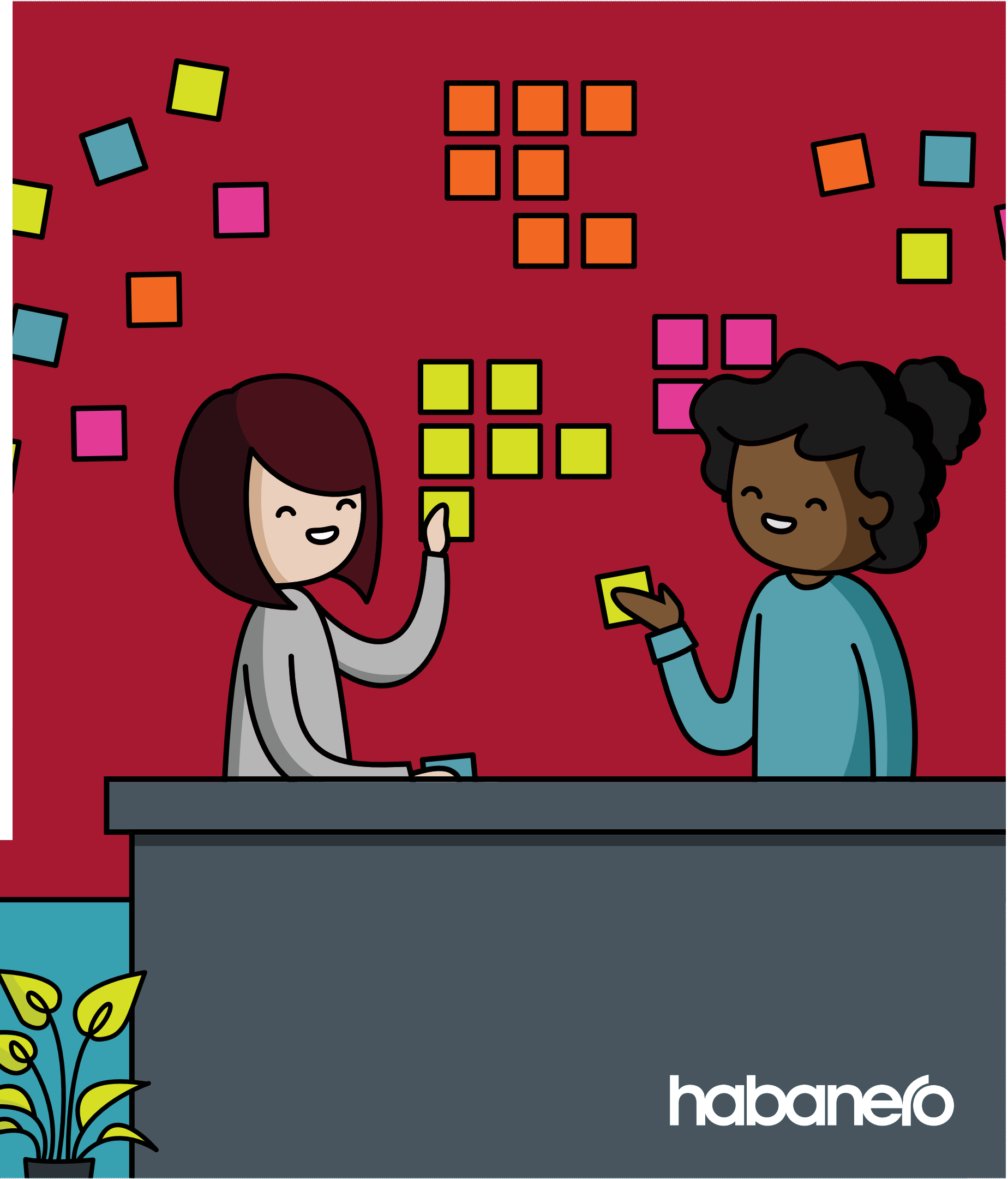


# An employee listening strategy that truly listens

Future of Work Canada

MARCH 6, 2024



habanero

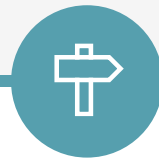
Employee listening is a  
\_\_\_\_\_ that enables  
\_\_\_\_\_ to build  
an \_\_\_\_\_.

Employee listening is a  
**capability** that enables  
\_\_\_\_\_ to build  
an \_\_\_\_\_.

Employee listening is a  
**capability** that enables  
**confident decisions** to build  
an \_\_\_\_\_.

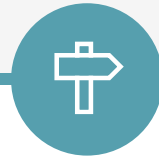
Employee listening is a  
**capability** that enables  
**confident decisions** to build  
an **intentional culture**.

# Employee listening should...

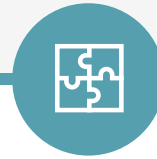


**Be a pillar of  
organizational  
strategy**

# Employee listening should...

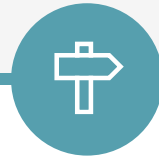


**Be a pillar of  
organizational  
strategy**

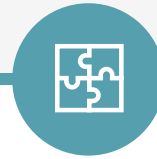


**Inform how you  
deliver on your  
business model**

# Employee listening should...



**Be a pillar of  
organizational  
strategy**



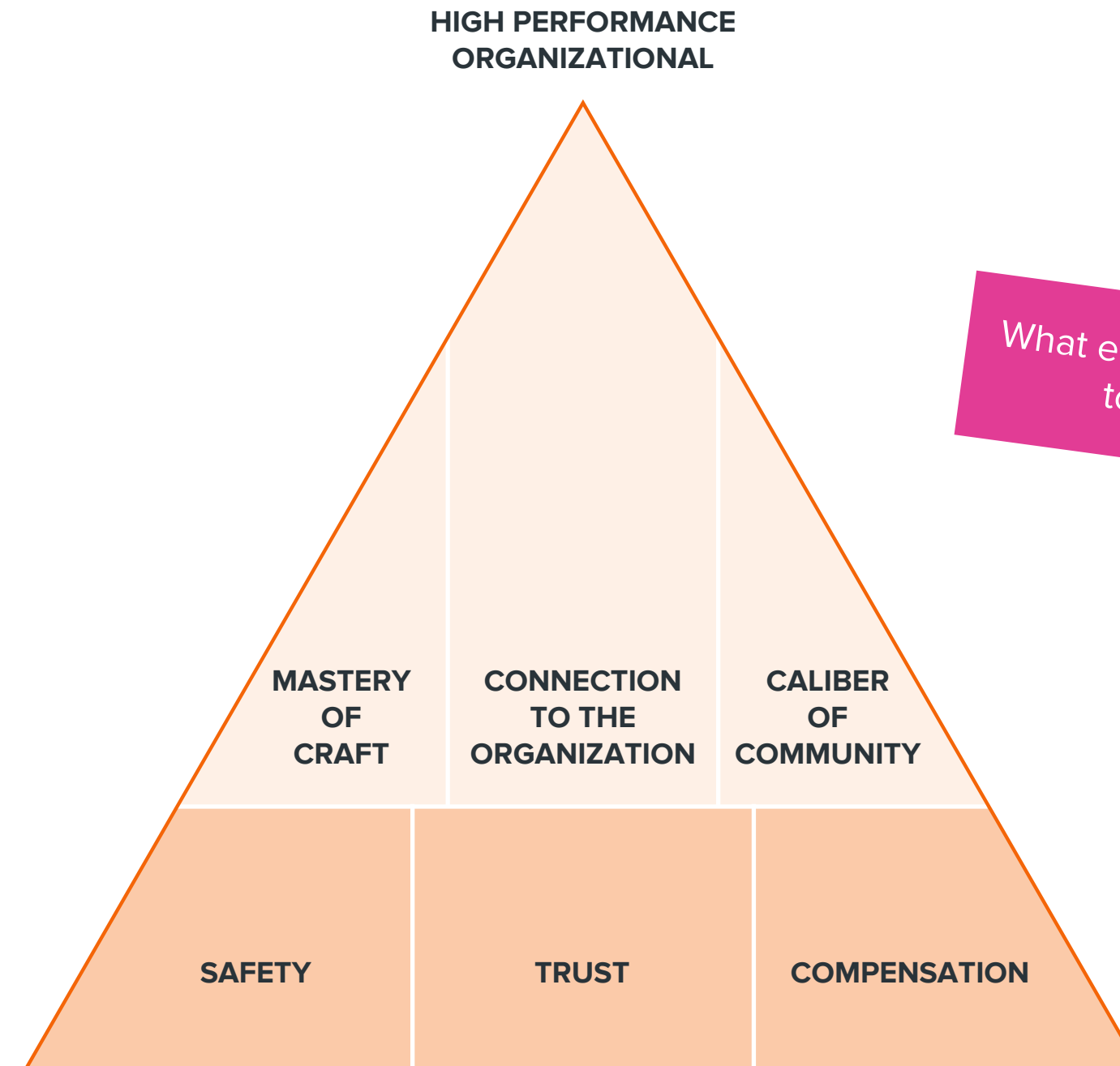
**Inform how you  
deliver on your  
business model**



**Open a  
dialogue**



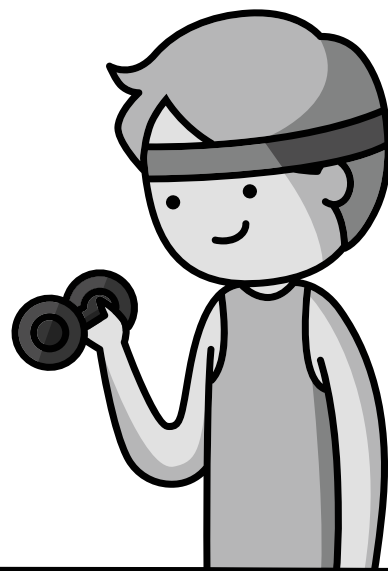
# Employee listening drives performance



What evidence and insights do we need to evolve our organization?

