

How Work Gets Done

A LOOK AT THE DATA IMPACTING
THE MODERN WORKPLACE

workhuman*



The world of work is changing. While data has evolved to give us new insights into IT, business, health, and other metrics, it's been slow to catch up to HR and the human capital that drives every organization in the world.

It's time that changed, too. By looking at data from the Workhuman® Analytics & Research Institute (WARI), which was created to help translate the feel-good benefits of a recognition program into quantifiable business results, we're able to see a fuller picture of how work really gets done among individuals and teams within organizations. WARI data is fueled by recognition program activity, so the more your employees use Social Recognition® – one essential tenet of Workhuman® Cloud – the more you can learn.



One of the most valuable assets for any organization is its relational capital – the strength and quality of relationships that people have with one another.”

GARY HAMEL
Consultant and author

WARI has tens of millions of data points on how work gets done and how companies are better powered by human connection. We've identified five places where never-before-seen data can offer insight into the modern workplace. With WARI data, you can:

- 1.** Improve communication and highlight problem areas.
- 2.** Uncover influential "hidden gem" employees who help build a recognition culture.
- 3.** Grow people leaders' skills and insight.
- 4.** Align your workforce to company values.
- 5.** See how the experiences of demographic groups differ.

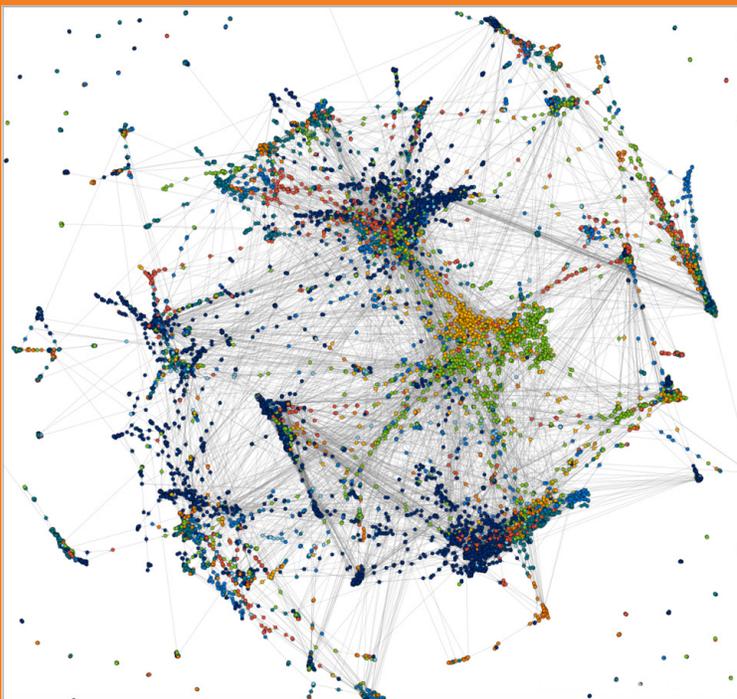
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IMPROVE COMMUNICATION AND HIGHLIGHT PROBLEM AREAS.

Every Social Recognition program will strengthen ties among team members and departments, and this is even easier to see when a well-funded program generates substantial reach among colleagues.

WARI shows this with charts such as the one below, in which each node represents an employee and each line a connection made through Social Recognition. The nodes are colored by business function.

These charts can show you how large employees' networks are, which employees have cross-departmental and cross-functional networks, and who holds highly central roles within the organization. It can also show the reverse – which departments have isolated or less engaged employees – and help you spot where you may need to put more effort into helping employees communicate, collaborate, and recognize each other to realize all the goodness that comes with expressing gratitude at work.



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Gratitude is the high-octane fuel without which we'd be in relational ruin ... organizations, families, societies would crumble.”

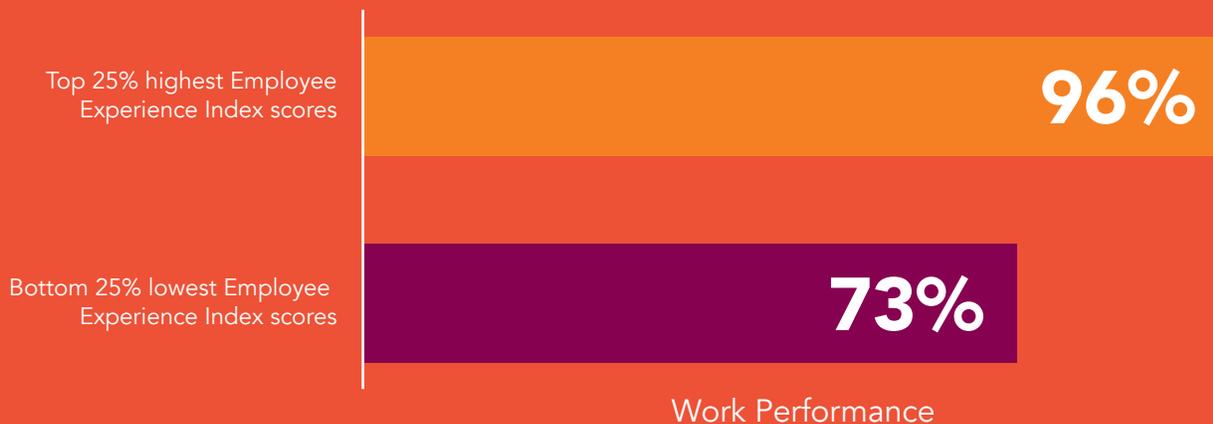
DR. ROBERT EMMONS, PH.D.
Professor of psychology,
University of California, Davis

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UNCOVER INFLUENTIAL “HIDDEN GEM” EMPLOYEES WHO HELP BUILD A RECOGNITION CULTURE.

