Microsoft Viva   LinkedIn

People Success for the New World of Work

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Alex Wallace-Smith
Head of Strategy, Glint
LinkedIn (Australia & New Zealand)

Felicity McNish
Employee Experience Specialist
Microsoft (Australia)

"Companies should move from a focus on engaging employees for the benefit of the company to creating value for workers as whole human beings and key stakeholders."

"'The Great Resignation' to 'the Great Reimagination'," The Wall Street Journal.

The Current State: Employees don't feel heard

I am not being asked.

I am not seeing the feedback.

What can I do with this feedback.

43%
of **employees** can confidently say their company solicits employee feedback at least once a year.
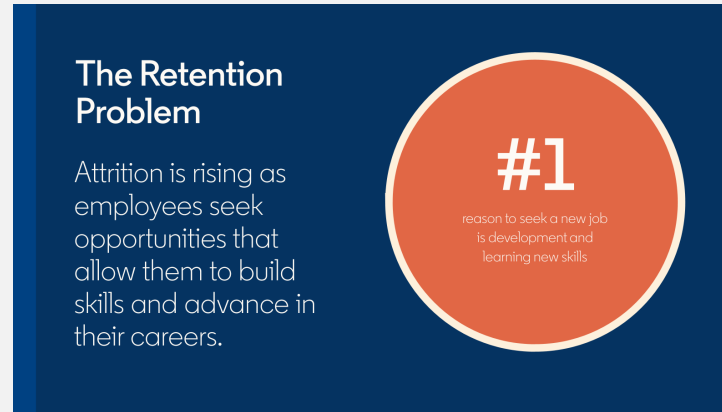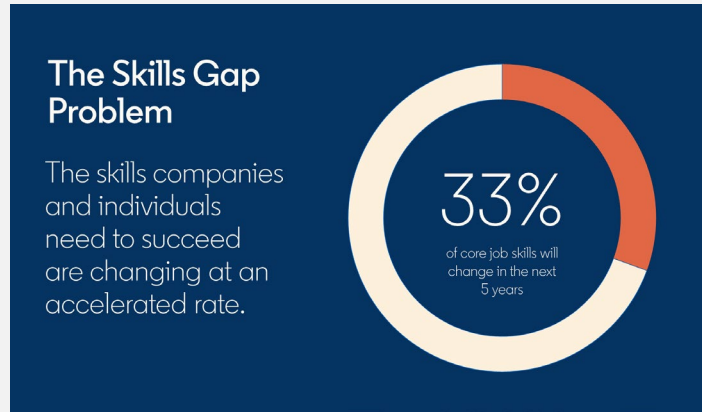
80%
of **managers** do not think their companies are collecting feedback often enough.

75%
of **business decision makers** do not think the collected feedback is actionable enough.

The challenges facing companies right now

The Skills Gap Problem

The skills companies and individuals need to succeed are changing at an accelerated rate.

33%
of core job skills will change in the next 5 years

The Retention Problem

Attrition is rising as employees seek opportunities that allow them to build skills and advance in their careers.

#1
reason to seek a new job is development and learning new skills

The Hiring Problem

Hirers are finding it challenging to recruit people with the skills they need.

-19%
Hiring rate year-on-year

And why they need to be *solved*

Upskill

5 yrs
Average half-life of a skill is 5 years[1]

Retain

2x
Companies that excel at internal mobility retain employees nearly 2x as long[2]

Hire

400%
Increased productivity from hiring a top performer[3]
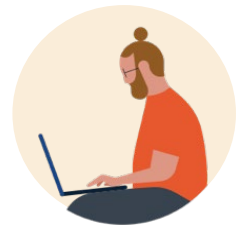
[1] IBM: Skills Transformation for the 2021 Workplace
[2] LinkedIn's Skills Advantage Report
[3] Harvard Business Review

Higher Education is not immune: Academics are looking for new jobs at new companies

Academics are viewing more jobs and more companies than the average member

.. And their activities are increasing over time

+17%

More likely to view a job

36%

Year on year increase in Job viewing activity

+13%

More likely to engage with company pages

18%

Year on year increase in members identifying as 'open to new opportunities'

Beyond Higher Education, they are seeking opportunities in other industries

42%

Of all academics in Australia were actively searching for jobs on LinkedIn in the past 24 months

Top Companies Academics Applied To (Within Higher Education)

