

# Learning to Listen

*harnessing data to improve employee  
engagement*

 INSTRUCTURE

# VP Product Strategy @ Bridge

- rap music
- employee engagement
- dog costumes

## about me

zach pendleton | [zachp@instructure.com](mailto:zachp@instructure.com)



# takeaways



better communicate with  
executives

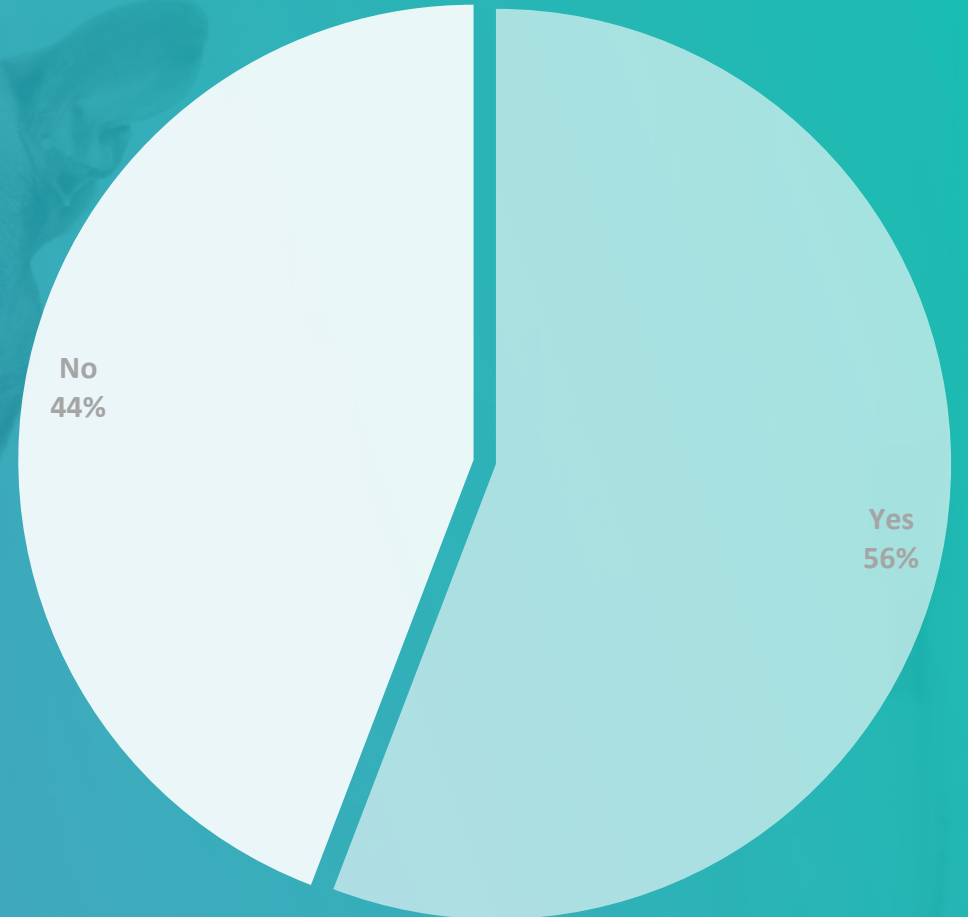


tools to develop a new  
listening program



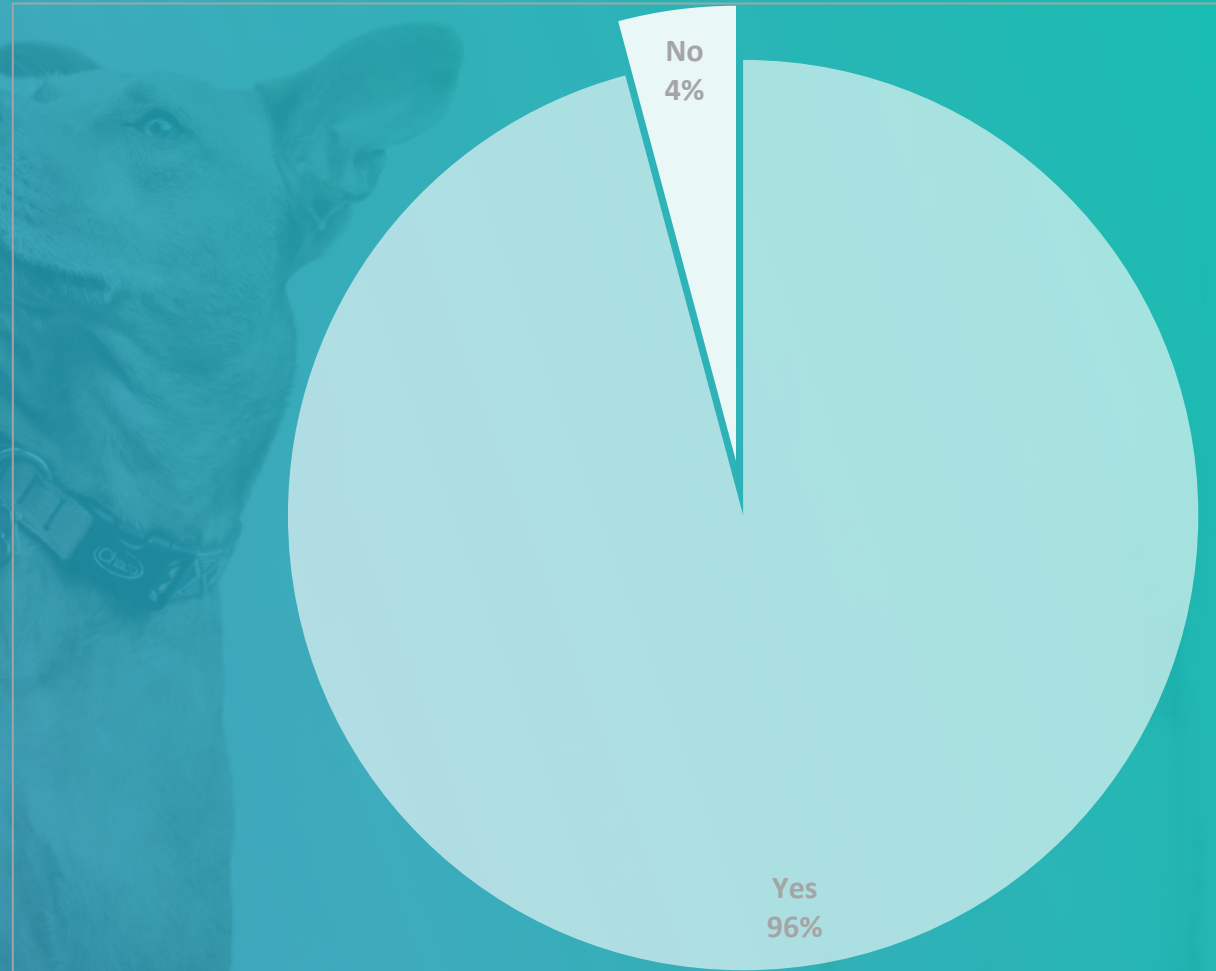
turn insights  
into action

are you running a listening /  
engagement program today?





are you using surveys?



# birth of language



# birth of language



simple words, sounds



compound terms



grammar, abstraction

# organizational communication



simple words, sounds



execute tasks



compound terms



coordinate projects



grammar, abstraction



build vision







Employees are **four times** as likely to be **engaged.**





**Shareholder value  
increases by an average of  
twenty-nine percent.**

A photograph of several people sitting around a table, holding coffee cups, with a teal overlay. The text is overlaid on the teal area.