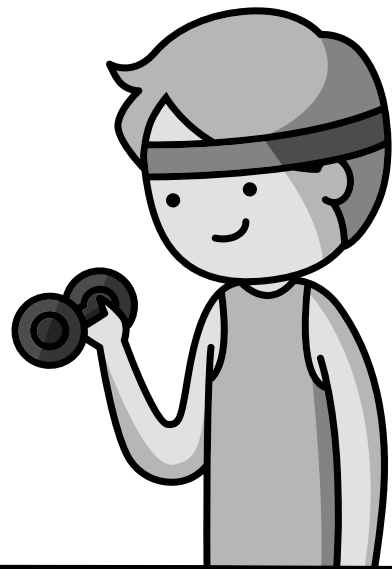
Habanero's employee experience framework

# Employee listening drives performance

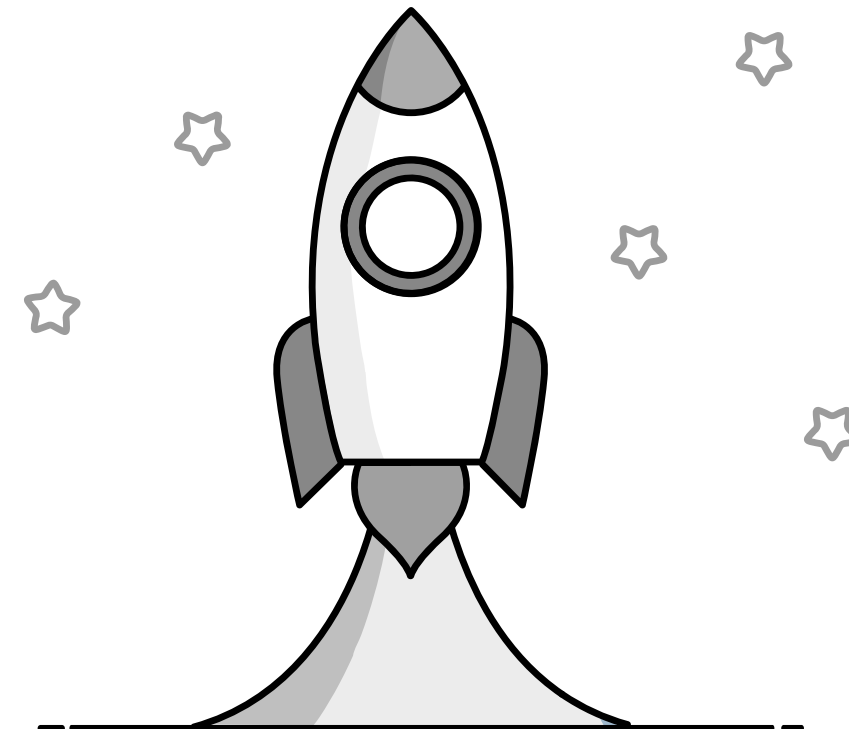


Employee listening builds  
your organization's  
**empathy** muscle

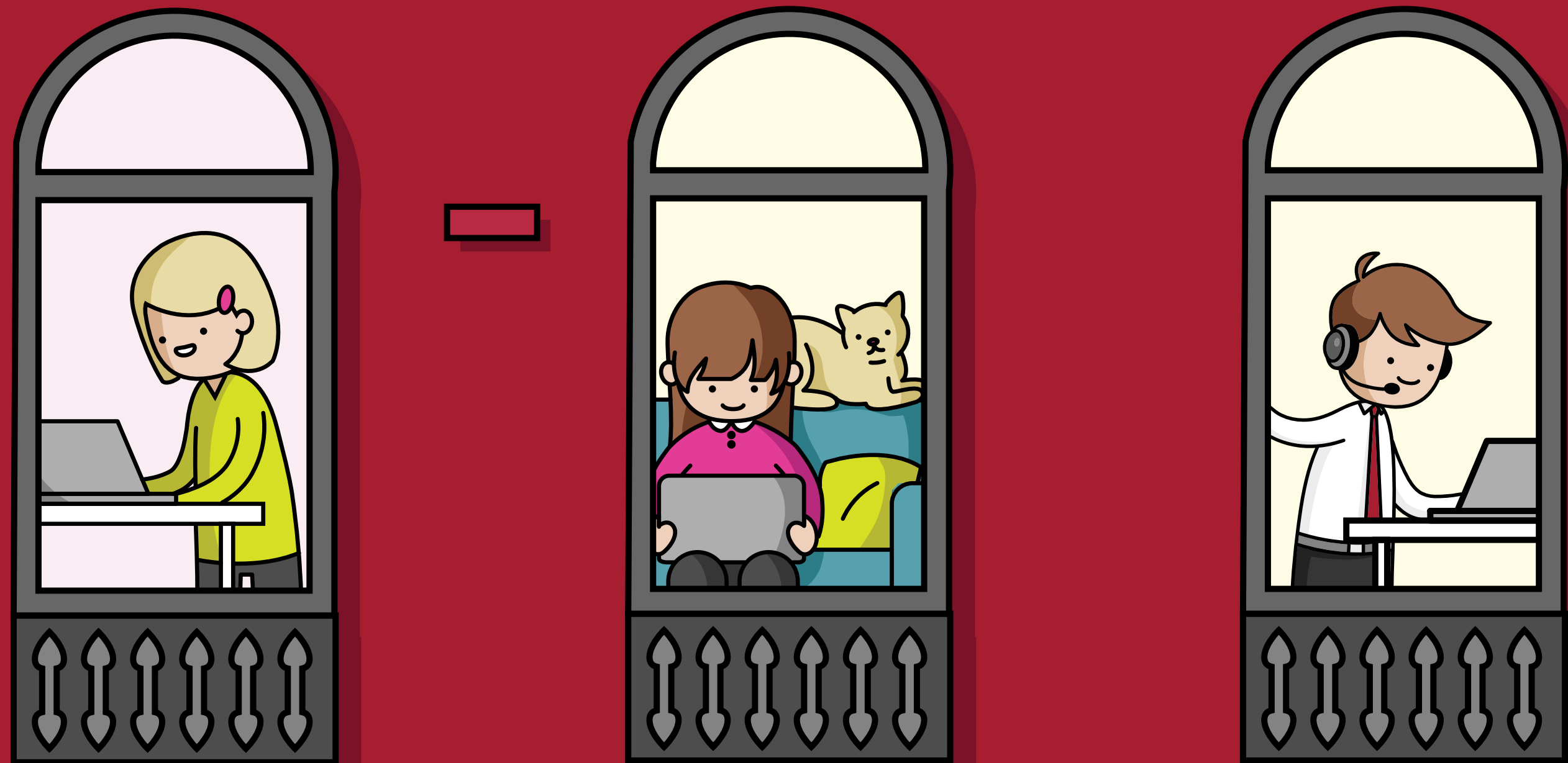
# Employee listening drives performance



Employee listening builds  
your organization's  
**empathy** muscle



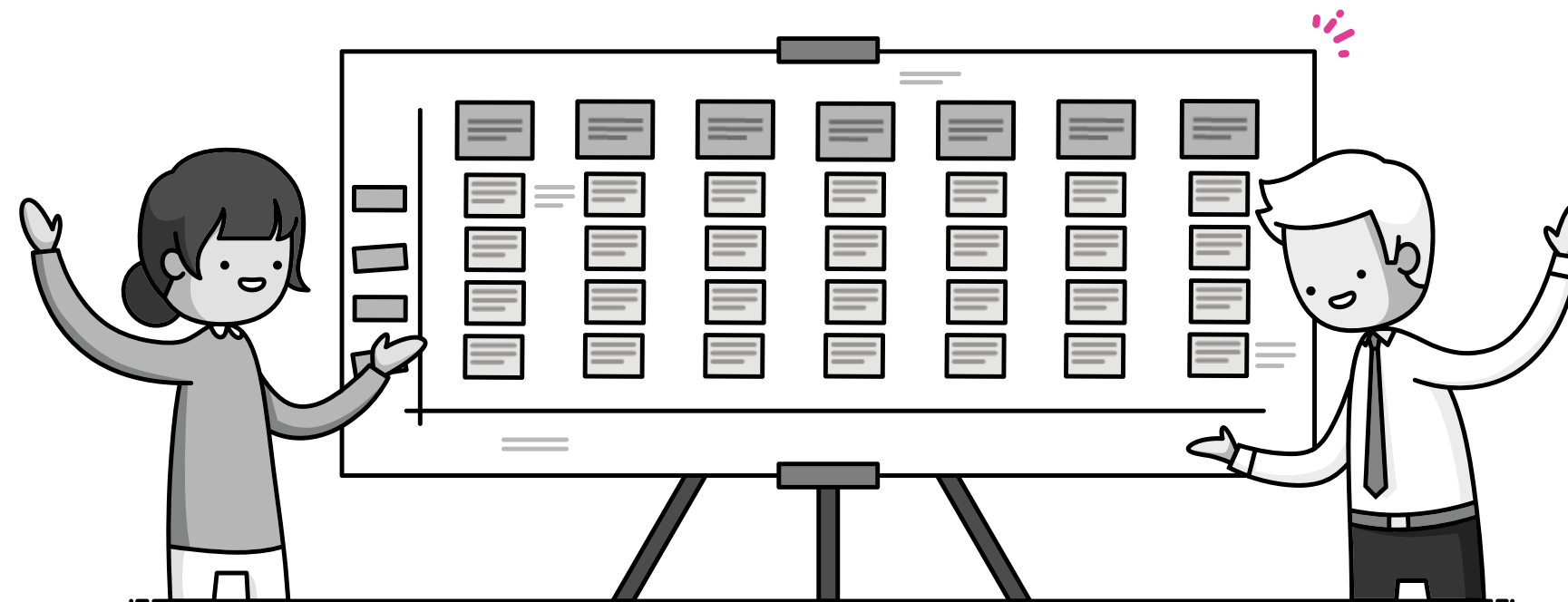
Organizational empathy  
is rocket fuel for  
**performance**