University of Melbourne

Monash University

RMIT University

University of Sydney

UNSW

Top Industries Applied To, Outside Higher Education

Government Administration
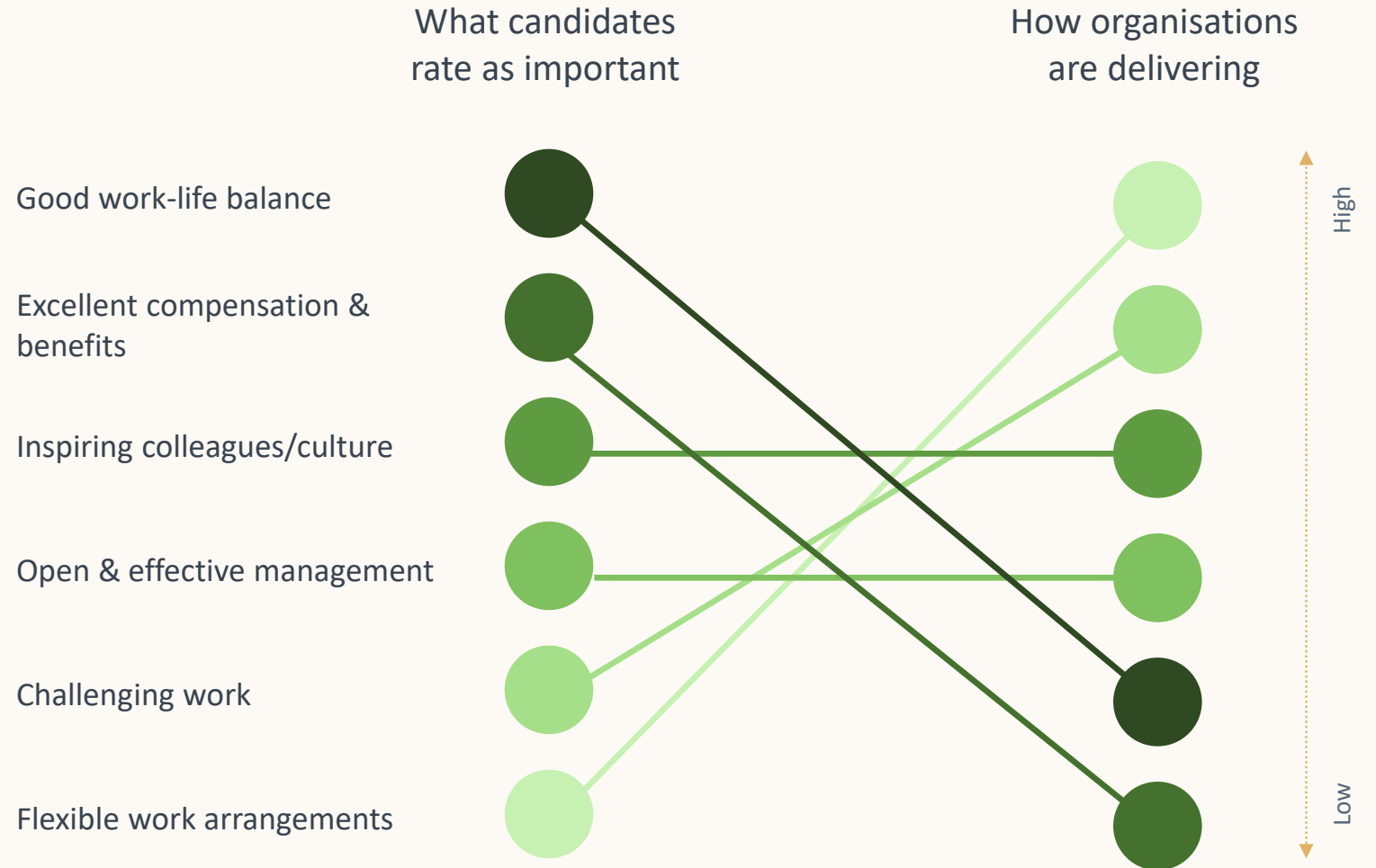
Hospitals and Healthcare

Financial Services

Retail

Utilities

What employees want from work

Today's job candidates rank *good work-life balance* and *excellent compensation and benefits* as their top two factors when considering whether to join an organisation.

Yet employees are saying their organisations aren't delivering in those two areas. Of the factors measured, *work-life balance* and *excellent compensation and benefits* were among the lowest scoring on employee surveys over the past year.

What candidates
rate as important

How organisations
are delivering

Good work-life balance

Excellent compensation & benefits

Inspiring colleagues/culture

Open & effective management

Challenging work

Flexible work arrangements

High

Low

Investing in learning and development significantly impacts culture *and* retention

"50% of all employees will need reskilling by 2025"

Source: World Economic Forum's: Future of Jobs Survey Report 2020

In our research, employees who recommend their managers are...

