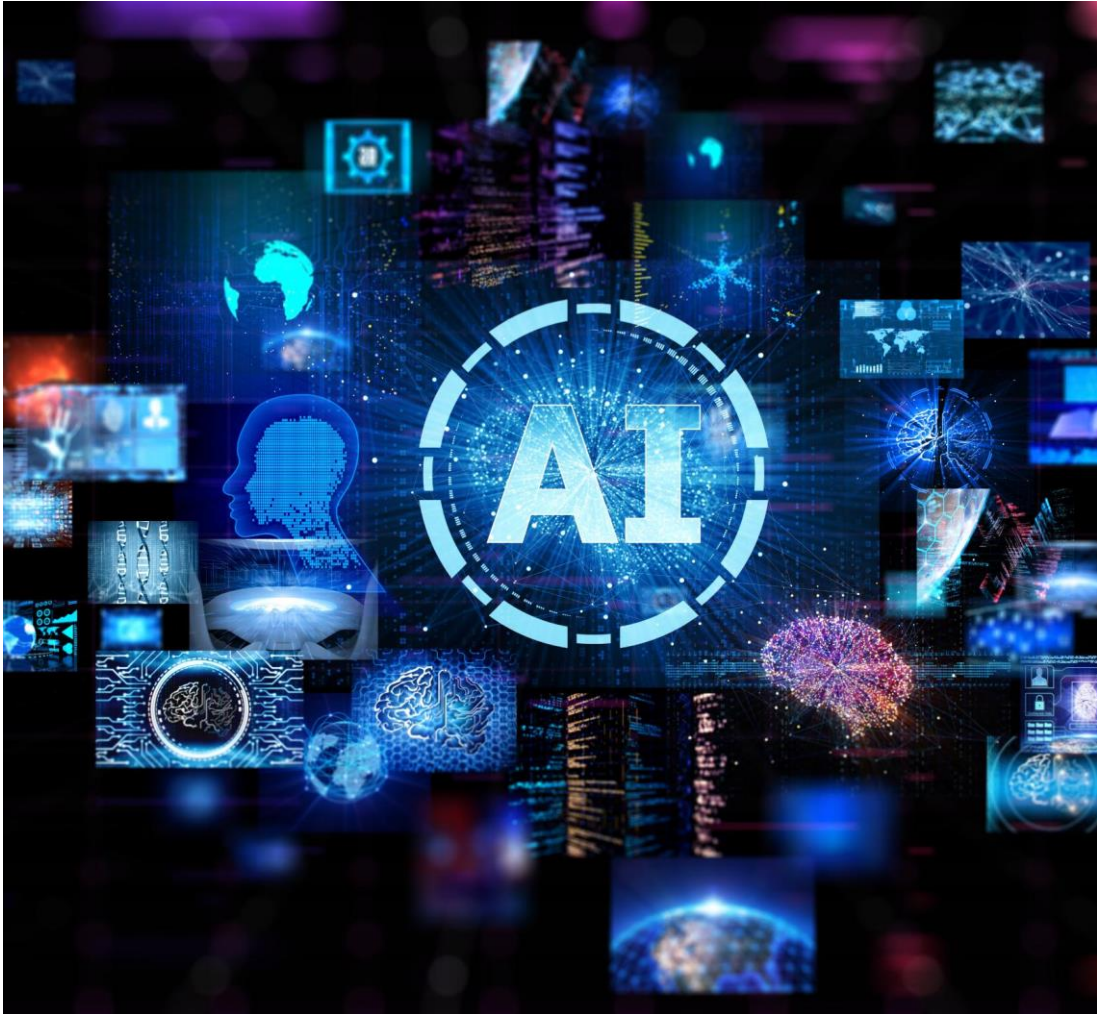


### Competence & Impact

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

People Science research has proven that when organizations weave these six elements into everyday work life, they can harness what matters most to people to create thriving cultures, people-centric leaders, and engaged employees.

# Assessing AI Readiness and Impact



- Determine business goals and how AI can support them
- Evaluate change readiness
- Assess workforce skills and identify areas for upskilling or reskilling
- Measure the potential impact of AI on productivity and efficiency


## Step 3: Select Questions



## Outcome items

Which two items make up  
Glint's recommended  
Engagement outcome  
measure?





eSat: How happy are you working at Thrive Foods?

