

# What do we mean by “Continuous Listening”? Creating an employee listening strategy that works

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# Meet the speakers



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# Starting with philosophy





Multiple “pulses” + *Just because we’re curious* =

**Continuous ignoring**



## What is “continuous ignoring”?

- ✓ Surveying every week/at a fixed frequency
- ✓ Customers = employees
- ✓ Asking questions “*because we’re curious*”



## Avoiding “survey fatigue”

- Surveys vs. lack of action
- Committing to action
- Creating a true *listening* strategy

SMALL STEPS  
ARE STILL  
PROGRESS

## What is continuous listening?

- ✓ Gathering employee feedback across the employee lifecycle
- ✓ Asking the right questions
- ✓ Surveying as frequently as you can **act**
- ✓ Taking targeted *micro-actions*

**From philosophical to applied...**

# What if...we *think & work* differently?

	Out with the old...	...In with the new
Cadence	Annual engagement survey	Regular pulses + listening across the lifecycle
Content	Static survey content from year to year	Agile, dynamic content from survey to survey
Owner	HR as survey purveyor	HR as survey partner for the business
Foundation	Generic content & “best” practices	Moments that matter & “next” practices
Behavior change	Boilerplate action planning once per year	Bespoke actions for continuous development
Success	Survey scores as demonstration of “success”	Employee & business development as success metric

# Foundation for an Employee Listening Program

## Centrally coordinated, cross-functional partnerships

- ✓ Org pulses throughout year
- ✓ Targeted group surveys
  - Interns
  - Acquisitions
  - Regional initiative
  - Function initiative
  - Etc...



## Purpose built feedback collected in real time

- ✓ Identify & align on the moments that matter  
Think, Feel, Do
- ✓ Ad hoc templates across moments that matter
- ✓ Individual moments
  - Candidate
  - Onboard
  - Exit
  - Service Anniversary
  - Role Change
  - Extended Leave
  - Etc...

## Consolidate siloed data to generate people analytics

- ✓ Build data warehouse for generating greater people analytics
- ✓ Connect talent experience feedback data with HR and business metrics