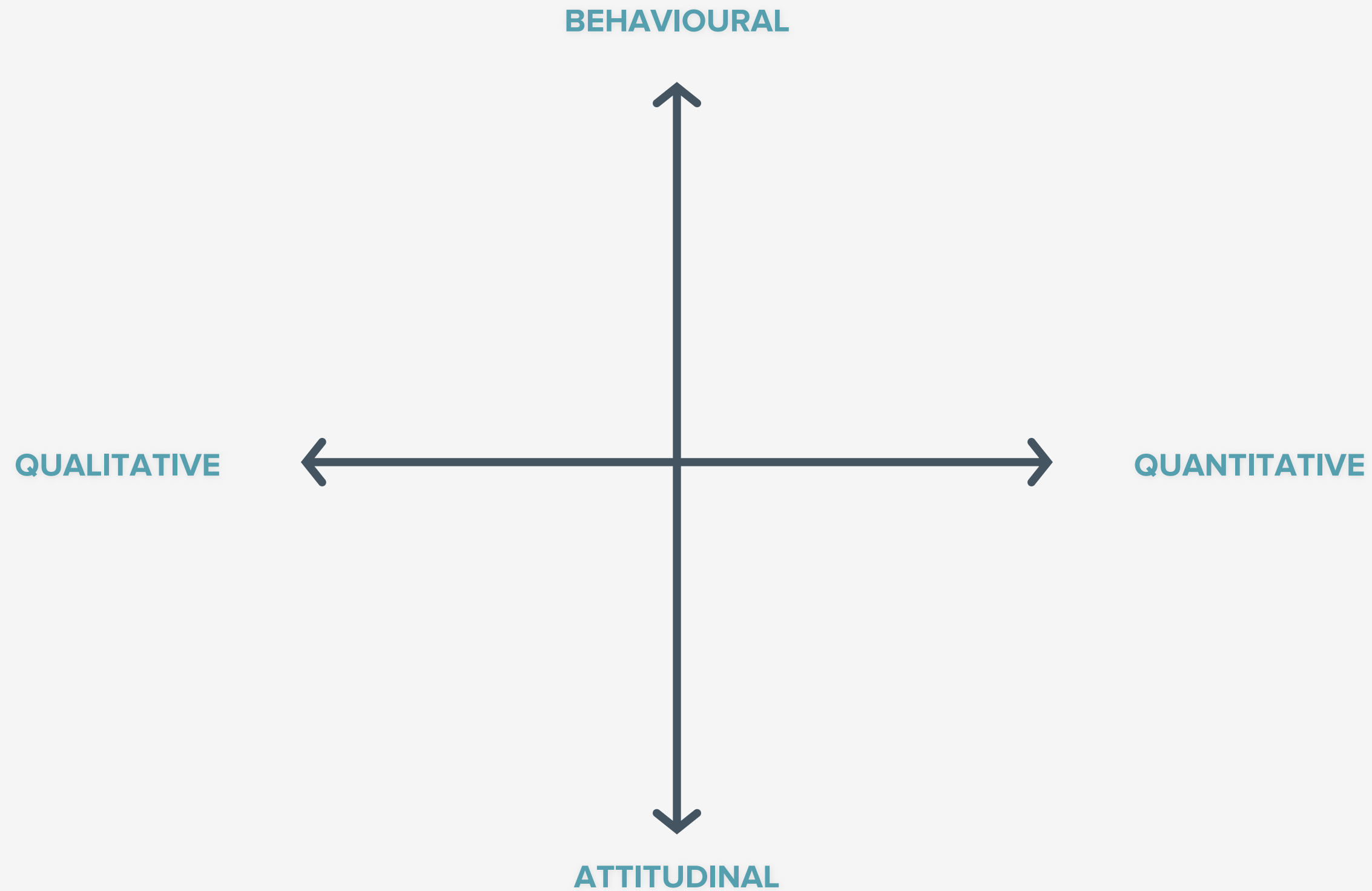
**What do the best employee listening capabilities look like?**

# The portfolio of methods

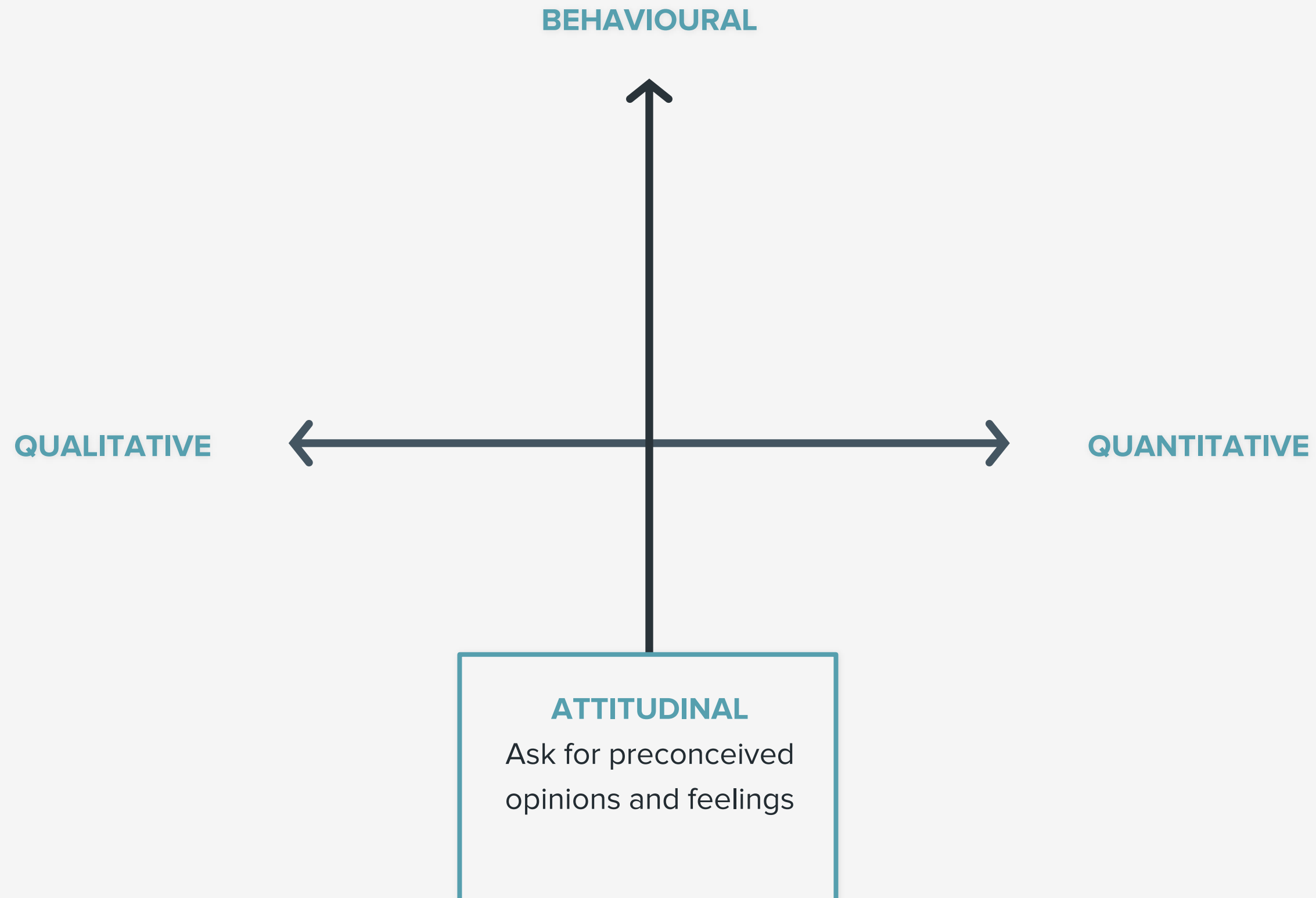
The most successful listening capabilities utilize a portfolio of listening channels that contribute to a dynamic and holistic body of insights