These mapped employee networks represent recognition moments. Crowdsourcing feedback like this offers people leaders a line of sight into which team members are making a greater impact across the organization. These influential “hidden gem” employees are those with large, diverse networks who frequently give and receive recognition. They are likely enjoying a positive employee experience – which correlates to better work performance, according to 2018 research from WARI and IBM® Smarter Workforce Institute.

Employee experience is positively associated with work performance



These high performers positively contribute to company culture and set an example for their colleagues, which leads to a greater culture of recognition. According to WARI data, manufacturing plants with more grateful cultures enhance the bottom line with a +24% average change in their payout ratio – or the percentage of net income that they pay out as dividends to common shareholders – vs. target. Those without such cultures? They saw a -6% change instead.

3

GROW PEOPLE LEADERS' SKILLS AND INSIGHT.

There's more to the typical people leader's job than having one-on-ones, providing feedback, and guiding more junior employees. They're often in meetings, approving projects, and contributing directly to their teams, as well as ensuring all the work for which their employees are responsible is getting done well and on time. As such – especially on large teams – they can't see everything.

And they no longer have to. That's the beauty of Social Recognition paired with Conversations® – the continuous performance management platform within Workhuman Cloud. The data and insights from these platforms help managers develop in their roles by giving them insight into how work really gets done without micromanaging or relying on each employee to fully and accurately recount their entire workload during weekly check-ins.

For First Tech Federal Credit Union, Workhuman Cloud improved communication and resulted in new data and insights. "Now our HR team knows where to focus our time to make the biggest impact," says Chary Krout, former senior vice president of human resources at First Tech.

"We know which leaders are really interacting with employees. I'm most excited about the data we can leverage to make improvements for leaders and employees, ultimately supporting measurable business results."

The combination of the two tools enables more frequent check-ins, feedback, and priority-setting, and tells the complete story of an employee's impact and journey at First Tech – all without undue pressure on managers to already know every detail of that story as it's being written.

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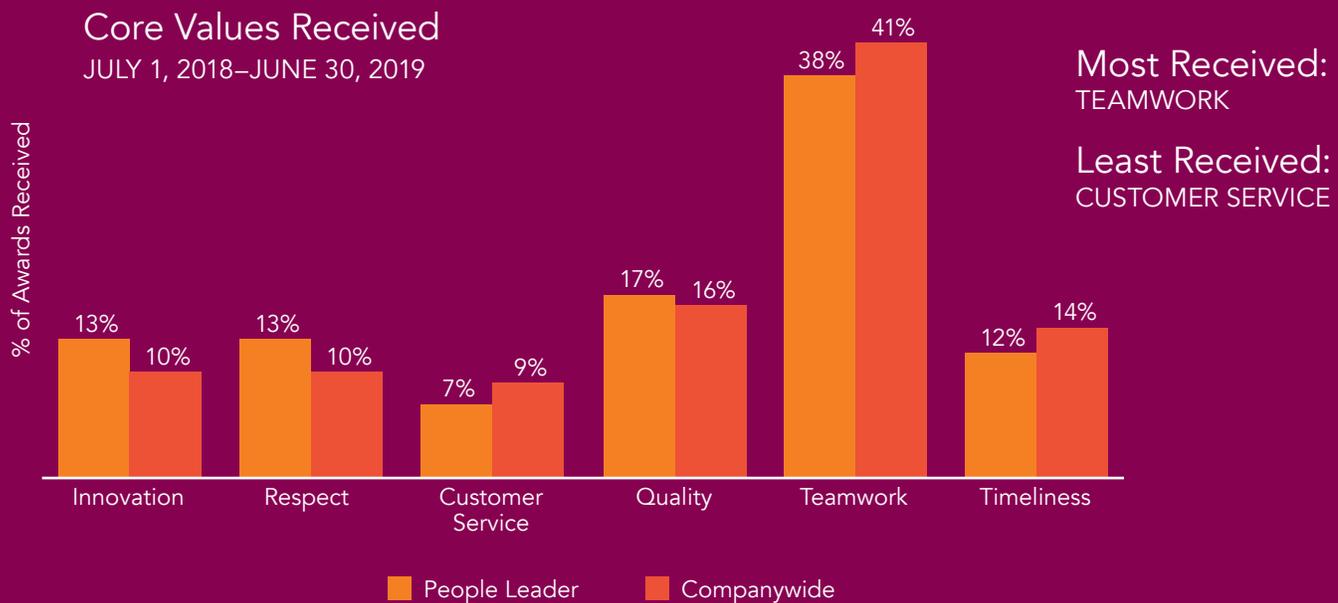
ALIGN YOUR WORKFORCE TO COMPANY VALUES.