*great listening programs...*

are a conversation with  
employees





*great listening programs...*

ask about culture and  
create it.





how do we listen?



*it depends.*

5 people in your org?  
talk to them

5

15 people in your org?  
talk to them

15

what do I do?





# dunbar's number

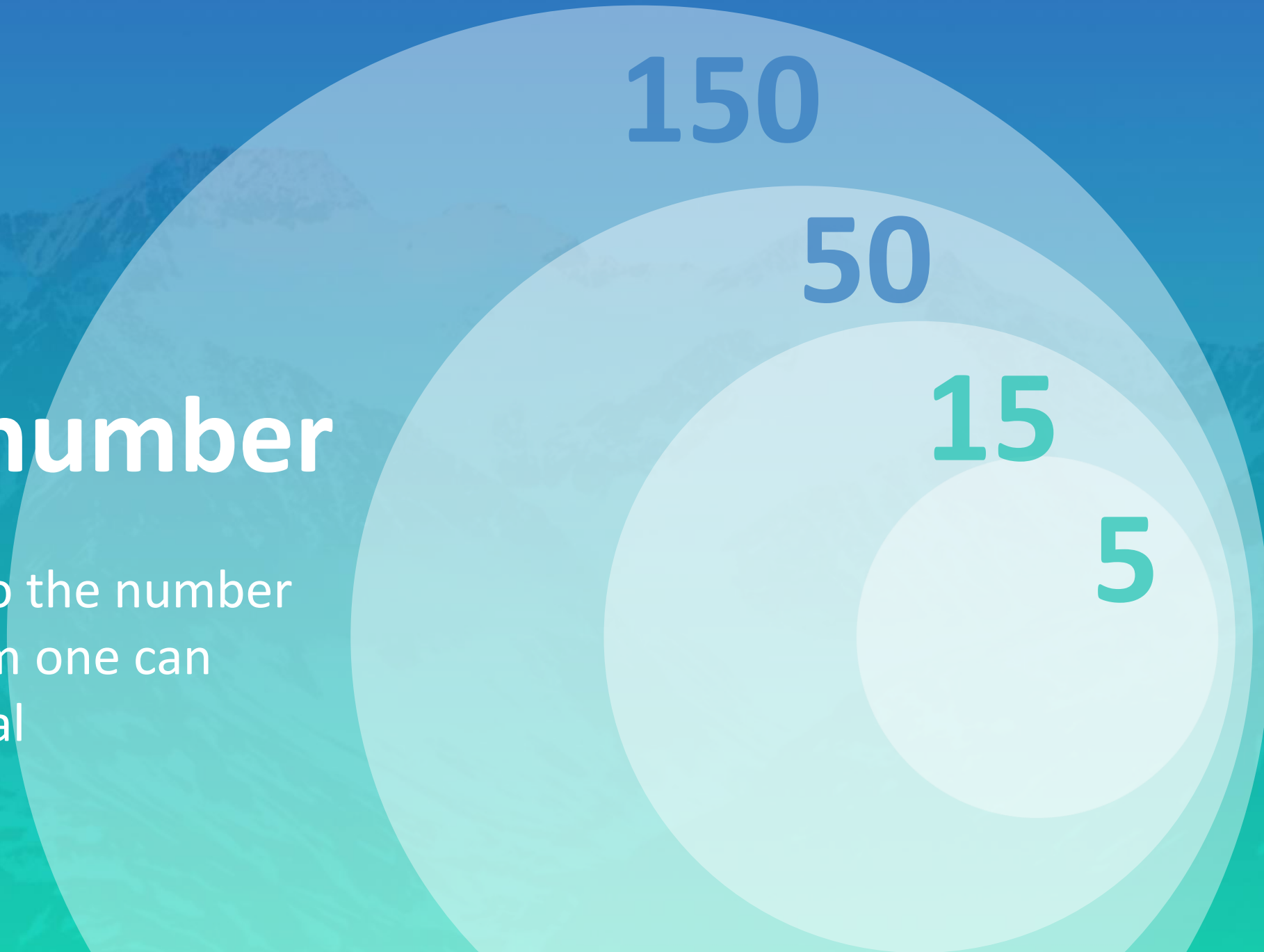
The cognitive limit to the number of people with whom one can maintain stable social relationships.

150

50

15

5



how do we scale the  
conversation?



conversation



actionable feedback



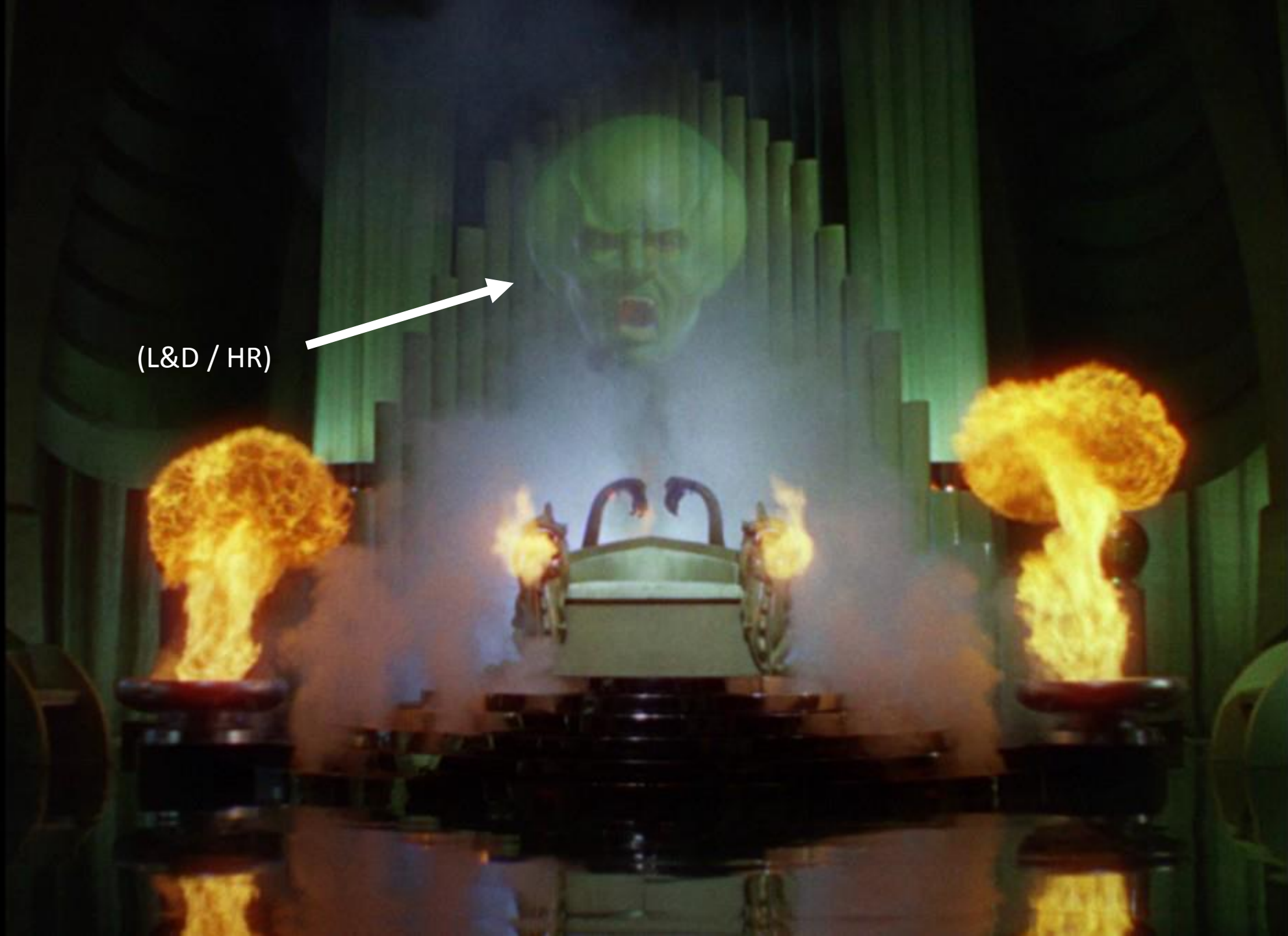
share vision



consider the humble  
survey



(L&D / HR)