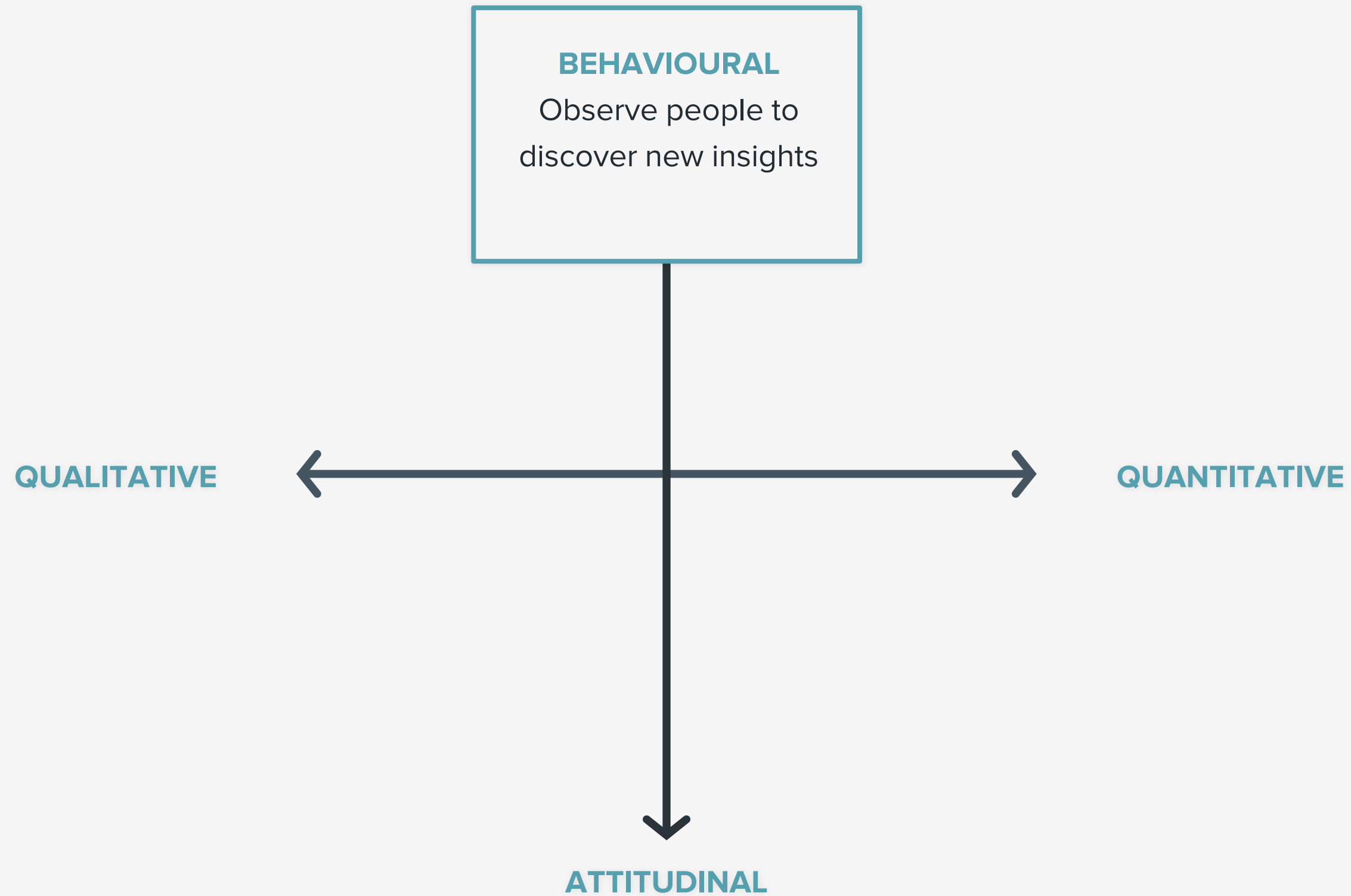
# The portfolio of methods



# The portfolio of methods

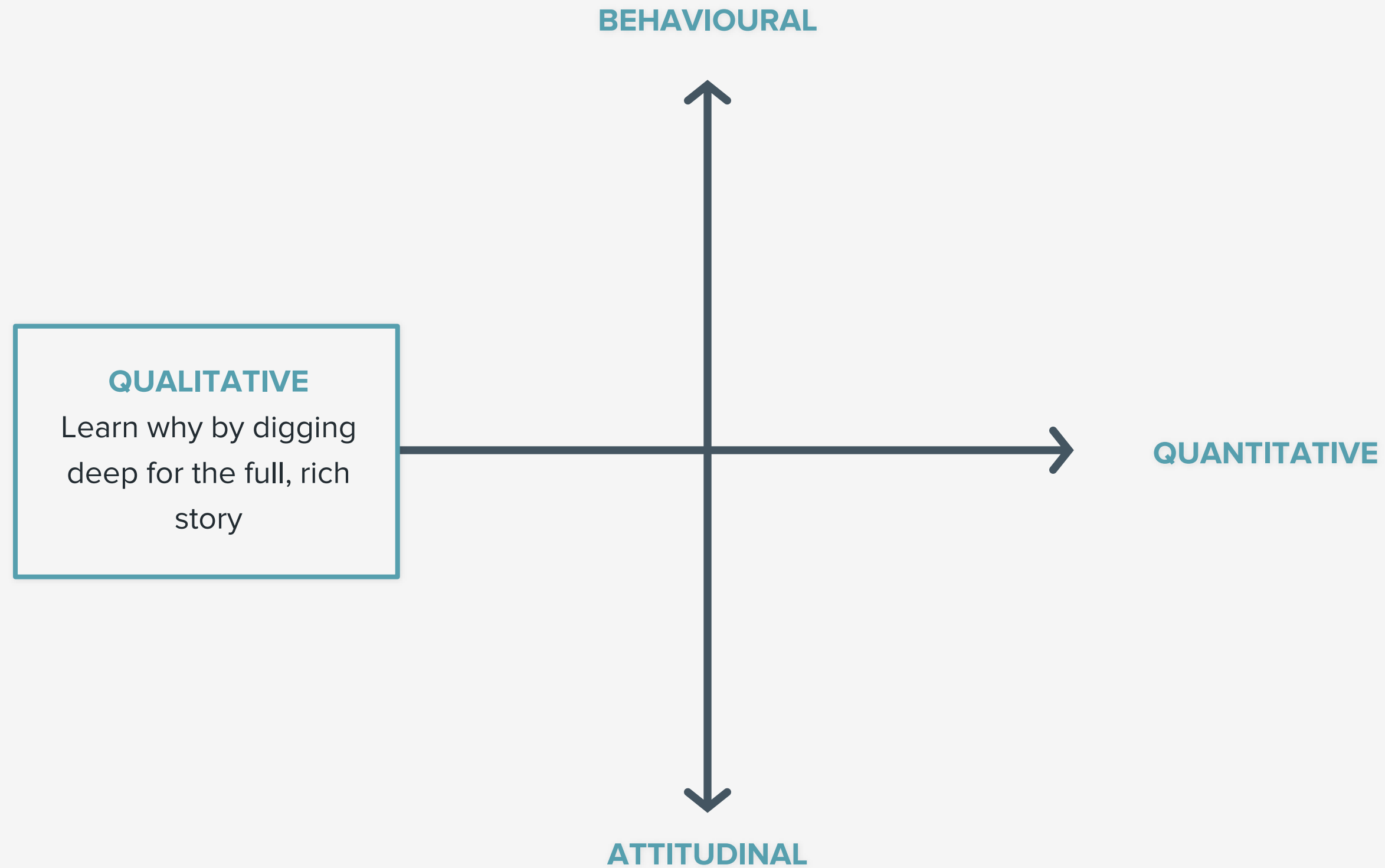


# The portfolio of methods

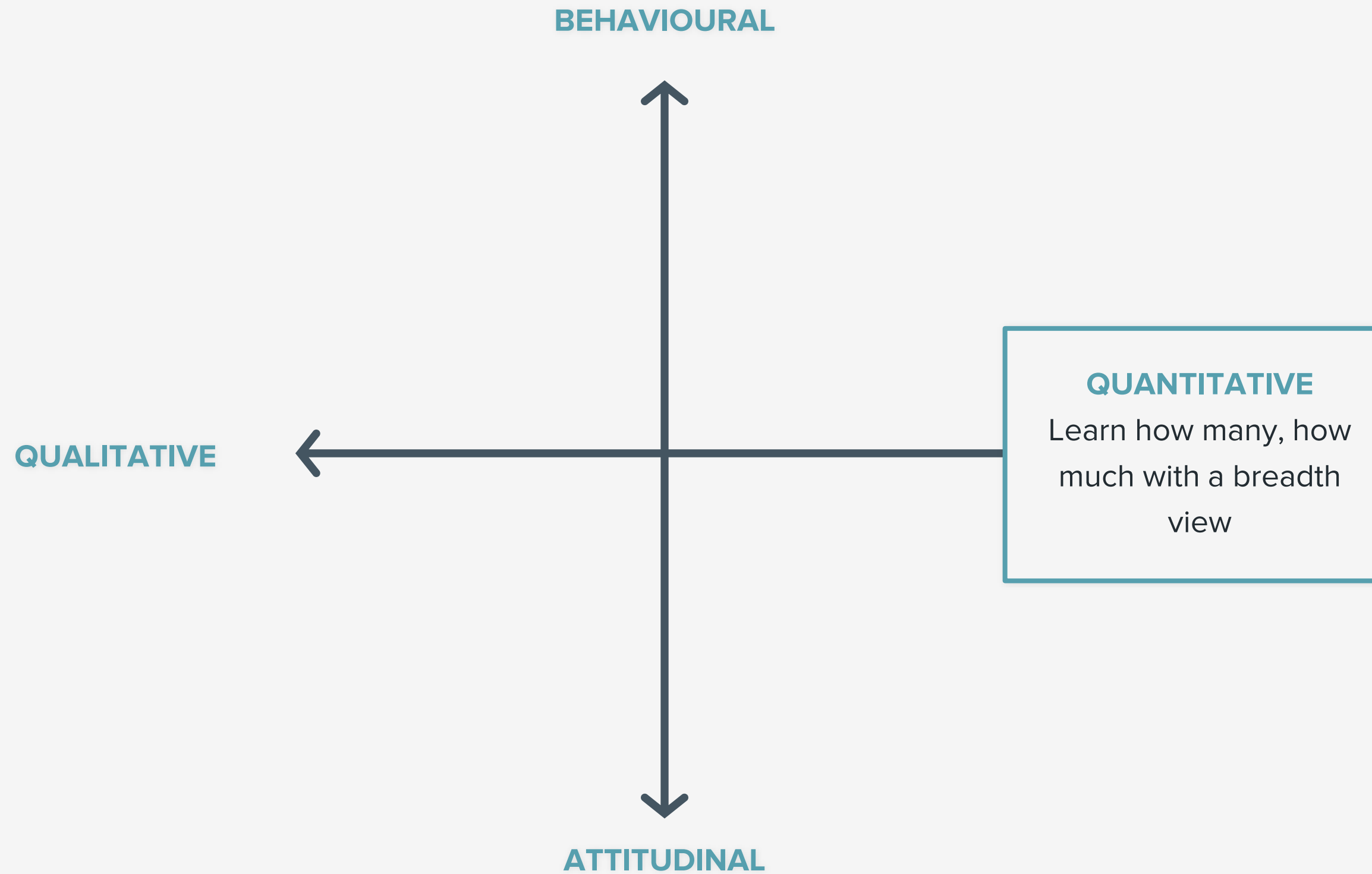




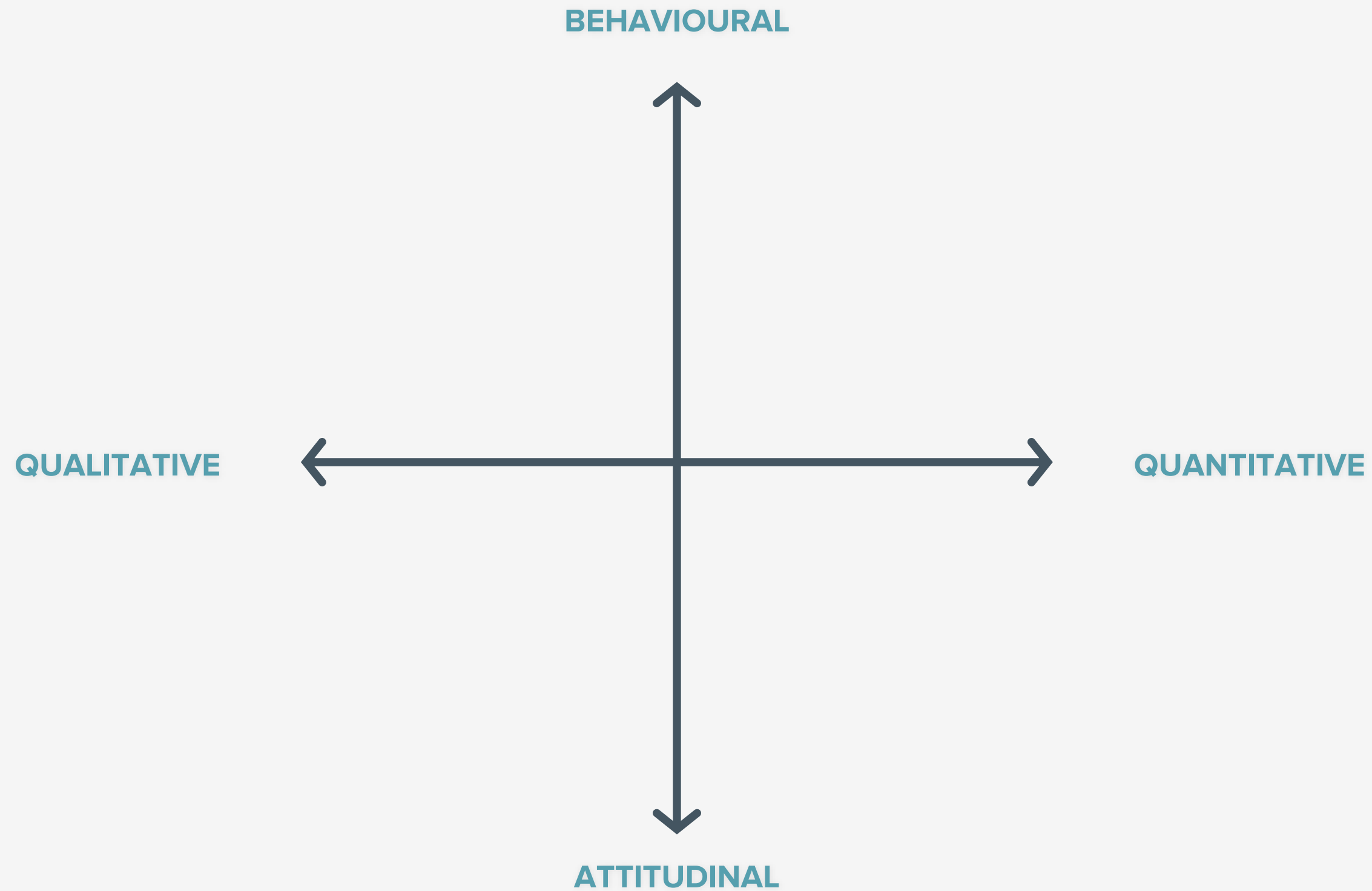
# The portfolio of methods



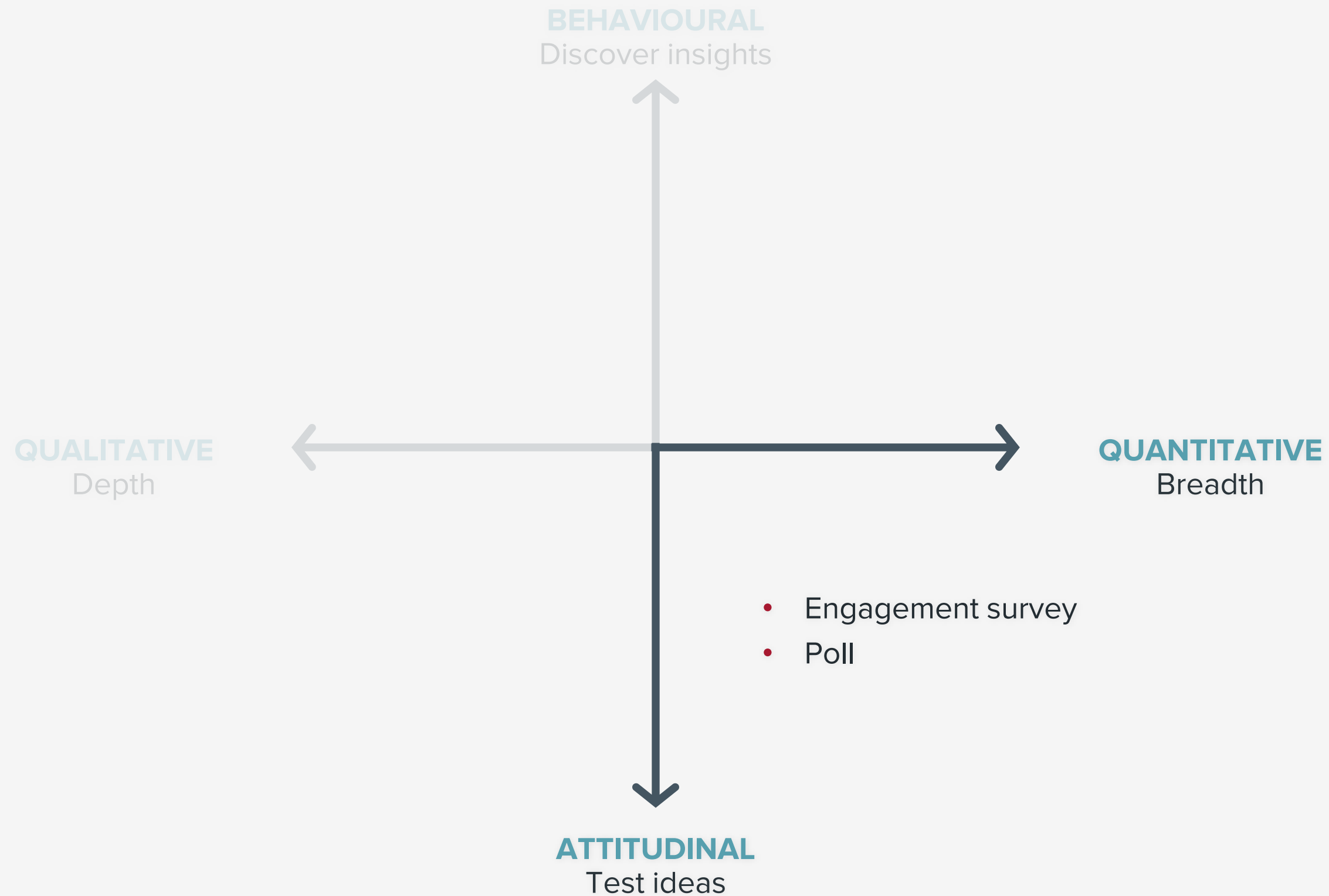
# The portfolio of methods



# The portfolio of methods



# The portfolio of methods



04:43

Take control

Pop out

Chat

62 People

Raise

React

View

Notes

Rooms

Apps

More

Camera

Mic

Share

Leave

Culture Amp

Home

Feedback

Action plans

Development

Performance

Analytics

Settings

Help & chat

SF

Analytics

Data sources

Dashboards

Retention

More insights coming soon

We're working on more ways to help you understand your employee experience and culture

Explore more insights

Engagement

Development

Performance

Retention

59 people

Filter

Copy link

Update employee data

Why people consider leaving

Focus on these questions to reduce turnover. There's opportunity to improve favorability, plus significant impact on commitment. [How is this calculated?](#)