## Optimize customer experience thru talent experience

- ✓ Employee experience → Employee engagement → Customer experience



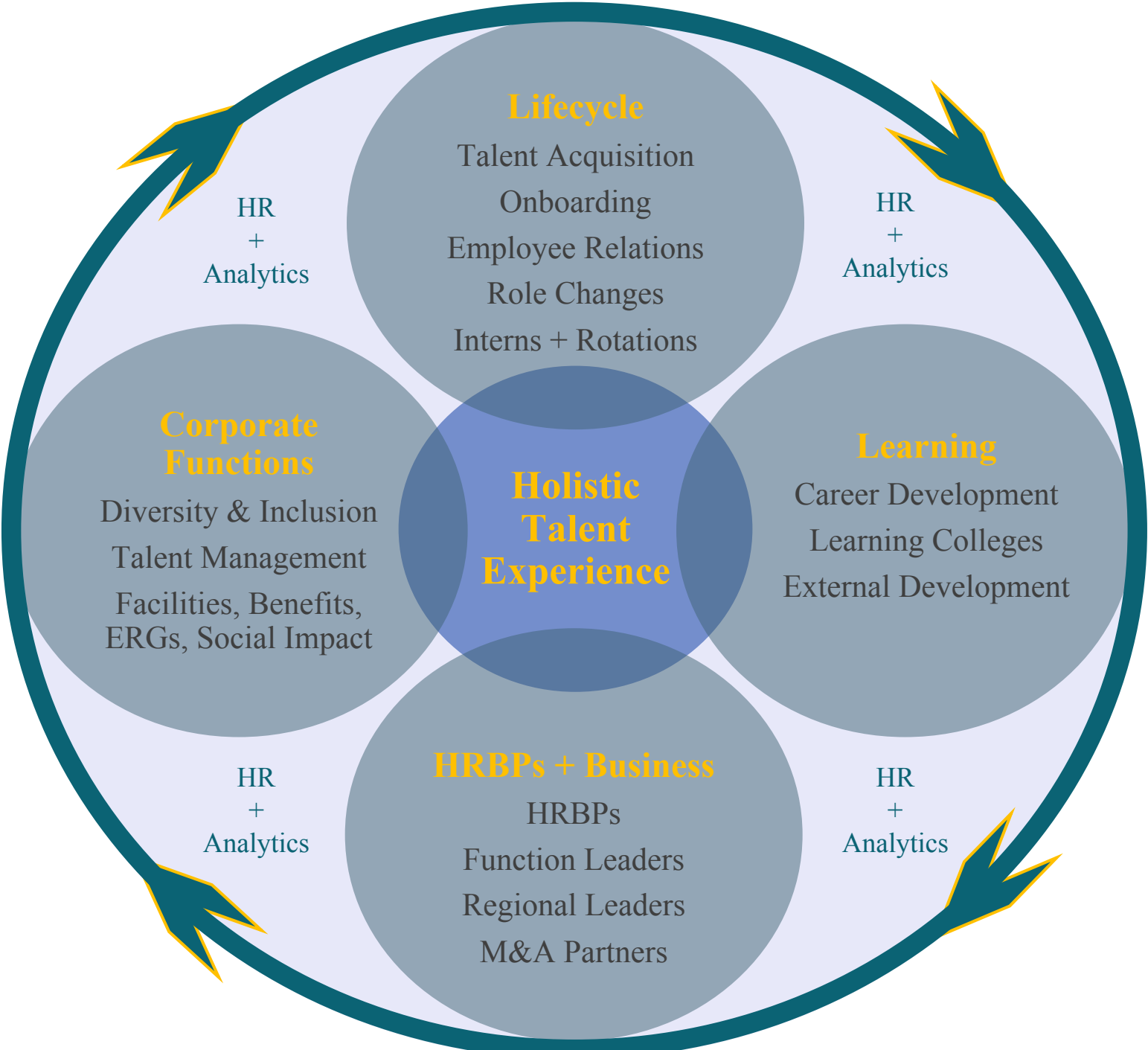
# Sample Integrated Listening Program

	Q1			Q2			Q3			Q4		
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Organization				Pulse				Pulse				Pulse
Group	Pulse for Specific Groups (M&A, Health Check-in, HRBP/Business Topic... <i>see list of templates</i> )											
Individual	Individual Effectiveness (360s, <u>Mgr</u> Growth, Team Effectiveness,... <i>see list of templates</i> )											
Lifecycle	All Employee Events (Candidate, New Hire, Role Change, Leave, <u>Srv</u> c Anniversary, Exit... <i>see list of templates</i> )											

- Regular organization-wide pulse surveys (e.g., I&D, Org Health Check, etc)
- Additional surveys to enable groups throughout the company to collect feedback on moments that matter
- All feedback data pulled together for greater people analytics and insights