2.4X more likely to be engaged,

2.3X more likely to stay with the company, and

2.2X more likely to feel their company has a great culture compared to those who do not recommend their managers.

Managers and company culture play a critical role encouraging and supporting skill development

How do your employees perceive opportunities and support to learn and grow at your company?

73% of employees say they would stay at a company if there were more skill-building opportunities

Source: LinkedIn Learning Report

3.5x Active LinkedIn Learners in the Higher Education industry sector were 3.5X more likely to move internally compared to non-Learners last year

30% of Learners in the Higher Education industry sector want to transition into a new role and 70% want to grow and develop in their current role

Source: LinkedIn Platform Data; Glint research;LinkedIn Workplace Learning Report.

Managers are no different!

What support do managers need now?

% of managers reporting needing more support than what they are receiving now
(n=1963; more information on the study in Notes[2])

1. Access to training or learning resources (33%)
2. Work-related coaching (32%)
3. Performance feedback (32%)
4. Emotional and mental health resources (30%)
5. Decision-making authority (24%)
6. Facilitating internal connections (24%)

Source: People Science in Practice – Glint's report into How Managers can be happier and more successful in the new world of work (2022)

The rising **work tension**

Great Resignation

40%+ of employees left or are considering leaving[1]

Hybrid Paradox

Employees want flexible work and in-person connection[2]

organisations need to focus on both…

Engagement & Productivity

to fuel sustained business performance

Productivity Paranoia

87% of employees feel productive; only **12%** of leaders believe they are[3]

Next Generation AI

Powering a whole new way of working

[1]Microsoft. The Next Great Disruption Is Hybrid Work—Are We Ready? March 22, 2021.
[2]Microsoft. To Thrive in Hybrid Work, Build a Culture of Trust and Flexibility. September 9, 2021.
[3]Microsoft. Hybrid Work Is Just Work. Are We Doing It Wrong? September 22, 2022.

During a year of economic instability, the **most engaged** orgs performed **twice as well financially** than those with low engaged employees

Most engaged

S&P 500

-15%

-20%

-35%

Least engaged

Portfolio value

Portfolio return on engagement

$10K

$9K

$8K

$7K

22 Jan   22 Feb   22 Mar   22 Apr   22 May   22 Jun   22 Jul   22 Aug   22 Sep   22 Oct   22 Nov   22 Dec   23 Jan

An engaged workforce is critical to achieving business performance

Company profitability
In 2022, companies with high engagement performed twice as well financially as those with disengaged employees.[1]

Workforce retention
Highly engaged employees are 12x less likely to leave their company than those who are not engaged.[2]

Workforce productivity
Highly engaged organisations saw 23% higher productivity than compared to disengaged workforces.[3]

Customer satisfaction
Businesses with highly engaged employees have 10% higher customer satisfaction.[4]

> "
> Employees who are not engaged or who are actively disengaged cost the world **$7.8 trillion in lost productivity**."

GALLUP

The World's $7.8 Trillion Workplace Problem

Source: Gallup. State of the Global Workplace: 2022 Report. 2022.

[1]Microsoft. Work Trend Index Pulse Report April 20, 2023.
[2]Glint. What is Employee Engagement.
[3]Gallup. What Is Employee Engagement and How Do You Improve It?
[4]Gallup. The Damage Inflicted by Poor Managers. December 20, 2016.

The Future of Work: the "Worth It" Equation

When organisations 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.

Purpose
I see how I am part of something bigger than myself – the work I do has a meaningful impact

Clarity
I know what success looks like and how to prioritize, and I get regular feedback that helps me change course and make progress

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

Connection
I feel a sense of belonging to a diverse community of people who appreciate my contributions

Wellbeing
I am respected and feel safe, secure, and equitably treated

Empowerment
I have access to people and resources to work effectively and am trusted to make decisions and take risks

What is driving culture today?

Drivers of a great work culture have changed drastically since the Great Reshuffle began.

Top 10 drivers of work culture   *Rank change from 2019*

Rank	Driver	Change
1	Opportunites to learn and grow	↑8
2	Belonging	↑4
3	Organizational values [1]	↑5
4	Support for well-being	N/A
5	Collaboration	↑5
6	Change adaptation	N/A
7	Initiative [2]	N/A
8	Customer focus	↑3
9	Continuous improvement [3]	↓2
10	Performance feedback	↑5

N/A *Insufficient 2019 data*

1. The extent to which employees believe their organization lives its values.
2. The extent to which the organization encourages individual employees to find new and better ways to get things done.
3. The extent to which the organization continuously improves the way work gets done.