Rank	Impa...	Survey question	Factor	Favorability
1	High	I receive appropriate recognition and praise for great work	Development	<div><div></div><div>66%</div><div>34%</div></div>
2	High	I know what I need to do to progress my career at Habanero	Development	<div><div></div><div>66%</div><div>34%</div></div>
3	High	I feel that the work I do at Habanero helps me develop my desired skill set	Work	<div><div></div><div>80%</div><div>20%</div></div>

[View all 15 questions](#)

Why people stay

Keep investing in the things that motivate people to stick around. The rankings here are based on higher favorability for these questions. [How is this calculated?](#)

Rank	Impa...	Survey question	Factor	Favorability
------	---------	-----------------	--------	--------------

Kiran Auja

Toni Albert

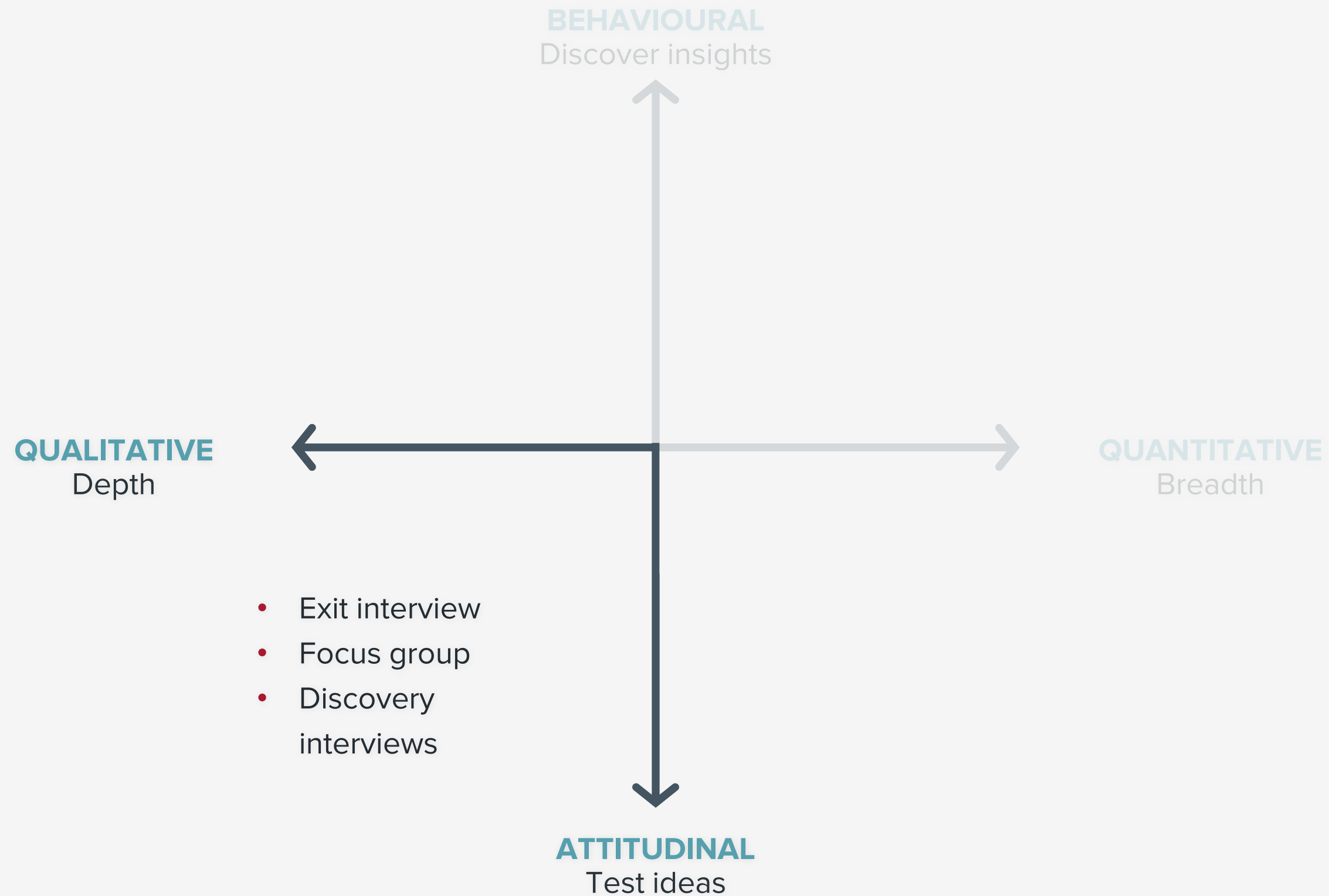
Caterina Sanders

William Hardy

Carmen Craciun

1/8

# The portfolio of methods





# ROSE, THORN, BUD & AFFINITY CLUSTERS

These methods were chosen since we are seeking insights from a recent (maybe existing) experience in order to discover patterns and connections to guide positive action.