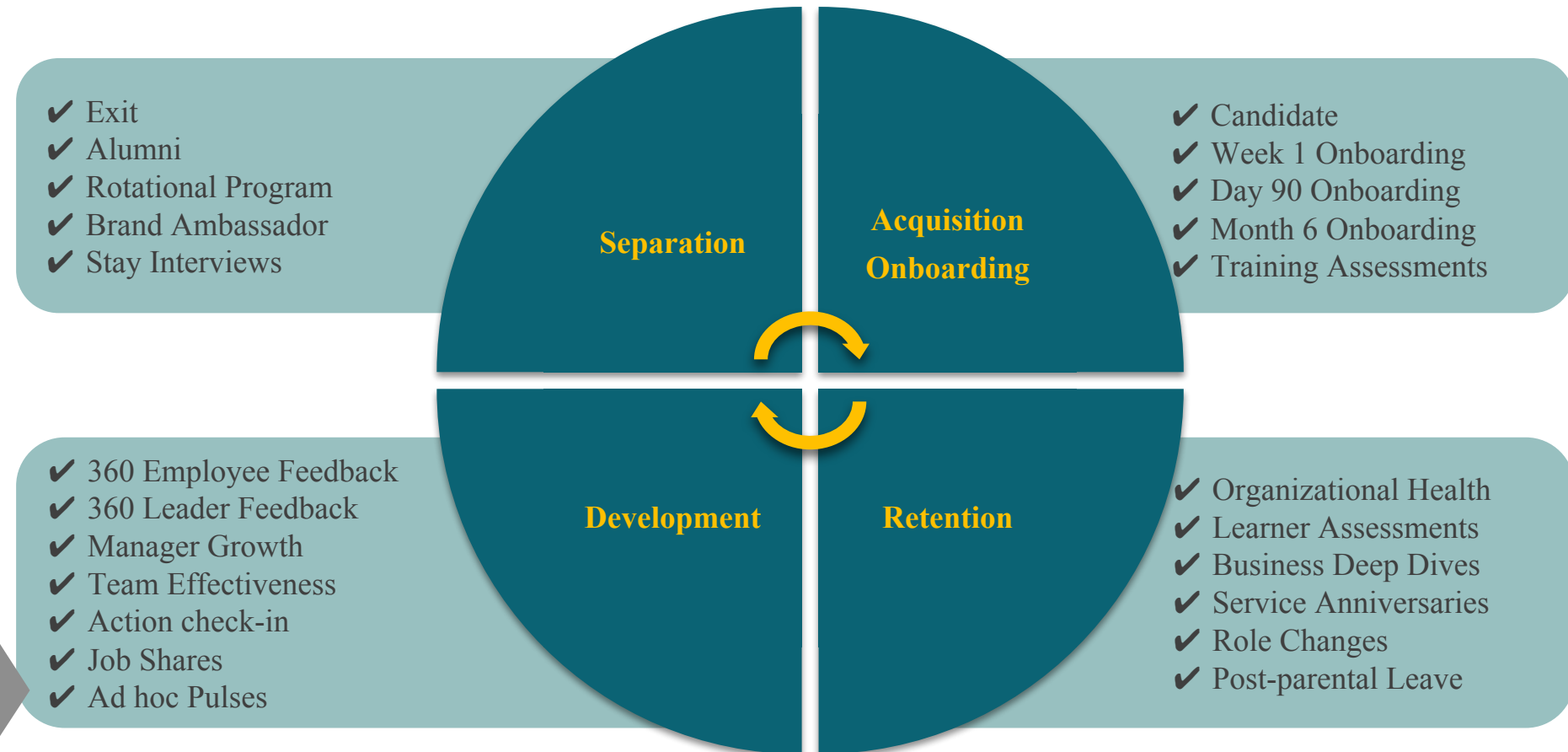
# Centrally Coordinated, Cross Functional Partnerships

Talent Experience as the  
central hub, working thru  
partners in COEs + HRBPs



# Holistic Employee Listening Templates

Companies need regular check-ins to understand how employee experiences of the moments that matter throughout one's lifecycle influence career progression and move the business forward. Managers need this data to drive effective conversations.



## Ad Hoc Pulses:

- Diversity & Inclusion
- Leadership
- Values
- Enablement
- Annual Reviews / Goals
- Wellbeing
- Collaboration
- Social Impact
- Pandemic

# What Success Looks Like



- ✓ A listening program that results in more timely and actionable insights for leaders
- ✓ Continuous listening across lifecycle to create a ‘culture of feedback’, evidenced by increased manager touch points re: employee experiences and goals
- ✓ Leveled up and transitioned role of HR to be coach and educator for people leaders on employee feedback, rather than administrators of reports
- ✓ Feedback is integrated into ongoing management practices, program design, and business metrics, instead of just a point for conversation annually or in silo
- ✓ Feedback data & analytics drive valuable insights for understanding career progression and what to optimize for greater business success
- ✓ *Collecting feedback along the moments that matter becomes a catalyst for continuous development of individuals, groups, and the organization*

**Creating a culture of feedback...to *think* differently + *work* differently.**

# Q&A



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