People Success

How an employee-centered approach creates highly engaged people and successful organizations
Introduction
Today’s organizations face a dynamic and challenging competitive landscape. Increased globalization, the pressure of an “always on” audience, and a tight labor market mean that most organizations are on the lookout for anything that can help them win. And while there are many approaches to success, all of them hinge on an organization’s people. People bring an organization’s strategy to life—they plan, execute, communicate, and innovate. Increasingly organizations win or lose on the strength of their people.

The ability to attract, engage, develop and retain employees has become a critical success factor for most organizations. Whether you compete on innovation, customer service, collaboration, or operational excellence, it’s likely that engaged, high-performing teams are the foundation for creating competitive advantage. Yet once the hiring process is complete, many organizations struggle to meet their employees’ growing expectations.

What would help organizations develop and retain happy, high-performing employees?
How did we get here?

Let's start with a quick look back. The Industrial Revolution ushered in new manufacturing processes that accelerated production and economic growth. With those processes came a focus on the cost and supply of the goods and people needed for production. That translated to an environment where people at work were often treated like assets—to be accounted for and controlled. Over time, Human Resource (HR) systems were established to maximize employee productivity without much regard for an individual's preferences, needs, or wants. Many of today's HR programs and practices evolved from this view. Goal setting, performance appraisal, and performance ratings have been around for decades and are rooted in this mentality. If organizations don't modernize these programs, they perpetuate the same command-and-control environment that delivers short-term results and stifles the true potential of an individual.

The high impact of intrinsic motivation

How did these programs get out of sync with their objective to drive high performance and business results? Many did not evolve as the industrial economy gave way to the information age. Efficient production is largely being replaced by people-driven sources of competitive advantage such as innovation or customer service. As such, modern organizations need programs that focus less on human resources and more on human motivation—specifically, intrinsic motivation.

Performance is highly impacted by motivation. There are two types of motivation: extrinsic and intrinsic. Extrinsic motivation comes from external rewards such as money and recognition. Intrinsic motivation, on the other hand, comes from within. It includes the personal rewards associated with a sense of achievement or purpose, for example, the joy one feels after accomplishing a challenging task. Intrinsic motivation is the more powerful and sustainable of the two, but it is much harder to quantify and control. Traditional HR programs and systems have not typically factored in intrinsic motivation. Instead, they have largely focused on performance-based external rewards, such as ratings, bonuses, and perks—ultimately at the cost of people's happiness and of optimal business results.
A simple approach to solving the problem

While many HR programs have evolved to better address what we know about human motivation and behavior, these have largely been distinct efforts to address individual processes. Practices like learning and development, employee engagement, and performance management are rarely integrated. They are separate efforts run by separate teams using separate tools and separate communications. This fractured approach creates a poor experience for managers and employees, who feel inundated and confused. It’s hard for them to see how these programs benefit them. While there is still a need for traditional people programs focused on compliance and administration, they are often at odds with the growth-oriented objectives of a supportive, positive work environment.

It’s time to simplify the approach and help people show up to do their best work every day.
HR has an opportunity to accelerate business growth

HR.com’s The State of Employee Engagement 2019 report shows that engaged employees positively affect business outcomes such as profit, customer service, workplace safety, and more*. HR programs can enhance or stifle that impact. Clunky, slow systems and processes that deliver insights infrequently, late, or in a complex manner do not meet people’s expectations today. For example, two-thirds of organizations measure employee engagement less than once a year, according to The State of Employee Engagement 2019. Any organizational activity that runs as infrequently as once a year means that there is an inherent risk that it won’t have a meaningful impact. Furthermore, a lack of frequency leads to outdated employee engagement survey data that makes it challenging for organizational leaders to connect HR-led programs to critical business metrics. Today’s HR leaders need a simplified approach that offers alignment among disparate functions and their programs. In this environment, HR teams can become true strategic advisors, putting their people programs at the core of organizational success.

We need to help managers develop people

An employee’s most visible and accessible leader in an organization is their manager. The 2019 Harvard Business Review Analytic Services report *Peak Performance: How Combining Employee Engagement and Performance Management Fuels Organizational Success* confirms an employee’s relationship with their direct manager has the greatest impact on their engagement. Unfortunately, most managers aren’t well equipped to lead, with only 26% of managers saying they’re highly skilled at fostering individual and team engagement, according to *The State of Employee Engagement 2019*. This capability deficit is exacerbated by the common practice of promoting high-performing individuals whose strong skills as employees may not automatically translate into good people leadership. The negative impact of a poor manager may persist because organizations often focus on overcomplicated training programs aimed at building people’s leadership competencies. Leading and developing people come down to building better habits as a leader—habits like checking in regularly, clarifying goals, and asking structured questions about growth.