## 0 About these activities

### Methodology

#### ROSE, THORN, BUD

IDENTIFYING A TOPIC FOR CONSIDERATION:

Forming a challenge statement or question.

Example: What is the current state of [add topic here].

THE COLOR KEY:

- ROSE (+)** ROSE-colored notes are for observations of what went well, or was commented on positively by the Hab Alumni.
- THORN (-)** THORN-colored notes are for observations of what did not go well or was commented on negatively by the Hab Alumni.
- BUD (P)** BUD-colored notes are for observations of something that was not a qualified success, but that could become a ROSE with a little care and attention.

#### AFFINITY CLUSTER

OBSERVE EXISTING GROUPS:

If a group is larger than 5 notes, consider breaking it into 2 or more smaller groups. When groups are too big, they are usually hiding some valuable insights.



#### LABEL GROUPS:

If you notice a potential label for a group, feel free to add it with a yellow note.



In this example, notice that "TRUST THE DEVICE IS SECURE" is more helpful than "SECURITY" as a label. As you go, you may find a label no longer works. You should feel free to update it to keep it relevant and on point.

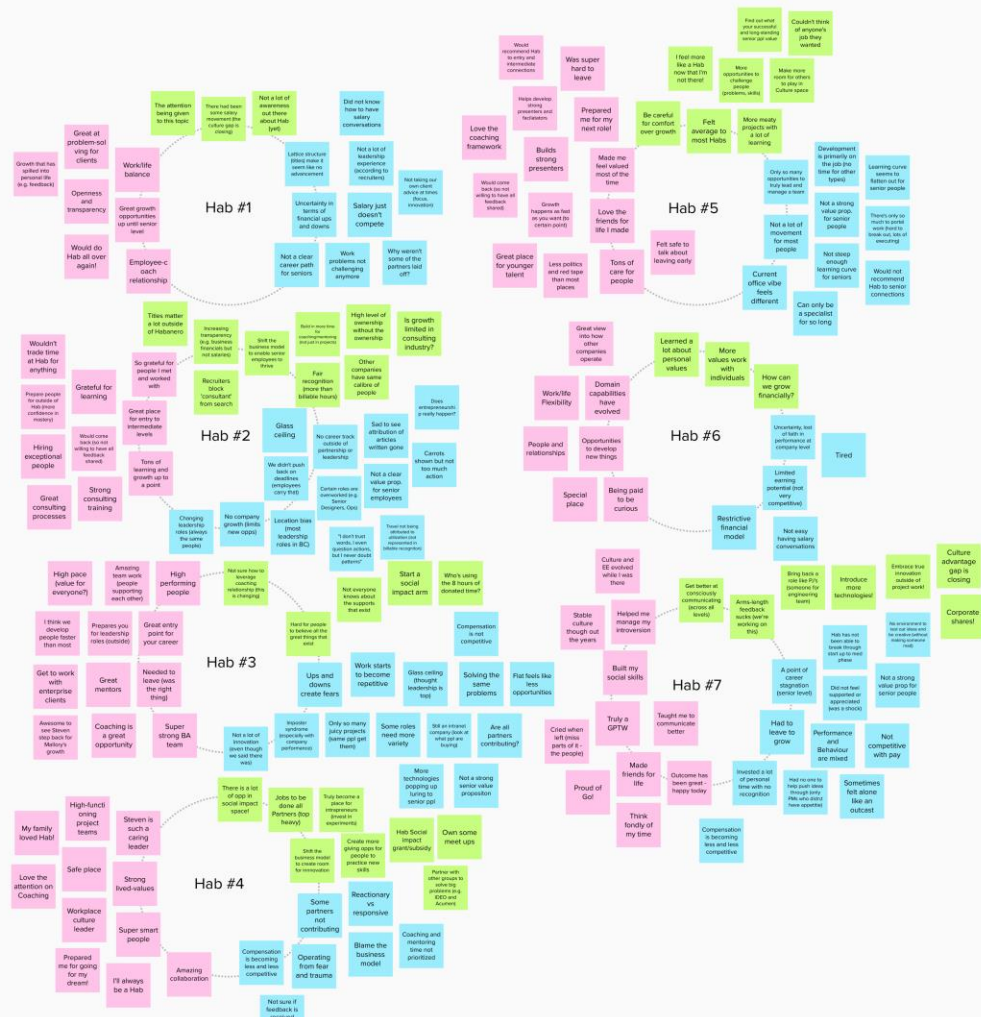
#### SHOW RELATIONSHIPS BETWEEN GROUPS:

When you have your groups formed and labeled, you can add more value to the effort by explicitly showing and labeling the connections between the groups.



## 1 Rose, thorn, bud

What was your experience as a Senior employee at Habanero?



## 2 Affinity clusters

Common themes.

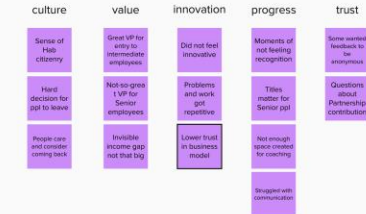
Create titles for your groups using yellow sticky notes.

Try not to create groups of more than 5 sticky notes. If one group gets too big, break it down into subgroups.



## 3 Insights

What did we learn from these interviews and exercise?

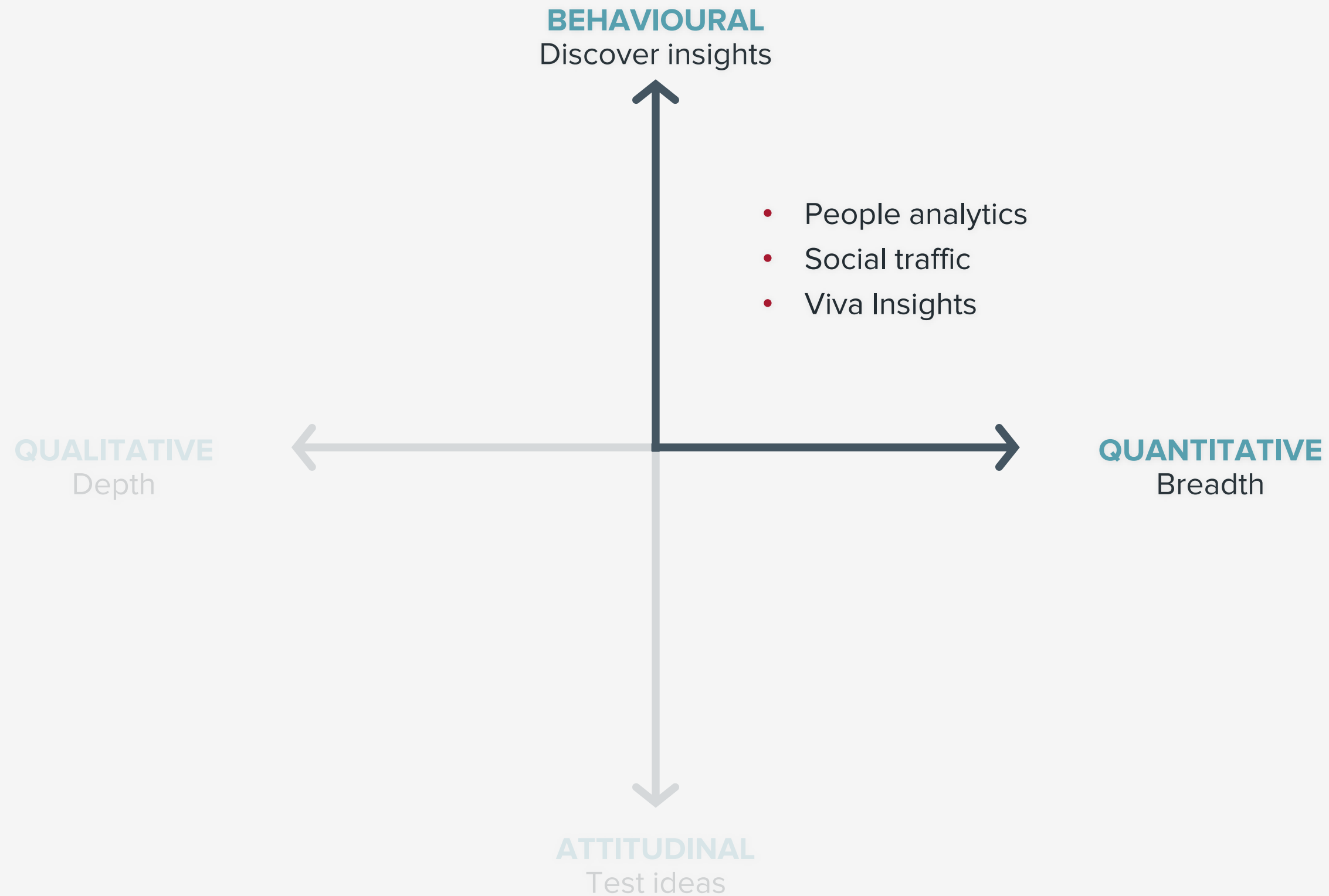


Is there some additional learning that we can do around the subject?

## 4 Ideas



# The portfolio of methods







## Meeting hours [Why this matters](#)

[Settings](#)

The number of hours a person spent in meetings with at least one other person during and outside of working hours.

