



Getting It Right

Building a Measurement Framework That Gets Results

Internal Comms Best Practices For Small Teams and Budgets

Jeff Schmidt May 2016

WHAT WE'LL COVER

EBAY IN 180 SECONDS

WHY A MEASUREMENT FRAMEWORK MATTERS

SETTING UP YOUR FRAMEWORK

RESEARCH TACTICS (FOR THE BUDGET CONSCIOUS)

ANALYZING DATA TO MAKE THE CASE FOR CHANGE

ORGANIZING DATA TO GET ATTENTION AND SUPPORT

STRUCTURE FOR SHARING TODAY

100 DIFFERENT MODELS YOU CAN USE, BUT WE'LL COVER...

Things to
consider

Tips and
advice

Ideas

Navigating
organizations

What we've
done

What we're
planning

EBAY IN 180 SECONDS

A VIBRANT MARKETPLACE



<https://www.youtube.com/watch?v=oFexG37TbU8>

CHALLENGES

- An old (and new) business
- Competition – recognize any logos?
- Execute better, faster, smarter



WHY A MEASUREMENT FRAMEWORK MATTERS

WHY IT MATTERS – TO EBAY

- Smarter investments, not more of them
- Silicon Valley – retention and attrition
- Better engagement – productivity, innovation, loyalty
- Cost of re-training AND talent replacement speed slows roadmap
- Employee Comms wants to add value



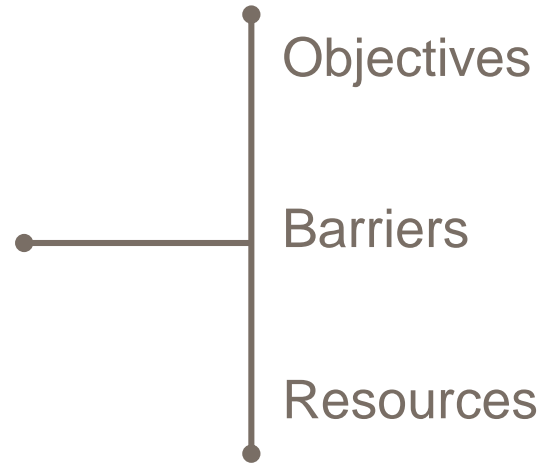
WHY IT MATTERS – TO YOU

- Budget – who has an unlimited budget in their department?
- Attrition costs more than retention – a business problem you can help with
- Random experiments affect culture over time – how leaders are perceived
- Employee engagement and communications can make a difference



SETTING UP YOUR FRAMEWORK

Understand Your Foundations



CLARIFY YOUR OBJECTIVES

Dig – Go deeper than financial goals. What departments really matter?

Assess – Challenges in each dept. Policies? Development? Leadership style?

Reflect – Is your culture supporting your organization's goals?

Listen – What do employees already tell you? Surveys, focus groups.

Do you have simple, inexpensive listening posts?



FIND A REAL PROBLEM

UNDERSTAND YOUR BARRIERS

People – Who will ask you “why are we doing this?”

Politics – “Who owns this? I own this. Why are you doing this?”

Priorities – How many other things does your team need to get done?

Perfection – What type of mindset are you starting with?



IDENTIFY YOUR RESOURCES

Time – Is there urgency in the organization you can capitalize on?

Support – Up, down, left and right. Visible and hidden are important

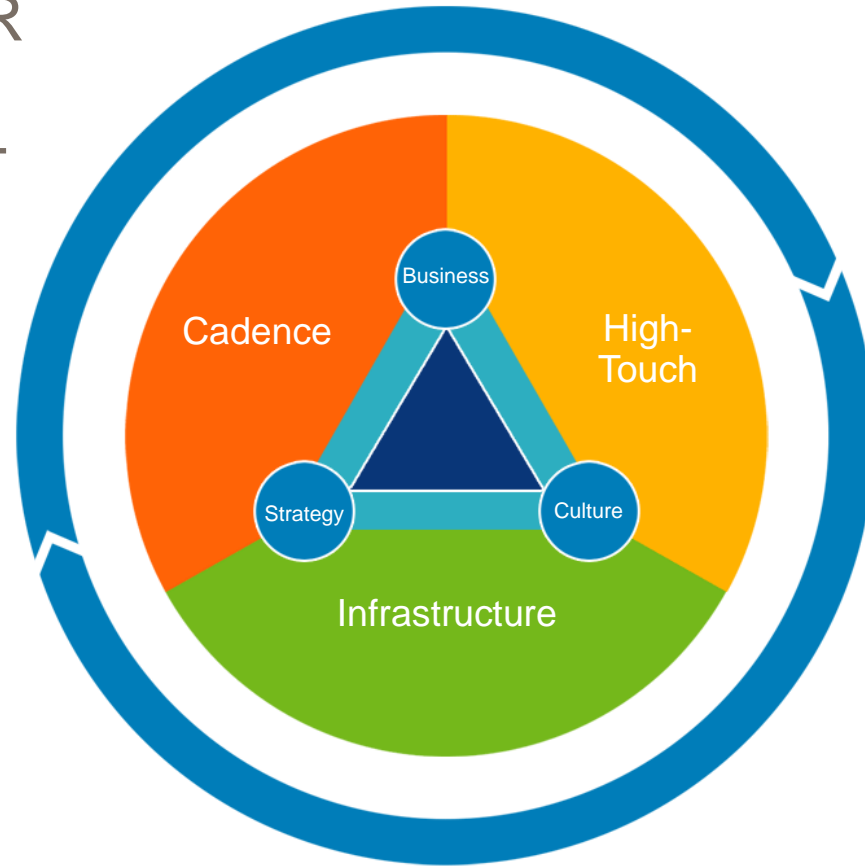
People – Who's in your coalition? Sales, customer data teams, HR, product, marketing