conversation



actionable feedback

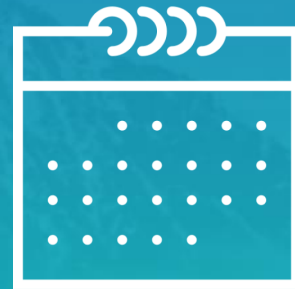


share vision

# making surveys work



right questions



right frequency



right response

asking the right questions



tactical

reinforce culture

measure engagement

INPUTS

- organizational support
- value congruence
- manager relationship
- learning & development

OUTPUTS

- retention
- eNPS

tactical

reinforce culture

measure engagement

customer experience  
integrity  
simplicity



tactical

reinforce culture

measure engagement

open enrollment  
Which cereal in the  
breakroom?



tactical

reinforce culture

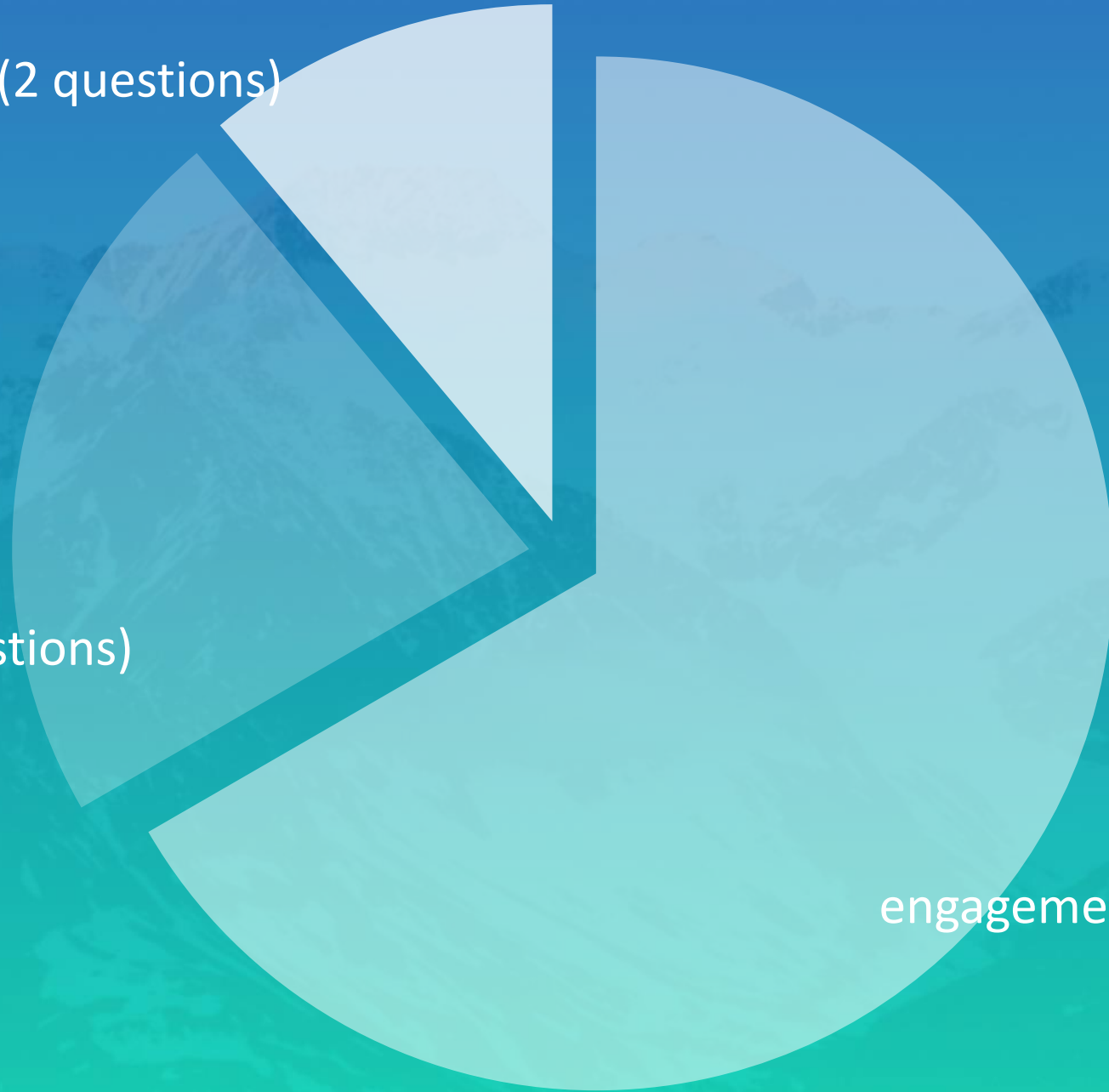
measure engagement



Tactical (2 questions)

Values (4 questions)

engagement (12 questions)



