

WHITEPAPER

2020

inFeedo's EX Framework: *Measuring Engagement Across the Employee Lifecycle*



Table of Contents

Whitepaper

- I. What Employee Engagement Means Today
- II. How inFeedo's EX Framework Embeds an Employee-First Culture
- III. A Little More on Amber's Tenure, Moments that Matter, and Exit Modules
- IV. How the EX Framework Drives Over 24x ROI in Employee Engagement
- V. Why AI is the Way Forward in HR
- VI. The Engine Behind the EX-EN Framework: Drivers and Elements
- VII. Success Metrics of EX: What the Numbers Show
- VIII. Conclusion

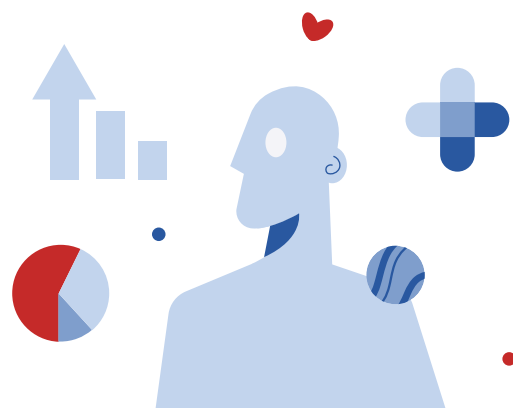
I. What **Employee Engagement** Means Today

Any HR leader will tell you to engage employees today means to act on data driven, real-time insights on employee sentiment, behavioral dynamics with teams and managers that help organizations reach their larger business objective.

Fortunately, the pursuit of real time employee engagement analytics is a field that has been growing and developing for years. To go back to its origins, psychologist Frederick Herzberg published his two-factor theory of motivation in 1959.

At inFeedo, we've driven the industry forward by implementing our own framework to help measure and track employee engagements. Our EX-EN framework has allowed us to parse minute, specific real-time actionable data points that are helping our customers boost retention, cut down on rehiring costs, and improve employee engagement.

Gleaned from interactions with 300,000 and counting employees across 100 organizations in over 50 countries, inFeedo's EX-EN Framework has helped HR Leaders reinvent the rules of employee engagement.



II. How inFeedo's EX Framework Embeds an Employee-First Culture

Amber, our AI-powered employee engagement bot, follows the guiding principles of the EX framework, which is to be employee-first always. Her analytics engine is a combination of macro-analysis, identification of focus areas, and a key focus on keeping employees at the center of the organization. The EX Framework identifies 7 key drivers and 57 driver elements that provide a comprehensive and in-depth measure of experience at every touchpoint and stage in an employee's tenure.

What makes Amber stand out is the **empathy embedded in her chat feature**, where she not just asks questions but also responds with empathy, diving deeper into the problem statements shared by employees.



EX Framework 7 Drivers

My Organization

Benefits and Policies
Clarity on Org's Vision and Mission
Hiring Job Match
Onboarding Experience
Organization Direction
+4 more

My Manager

Caring Manager
Manager 1:1
Manager's Fairness
Manager's Feedback
Mentor
+ 4 more

Senior Leadership

Approachability of Senior Leaders
Espoused Values
Inclusivity
Inspiring Leadership
Leadership Connect

My Team

Happiness with Team
Inspiration by Team
Peer Support
Team Synergy

My Organization Culture

Being Yourself
Culture of Innovation
Culture of Respect
Diversity and Inclusion
Employee Wellness
+ 5 more

My Work

Autonomy
Clarity of Roles and Responsibilities
Collaboration
Meaningfulness of Work
Quality of Goals
+ 4 more

My Career & Learning

Adequate Training
Career Development
Career Satisfaction
Commitment to Learning
Learning Curve
+ 3 more



“Interacting with [Amber] is done so well, it feels human, it feels natural, it feels like I am talking to someone who is listening to me.”



Terri Bresenham,
President & CEO at GE Healthcare

[GE Healthcare on Amber](#) >>

Unlike most survey solutions in the market today, Amber’s questions have been designed to touch base with employees during crucial moments in their tenure. Historically, primary and secondary data suggested employees are most likely to leave during the first 6-months of their employment.*

Amber connects and chats with employees beyond the 30-60-90-day milestones, which can be further customized by HR based on the insights she shares. Her modules range from **Tenure, Moments that Matter to Exit**, curated to meet both HR and workforce expectations across the employee lifecycle.