Engaged employees are happy employees – they’re less likely to leave and more likely to feel connected to their colleagues and organization. One way to inspire that engagement and connection is to make it easy for employees to live your organization’s values by tying them to reward activity within Social Recognition.

Your recognition program data, once it reaches the requisite level of engagement (often 60-70% over six to 12 months), can

show you which values your employees most frequently use to recognize each other. This can clarify with which values they most and least align and show you where you may need to more clearly define values so they’re easier for employees to understand and associate with day-to-day actions.

This example shows which core values are most and least recognized among people leaders and all employees at one organization.



First Tech Federal Credit Union aligned its awards with values such as “Engaged by working collaboratively” and “Dynamic by challenging the status quo,” while IT giant

Cisco wanted a recognition program that helps employees live its People Deal, which includes the values of Connect Everything, Innovate Everywhere, and Benefit Everyone.

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SEE HOW THE EXPERIENCES OF DEMOGRAPHIC GROUPS DIFFER.

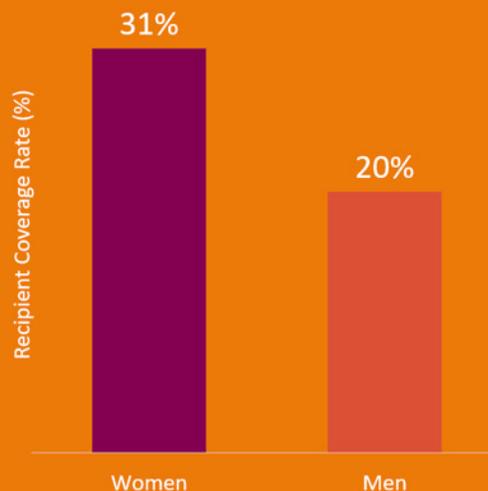
In general, recognition leads to a greater feeling of inclusion and helps employees feel that diversity is valued in the workplace.

But it goes deeper than that. There is so much a recognition program can do to help your leadership team understand the state of diversity and inclusion in your organization. Because Workhuman Cloud is an open platform within your company and everyone communicates differently, it's possible to get a window into unconscious bias by observing how people write to one another. In analyzing these words, trends emerge that show how fair and equitable your organization truly is – and areas for improvement and opportunity.

Using WARI data, we can look at the award values for different demographic groups and see how their networks and experiences with recognition vary. For example, would you want to know if one department is showing more bias than another in terms of women receiving fewer awards, or whether men and women are receiving awards for different reasons?

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ANALYTICS & RESEARCH INSTITUTE

**Women are 1.5X
times more likely
to receive
recognition for
teamwork.**



In an interview, Jesse Harriott, head of analytics at Workhuman and executive director of WARI, cited this example: “We see that women receive awards for teamwork one and a half times more often than other award types than men do. Women also receive awards more frequently, but they’re receiving about 12% less in value – and that’s from other women too, not just from men. It’s one kind of unconscious bias that shows up in the data.”

WARI data also suggests that award amounts tend to vary by ethnicity, with black and Hispanic employees often receiving lower-value awards than their Asian and white counterparts. These are trends we would like to see shift into more equitable territory.

Knowing the D&I data specific to your organization can unveil pay equity challenges (and opportunities to improve) and help you identify areas where you can overcome bias, build empathy among all levels of the organization, and do a better job of amplifying employee voices.



What [executives] see as insignificant are the things that often can have the biggest impact.”

SARAH BRENNAN
Founder and principal of
Accelir Insights

GRATITUDE CHANGES THE GIVER.

We often discuss recognition from the perspective of the recipient – the person who is recognized – and how data shows they are more likely to be engaged and less likely to voluntarily resign. Workhuman customer LinkedIn even saw a 96% retention rate for all employees who receive four or more awards.

But as Workhuman CEO Eric Mosley emphasizes, “The act of giving in recognition is even more profound. When you write a special message describing how it impacted you, you are vulnerable at that moment. You’re authentic. Gratitude changes the giver.”

The map of employees and recognition moments is more than just a data visualization – it’s a representation of the power of goodwill generated by people all over your company. It shows where people need and give support, who your most committed employees are, and where you need to improve in order to lead a truly human-focused company. Data like this is vital for leaders who want their organizations to succeed in this new world of business.

ABOUT WORKHUMAN

Workhuman® is the world's fastest-growing integrated Social Recognition® and continuous performance management platform. Our human applications are shaping the future of work by helping organizations connect culture to shared purpose. With a consistent stream of gratitude fueling unparalleled, provocative workplace data and human insights, Workhuman® Cloud is a critical software engine for global companies seeking to motivate and empower their people to do the best work of their lives. Workhuman (formerly known as Globoforce) was founded in 1999 and is co-headquartered in Framingham, Mass., and Dublin, Ireland.

To learn more about how WARI data can impact your organization via Workhuman Cloud, get in touch.

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Or read more on our blog: workhuman.com/blog