# anonymity: an aside

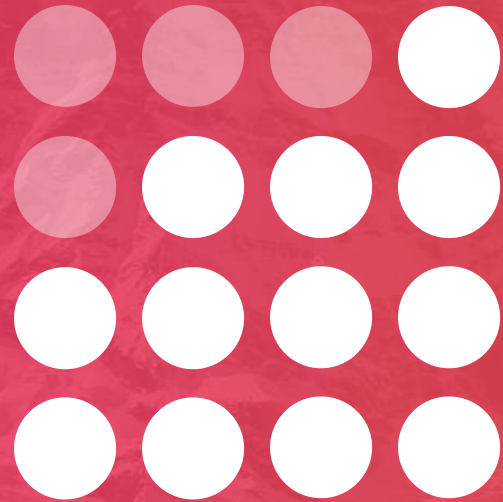


155 undergraduate students

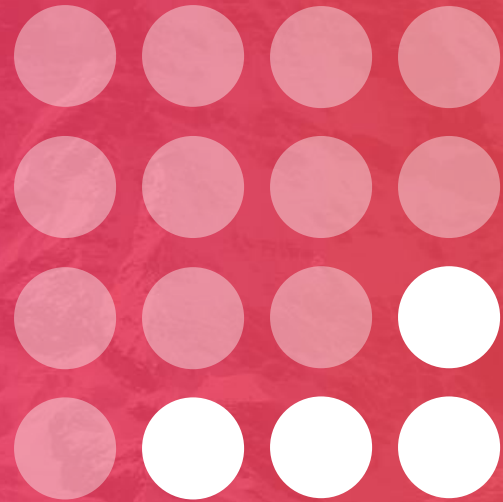


evidence of cheating





**seventy-four percent** of respondents were honest when the survey was **anonymous.**

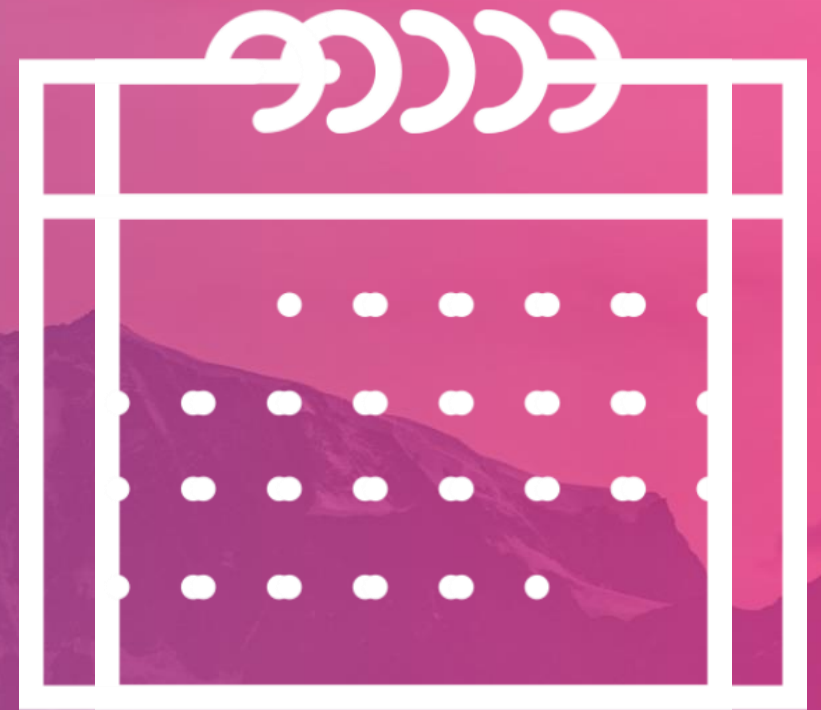


**twenty-five percent** of respondents were honest when the survey was **confidential**.



setting the right frequency

*you can do*  
anything

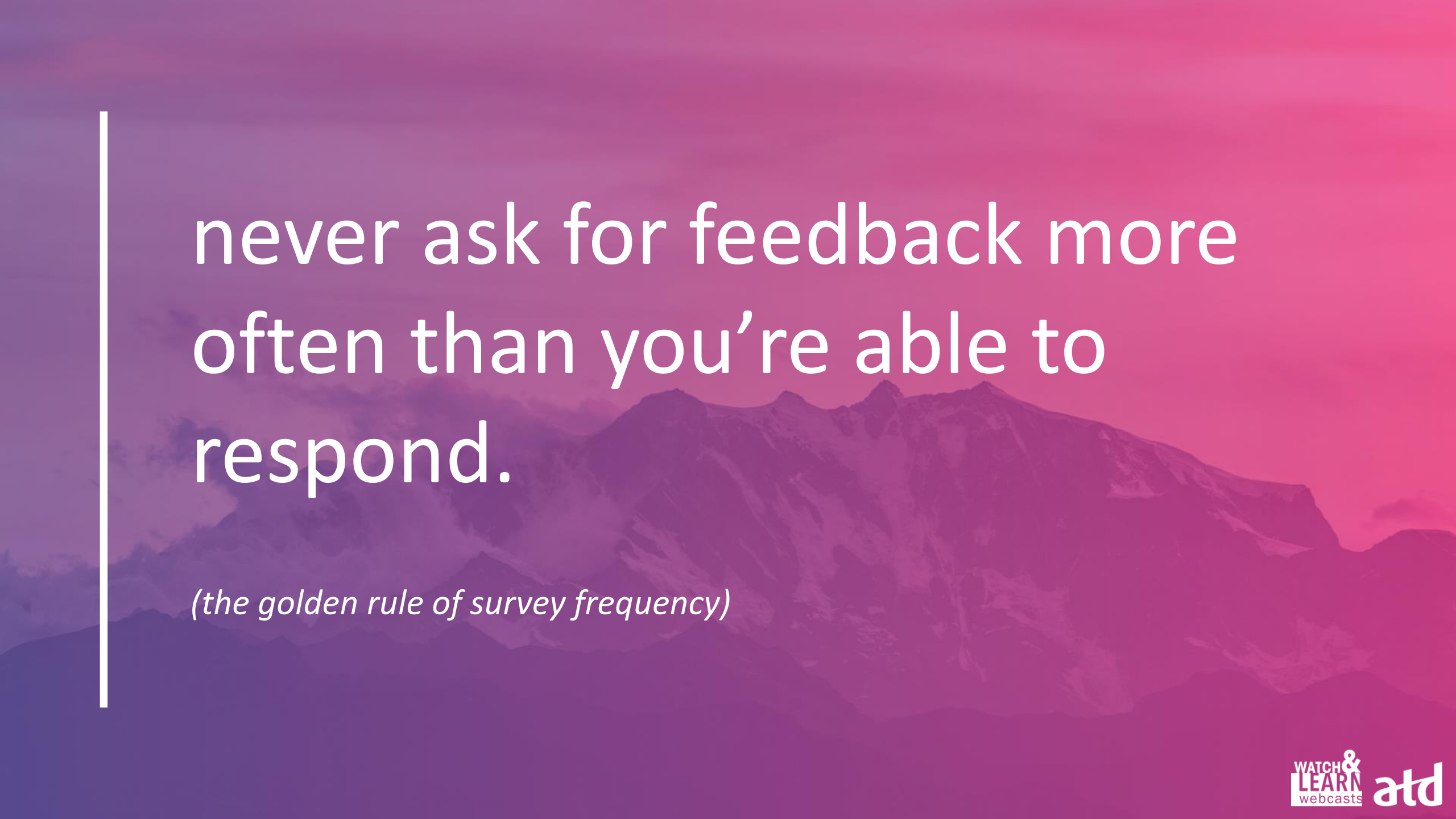






**YOU WERE SO PREOCCUPIED WITH WHETHER OR NOT YOU COULD**

**YOU DIDN'T STOP TO THINK IF YOU SHOULD**



never ask for feedback more  
often than you're able to  
respond.

*(the golden rule of survey frequency)*

A large, semi-transparent number '3' is positioned on the right side of the image. The background is a teal gradient with a faint, light-colored mountain range visible in the upper half. The text 'giving the right response' is written in white, lowercase letters across the lower half of the image.

giving the right response

# quantitative



# qualitative

## Individual Comments

View and respond to comments in your organization

SEARCH EXPORT TO CSV Filter by

ALL COMMENTS [Hide questions](#)

- I would recommend my manager to others.

I think I believe our two quarter's time. It's just concerned that are not based on Bridge) that fit with no one had a lot bigger role would help me anxiety. I'm not so I'd like a little monotonous and innovative) 2
- I rarely think about looking for a new job.

This probably normal people take a great design challenges. This to know there is paying for product consults me to make us to change and engineering / Josh wouldn't solve cross-cutting concerns I recently than acceptable reasons why did before setting boundaries with my work.
- I receive constructive feedback that helps me improve my performance.

I look for hiring senior engineers leave after all, is very insecure in my manager I can start out of our marketing and apply here.
- I receive constructive feedback that helps me improve my performance.

They are friggin' awesome!
- I would recommend my manager to others.

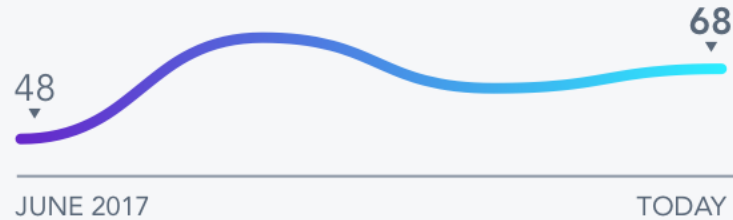
Possibly going on who Instructure culture shift or grow to take us. I believe they have opportunities internal leaders / needs of the benefits and do or communicated from mentors.