And most importantly, these modules help relieve a crucial HR problem...that of an unbalanced HRBP-to-employee ratio.



“Even if I tripled our number of HRBPs & they spent 4x the hours with each employee, that kind of insight would never have come.”



Biplob Banerjee,
Chief People Officer at ABD

[ABD on Amber](#) >>

These modules come with a dashboard that generates insights across individual employee sentiment, demography-based behavioral trends, organization-level insights on engagement, and more. Accordingly, success metrics and rates of improvement are linked to strategy. Key actions are derived from the Amber dashboard, including what’s working well and areas of improvement, and people science consultations. The dashboard also has a curated repository of articles that are informative and actionable within the action planning framework that helps HR stay in touch with industry best practices to help them improve people strategy.

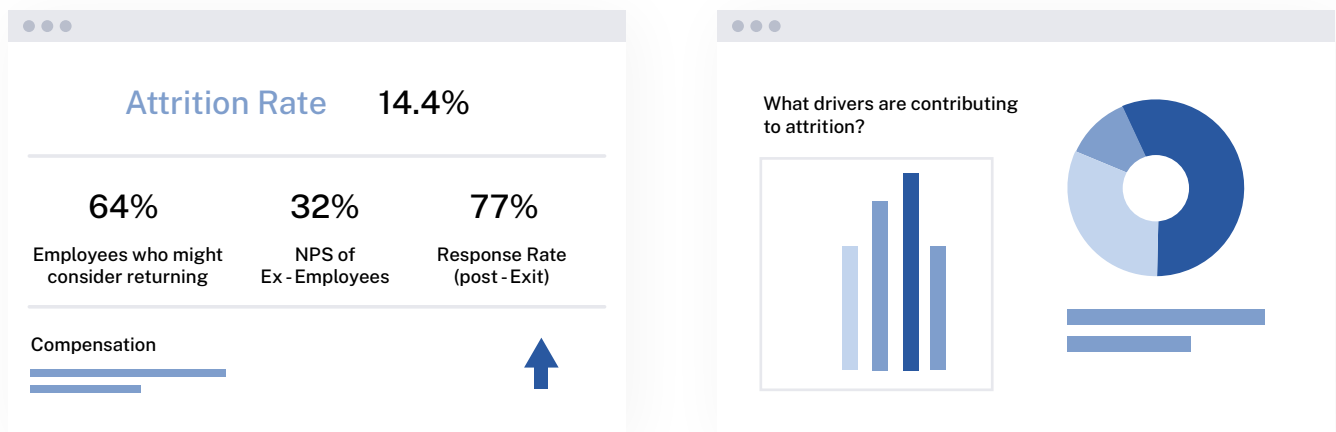
*HR Dive, <https://bit.ly/3fILqc5>

III. A Little More on **Amber's Tenure**, **Moments that Matter**, and **Exit Module**

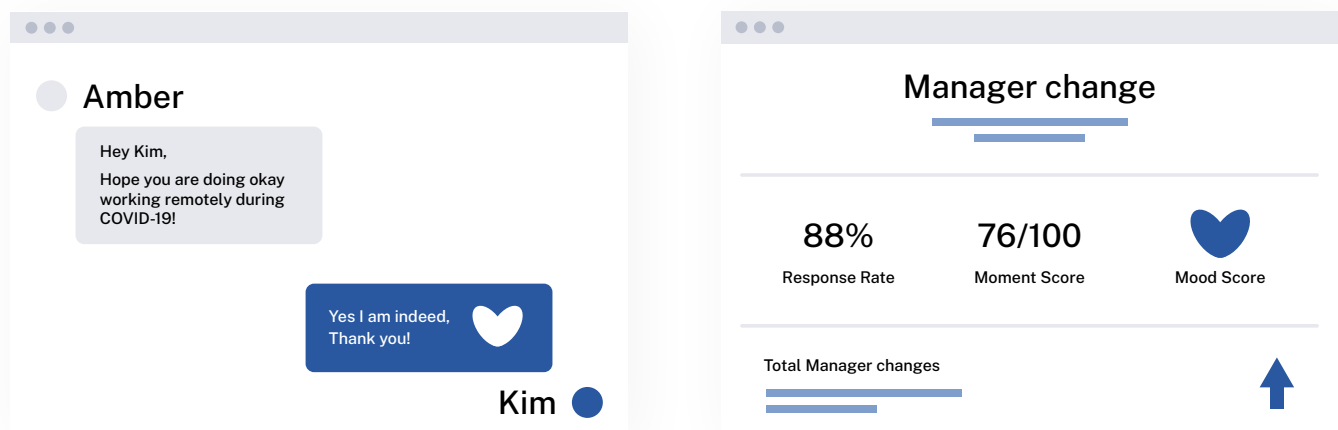
1. Within **Amber's Tenure Model**, employees interact with this employee engagement bot, positioned as the CEO/CHRO's ally from the first day to the end of the journey at the organization. Tenure is specifically mapped to individual employee milestones, putting them at the center of the EX-EN framework. HRBPs and CHROs receive insights-driven reports not just from the dashboard but also right in their inbox, making it easier to act and resolve any issues quickly.