Employee input is an underleveraged asset

Too often, employees don’t believe they have a voice in shaping their workplace or in determining how work gets done. They may feel they have clear goals, but not the support they need to achieve them. Even organizations that have implemented employee-listening programs often fail to consistently act on employee feedback or communicate their efforts effectively, missing opportunities to show employees they’re being heard.

The relationship with a direct manager is the #1 impact on an employee’s engagement.

*The State of Employee Engagement 2019, HR.com*
We can do our best work now

Common HR programs such as employee engagement surveys, performance reviews, and goal setting are too often “check the box” activities that aren’t treated as central to an organization’s success.

There’s a better way.

Organizations can align people strategy with business strategy, and do it in a way that actually benefits the employee.

Leaders have the opportunity to champion change and tear down the barriers that prevent people from being happier and more successful at work. It’s possible to build a successful organization that puts the needs of the employee at the center of its HR strategy. It starts with People Success, an approach that replaces traditional talent-management programs with a holistic, agile, and people-centric approach that drives sustainable organizational success.

In this eBook, we will define People Success and explain what adopting a People Success approach means for your organization.

We invite you to read on, mark it up, and share it with a colleague.
What is People Success?
What is People Success?

People Success defined

People Success is bringing your best self to work and doing your best work.

A People Success strategy helps organizations and leaders put people at the center of everything they do. It addresses the needs of individuals and empowers them to take joint ownership of their happiness, development, and prosperity. It does that through a holistic, agile, and people-centric approach to employee engagement, performance, and growth. It is designed to meet the challenges that modern organizations face. With a People Success strategy, organizations create thriving, high-performance cultures. Ultimately, People Success leads to sustainable organizational success.
An integrated approach

People Success unifies the traditionally siloed practices of employee engagement, performance management, and development. While these practices often work toward similar outcomes, they are out of sync with one another, failing to recognize that a person's motivation, productivity, and growth are deeply entwined. Unifying these programs requires a shared framework, something simple and relevant that applies across the employee experience and throughout an employee's lifecycle. A framework like this does not exist today. That's why we're introducing People Success.

Organizations define and operationalize HR programs quite differently, so let's establish common working definitions, take a look at why each of these elements is critical to People Success, and outline a best-practice approach for each.

Employee engagement

Employee engagement is an employee's mental, emotional, and behavioral commitment to their work. Employee engagement programs are typically a mechanism to listen to and act on employee feedback, and they're underpinned by the belief that engaged employees make an organization more successful.

Performance management

Performance management is an ongoing process of communication among a manager, an employee, and their teammates in support of achieving the strategic objectives of the organization. It includes allocating work, aligning goals, setting expectations, providing feedback, and recognizing outcomes, helping both individuals and organizations drive results.

Learning and development

Learning-and-development programs are designed to improve individual and team performance by improving skills and knowledge. They help employees build capabilities, grow their strengths, and address their weaknesses. Learning can happen in a classroom setting, online, on-demand, or on the job (through mentoring or coaching).
Shared best practices of an integrated approach

While each organization has unique needs, there are some widely accepted best practices that each of these people programs share:

• Leaders, managers, and employees have frequent communication focused on what matters most to an organization’s success.

• Managers have access to information and are empowered to make decisions.

• Feedback is modeled, given, and received at all levels of the organization.

• Programs are forward-looking and growth-oriented.

• Employees have an active role.

• Leaders and managers break large changes into smaller actions and habits.

• Continuous improvement is a core element.
What is People Success?

The Five Pillars of People Success

People Success shifts the paradigm from separate programs designed largely to serve the needs of the organization to an integrated approach designed to benefit the employee. It provides organizations with a framework for building effective habits that lead to desired individual outcomes like motivation, productivity, performance, and engagement. The framework has five pillars designed to help organizations focus on what matters, orient their activities, and thrive. Let’s take a deeper look.
The Five Pillars of People Success —and what they do

In order to truly benefit the employee, a People Success strategy starts with five elements that put the employee at the center. They are designed as the foundation for individual success and are outlined from the employee’s perspective. They are:

**Fit**
Your role matches your strengths and interests, and you feel a sense of belonging at work.

**Alignment**
You know what success looks like, what to prioritize, and you get feedback that helps you change course if needed.