# analyze trends

## TEAM SCORE & SCORE HISTORY

68 ▼



27

COMMENTS

88%

TEAM PARTICIPATION RATE

# explore demographics

FACTOR  
Career

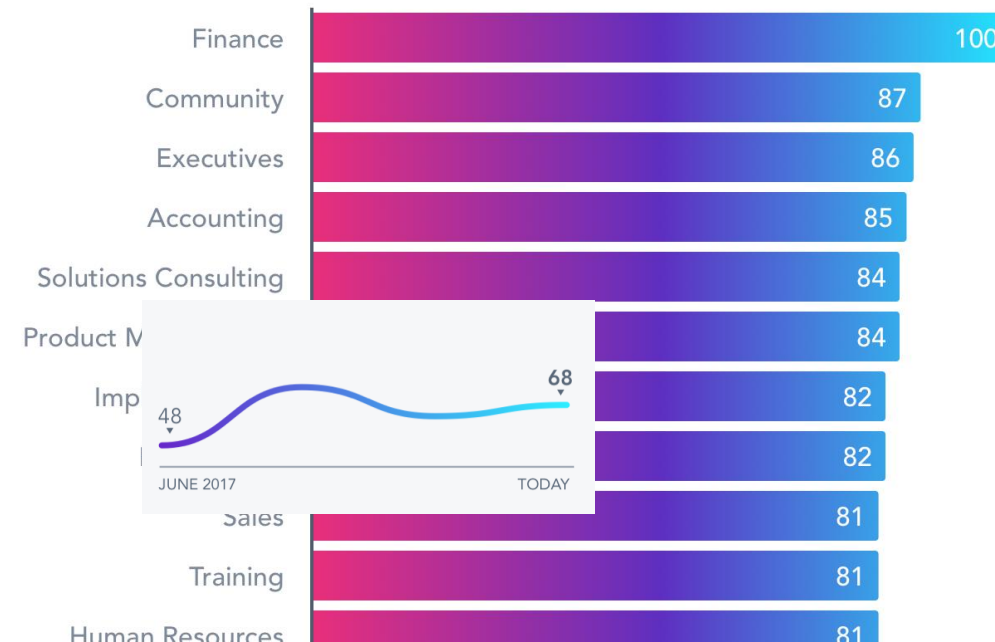
COMPANY SCORE

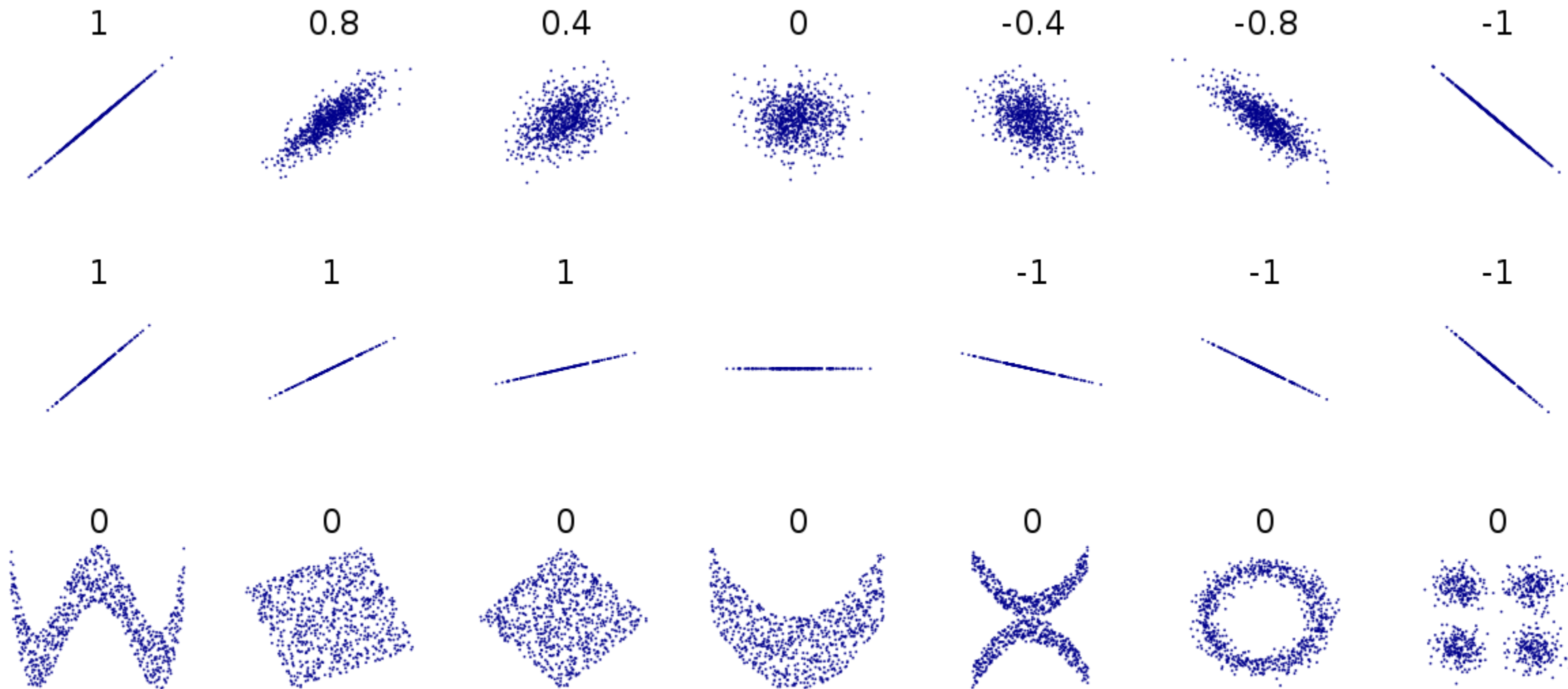
79

SCORE HISTORY

No history to graph.

LIKERT SCORES BY [DEPARTMENT](#) ▾





*(correlation)*

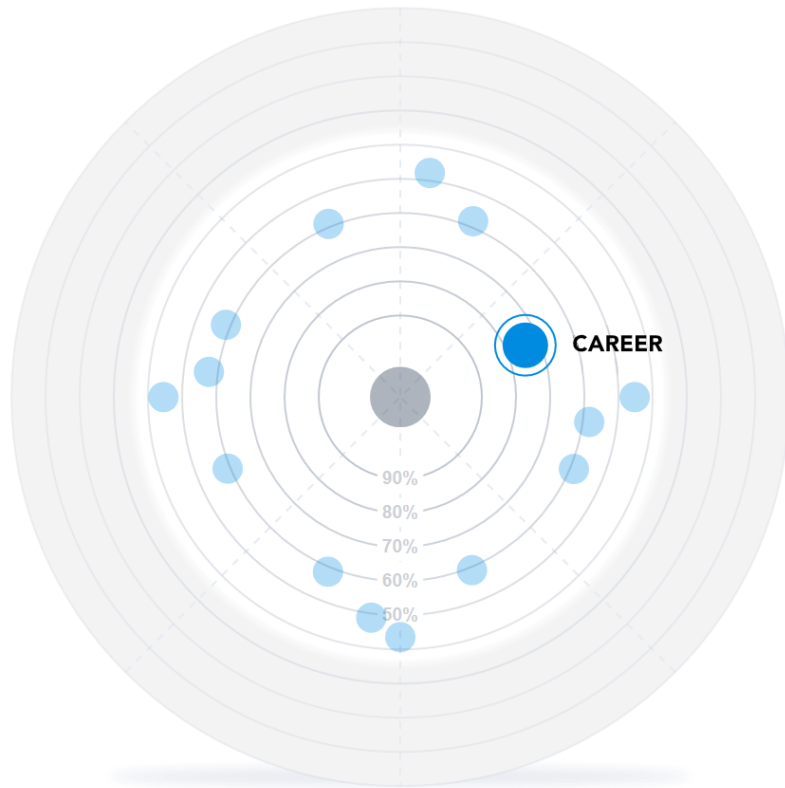










# FACTOR Retention



## Factor Correlations

Correlate the effects of **retention** across different products and data



CORRELATION	FACTOR
 <b>R 0.74</b>	Career
 <b>R 0.59</b>	Manager
 <b>R 0.5</b>	Team
 <b>R 0.48</b>	Empowerment
 <b>R 0.48</b>	Recognition
 <b>R 0.43</b>	Culture
 <b>R 0.41</b>	Prospects
 <b>R 0.39</b>	Recommend