2. Within **Amber's Exit module**, employees highlight their experiences right from serving their notice period and to even after they have left the organization. This helps HR understand and correlate the data collected from Tenure and the Exit module for each employee to understand key pain points, sentiment, and perspectives while in the organization and after they are no longer associated with it.



3. Similar to “moments of truth” in a customer’s journey that determines if they will buy from you or not, **Amber's Moments that Matter** are milestones/ changes in an employee’s lifecycle (Manager change, Role change, Location Change, and so on) that can either strengthen the psychological contract when done right or increase the turnover intent when gone wrong.



IV. How the **EX Framework** Drives Over **24x ROI** in Employee Engagement

The concept of Employee Experience (EX) originated in parallel to Customer Experience (CX). Business leaders worldwide have realized that to ensure their customers are satisfied, their workforce must also be happy and engaged.

To illustrate one such success story...

When TATA CLiQ met Amber

The HR Team led by their CFO and CHRO Behram Sabbawala realized the need for a real-time engagement score. It was critical to establish regular connects to understand pain points seen as the organization scaled exponentially. Lack of real-time insights on employee sentiment made creating fact-based action plans an imperative.

TATA
CLiQ



inFeedo

Tata CliQ and Amber's Story - <https://bit.ly/2C3otBL>

Investing in Amber helped the HR team customize employee engagement initiatives with critical focus on retention. Each and every concern highlighted by employees continues to be prioritized with the intent of proactive resolution. And insights from Amber correlated with 360-degree and other survey feedback to fortify data-driven action plans.

Amber's Impact in Tata CLiQ

92%

**Employee Response
Rate**

4.1/5

**Employee Mood score
Across Tata CLiQ**

24X

**ROI in Employee
Engagement**



“Amber has been a revelation, considering she’s helped us drive so much change and motivation since we began the journey with her. She’s clearly been the best thing that’s happened to us at Tata CLiQ this year...”

- Behram Sabawala
CFO & CHRO, Tata UniStore Ltd

V. Why **AI** is the Way Forward **in HR**

Employee engagement is a key outcome of multiple stakeholders coming together and delivering the right experience to their workforce. As a mix of tangible and intangible components the stakeholder-based EX engagement framework enables better accountability and a higher level call to action.

Amber's flexibility lends itself to performance across industries and company sizes.

Within the BFSI industry, Amber has helped double the average tenure.

Amber's Score Card from 300,000+ employees across 50+ countries:



4.46/5

Chat Score



63.6

(Universally easy to chat with)

**Flesch Reading-Ease
Score**



74%+

**Average Response
Rate**

Within scaling startups like **GO-MMT** and larger global firms like **Puma**, Amber has helped HR teams rejig their key result areas (KRAs) further and become a strategic force within these organizations. *

Our higher success rate has been within organizations with an employee base of 500 to 5000, experiencing the highest ROI on average within a year of its implementation.

VI. The Engine Behind the EX-EN Framework: Drivers and Elements

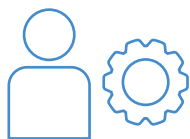
Based off both primary and secondary research including inputs from subject matter experts, CHROs, HRBPs, and ethnomethodological research, the inFeedo EX framework presents a holistic picture to employers to help them determine the employees who are satisfied and happy with their organization and those who are close to attrition.

Our EX Framework identifies 7 key drivers and 57 driver elements that provides a comprehensive & in-depth measure of experience at every touchpoint & stage in an employee's tenure.