**Enablement**
You have the support, tools, and resources you need to work effectively.

**Motivation**
You have the freedom to own your work, and you feel like you’re having a meaningful impact.

**Growth**
You are learning new skills, diversifying your experience, and progressing professionally.
The Five Pillars are based on both research and our experience working closely with global organizations following a People Success strategy. When used as a foundation for regular manager-employee check-in conversations, the Five Pillars of People Success help ensure those discussions are focused on the engagement, performance, and growth of the employee.

The Five Pillars:

- Help leaders assess whether their organization is on a path to success by succinctly evaluating the most important drivers of engagement and performance.
- Guide people to find and even create the right role for themselves and help leaders place people in the right roles.
- Ensure people are working on the right things, and are consistently aligned with the rest of the team and organization.
- Reveal salient, impactful, and simple opportunities to make it easier to do great work.
- Deepen the connections people feel to their work and inspire them to bring their best selves to it.
- Expand people’s view of career growth and give them the confidence to own their development.

The result for organizations is an engaged workforce ready to meet the dynamic challenges of today’s world. The Five Pillars provide a logical, memorable representation of what we know drives happiness and success at work.
What is People Success?

Characteristics of a People Success approach

A People Success approach shifts the emphasis of an organization’s HR programs from administration and compliance to helping people do their best work. By looking holistically at employee experience, organizations that adopt a People Success approach create a more unified experience for employees. In turn, employees feel supported and able to contribute to organizational objectives.

While there is no single playbook for People Success that works for every organization, there are three key characteristics that help shape its effectiveness.
1. Holistic

A People Success approach integrates the essential elements of employee engagement, performance, and growth. It also encourages broad data sharing, specifically with managers, who can use the insights to inform conversations with their employees and teams. With better access to data across HR programs, leaders and managers are able to take a more holistic view of the business. Integrated data also enable managers to lead more effective discussions with their employees about how to make changes by taking meaningful action.

2. Agile

In today’s competitive environment, organizations value agility—the ability to adapt quickly to change. Developing habits that support organizational agility are central to People Success. Regular feedback and insights from employees inform high-quality conversations about needs, priorities, and performance. These touchpoints enable managers and organizations to make faster, better and more informed decisions. They also create a more meaningful employee experience that addresses the needs of the individual at the time, building trust between participants by aligning expectations and avoiding surprises.

What does it look like to create habits that support agility? Here are a couple of examples:

- Talk about goals regularly. This requires acknowledging that goals can change as fast as business conditions do, and that decisions to adjust them are best made at the local level.

- Seek feedback and take action on it. This means your people feel accountable for continuous improvement rather than just goal attainment.
3. People-centric

Employee-centered HR programs recognize that each person has unique needs and ambitions. By using the Five Pillars as a guide for assessing and discussing the employee experience, managers can create high-performing teams that feel supported because the manager understands the employees’ needs.

People-centric design is focused on the employee experience. It thoughtfully maps the many activities that touch employees to create a meaningful narrative that provides focus and direction throughout the year. The map should align people practices to other activities that are critical to organizational success, such as strategic planning and quarterly business reviews. It also reduces the confusion that disjointed HR programs create for employees. Simply put, people-centric design makes life easier for employees.

Growth mindset encourages learning and productivity

A people-centric approach embraces a growth mindset, the belief that talents aren’t fixed and can be developed through hard work, good strategies, and input from others. People with a growth mindset tend to be more forward-looking and find more personal success and happiness than those who believe their talents cannot be developed over time. A forward-looking orientation means employees do not feel defined by past misses or mistakes that can no longer be remedied. Instead, in a People Success approach, managers and employees treat mistakes as learning opportunities, channeling their effort into adjusting behavior to be effective in the future. Organizations that embrace a growth mindset tend to have employees who feel far more empowered, committed, and productive.
Putting People Success into practice
How does People Success work?

Working separately, the practices of employee engagement, performance management, and learning and development don’t fully put individuals and their needs at the center. It doesn’t have to be that way. In partnering with global organizations across industries, we’ve seen People Success approaches thrive when they create structure to clear the path, provide focus to guide people along it, and build habits that keep people moving in the right direction.

Create a compelling vision for People Success

Here’s an outline you can use as you craft your vision and strategy:

- **Vision:**
  What will the future look like?
  What is the long-term goal/state?

- **Mission:**
  What must we achieve in order to realize the vision?

- **Employee value proposition:**
  What will make this attractive to people at our organization?