Tools – Start small – what exists today?

Funds – Go low / no funds, with an eye to the future. **Create data hunger first**



BUILD A CLEAR COMMS AND ENGAGEMENT MODEL



3 dimensions
anchored by a
global, integrated
narrative

CONSIDER BARCELONA*

AWARENESS

Measures that show your audience was aware of your activity

UNDERSTANDING

Measures that show your audience had understood the messages you delivered

SUPPORT

Measures that show your audience had engaged with your messages and showed belief in them

ACTION

Measures that show the end outcome you're trying to achieve. These also typically are your KPIs

*Association for the Measurement and Evaluation of Communications

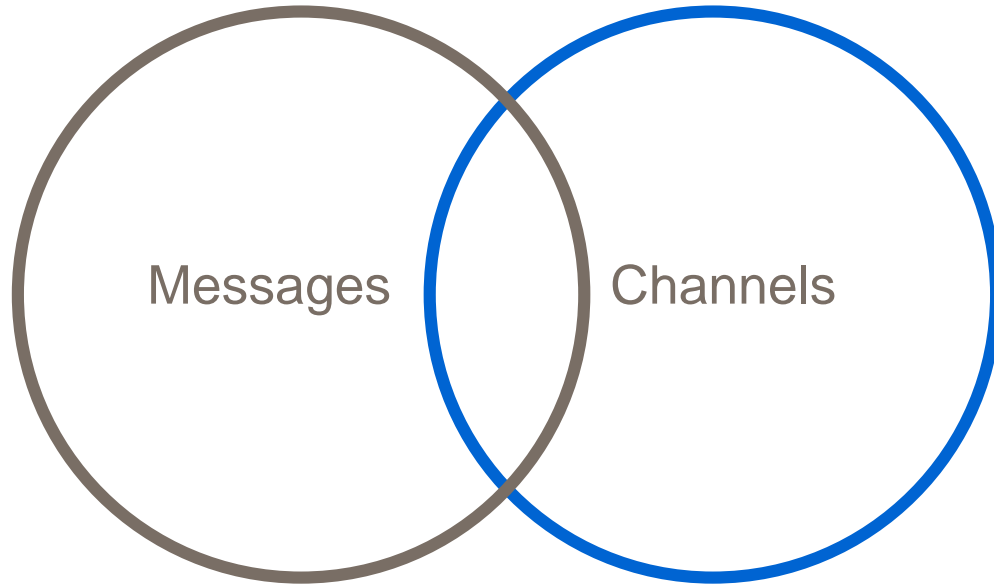
FIVE TIPS FOR A SUCCESSFUL SETUP

1. **Find allies** at very beginning – a coalition of like-minded people – and be flexible
2. Identify **a business problem** – not a goal, objective or org strategy
3. Be honest. Can comms, allied with others, do anything to **solve this problem?**
4. Find and focus on the **data that illuminates** the problem. Don't measure everything
5. Set **2-3 very simple objectives** for how to solve the problem and what to measure



RESEARCH TACTICS (FOR THE BUDGET CONSCIOUS)

TACTIC #1 – SEPARATE



SIMPLE WAYS TO MEASURE

Message cut-through

1. Pop quiz drawings at meetings
2. Desk walk with chocolate
3. 10-second Survey Monkey message check ins (2 questions)

Channel effectiveness

1. Open rates for emails based on length, heading, visuals
2. Email “was this useful” section at bottom
3. Experiment with attendance drivers (e.g. food, timing, format)
4. Newsletter readership surveys