*Ranked by Spearman correlation with Glint's 'Great Culture' item.
Source: Global Glint Engagement Data

Senior leadership has a key role in shaping great culture

Q: Please select the person/group that has the most direct influence on each of the following attributes of organisational culture.

	CEO	Senior Leadership	Human Resources	Managers	Individual Contributors
Purpose: The organization serves its mission and customers	24%	28%	2%	14%	22%
Adaptability: The organization is able to adapt	17%	31%	4%	16%	21%
Execution: The organization moves quickly	18%	32%	2%	17%	19%
Alignment: The organization's objectives align across levels, functions, and over time	19%	35%	4%	15%	12%
Collaboration: Employees work well together	6%	15%	2%	27%	42%
Learning: The organization promotes learning and growth	11%	26%	17%	20%	15%
Humanity: The organization genuinely cares about its people	17%	23%	14%	19%	16%
Integrity: The organization is fair and transparent	20%	29%	9%	14%	14%

Source: April '22 LinkedIn Omnibus Survey

Measuring the People Success Elements

People Science research has proven that when organisations 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.

The Benefits
Why are these important?

Purpose
Meaning & Fulfillment

Employees feeling a sense of purpose are **120%** more likely to recommend their company as a great place to work.

Clarity
Focus & Adaptability

54% of employees lacking role clarity reported burnout in 2021, compared with **38%** of employees with role clarity.

Growth
Competence & Impact

Employees who see opportunities to grow are **3 times** more likely to say they will remain with the company in two years.

Empowerment
Autonomy & Trust

Employees empowered at work are **2.4 times** more likely to be happy at work.

Connection
Inclusion & Belonging

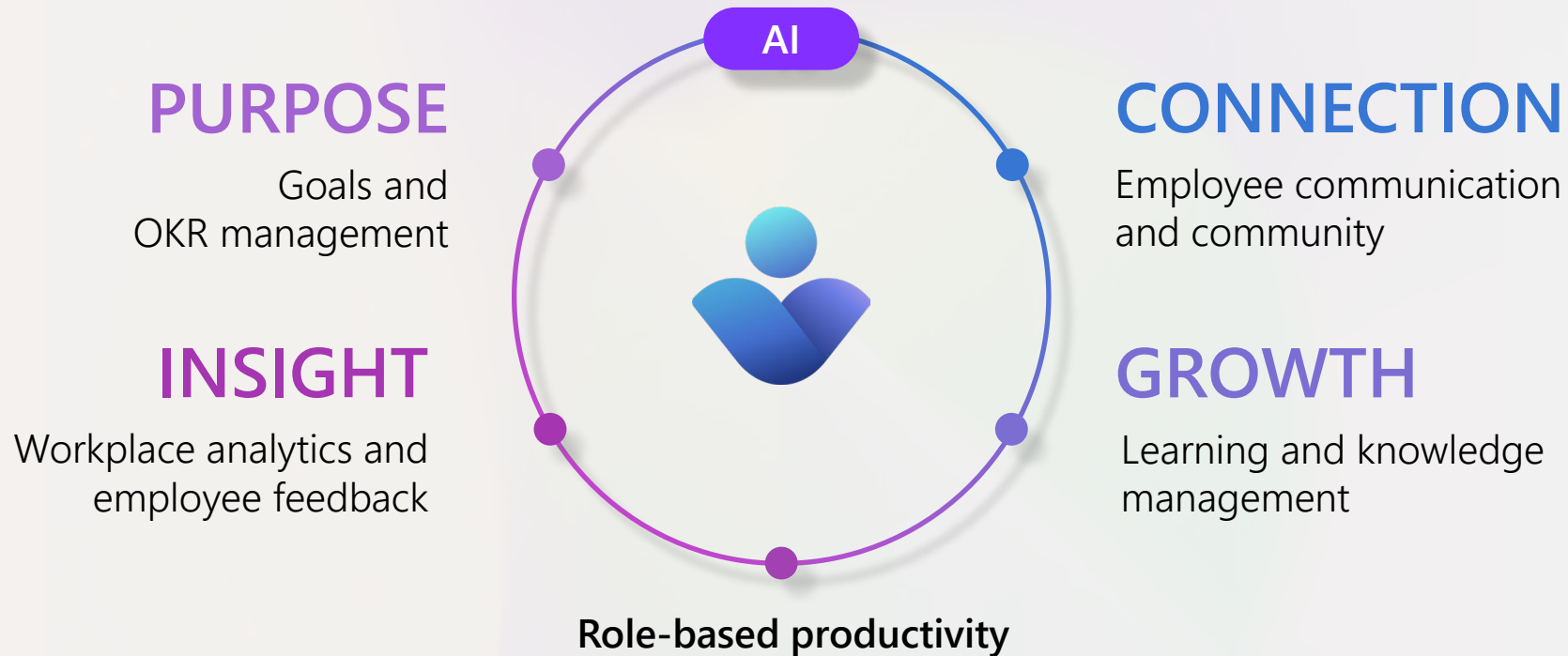Employees with a strong sense of Belonging are **6 times** more likely to be engaged.