- **Personas:**
  Whose experiences will we focus on?
  Employees, managers, senior leaders?

- **Tactics:**
  What are the specific actions we’ll take?

- **Success metrics:**
  How will we know we’re on the right track?
Create structure

One key learning from behavioral science is that nudges—small reminders to prompt action—help change behavior. Systematic nudges are a form of structure. There are three types: default settings (“being opted-in”), social influence (“doing what others do”), and salience (“having it front and center”). An effective People Success structure draws on all three, for example:

Default settings
Have conversations be standard practice. Instead of a mandate, practice making frequent conversations a normal part of how work gets done. This opts people into it.

Social influence
Put commitments on paper and communicate them broadly. Formalizing a commitment combined with broad-reaching transparency from senior leaders creates positive social pressure.

Salience
Time conversations and feedback to inform important decisions. This will keep People Success front and center.
A step-by-step guide to creating structure

The right cadence of feedback, conversations, and goal-setting will be unique for each organization. To create the right structure, work backwards from key decisions being made throughout the year, and layout how People Success practices that will inform those decisions. On this page and the next, you’ll find a step-by-step guide.

Start with a blank calendar
Check out an example calendar on the next page. If you want to create your own, start with a column for each month of the year, and row for each People Success practice. We suggest using the labels: Decisions, Feedback, People & Business Goals, Conversations, Insights.

Work on one row at a time

1. In this example, start by listing all the major Decisions made throughout the year that are impacted by People Success (e.g., Compensation, Talent Strategy, Headcount Planning, Performance Ratings, Sales Forecasting, Vision & Strategy Updates).

2. Then outline how you’d like to receive Feedback throughout the year. Most agile organizations invite it anytime, from any employee, on any topic, but you’ll want to identify regular intervals for more formal checkpoints like your employee engagement pulse surveys or 360 feedback.

3. Next is People & Business Goals. In a holistic and agile approach, people goals (e.g., reduce attrition on my team, increase clarity of career opportunities for my team) and business goals (e.g., launch three new features for Product X, improve the efficiency of Process Y) are reviewed together. Typically they are updated monthly and reported on quarterly.

4. Then decide which Conversation topics are best each month. Use the People Success Five Pillars and any annual or semi-annual practices (strategic planning, performance assessments) as guides. For example, we find that Focus and Support make sense to talk about at least once/month, whereas deeper conversations on Fit, Motivation, and Growth might be reserved for quarterly conversations. For each conversation, list out objectives, agenda, and links to existing resources that might help the conversation be more productive.

5. The final step is to layout an Insights plan so that the right people data are available to inform business decisions at the right time. For example, it’s best to get an up-to-date measure of the People drivers of sales performance before you do sales forecasting.
A step-by-step guide to creating structure

Calendar Example

Using the steps outlined on the previous page, fill in the calendar below to help create structure for your People Success strategy.

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<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
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<td>Decisions</td>
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<td>Conversations</td>
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<td>Insights</td>
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<td>Decisions</td>
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What does a structured conversation look like? People Success approaches succeed when people regularly check in on the Five Pillars: Fit, Focus, Enablement, Motivation, and Growth. A simple reflection and conversation guide can help participants address what to talk about and work through issues that may arise. The Five Pillars of People Success can be the basis for most touchpoints, including strategy, manager-employee conversations, self-evaluation, and team feedback meetings. We can ask ourselves or those we’re supporting five simple questions:

1. **Is your role playing to your strengths and interests, and do you feel a sense of belonging at work?**

2. **Are you clear on your goals and getting the feedback you need to course-correct?**

3. **Is your work having a meaningful impact, and do you feel empowered to use your best judgment?**

4. **Do you have the resources and support you need to do your work effectively?**

5. **Are you expanding your skills, diversifying your experience, and progressing professionally?**

The emphasis and importance of each pillar will (and should) change over time, based on the employee and their experience. For example, if an employee feels like they have hit a growth ceiling in their current role, they are likely to spend more time speaking to their manager about Growth and Fit.

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**The ACT Conversation Guide**

What do you do when the conversation or assessment uncovers an issue? Easy.

**Just ACT:**

- **Acknowledge** where we are
- **Collaborate** on a plan.
- **Take one step forward toward improving**

With ACT, managers can home in on the elements that truly make a difference in an employee’s experience. And employees can use it to make sure they feel consistently heard and supported.
Build the right habits

A few core organizational habits can help managers and employees to focus on working toward positive change. The best habits are simple and make it natural for everyone to regularly surface concerns, identify solutions, and make changes over time. Examples include:

**Conversation habits**
Hold regularly scheduled one-on-one and team meetings, and have a consistent agenda that opens with People Success (more on this later).