# quantitative



# qualitative

## Individual Comments

View and respond to comments in your organization

SEARCH EXPORT TO CSV Filter by

ALL COMMENTS [Hide questions](#)

- I would recommend my manager to others.


I think I believe our two quarter's time. It's just concerned that are not based on Bridge) that fit with no one had a lot bigger role would help me anxiety. I'm not so I'd like a little monotonous and innovative)  2
- I rarely think about looking for a new job.

This probably normal people take a great design challenges. This to know there is paying for product consults me to make us to change and engineering / Josh wouldn't solve cross-cutting concerns I recently than acceptable reasons why did before setting boundaries with my work.
- I receive constructive feedback that helps me improve my performance.

I look for hiring senior engineers leave after all, is very insecure in my manager I can start out of our marketing and apply here.
- I receive constructive feedback that helps me improve my performance.

They are friggin' awesome!
- I would recommend my manager to others.

Possibly going on who Instructure culture shift or grow to take us. I believe they have opportunities internal leaders / needs of the benefits and do or communicated from mentors.



“ I read all of the  
comments



# Cashel Daddle Saddle, Child Western Horse Toy Saddle ...

by [Cashel](#)

★★★★☆ [88 customer reviews](#)

| [12 answered questions](#)

Price: **\$39.99** ✓prime

Pay \$39.99 \$0.00 after using available Amazon Rewards Visa Card Points.

- The Daddle is a soft-stuffed model of the real thing
- Ideal for ages 2-6
- Comes complete with adjustable stirrups, soft saddle horn and a latigo strap
- Washable sturdy cotton
- Brand: Cashel

**New (6)** from **\$39.99** ✓prime

[Report incorrect product information.](#)



**Toys markdown center**

Find toys and games at low prices

[Shop now](#)







Richard E Heilman

★★★★☆ **Work around for shoulder harness**

September 2, 2018

**Verified Purchase**

Got this for my Grandchildren and Son-in-law. Not sure he will appreciate it though. One strap was not connected for the shoulder when I opened the package. The plastic part that was supposed to connect the strap to the saddle blanket was missing. Couldn't return it because my daughter had told the kids I had a surprise for them. Worked out ok because I used key rings for the attachment pieces and added shoulder pads from some camera straps to the shoulder harness. If the part hadn't been missing would have given more stars.

Helpful

| Comment

| Report abuse



Cheryl So

★★★★★ **So much fun!**

April 28, 2018

**Verified Purchase**

Got this some time ago. My granddaughter is now old enough to use it, and she LOVES it. Only suggestion is a slightly longer waist cinch (for Dad bodies)

One person found this helpful

Helpful

| Comment

| Report abuse





Wandrwoman

★★★★☆ **Not Appropriate For Dressage!**

December 30, 2010

Please note that this Daddle is Western Style and will not be appropriate for those trained in the English Father Riding Method whereby one holds a rein in each hand and posts the trot. If you are looking forward to father jumping, father fox hunting, father polo or daddy dressage you will not be able to use this Daddle. Western Daddle riders hold the reins with one hand, and sit the trot. The pommel or horn on this Daddle is meant to hold a lariat which is useful when roping cattle or other competing or unruly fathers.

Helpful

| Comment

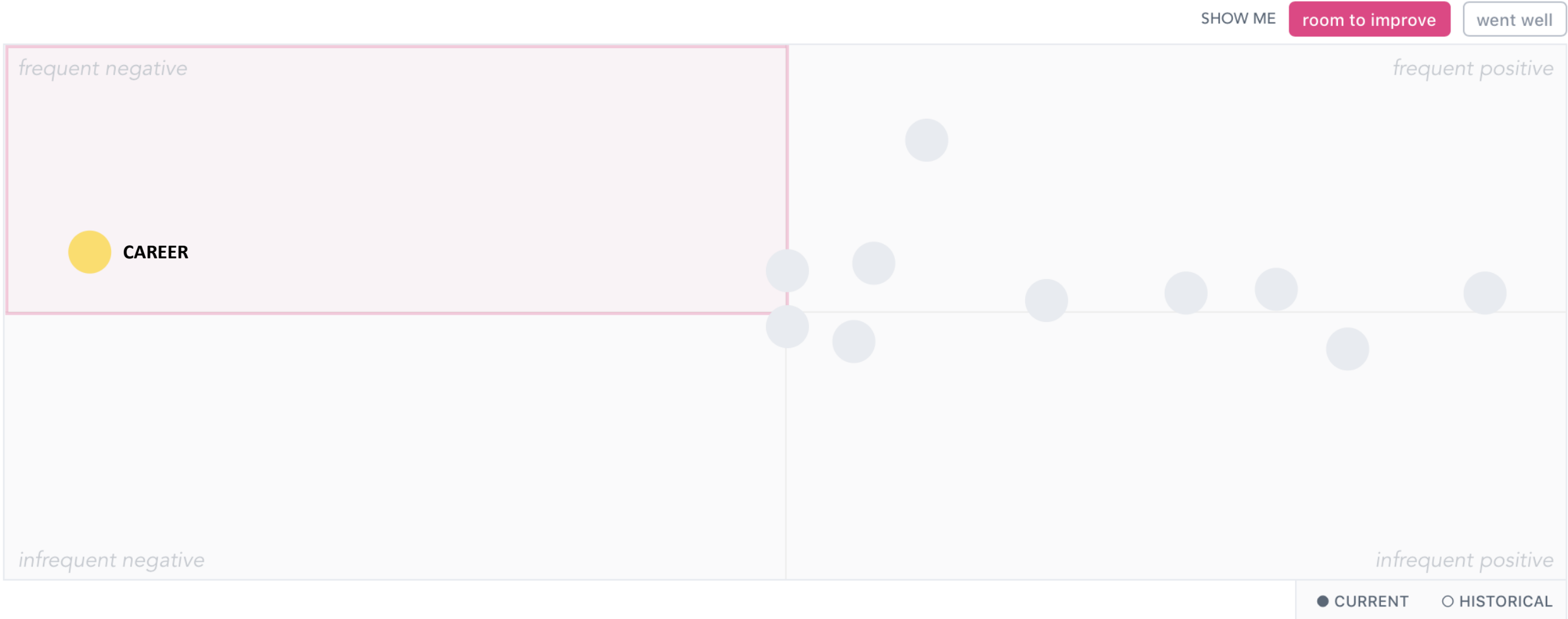
| Report abuse



TSA



# Sentiment Analysis

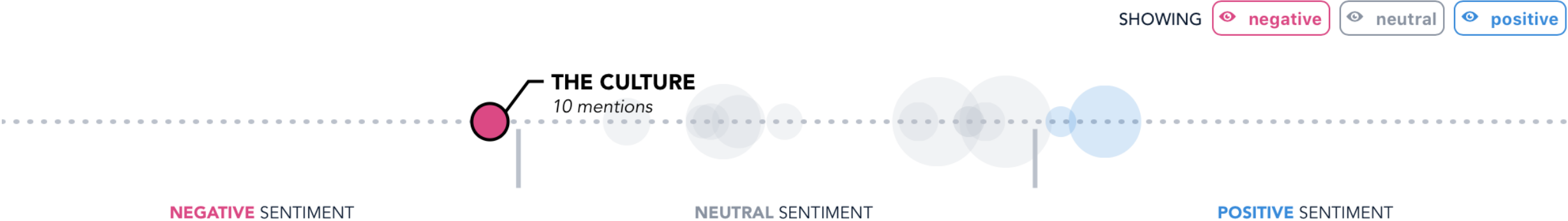


(sentiment analysis)



# Standout Topics

Marking groups of comments by common topics and themes



(topic analysis)



I have regular opportunities to grow and learn.