Wellbeing
Safety & Wellness

Employees who feel cared for at work are over **3 times** as likely to be happy at work and recommend working for their organisation, an increase of over **35%** since 2020.

Source: Glint People Success Elements Research 2022
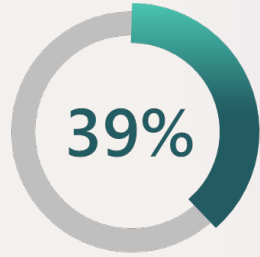
Microsoft Viva: Combining People Success and Technology

Empower organisations with next-generation AI and data-driven insights
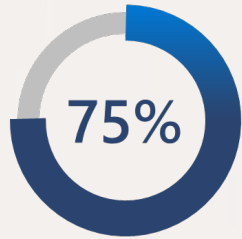to continuously improve workforce engagement and performance

AI

PURPOSE
Goals and
OKR management

CONNECTION
Employee communication
and community

INSIGHT
Workplace analytics and
employee feedback

GROWTH
Learning and knowledge
management

Role-based productivity

PURPOSE

50% of employees say that having more clarity on goals would give them a greater sense of purpose

39% of employees understand their organization-level goals

Statistics source: Forrester 2023 State of Goal Setting Report, A Forrester Consulting Thought Leadership Paper Commissioned by Microsoft, February 2023
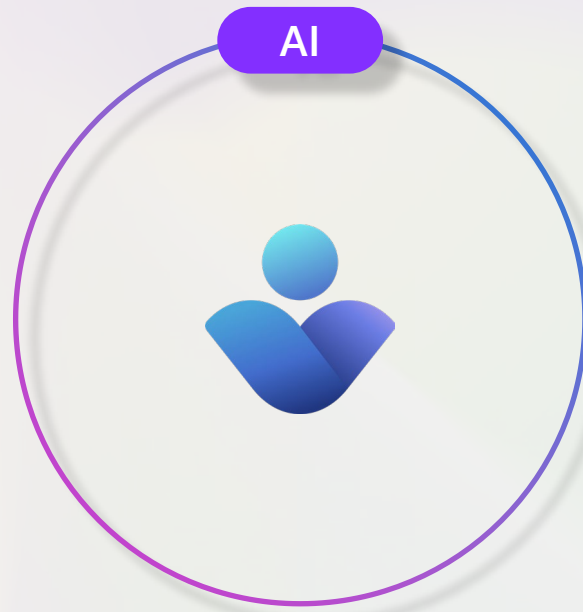
CONNECTION

43% of employees say they feel disconnected from their company as a whole

96% of leaders say effective communication is the most critical skill they'll need in the year ahead

Statistics source: Microsoft. Hybrid Work Is Just Work, Are We Doing It Right? Sep. 22, 2022.

Why these are important?

AI

Role-based productivity

INSIGHT

75% of employees and **80%** of managers think their company does not solicit feedback often enough
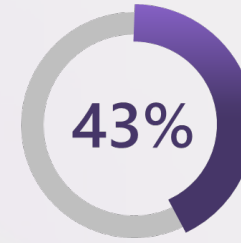
89% of employees who feel their companies use feedback to drive change report being engaged at work