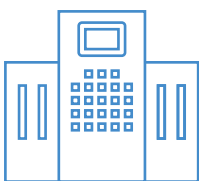
My Career and Learning:

This driver measures employee's perception of their opportunities offered to grow and learn within the organization along with general levels of career satisfaction.



My Manager:

This driver measures the relationship the employee shares with their reporting managers, including their minus ones or subordinates in the hierarchy, to determine the effectiveness of the manager for their reportees.



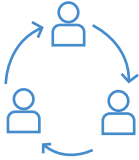
My Organization:

This driver measures the experience of an employee interacting with different tangible aspects of the organization, like workspace, and intangible ones, such as policies, that impact work culture of the organization.



My Organization Culture:

This driver gauges the extent to which the employee is aligned with the organization culture and how they perceive the state of the culture.



My Team:

This driver measures the employee's interaction and dynamics within the team/group and how the team impacts the employee at work.



My Work:

This driver is designed to measure the employee's perception of the quality and nature of work, and if they find overall meaning and satisfaction in it.



Senior Leadership:

This driver determines an employee's perceived and direct relationship with senior leaders within the organization.

What makes our EX-EN model accurate & effective?

1. It is based on data accrued from over 50 clients with 50,000+ employees who gave 600,000+ answers that measured 300+ unique elements via Amber.
2. The data was studied & analyzed using advanced statistical modeling processes:
 - Principal Component Analysis
 - Correlations & Reliability Tests
 - Logistic Regression
3. The result was a model that meets 5 important criteria for an effective framework & diagnostic tool:
 - Statistically significant elements
 - Elements that have a high impact on the experience
 - Reliability of the survey instrument
 - The validity of the survey instrument (measured at a statement-level)
 - Instrument readability

Evolution of our framework

2015

8 drivers and 88 elements

A **rigorous review** of research papers, studies, articles and business reports, and **several conversations with HRBPs and CHROs** led to a framework with 8 drivers and 88 elements.

2018

7 drivers and 70 elements

To further standardize this model and make it more comprehensive, **several statistical tests** were done with **50,000+ employees who provided 6,00,000+ answers**. The framework then reduced to 7 drivers and 70 elements.

2019

7 drivers and 57 elements

In 2019, we conducted another round of **statistical analysis to perform test-retest validity** and the model currently possesses 7 drivers and 57 elements.

2020

7 drivers and 53 elements

In 2020, we performed another round of instrument validity testing with the intent to **refine EX framework, adjust elements, and calibrate frequency to adjust our model to the new normal**. The revised framework currently comprises of 7 drivers and 53 elements. *

*Data Results:

1. Cronbach's alphas ranged from 0.57 to 0.91, with an average of 0.76.
2. The component loadings ranged from 0.45 to 0.98 and total variance extracted ranged from 35.7-62.7%, with an average of 46.3%.

We have studied pseudo-anonymized data from our Crisis Management product to assess the impact and strategic need for employee engagement during a pandemic, and to evolve our framework to make it more relevant in a pandemic and post-pandemic era.

In times of crisis, employees are naturally inclined to organization leaders and HRBPs. This is where it is critical to be agile, create a structure and culture that helps employees stay focused to move forward is pivotal, especially when normalcy has been disrupted.

We assessed employee feedback via Amber before/during COVID-19 to derive key themes organizations need to keep a tab on while we adjust to the new normal.

Problem Statements Addressed

Feeling of uncertainty:

Lack of effective communication between senior leaders and employees wrt to organizational updates

Team Synergy:

Communication and collaboration issues among employees within and outside the team

Interpersonal relations:

Lack of informal/fun and non-work conversations within teams

Sense of stagnation:

Uncertainty of processes like training and performance appraisal are impeding continuous learning for employees

Employee-Manager relationship:

Approachability of managers and business leaders

Empathy:

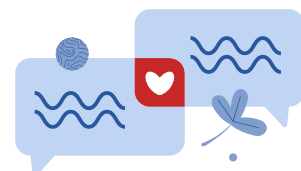
Lack of concern in managers and the organization for their employees

Caring Colleagues:

Strengthened care and support for colleagues during this time

Work Life Balance:

Lack of fixed working hours and frequent burnout due to work from home



[Click here to see how we mapped different drivers-elements and questions to solve key challenges as part of crisis management.](#)

VII. Success Metrics of EX-EN: What the Numbers Show and How They're Derived



Statistical analysis to validate our framework was divided into the following steps.