I have no idea how to advance my career here. I'm happy right now, but can see myself leaving in the future if I don't have more frequent chances to grow.

2



Thank you for the honest feedback! Do you know about our Career Basecamp program? It's a 90 day program that is designed to help you understand what options you have in your career here. You can sign up here: <https://bit.ly/f15b>

*Zach Pendleton, 17 days ago*



I hadn't heard of that before. Will check it out — thanks.

*Anonymous, 17 days ago*

Add comment

SEND

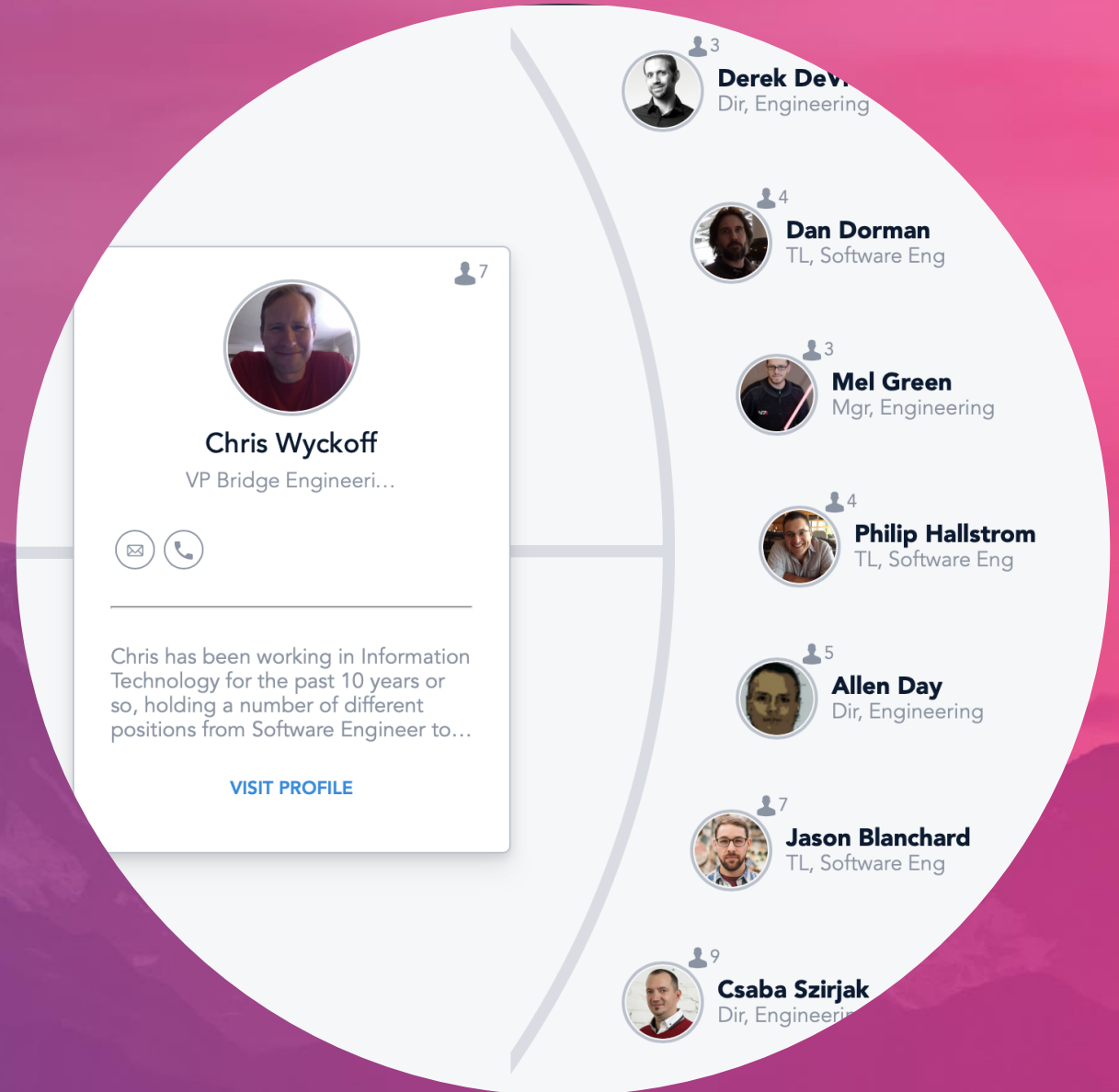
CANCEL

(anonymous conversations)