**Goal-setting habits**
Review goals monthly, update as needed (with justification of course), and make your goals visible to all of your colleagues.

**Feedback habits**
Seek it out; give forward-looking and development-oriented suggestions; and conduct regularly scheduled pulse checks (e.g., quarterly).

**Action-taking habits**
Acknowledge the reality, collaborate to decide on one focus area, and take just one step toward addressing it.

**Going deeper: The Power of Habit**

Habits are the key to making sustained progress over time. *The Power of Habit* by Charles Duhigg notes that almost 40% of our actions each day are the result of habits, not decisions. These habits are often embedded into the way we approach life at a subconscious level. By providing frameworks or routines to trigger certain habits, we are more likely to see successful change. And even small, incremental changes can add up over time to make a big impact.
People Success in action

Let’s take a look at two different examples of how an effective strategy enables People Success.

**Chloe manages a team of five individual contributors and has 30-minute weekly check-ins with each team member.**

**Weekly**

Every week she discusses:

- **Alignment**: Are your goals clear, and are you getting helpful feedback from me and others about your progress?

- **Support**: Do you need any support right now, or are there any barriers I can help remove?

Occasionally she realizes that a goal that looked right at the beginning of the quarter is now too small or too big and needs to be adjusted. Chloe helps her team member right-size the goal and lets the impacted people know what has changed and why.

**Monthly**

Once a month she also asks about:

- **Motivation**: Do you feel like your work is having a meaningful impact, and am I giving you enough freedom to direct your own work?

**Quarterly**

Once a quarter she extends the meeting to one hour and adds:

- **Fit**: Is this role playing to your strengths?

- **Growth**: Are you growing professionally and building important skills for your career?

She has the freedom—and is encouraged—to adjust the agenda based on her understanding of her team members’ needs.

**Matthew leads a department of 250 managers and individual contributors. He centers his meetings and other employee communications on three of the People Success Five Pillars: Focus, Motivation, and Growth.**

**Alignment**

In a monthly department all-hands meeting, Matthew shares team goals. He knows this helps with team alignment. One of those goals is a “people goal,” like creating clear learning opportunities for the team. The team revisits the people goal after each quarterly employee engagement pulse.

**Motivation**

Between quarters, Matthew updates the team on progress toward the people goal, and invites feedback on what’s working and not.

**Growth**

Matthew shares long-term plans and key initiatives that provide opportunities for people to get involved in shaping future opportunities for the organization.
Prepare your organization for People Success
Start with process

Now that you have thought about your People Success strategy, it’s important to understand and outline the process that you will need to mobilize your people and implement any technology.

Developing a People Success process in your organization can start small and build in scope over time. Moving towards People Success should begin with one or two aspects of your current process and expand from there. For example, many organizations use an annual survey to gather employee feedback. A People Success approach uses more frequent surveys, only asking questions that speak to people and current business priorities, with manager-employee conversations that follow immediately after the survey closes.

Let’s take a look at an example of how an organization could start such a shift toward People Success.
Prepare your organization for People Success

Example: Moving to regular employee engagement pulsing

This chart provides an example of one way an organization could start to shift toward People Success.

<table>
<thead>
<tr>
<th>Increase the frequency of your surveys</th>
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<tbody>
<tr>
<td>Tie your People Success process to business objectives:</td>
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<tr>
<td>• Identify activities and milestones that are fundamental to your function and the organization. Think about how you can best align timing, energy, and attention to ensure the data you provide is timely relative to the decisions the data will inform.</td>
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<tr>
<td>Identify desired future state and gaps:</td>
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<tr>
<td>• Work with leaders, managers, and employees to define the vision, your plan for change, and the outcomes you expect to achieve.</td>
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<tr>
<td>Incorporate what we know about People Success:</td>
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<tr>
<td>• Fit</td>
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<td>• Alignment</td>
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<td>• Enablement</td>
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<td>• Purpose</td>
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<td>• Growth</td>
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<tr>
<th>Communicate:</th>
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<tr>
<td>• Identify the different communications you want to send for each audience (for example: organization-wide, sr. leaders, HR, managers)</td>
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<tr>
<td>• Determine the timing of each communication.</td>
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<tr>
<td>• Identify the best channels for you to share your communications.</td>
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<tr>
<td>Enable:</td>
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<tr>
<td>• Identify any tools or training different employee groups may need.</td>
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<tr>
<td>• Create a plan to help people connect to resources that will support them.</td>
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<tr>
<td>Coach:</td>
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<tr>
<td>• Be available to answer questions and have follow-up conversations with your team.</td>
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<tr>
<th>Implement the Change</th>
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<tr>
<td>• Revisit the business objectives you tied to your People Success Strategy. Did you make an impact on the objectives you intended? Where do you need to put additional focus?</td>
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<tr>
<td>• Share short-term wins, lessons learned, and iterate your approach.</td>
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<tr>
<td>• Look for opportunities to expand your People Success strategy to other manager and employee touchpoints, such as performance conversations.</td>
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<tr>
<th>Measure Your Progress and Expand</th>
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<tr>
<td>• Work with leaders, managers, and employees to define the vision, your plan for change, and the outcomes you expect to achieve.</td>
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<tr>
<td>• Enlist advocates to help you reinforce the change.</td>
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| Coach: |
| • Be available to answer questions and have follow-up conversations with your team. |
| • Look for opportunities to expand your People Success strategy to other manager and employee touchpoints, such as performance conversations. |
Prioritize for impact