Start	End	Aggregation period	View report by	Filter by	Filter value
03/13/2022	05/15/2022	Last 4 weeks	Organization	Organization	All

# 7.9 hrs/person

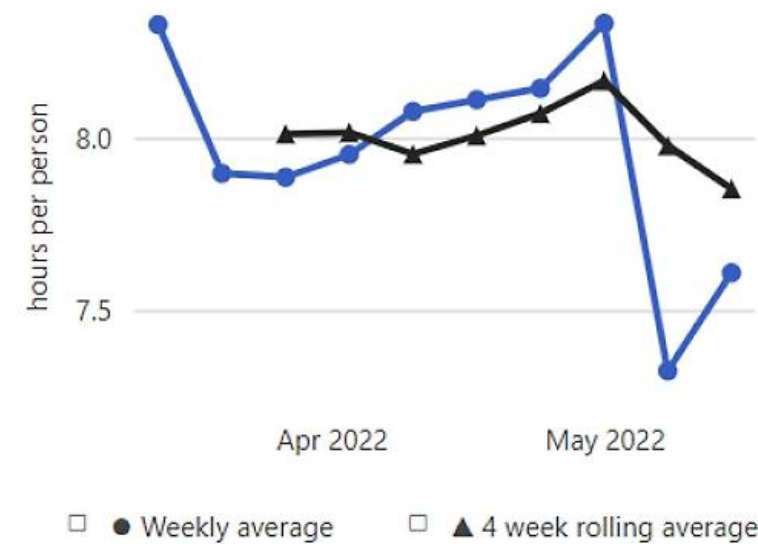
Weekly average meeting hours

### Weekly average meeting hours by group

Inventory ...	10
Human Res...	9
Finance-East	9
Finance-West	9
IT-Corporate	8
G&A South	8
G&A Central	8
IT-East	8
Finance-So...	8

hours per person

### Weekly average meeting hours trend



### Daily average meeting hours per person



# \$5.5M

Estimated value of time spent in meetings



### Take action

Consider implementing an organization-wide no-meeting day on the least busy day to give everyone dedicated time to focus on work.

[Explore more](#)

[Submit feedback](#)

# The portfolio of methods



Rest and Flow Fridays

James Sloane

Director, Employee Experience

Published 12/12/2021

COMPANY UPDATES

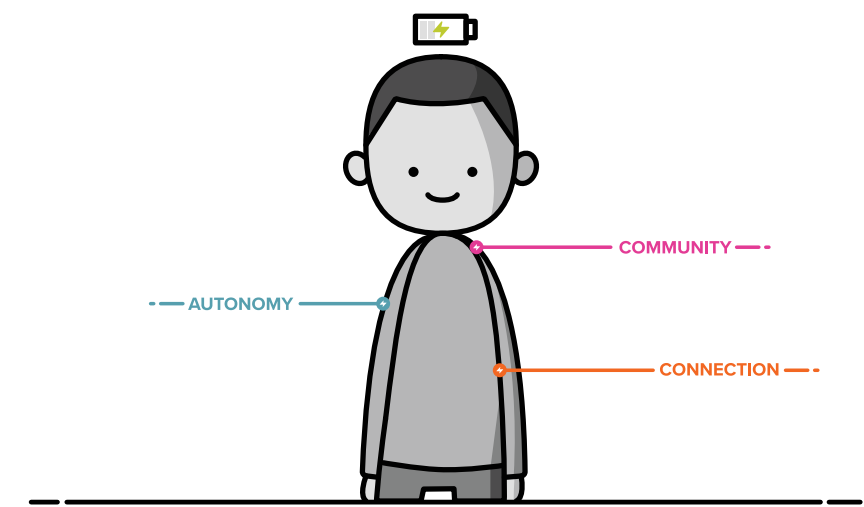
Starting Friday, May 28 to Friday, September 24, 2021! Check out all of the details below.

## Rest and flow

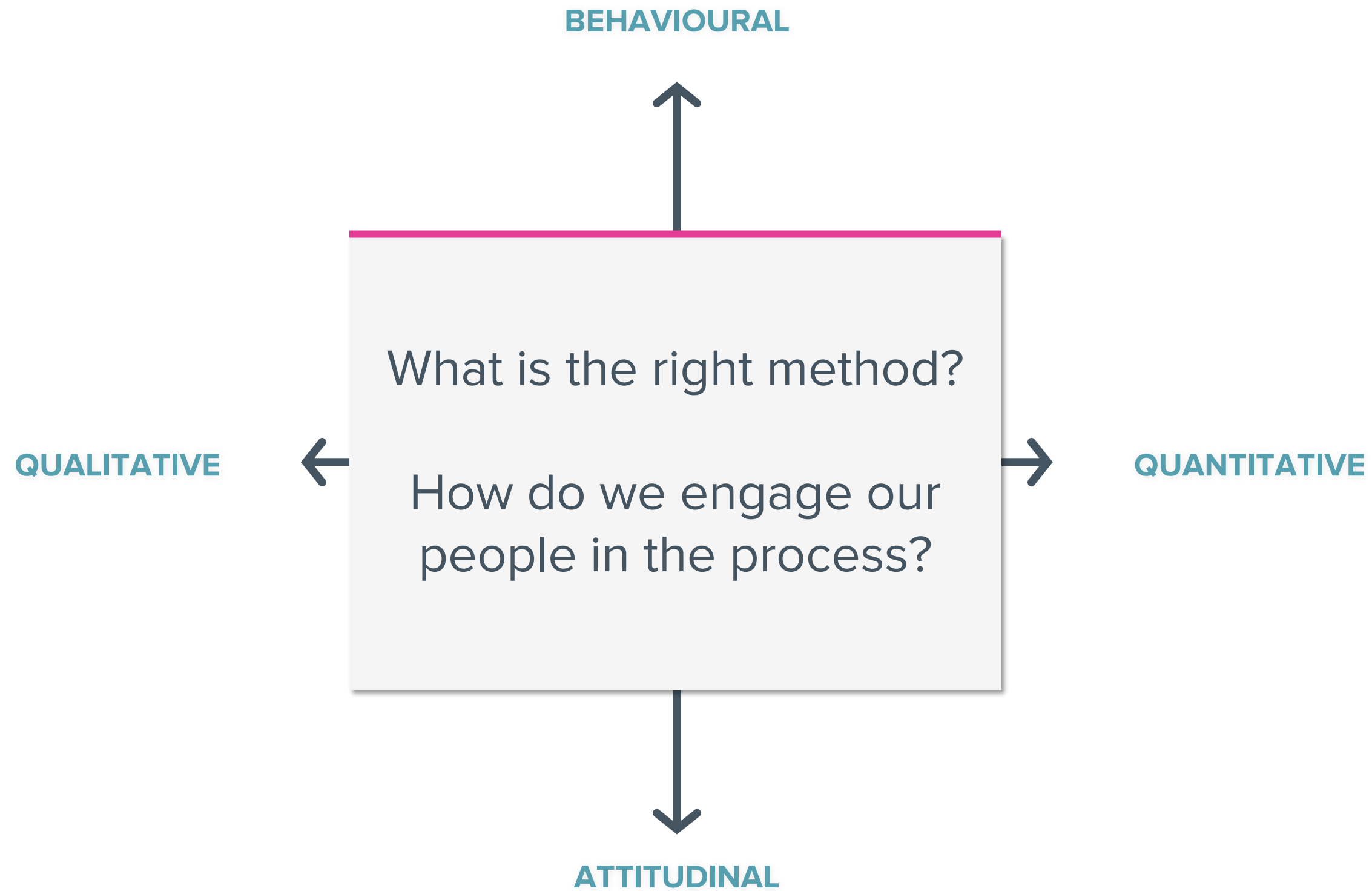
These are two states that taking every other Friday off from work is aimed at achieving. Our new company-wide rhythm is one part of our response to addressing the risk of burnout, but this experimentation with a new way of working is more than that. Everyone can get behind the idea of a few more long weekends in the summer. The real point to this change is to test out a new kind of relationship with work, and our beliefs about how time relates to productivity. It's about giving us all some structural boundaries to shift our company, team and personal patterns so that we can feel more creative, productive, and successful together.

### Related links

Which Fridays do I have off?