Recommend: I would recommend Thrive Foods as a great place to work.



# Survey Design – Exercise Debrief

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
Physical Safety
AI Readiness
Individual Productivity
Innovation
Sustainability

# Understand AI readiness and impact

Suggested demographics and items to leverage Glint data for your AI journey

## Attributes

- AI users vs non-AI users (with further usage granularity, if possible)
- Department/function
- Job type
- Level
- People manager vs. individual contributor
- Tenure
- Generation
- Geography
- Gender
- Ethnicity

## Readiness Items

- I believe in [COMPANY NAME]'s ability to deploy AI/Copilot successfully.
- I believe decisions about who gets access to AI/Copilot have been made fairly.
- I understand how AI/Copilot is relevant and useful to me.
- I feel comfortable sharing my thoughts about AI/Copilot.
- I know where to find answers to my questions about AI/Copilot.
- I am well-informed about AI/Copilot.
- I have received the information or training I need to feel skilled with AI/Copilot.
- I understand the rules and expectations for use of AI/Copilot.

## Change Management Items

- My manager has open and honest discussions about this change with my work group.
- I am getting the support I need for this change.

## User Experience Items

- Using Copilot helps improve the quality of my work or output.
- Using Copilot helps me spend less mental effort on mundane or repetitive tasks.
- Using Copilot allows me to complete tasks faster.
- When using Copilot I am more productive.

# Productivity Drivers and Outcome Items

Key Drivers	Outcome(s) it drives...	Glint Standard or New Item	Item Text
Collaboration	Team, Index	Glint Standard	Teams at my company collaborate effectively to get things done.
Leadership	Team	Glint Standard	I have confidence in the leadership team at my company.
Purpose	Individual, Index	Glint Standard	The work that I do at my company is meaningful to me.
Role Clarity	Individual	Glint Standard	I clearly understand what is expected of me in my role.
Current Skills	Individual	<i>New Item</i>	I have the skills I need to do my job well.
Effective Teamwork	Individual, Team, Index	<i>New Item</i>	I am confident in my team's ability to work together effectively.
High Standards	Individual	<i>New Item</i>	I am able to maintain high quality standards for all my work.
Individual Efficiency	Individual, Index	<i>New Item</i>	I am as efficient as possible with the resources (time, tools, information, knowledge) I have.

## Outcome Items

**Individual Productivity**

*New Item* I feel like I am productive at work.

**Team Productivity**

*New Item* I feel like my team is productive at work.

# Process for considering item removal

- Items with low to medium impact on engagement
- Items with extremely high scores (no/almost no unfavorable %)
- Items that may be redundant
- Items that are not actionable or will not be a priority to focus on. Items you haven't taken action on or don't plan to action on in the future. These can be "middle of the road" items that don't fall into the strengths or opportunities category.
- Items that no longer align with your organization's strategic priorities



## 5 Common Survey Design Mistakes

1. Losing Benchmark by changing the wording of validated questions
2. Too many stakeholders inputting questions – reducing the relevance, and increasing the length
3. Too many items on the same topic
4. Not asking actionable questions
5. Avoiding topics because there's a fear of getting low scores

Step 4: Apply survey design principles  
What makes a survey "Glinty"

A man in a dark suit, light blue shirt, and striped tie is wearing large black headphones. He is looking to the right with a thoughtful expression, his hand resting on his chin. He is holding a smartphone in his other hand. The background shows a modern office with a bookshelf, a desk with a laptop, and a coffee maker.

Short, given the use of single-item measures

Conversational, reflecting the way people actually talk about work

Relevant, in that they are aligned to business and talent priorities

Agile, since a customer's priorities (and the broader world of work) change over time



# Survey Length

What is the recommended number of items that should be included in a pulse survey based on program cadence?