As you launch a People Success approach in your organization, you may feel like there are many individual processes that need to shift. Our advice is to start with a high-impact area that will move the needle. As you saw in the previous chart, one example of a high-impact area is increasing the frequency of your employee engagement surveys. This early win will provide a proof point for continued buy-in and sustained momentum.

Create a plan

We said that a People Success strategy is holistic, agile, and people-centric. And that it integrates practices like employee engagement, performance reviews, and check-ins. We recognize how difficult it would feel to change all of these at once, so it’s important to start with an area for change that’s manageable—one where you can see results and use them as a signal for change in the organization.

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Drive alignment

Getting your organization aligned with a new approach doesn’t have to feel impossible. Start by asking, “How can I make this feel achievable?” Often the answer is breaking it into manageable milestones. We found a memorable and simple framework in the book Switch: How to Change Things When Change is Hard by Chip and Dan Heath. For the purposes of People Success, we’ve adapted their framework a bit:

Present facts and stories

Start by presenting facts and stories that support your idea, and avoid over-analyzing. Look at other examples of success inside and outside of your organization, and try to understand what made them successful. Then be specific about what it means to change within your organization. Often resistance to change is actually a lack of understanding of how to change. Map out how you can make the path to change clear for your stakeholders. And finally, share the destination. Where are you headed, and what’s the impact if you make this change? There is power in everyone moving toward the same goal, so make that goal clear.

Appeal to your audience

Motivating your organization to embrace change means appealing to their emotions. Think about what scares them and what excites them. From there use stories that appeal to their excitement. Find ways to put your stakeholders and people in a position to feel strong, successful, and competent. That often means breaking up a seemingly large task into bite-sized steps. The momentum of a series of small wins not only feels good, but those wins also add up to big progress and goodwill about the change.

Get started

After laying the foundation and getting buy-in for change, it’s critical to get started. The downfall of any process is spending too much time on process and never taking action. Creating an expectation of iteration helps take down the “perfection” barrier that so often prevents action. Identify a few influential champions that will support the change and use them as an example for others—people like to follow the lead of those they respect and admire.

Crucial stakeholders for People Success

⭐ Senior leaders

Your senior leadership team can be a key ally and champion for change.

😊 The HR team

With a People Success approach, the HR team’s role shifts to become more strategic, moving from administration to coaching.

🔧 Managers

Managers are the front line of any people process, so it’s critical that they understand the impact and potential a People Success approach has—especially to them and their teams.
Implement the change

Once you have buy-in and alignment, it’s time to put your plan in motion. Successful implementation of a People Success approach relies on communication, enablement, and embracing the HR team’s new role as a strategic coach. Here are a few key considerations for each part of implementing change:

Communicate

- Identify when you will share the news about adopting a People Success approach.
- Outline the message and call to action.
- Think about whether you need to tailor the message for different audiences.
- Map your communication strategy (timing, delivery mechanism, etc.).
- Look for ways that you can help set clear expectations.

Enable

- Understand what tools your teams need in order to adopt People Success, and determine whether they need training.
- Schedule milestones to check in with your teams and get feedback and offer help or coaching.

Embrace the HR team’s new role

- Identify ways you can support senior leaders, managers, and employees as they take more ownership of People Success programs.
- Outline the coaching and guidance you can provide to help your team build the habits that will make them more successful.
Measure your progress and expand

Tangible progress helps you maintain the momentum of a People Success strategy. A measurement plan is important for two reasons:

1. It signals what the organization hopes to achieve through this new strategy
2. It helps you measure and communicate progress.