1. **Pre-data cleaning:** As a preliminary step, customer specific customizations were integrated into the data set by re-mapping customer questions, elements and drivers to the base version of inFeedo's Employee experience framework.
2. **Data extraction:** Our tech team mines common baseline elements and drivers responses for different reach-outs based on employee lifecycle, from day 15 to year 15. To comply with data regulations and norms, including GDPR, codes and survey session ids were assigned to each employee, concealing any personal indicator information and pseudo-anonymizing the data.
3. **Data cleaning (standardizing framework mappings, handling missing values if any)** Another round of data cleaning is done to remove the missing values from the data and get a healthy sample for analysis for each of the reach-out.
4. **Data analysis:** inFeedo's EX-framework's statistical properties are based on two analyses:
 - **Principal Component Analysis (PCA):** To establish factorial validity, PCA was used. The datasets were scrutinized from baseline preliminary tests (Bartlett's test of sphericity and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy) to check the feasibility of data for conducting factor analysis. Certain specifications were introduced into the model before conducting the analysis (number of components to be extracted was made to 1, to load factors exclusively to one component (tenure), variables having loadings less than 0.35 were suppressed and excluded from the analysis.)
 - **Cronbach alpha:** To check for the internal consistency or reliability of the model, Cronbach alpha was used.

Statistical analysis

0 - 1 year

15 Days

Cronbach's Alpha Value: 0.69

Elements	Loading
Induction Program Effectiveness	0.61
Onboarding Experience	0.70
Mood Score	0.56
Resources and Support	0.59
Role Clarity	0.55
Warm and Friendly People	0.63
Direction from Senior Leaders	0.51

45 Days

Cronbach's Alpha Value: 0.83

Elements	Loading
Being Yourself	0.77
Direction from Senior Leaders	0.58
Hiring Job Match	0.66
Mentor	0.77
Onboarding Experience	0.71
Mood Score	0.66
Resources and Support	0.66
Role Clarity	0.48
Warm and Friendly People	0.65

90 Days

Cronbach's Alpha Value: 0.86

Elements	Loading
Adequate Training	0.66
Approachability of Senior Leaders	0.70
Autonomy	0.69
Collaboration	0.67
Organization Updates	0.61
Mood Score	0.73
Resources and Support	0.70
Role Clarity	0.64
Sense of Purpose	0.62
Trust in Manager	0.76

6 Months

Cronbach's Alpha Value: 0.91

Elements	Loading
Appreciation	0.77
Approachability of Senior Leaders	0.68
Caring Manager	0.73
Commitment to Work	0.73
Continuous Learning	0.66
Inspiration by Team	0.78
Leadership Connect	0.72
Manager's Feedback	0.76
Mood Score	0.75
Peer Support	0.70
Quality of Work	0.68

9 Months

Cronbach's Alpha Value: 0.89

Elements	Loading
Approachability of SLM	0.61
Autonomy	0.70
Being Yourself	0.77
Ideas Valued	0.75
Inspiring Leadership	0.75
Openness	0.61
Mood Score	0.73
Peer Support	0.72
Performance Management Process	0.69
Role Satisfaction	0.71
Sense of Pride	0.70

1 Year

Cronbach's Alpha Value: 0.89

Elements	Loading
Benefits and Policies	0.61
Caring Manager	0.81
Fair Treatment	0.55
Inclusivity	0.74
Learning Curve	0.63
Manager 1:1	0.73
Mood Score	0.75
Recognition	0.75
Team Synergy	0.59
Trust in Manager	0.75

Cronbach's Alpha Value: It is the measure of the internal consistency or the reliability of the question set (acceptable value range: 0.6-0.8 and above 0.8-excellent/ exceptional value).

Loading: Component loadings are the correlation coefficient for the variable and factor. It is measuring the importance of elements in specific tenures (Average-0.4-0.5; Good-0.6-0.7; Excellent-above 0.8).