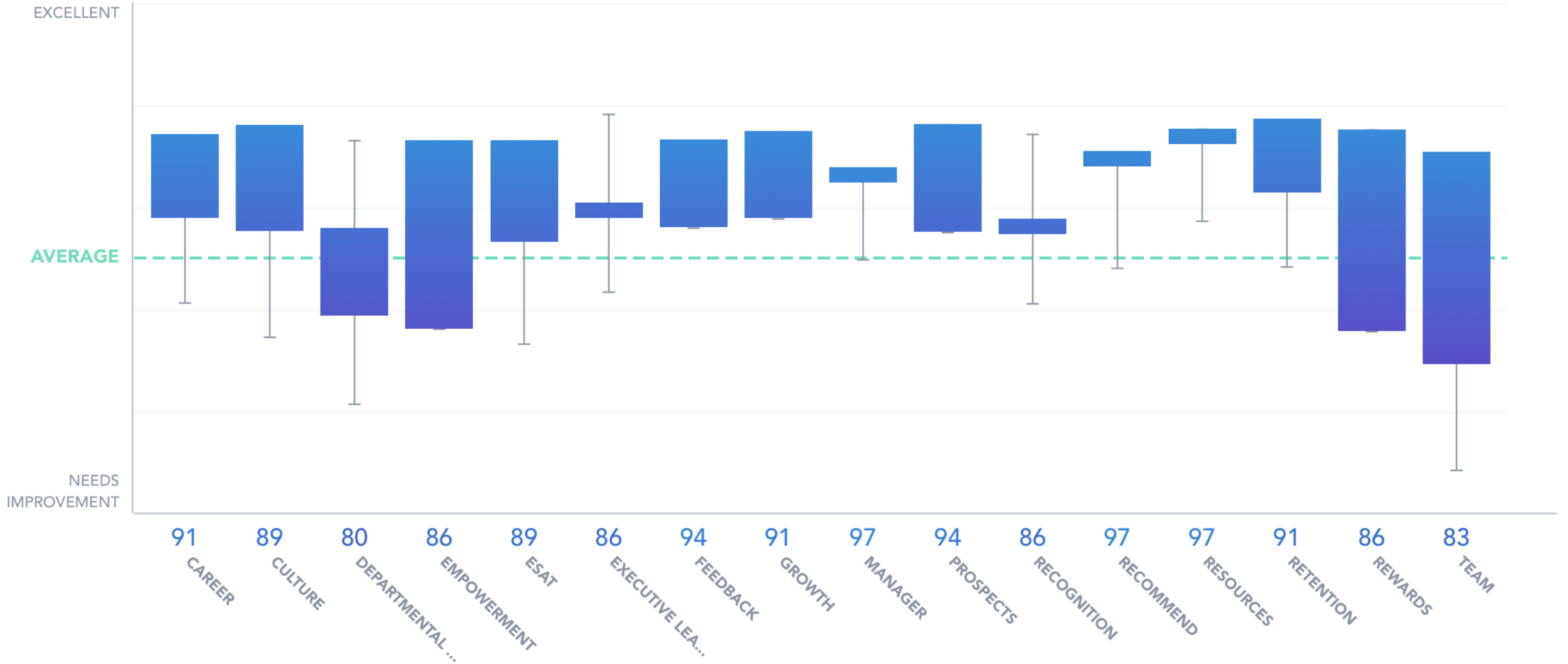


# responding to feedback

# dunbar (remix)



# Team engagement by factor ⓘ






**nudge.** [nuhj]

*noun.*

An automated suggestion designed to improve manager performance and increase employee engagement.

# which nudges work?

# 1:1 Coaching

 Type to filter questions

← TOPICS **Career Development (Part 1: Discover)** 9 Questions

- Tell me about your career. Each role you've had - what went well, what didn't go well, what you wish you could go back and fix.
- Tell me about why you made the career changes you made.
- Talk to me about the people who have shaped you. Teachers that inspired. Professional heros. Mentors who've gotten the best from you.

Select all (9) CANCEL ADD QUESTION

# Recommended Content

## Recommended Courses

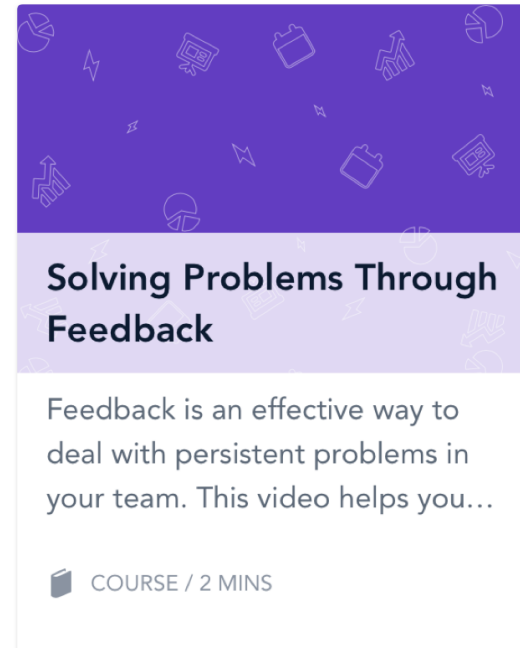
Based on your team's scoring, we recommend these short courses for improvement.



**Improving Performance**


Performance reviews can lead to you and your team becoming... This video provides...

 COURSE / 2 MINS



**Solving Problems Through Feedback**

Feedback is an effective way to deal with persistent problems in your team. This video helps you...

 COURSE / 2 MINS

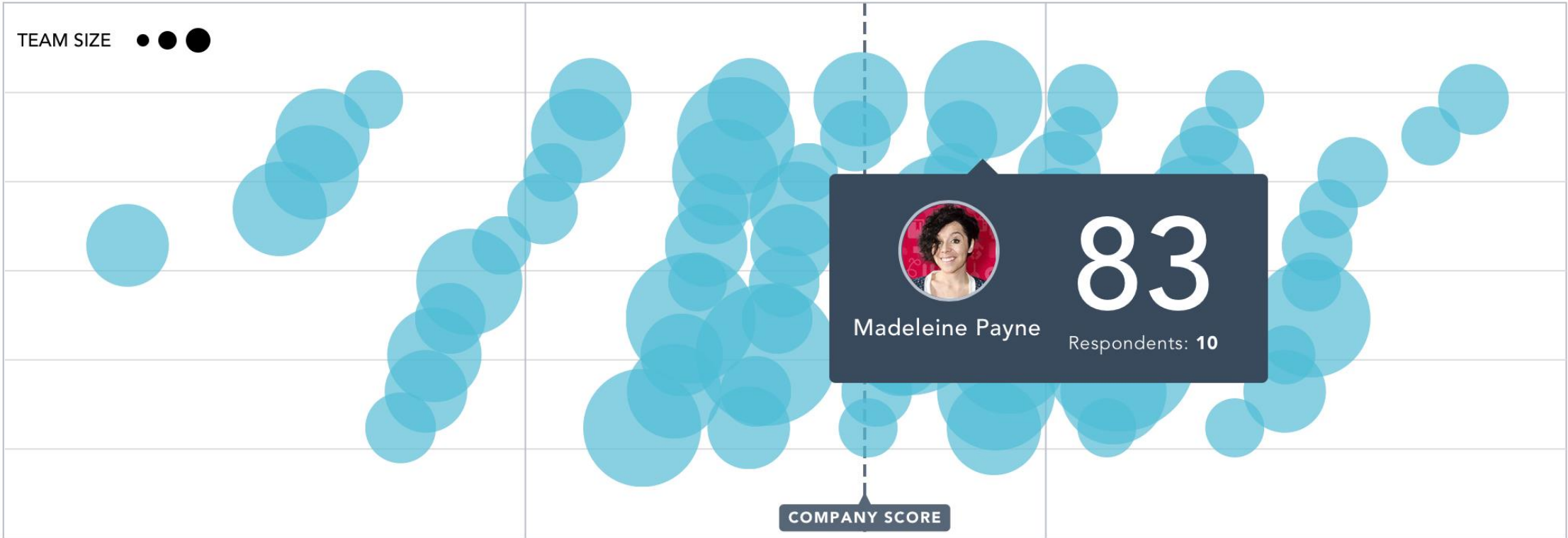


**Giving Tough Feedback**

Most people don't enjoy being criticised, and even well-meaning advice will often be heard as a...

 COURSE / 2 MINS





A woman with long hair, wearing a striped shirt, is looking through a telescope mounted on a tripod. The scene is set on a ship's deck, with the railing visible in the foreground. The entire image is overlaid with a teal-to-blue gradient. The text "where do we go?" is centered in white.

where do we go?

A woman with long hair, wearing a striped shirt, is looking through a telescope mounted on a tripod. The scene is set on a ship's deck, with the railing visible in the foreground. The entire image is overlaid with a teal-to-blue gradient. The text "start listening" is centered in white.

start listening

A woman with her hair in a braid is looking through a telescope mounted on a tripod. The scene is set on a rooftop with a railing visible in the background. The entire image is overlaid with a teal-to-blue gradient. The text "start speaking with vision" is centered in white.

start speaking with vision



A woman with long hair in a braid, wearing a striped shirt, is looking through a large telescope mounted on a ship's deck. The scene is overlaid with a teal-to-blue gradient. The word "start" is written in white lowercase letters across the center of the image.

start



# free engagement survey

bridge by instructure

[sdaines@instructure.com](mailto:sdaines@instructure.com)

A photograph of a mountain range, likely the Himalayas, with a red-to-orange gradient overlay. The text "thank you!" is centered in white.

thank you!