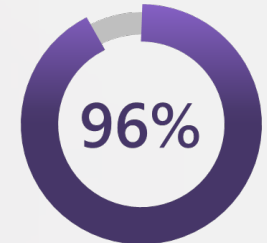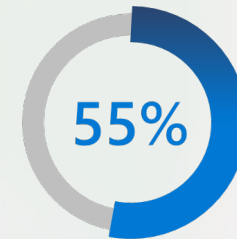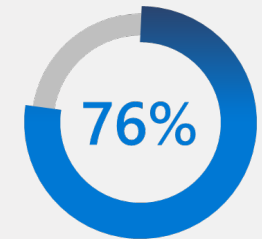Statistics source: Microsoft. Hybrid Work Is Just Work, Are We Doing It Right? Sep. 22, 2022.
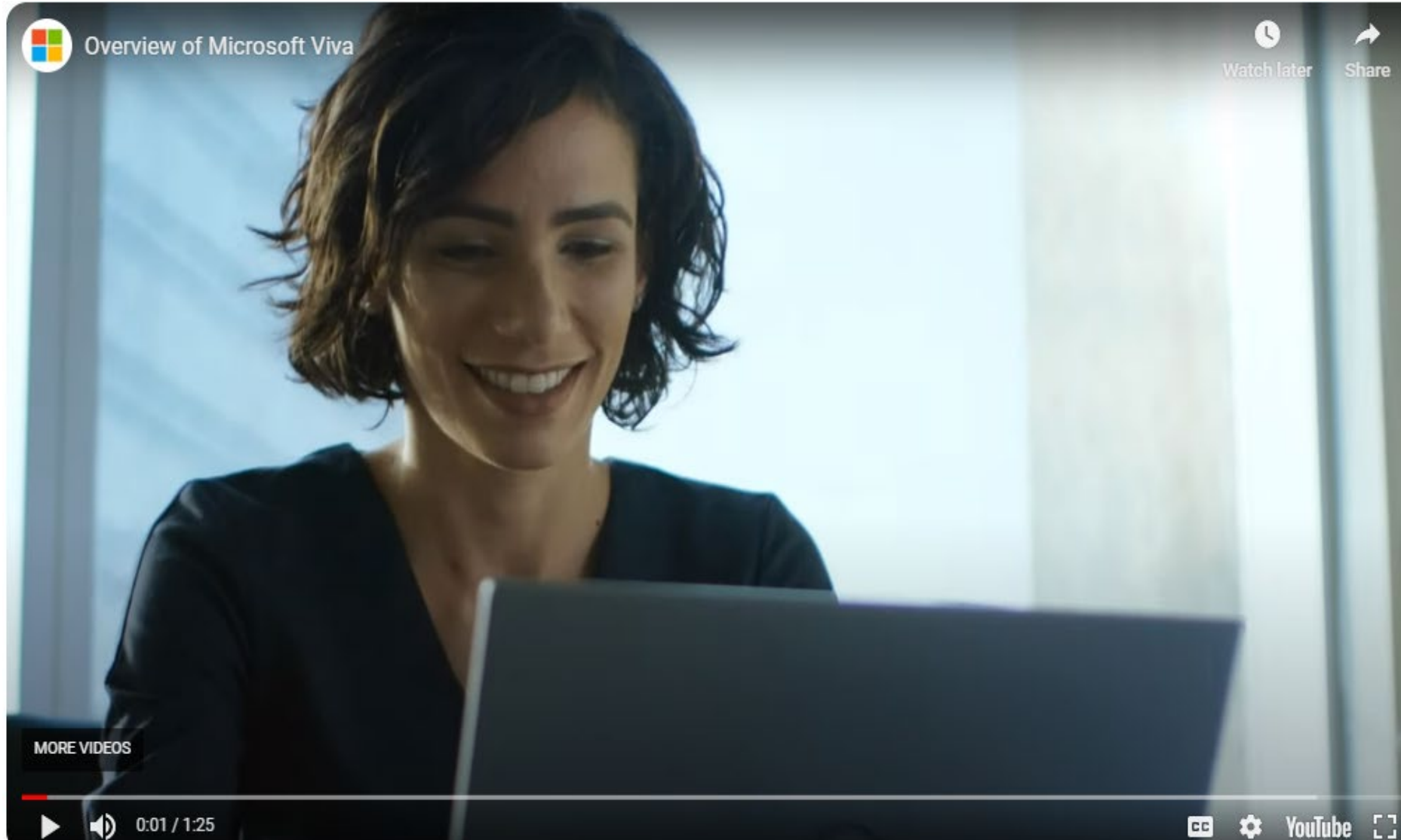
GROWTH

55% of employees say the best way to develop skills is to change companies

76% of employees say they'd stay at their company longer if they received learning and development support

Statistics source: Microsoft. Hybrid Work Is Just Work, Are We Doing It Right? Sep. 22, 2022.