Statistical analysis

1.5 -4 Years

1.5 Years

Cronbach's Alpha Value: 0.91

Elements	Loading
Appraiser's Fairness	0.77
Appreciation	0.80
Career Growth Map	0.73
Leadership Connect	0.71
Manager's Feedback	0.80
Mentor	0.78
Mood Score	0.76
Performance Management Process	0.70
Recognition	0.72
Task Variety	0.61
Workplace	0.69

2 Years

Cronbach's Alpha Value: 0.86

Elements	Loading
Career Growth Map	0.70
Ideas Valued	0.76
Meaningfulness of Work	0.54
Opportunities to Learn and Grow	0.60
Organization's Goals and Objectives	0.65
Peer Support	0.68
Recognition	0.71
Sense of Purpose	0.65
Work-Life Balance	0.66
Mood Score	0.73

2.5 Years

Cronbach's Alpha Value: 0.71

Elements	Loading
Autonomy	0.59
Career Growth Potential	0.69
Meaningfulness of Work	0.58
Organization Updates	0.61
Task Variety	0.63
Mood Score	0.75

3 Years

Cronbach's Alpha Value: 0.82

Elements	Loading
Approachability of Senior Leaders	0.62
Autonomy	0.54
Career Growth Potential	0.62
Caring Colleagues	0.67
Inspiring Leadership	0.77
Manager's Feedback	0.66
Opportunities to Learn and Grow	0.58
Mood Score	0.69
Peer Support	0.61
Work-Life Balance	0.52

3.5 Years

Cronbach's Alpha Value: 0.73

Elements	Loading
Autonomy	0.61
Career Growth Potential	0.78
Meaningfulness of Work	0.56
Organization Updates	0.61
Mood Score	0.75
Task Variety	0.59

4 Years

Cronbach's Alpha Value: 0.82

Elements	Loading
Career Growth Potential	0.74
Lead by Example	0.74
Quality of Work	0.76
Sense of Purpose	0.71
Mood Score	0.98

Cronbach's Alpha Value: It is the measure of the internal consistency or the reliability of the question set (acceptable value range: 0.6-0.8 and above 0.8-excellent/ exceptional value).

Loading: Component loadings are the correlation coefficient for the variable and factor. It is measuring the importance of elements in specific tenures (Average-0.4-0.5; Good-0.6-0.7; Excellent-above 0.8).

Statistical analysis

4.5- 7 Years
4.5 Years
Cronbach's Alpha Value: 0.72

Elements	Loading
Autonomy	0.65
Inspiration by Team	0.68
Openness	0.73
Opportunities to Learn and Grow	0.72
Mood Score	0.68

5 Years
Cronbach's Alpha Value: 0.76

Elements	Loading
Direction from Senior Leaders	0.74
Employee Engagement Activities	0.61
Mood Score	0.68
Quality of Work	0.75
Recognition	0.64
Task Variety	0.65

5.5 Years
Cronbach's Alpha Value: 0.62

Elements	Loading
Autonomy	0.72
Inspiring Leadership	0.59
Mood Score	0.67
Quality of Work	0.61
Recognition	0.49
Work-Life Balance	0.49

6 Years
Cronbach's Alpha Value: 0.75

Elements	Loading
Commitment to Learning	0.77
Democracy in the Workplace	0.70
Quality of Work	0.72
Recognition	0.66
Mood Score	0.74

6.5 Years
Cronbach's Alpha Value: 0.65

Elements	Loading
Fair Treatment	0.57
Fun and Friendly Workplace	0.58
Performance Management Process	0.64
Quality of Work	0.56
Work-Life Balance	0.71
Mood Score	0.65

7 Years
Cronbach's Alpha Value: 0.79

Elements	Loading
Commitment to Learning	0.78
Democracy in the Workplace	0.71
Mood Score	0.66
Quality of Work	0.68
Sense of Accomplishment at Work	0.75
Trust in Management	0.63

Cronbach's Alpha Value: It is the measure of the internal consistency or the reliability of the question set (acceptable value range: 0.6-0.8 and above 0.8-excellent/ exceptional value).

Loading: Component loadings are the correlation coefficient for the variable and factor. It is measuring the importance of elements in specific tenures (Average-0.4- 0.5; Good-0.6-0.7; Excellent-above 0.8).