A People Success measurement plan moves beyond engagement scores and looks at your people data holistically. That means your measurement plan spans your key employee touchpoints and factors in the business objectives you are seeking to impact.

Imagine the possibility of understanding the connections among these three key areas: Are employees who have frequent conversations with their manager more engaged? What types of learning do high performers pursue that set them apart? Can engagement scores help predict who is at risk of low performance—and what we can do about it?

Consider the high-impact priority you previously identified. Did the change have the intended impact? For example, were you able to improve retention, speed time to productivity, or build an internal pipeline for key roles? What about the change enabled you to be successful? Once you understand key successes, look for opportunities to expand to related practices that can benefit from a People Success approach.
Key roles for People Success
The role of your people

Employees at all levels of an organization play an important role in a well implemented People Success strategy. It is important to outline the benefits, set clear expectations for people’s roles, and help them develop the right mindset and habits. Here is a quick guide for establishing roles and responsibilities for People Success.
Senior leaders

With a strong understanding of organizational vision and objectives, senior leaders play a key role in the change process. Because they set business goals, senior leaders can effectively communicate the benefits of a People Success strategy and its impact on the long-term vision for the business. Key responsibilities for senior leaders include:

- **Prioritizing People Success as a leadership strategy**: They can elevate People Success to the same level as other crucial business goals.

- **Using data to drive action**: Senior leaders have the power to drive the business with action that's backed by people data.

- **Empowering managers and teams**: They need to provide teams and managers with the expectations, resources, and support to make positive changes.

- **Acting as role models**: When senior leaders embody the communication, accountability and feedback methods, the organization will follow.

Ultimately, executives and senior leaders should be transparent about results, commit to action, model accountability, and demonstrate giving and receiving feedback frequently.
Managers

As the most accessible and influential group of leaders in your organization, managers are a critical touchpoint during the change process. They make a People Success strategy relevant and actionable for their employees by giving it context and personalizing it for each employee. Key responsibilities for managers include:

**Leading regular conversations with their teams**

When managers have meaningful conversations with employees, they uncover and understand what matters the most to them.

**Focusing on development**

Managers should understand their employees’ growth plans, identify skills gaps, and connect them to resources to fill them. They also communicate the needs of the business as employees evaluate their options.

**Facilitating change**

Managers implement incremental changes that make a tangible impact on their direct employees and work teams. They have frequent conversations with their teams and they help employees build self-awareness, facilitating small improvements.
Employees

With their thoughtful, real-time feedback, employees play an essential role in an organization’s change process. In a People Success approach, employees are not just the beneficiaries—they’re also active participants. Key responsibilities for employees include:

**Being part of the solution**

Candid employee feedback through both pulse surveys and conversations help identify areas for improvement. Employees can also help craft solutions to feedback, fueling continuous improvement.

**Taking personal responsibility**

Employees are a critical part of executing an effective People Success strategy. They must take initiative, speak up, and actively engage to co-create an environment that allows them to bring their best selves to work.

**Asking for transparency**

Ultimately employees want to know that they can expect an outcome from the feedback they’re being asked to provide. It’s essential that leaders are transparent about the feedback they receive and the actions they plan to take. This builds employee trust and ensures people will continue to participate. Employees set the expectation of transparency and action.

Trust and feedback

As you build a habit of feedback and move your organization toward more frequent conversations, remember that trust is a critical factor for people to both provide and receive feedback. But you cannot buy trust. It is earned through repetition over time. Trust is a prerequisite to having effective conversations. If you’re not sure how to build trust, here are a few ways that can help:

- **Be consistent.** Address the Five Pillars of People Success pillars to ensure people feel aligned, supported, and a sense of belonging.

- **Be transparent.** It’s core to getting employees to trust in the engagement process and believe that their voices are being heard.

- **Express interest** in someone as a whole human being. On a one-to-one basis, take time to understand the unique thoughts, needs, and wants of your people.

- **Have regular conversations** and share feedback. Seeking to help others maximize their potential through quality feedback shows you have their best interests in mind.
HR teams

With their unique vantage point in the organization, HR teams are the cornerstone for a change process. As an organization’s employees, managers, and executives begin to take on responsibility for a People Success strategy, the HR team’s role evolves, shifting from program management to coaching and enabling. Key responsibilities for HR teams include:

**Aligning people strategy and business strategy**

HR teams can coach leaders and the organization about the relationship between successful employees and organizational success. They should highlight key metrics and barriers and illustrate a strategy and path forward.