Microsoft Viva

An Employee Experience Ecosystem Designed to Improve Engagement and Productivity underpinned by People Success

Microsoft 365

Growth	Connection	Purpose	Insights
Help employee learn, grow, and succeed	Keep everyone informed, included, and inspired	Align people's work to team and organisation goals	Improve productivity and wellbeing with actionable insights

Growth

Viva Topics — Knowledge & Expertise

Viva Learning — Growth & Development

Connection

Viva Connections — Culture & Communications

Viva Engage — Culture & Communications

Viva Amplify* — Culture & Communications

Purpose

Viva Goals — Purpose & Alignment

Insights

Viva Insights — Productivity & Wellbeing

Viva Glint* — Engagement, DIBs & Culture

Viva Pulse* — Manger-led Feedback

Ecosystem

Content   LMS   HCM   ERP   CRM   Microsoft 365 Copilot*   Microsoft Power Platform   Power BI   Talent Insights

LinkedIn LEARNING

Glint + Insights Analyst Workbench

*will be available later in H2 2023

Top Viva Insights **use cases**

Work efficiency

Meeting effectiveness
Meeting bloat, multi-tasking, recurring

M&A and talent re-orgs
Measure and optimize integration

Spans & layers
Impact of large and small spans of control

Hybrid work

Hybrid workforce
Work patterns across modes and flexible models

Business resilience
From-To behavioral changes post transition

Space planning
Workspace planning to maximize collaboration

Improved performance

Sales productivity
Sales efficiency, teaming models

Top performers
Patterns correlated with success

Onboarding, development
Network growth, manager time

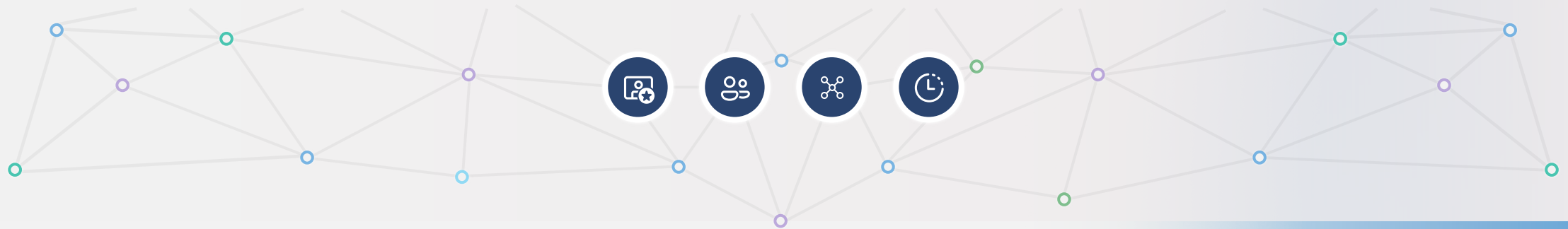## Employee engagement

Sentiment analysis
Root cause behaviors driving engagement

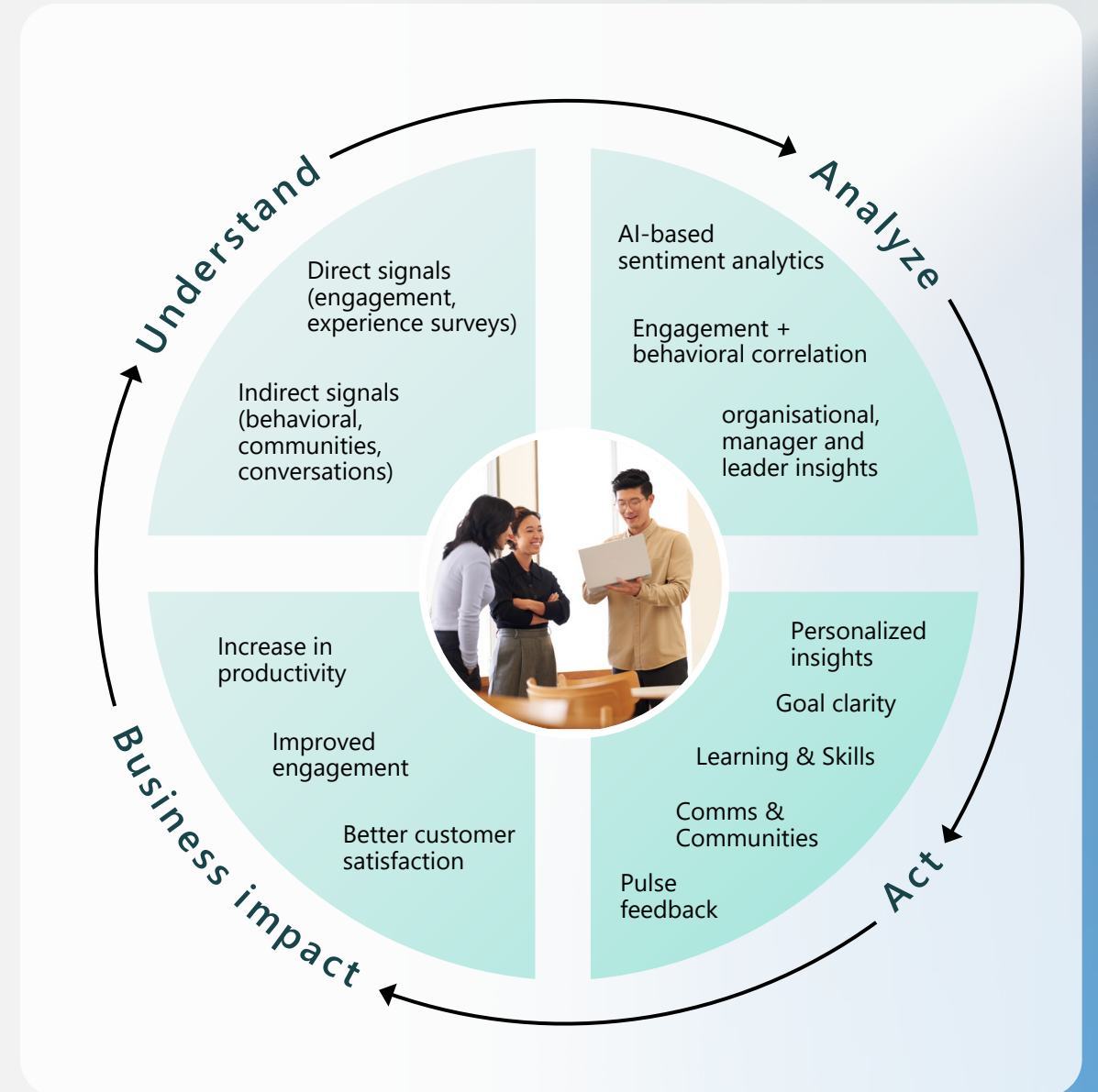**Manager effectiveness**
1:1s, co-attendance, team norms

DEI
demographic drill-downs and comparisons

INSIGHT: Workplace analytics and employee feedback

With Viva and Viva Glint, CHROs and people managers can measure, understand, and act on data-driven insights to continuously adapt and increase impact at every level

Understand
- Direct signals (engagement, experience surveys)
- Indirect signals (behavioral, communities, conversations)

Analyze
- AI-based sentiment analytics
- Engagement + behavioral correlation
- organisational, manager and leader insights