Statistical analysis

7.5- 10 Years

7.5 Years

Cronbach's Alpha Value: 0.71

Elements	Loading
Career Satisfaction	0.76
Challenging Work	0.66
Collaboration	0.59
Guidance from Seniors	0.74
Mood Score	0.67

8 Years

Cronbach's Alpha Value: 0.73

Elements	Loading
Career Growth Potential	0.65
Challenging Work	0.72
Organization Direction	0.71
Team Culture	0.75
Mood Score	0.69

8.5 Years

Cronbach's Alpha Value: 0.63

Elements	Loading
Democracy in the Workplace	0.74
Going the Extra Mile	0.56
Learning Curve	0.65
Quality of Goals	0.53
Mood Score	0.70

9 Years

Cronbach's Alpha Value: 0.74

Elements	Loading
Career Satisfaction	0.74
Commitment to Learning	0.73
Culture of Respect	0.69
Mood Score	0.72
Recognition	0.69

9.5 Years

Cronbach's Alpha Value: 0.78

Elements	Loading
Commitment to Learning	0.71
Democracy in the Workplace	0.66
Mood Score	0.62
Quality of Work	0.71
Sense of Accomplishment at Work	0.73
Trust in Management	0.74

10 Years

Cronbach's Alpha Value: 0.74

Elements	Loading
Career Satisfaction	0.74
Challenging Work	0.69
Collaboration	0.68
Guidance from Seniors	0.76
Mood Score	0.67

Cronbach's Alpha Value: It is the measure of the internal consistency or the reliability of the question set (acceptable value range: 0.6-0.8 and above 0.8-excellent/ exceptional value).

Loading: Component loadings are the correlation coefficient for the variable and factor. It is measuring the importance of elements in specific tenures (Average-0.4- 0.5; Good-0.6-0.7; Excellent-above 0.8).

Statistical analysis

10.5- 12.5 Years

10.5 Years

Cronbach's Alpha Value: 0.62

Elements	Loading
Career Growth Potential	0.62
Challenging Work	0.71
Organization Direction	0.73
Team Culture	0.70

11 Years

Cronbach's Alpha Value: 0.57

Elements	Loading
Democracy in the Workplace	0.78
Going the Extra Mile	0.51
Learning Curve	0.63
Mood Score	0.65
Quality of Goals	0.45

11.5 Years

Cronbach's Alpha Value: 0.78

Elements	Loading
Career Satisfaction	0.76
Commitment to Learning	0.75
Culture of Respect	0.74
Mood Score	0.70
Recognition	0.72

12 Years

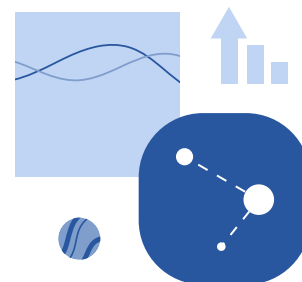
Cronbach's Alpha Value: 0.79

Elements	Loading
Commitment to Learning	0.69
Democracy in the Workplace	0.73
Quality of Work	0.69
Sense of Accomplishment at Work	0.74
Trust in Management	0.74
Mood Score	0.60

12.5 Years

Cronbach's Alpha Value: 0.72

Elements	Loading
Career Satisfaction	0.77
Challenging Work	0.58
Collaboration	0.68
Guidance from Seniors	0.74
Mood Score	0.68



Cronbach's Alpha Value: It is the measure of the internal consistency or the reliability of the question set (acceptable value range: 0.6-0.8 and above 0.8-excellent/ exceptional value).

Loading: Component loadings are the correlation coefficient for the variable and factor. It is measuring the importance of elements in specific tenures (Average-0.4- 0.5; Good-0.6-0.7; Excellent-above 0.8).

Readability

Readability tests are indicators that **refer to readers' ease of understanding owing to the style of writing**. Often ignored, readability statistics cannot only provide information about the level of difficulty of the readability of particular documents but also **can increase an assessment's credibility**.

Readability Indices	Score	Score Definition
Flesch Kincaid Reading Ease*	63.6	Plain English easily understood by 13 -15 year old students
Flesch Kincaid Grade Level	7.2	School grade level - 7th grade
Gunning Fog Score	10.9	High school Junior
SMOG Index	8	Years of education one needs to understand a piece of writing
Automated Readability Index	6.9	7th grade easily understood by 12 -13 year old

Reader's Digest magazine has a readability index of about 65, an average grade six student's written assignment has a readability index of 60–70 and the Harvard Law Review has a general readability score in the low 30s. **Amber with her average question length of 11 words and 1.5 syllables per word is easily understood by 300k+ users who talk to her regularly across our 90+ customers from different industries.**

Key outcomes we derived from the questionnaire (name + description) -

Engagement Score

The North Star metric that measures employee connection with work, colleagues, and organization

Mood Score

Continuous, real-time mood assessment of the organization

Driver- Element Analysis

Continuous, real-time mood assessment of the organization

People To Meet

'People to meet' highlights employees with a high turnover intent with reasons and action tracking

Textual Analytics

Advanced textual analytics with sentiment breakdown, bucketing and trending words in the org.