**Weekly Pulses: 2 or fewer questions**

**Monthly Pulses: 8 or fewer questions**

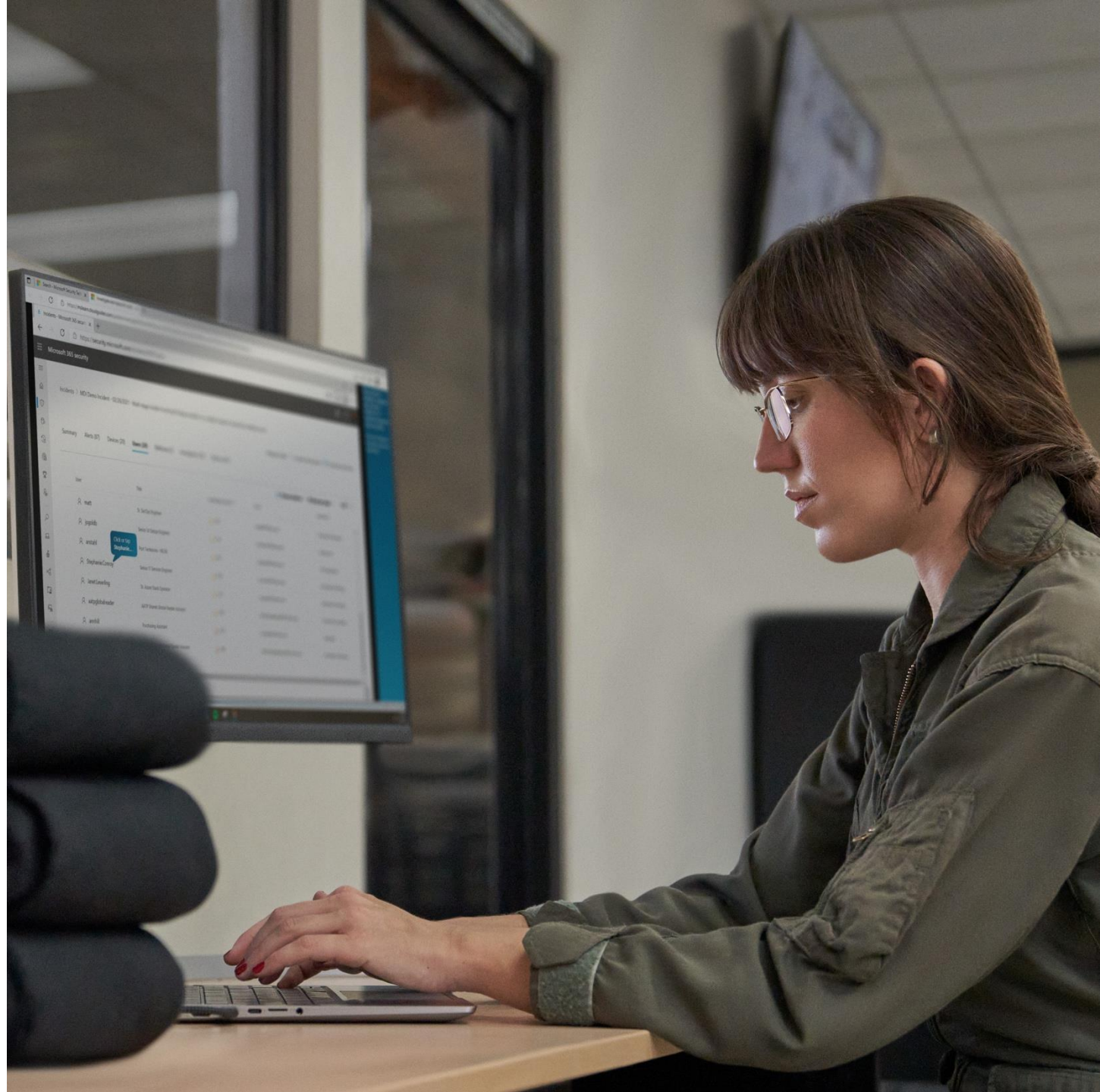
**Quarterly Pulses: 22 or fewer questions**

**Annual Pulses: 30 or fewer questions**



# Item Order

Generally speaking, once you've designed a customer's pulse survey, how should you order the individual items?







Outcome items

Overall company & leadership

Local management & team

Individual work experiences

Respond via Chat....

What is one key learning that you will take away from this session?



Thank you