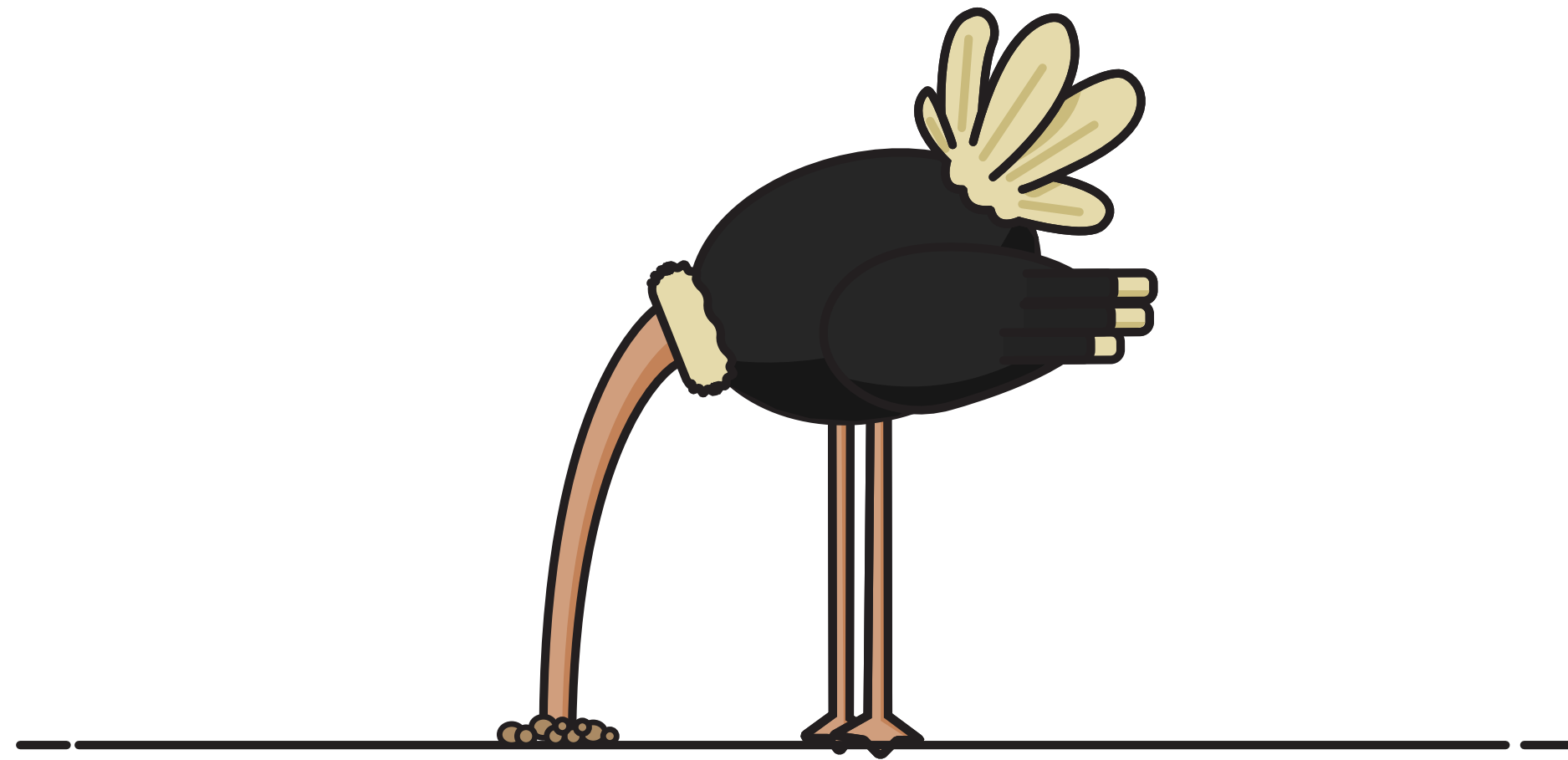


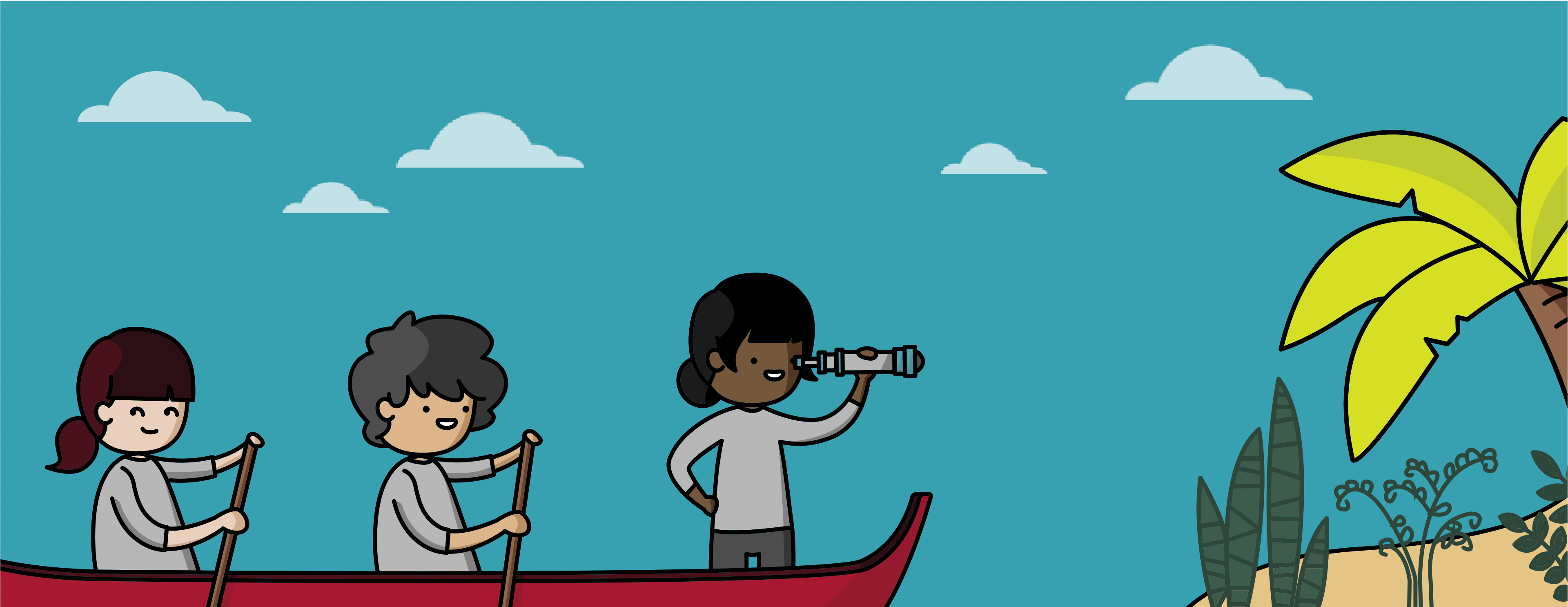
# The portfolio of methods





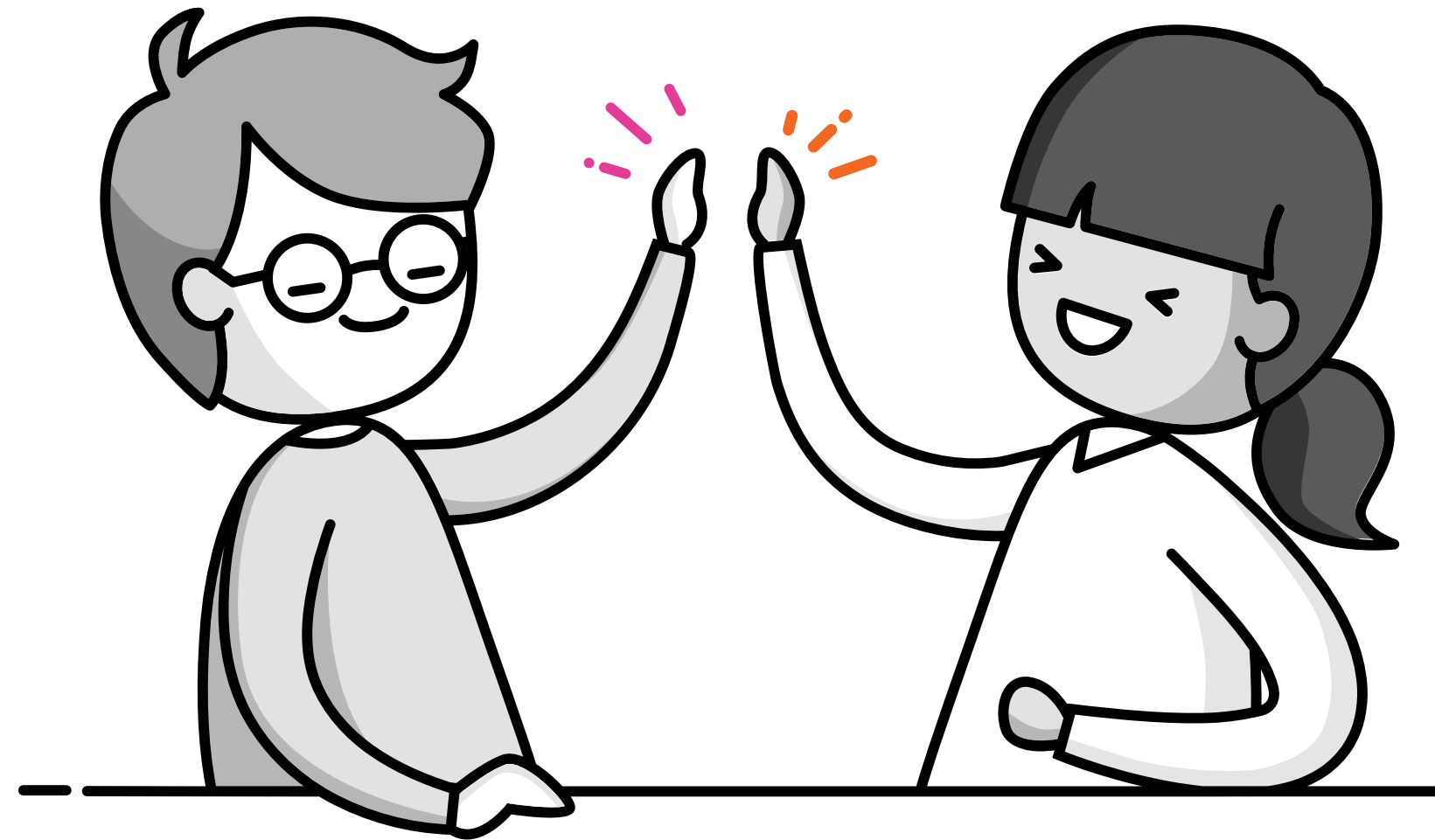
**And, what about you?**





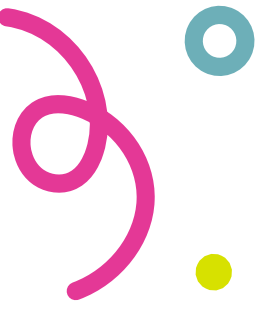
**Elevating employee listening  
to strategic capability**

# Questions and next steps



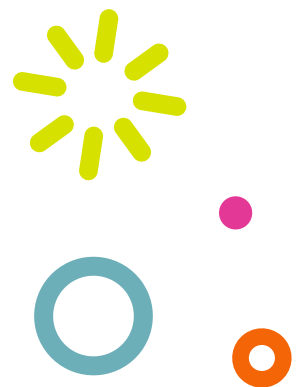


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# Conclusion: performative → performance

How can we elevate our listening strategy from “we listened” to a strategic organizational capability?




Avoid decision  
based evidence  
making

# arnings

- How you position and use behavioural breadth tools is a function of trust
- Emp researcher skill, not leading the witness
- Timeliness matters
- Two points don't define a trend
- The gold is understanding your org at the beliefs level

- [https://www.linkedin.com/posts/steven-fitzgerald-b1457\\_employeeexperience-culture-employeeinsights-activity-6756301468405501952-jJo7?utm\\_source=share&utm\\_medium=member\\_desktop](https://www.linkedin.com/posts/steven-fitzgerald-b1457_employeeexperience-culture-employeeinsights-activity-6756301468405501952-jJo7?utm_source=share&utm_medium=member_desktop)

PREMIUM



**Steven Fitzgerald**


President, Habanero Consulting Group

**View full profile**



**Steven Fitzgerald** (He/Him) • 1st

President, Habanero Consulting Group

3yr • 



Better decisions start with better evidence. If we truly want to build world-class organizations, we need to mature our employee insight tools. It's time to give the employee survey a break and support it with complementary approaches that increase objectivity and depth of insight. Surveys are great for testing our hypotheses and tracking progress; however, they're less useful for understanding deeper nuances and uncovering new insights. Said another way, surveys are great for getting simple answers to the questions we already know.

Empathetic research approaches and observation technology (e.g. Microsoft Workplace Analytics) provide opportunities to round survey insights out with more in-depth evidence of what's happening with our people at a human level. Combining these approaches into a mixed-methods system can produce a powerful capability that will allow you to shape your culture and refine your employee experience.



[#employeeexperience](#) [#culture](#) [#employeeinsights](#)



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