Act
- Personalized insights
- Goal clarity
- Learning & Skills
- Comms & Communities
- Pulse feedback

Business impact
- Increase in productivity
- Improved engagement
- Better customer satisfaction

Copilot in Microsoft Viva

PURPOSE: Goal setting and OKR management

Copilot in Viva Goals
Generates OKR recommendations from business documents such as planning and strategy files, improves existing OKRs using conversational AI, and summarizes OKR progress using contextual data to create inspirational and outcome-focused goals

CONNECTION: Employee communications and community

Copilot in Viva Engage
Offers insightful conversation starters based on sentiments and trending topics across workplace communities, along with suggested comment responses for leaders

INSIGHT: Workplace analytics and employee feedback

Copilot in Viva Glint
Highlights top issues and potential solutions hidden throughout employee suggestions in survey results; plus, helps leaders explore comments using natural-language questions

GROWTH: Learning and knowledge management

Copilot in Viva Topics
Generates summaries and offers answers based on documents related to the topic at hand

Copilot in Viva Learning
Suggests curated learning collections and concise knowledge summaries tailored to specific roles or development needs

Copilot coming later this year

Takeaway considerations

People Success
What people need in the New World of Work

Applying the fundamental needs and expectations most critical to a person's holistic life experience (not just their work experience) that best shape the environment for high engagement.

How are you planning to measure the priority topics that reflect people's evolving needs and expectations at your organisation?

Digital transformation
Data and Technology

AI, automation and data are democratizing the playing field; virtual productivity creates a competitive edge.

Are you using technology that provides the best insights for your people that drives engagement and productivity?

Workforce Transformation
Skills Gap

The rapid evolution of technologies is shortening the lifespan of skills gained and creating the need for new ones.

How are you investing in skills and capabilities to drive engagement and retention?

Microsoft Viva   Linked in.

Thank you