**Enabling teams**

HR teams become the facilitator of behavior change in their organization. With the right technology, they are no longer spending exorbitant amounts of time sifting through data to provide insights that can drive action. This frees them to focus their time and energy on facilitating and sharing best practices across the organization.

**Building manager capability**

In a more strategic role, HR teams have time to devote to training and enabling managers—the front-line, daily communicators. This includes enabling managers to use data effectively to lead conversations and maximize actions on their teams.

**Coaching executives**

HR partners can use real-time data as well as examples of empowered managers and participating employees to present a strategic, metrics-driven case for People Success to executives. Executive champions model best-practice People Success behaviors like transparency, frequent conversations, and participation in the process, thereby driving adoption and engagement from the top of the organization.
A quick guide to key roles for People Success

Each role within an organization has a unique strength they bring that contributes to a successful strategy. Let’s take a look:

<table>
<thead>
<tr>
<th>Role</th>
<th>Unique Strength</th>
<th>Key Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior leaders</td>
<td>Offer a strategic view of the organization</td>
<td>Strategic alignment, culture, visible program support</td>
</tr>
<tr>
<td>Managers and team leads</td>
<td>Local context, knowledge of individual employees</td>
<td>Holding the conversation, listening, and (some) action</td>
</tr>
<tr>
<td>Employees</td>
<td>Employee experience view</td>
<td>Sharing feedback on engagement drivers, challenges, aspirations and being part of the solution</td>
</tr>
<tr>
<td>HR teams</td>
<td>People expertise, program design and rollout</td>
<td>Adoption support, scaling, sustaining momentum</td>
</tr>
</tbody>
</table>
Technology and People Success
Technology and People Success

We’re talking about technology last because you don’t want to implement technology until you are clear on your strategy and the roles you and your teams will play. While technology vendors can help inform your strategy, only your team truly knows what will work at your organization. That said, here are some capabilities to consider as you build the technology foundation for your People Success strategy.
Technology and People Success

Artificial intelligence

Compressing the time from data collection to insight and action can be one of the most valuable tools to create momentum for your People Success strategy. Artificial intelligence (AI) offers capabilities at a speed and with a rigor that a human cannot match. AI makes HR teams and the organizations they serve faster, with accelerated access to information and insights. This real-time ability to focus on the biggest opportunities helps support a People Success strategy by ensuring that all decisions are data-informed.

User experience

Unlike some tools that are designed only for super users or data analysts, a People Success platform is designed with the user in mind and to drive employee adoption at all levels. Its user interface is designed to pull employees at all levels of the organization toward the most important activity and guide them to the most relevant insight—whether that’s a visualization of hot spots in the organization that need action or a list of tailored actions for a manager to take. A People Success platform should draw users toward it, helping to eliminate the adoption friction that HR teams frequently confront and platform fatigue that employees feel.

A unified view

Traditional HR programs use a wide range of disparate technology tools that don’t integrate with each other. HR partners are left to weave together data from across their platforms to extract insights manually—a tedious, time-consuming process. A People Success platform, in contrast, provides cross-program insights in real time, freeing HR partners to do what they do best.

Personalization

A People Success platform offers a curated experience for its users. Personalized recommendations are especially important for people managers who have frequent conversations with teams and individuals. The ability to quickly glean insights and get personal recommendations on how to take action removes the barrier for action-taking and can mean the difference between organizational change and stasis. A platform that does this effectively provides coaching at a scale that would be hard to match.
There’s no more critical challenge to your business than engaging, retaining, and developing your people. It impacts everything you do—your ability to innovate, grow, deliver value to your customers, and beat your competition. In today’s environment, prioritizing and investing in developing happy and successful employees with a People Success strategy is how your organization will compete and succeed.

With an understanding of what People Success means for your business and examples of how to get started, we hope that this eBook demonstrated that it’s possible to replace antiquated talent-management programs with a holistic, agile, and people-centric approach that drives sustainable organizational success.

Want to learn more about how organizations are transforming through a People Success Strategy? Let’s talk.
Glint is the people success platform that leverages real-time people data to help global organizations increase employee engagement, develop their people, and improve results. Leading brands like United, Intuit, and Sky leverage Glint’s unique combination of intuitive design, sophisticated analytics, and actionable intelligence to help employees be happier and more successful at work.

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