Response Rate

Percentage of total number of chats between Amber and employees against the total number of chats sent out

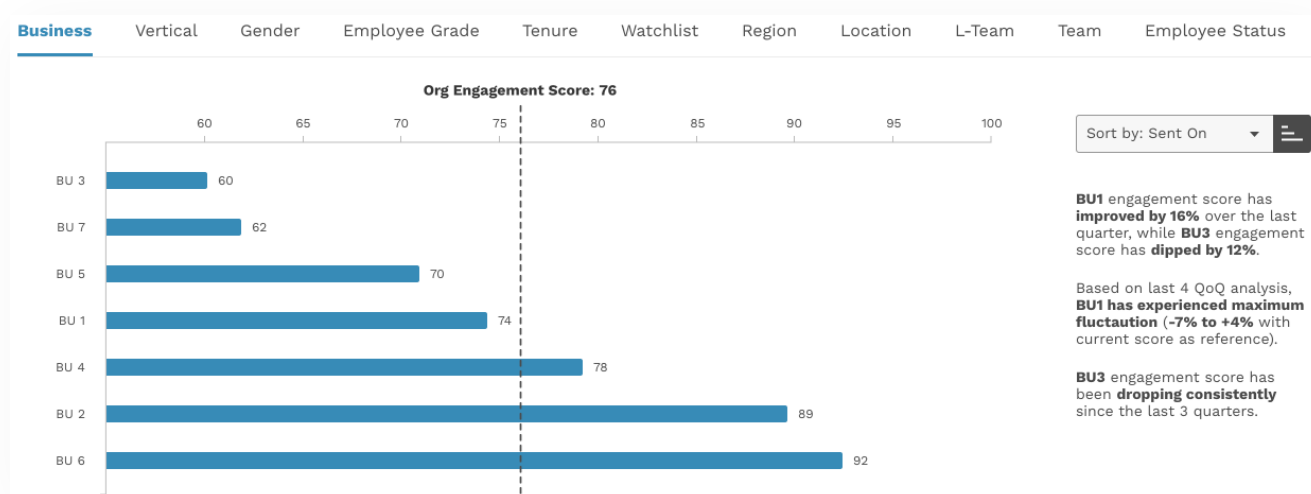
How Do We Interpret Data?

Engagement data can be viewed with different storylines that cater to different personas including leaders, SMEs, on-ground managers & business partners. The data is used to understand the state of engagement, uncover employee issues, and supplement understanding of known business problems including infant attrition, low productivity, and more. These storylines are based on 3 primary ways of analyzing survey data:

- Top Down Approach
- Bottom Up Approach
- Slice & Dice

A top down approach starts with identifying a macro theme and mapping it over all responses, whereas a bottom-up approach starts with data, e.g 120 out of 400 employees are disengaged, and works from there to build insights from there (people issues in key accounts, need for location-level interventions, issues with first-time managers, and so on). The two approaches are different yet complementary.

Slice and Dice is a subset of both approaches where you divide engagement survey data into smaller parts to analyse it more closely or in different ways. As a regional HR head, I may want to understand engagement levels at different locations under my span so I'd use slice & dice to do a location analysis. More often than not I'd check these scores and levels with the organizational baseline, something we enable by using demographic cuts in the Amber dashboard.



In a time of crisis, rallying around the leaders and HRBPs of a company is the natural inclination of any worker. Their ability to be agile, create a structure and culture that helps employees stay focussed and provide a compass to help them move forward is pivotal, especially when normalcy has been disrupted. We assessed employee feedback via Amber before/during COVID to derive key themes organizations need to keep a tab on while we adjust to the new normal.

Conclusion

This deep dive into Amber shows the multifaceted nature of the product, and all the work that goes in behind the scenes. While our sleek UI and user friendly nature make it appear simple, the amount of statistical analysis and way of thinking that drive the product are what sets it apart. Through years of research we've been able to elegantly map psychological theories of actualization onto a robust data analytics network. We've built the best product on the market through a combination of our advanced data parsing techniques, high quality UI and tons of feedback from our conversations with over 100 CHROs worldwide.





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