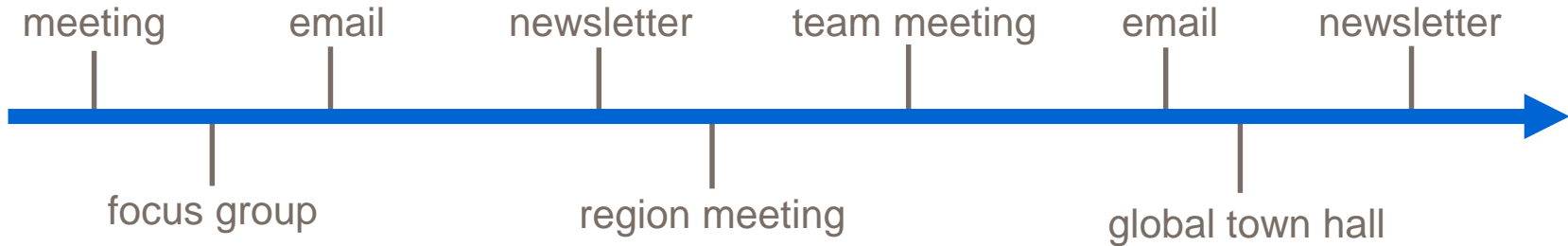
TACTIC #2 – GO OLD SCHOOL



**Response
Rates**

TACTIC #3 – INTEGRATE

Target one KPI (e.g. morale) and measure it over and over



Capture a point-in-time snapshot of one metric that really matters

Your goal – **“I’ve never seen any data like this before”**

RESEARCH TIPS

Systemic – Look at all relevant processes where data may already exist. Start small

Next-step thinking – Collect data that allows you to move easily from data to insights

Privacy – Consult experts carefully (in each region) before locking your data sets

New = data hunger – Ask questions not found in any system. (e.g. how much face time are you getting with your manager every week?)



ANALYZING DATA TO MAKE THE CASE FOR CHANGE

SIMPLE TIP – MAKE FRIENDS WITH HR



**You'll want...
data, demographics
and support**

SIMPLE TIP – DO FAVOURS FOR “PRODUCT” TEAMS



**You'll want...
to know the
benchmarks of
business success –
sales, quality, etc.**

POTENTIAL DATA BARRIERS YOU MAY FACE

1. Process compliance and accuracy
(e.g. performance management doesn't work here)
2. Data tools, frequency, quality, staffing
3. Resource constraints to analyze =
get that coalition of the willing
4. Leadership attention and willingness
5. Instant Gratification Syndrome



FOR EXAMPLE – TWO DATA SETS WE LOOK AT

Attrition – Planned (seasonality, stock vests) and unplanned

Performance – Past (batting avg. vs initiative milestones) and predicted



ASK THE RIGHT QUESTIONS

What are the risks?

- Attrition: Are we losing people we don't want to lose due to things we control?
- Performance: What are risks of missing initiative delivery or budget milestones?

What does the historical data tell us?

- We see certain clusters of employees at risk – tenure, salary, potential, etc.
- Some initiatives are harder to implement in our environment

Are there things we can do about the risks?

- No – change Silicon Valley environment
- Yes – improve our policies to be a more attractive employer (e.g. stock vesting)

EXPERIMENT

Lots of small-scale

Competitions

Policy changes

Engagement Plans

Culture changes – Awards, CTT

Initiative batting averages

Speaker Series for initiatives

A few big bets every year

Buyer Acquisition Program – retention

Operating committee – performance



Linking measurement outputs more closely to experiments

ORGANIZING DATA TO GET ATTENTION AND SUPPORT

GETTING ATTENTION = WHAT MATTERS TO YOUR ORG

1. Satisfaction
2. Retention
3. Performance on task
4. Performance as an organization or team
5. Succession planning



FIVE TIPS

1. Organize data under headings of business outcomes and problems to be solved
2. Structured data draws people in.
Unstructured data causes them to think
3. Ensure you have data and analysis
4. 30 seconds or less to understand your point
5. Problem + data + analysis + recommended action



MAKING THE (DATA-BASED) CASE FOR CHANGE

- 1. Problem** – Environmental scan and the biz problem we've identified
- 2. Data** – What the data and our analysis tells us
- 3. Experiments** – What we've done about it... so far
- 4. Solution** – Based on that... this is our recommendation for next steps

TAKING ACTION AND GETTING SUPPORT

- As a result of data and experiments
- Actions are simple and flexible
- Communicate to employees what you're doing (and why)
- Keep measuring results
- Keep reporting results
- Use results to build support for the next experiment



