



Behavioral Insights for HR Professionals



Feedback's advanced intelligence has informed strategic planning and communication decisions for over a decade by providing a comprehensive look at organizational culture, recruitment and retention, messaging internally, and employee discussion of brands and competitors. In these critical times, our insights allow HR professionals to not merely respond, but to be ahead of the curve of employee sentiment.

Employee attitudes are knowable - and applying behavioral science to the incredible uptick in discussion among peers is crucial to understanding burnout, churn, and the true big-picture state of your recruitment and retention, as told by your internal stakeholders.

Whether you're talking about project managers, nurses, teachers, or front-line employees - they have online lives and are displaying a perspective that your next recruits and current employees can see.

Observations from our research include:

1

Let Data Cross Internal Lines

It's crucial to be interested in learning what the outward projection of your company culture is and how it stitches (or doesn't) across services and facilities. Leveraging the "voice of the employee" is something often done through severely lagging surveys. Anyone in recruitment can tell you they are dealing with real-time problems that are shifting far faster than they are getting data to make operational decisions. It's a perfect storm of siloed listening and putting out fires. (As an aside, some of our favorite presentations of our data are when it goes across internal lines and helps illuminate from a different angle.) **Being open to sharing insights across the organization, where everyone can benefit, is as important as conducting the right research.**

2

Geography and the Framing of Channels

Tracking and listening to how employees are speaking begins with acknowledging an ever more important perspective: geography. In social listening, geography is a crucial axis that often goes overlooked. So many of the "listening" tools and programs focus on larger channels and the engagement on specific accounts (what someone says on Twitter, or a review left on your sacred official Facebook Page) rather than approaching it from the angle of how someone in X town finds Y resources. That way you are getting the complete voice of the customer/persona, not just those on one side of the street.

Further, it helps paint a picture and illuminates the role broader surface channels actually play. For example, if you find that in your region there is not a strong review culture (ex. Yelp) but there is, say, strong use of interest-based forums (ex. sports or wellness) - that helps explain why you don't have many Yelp reviews.

You may find that some of your audiences have to reach for wider channels to find information and peers, which could signal a role for you to build a localized community; Further, it may illustrate where brand confusion and lack of consistency is hurting customer relationships as they seek affinity out of town.



Watch for the phenomenon, pay attention to the behavior, operationalize the insights - repeat.

In addition, it also helps listeners utilize those large channels more smartly - a recent example being the move for Instagram to shift not just to a map about content, but about location. Instagram, like Facebook, and even TikTok, want to be where people search for everything from restaurants to hospitals. As they point their tools more locally inward it will only further highlight how different some regions are. Whether we actually operationalize based on those differences will depend on whether we are pulling back far enough to even notice them.

3 *More Than Just Reviews*

Internally, we find that some clients believe they must already be tracking these conversations... aren't they? In truth, what is usually happening is the assignment of a position to read and react to reviews as they happen - and usually only on a handful of channels or sites. This is actually a great operational use of time - but let's not pretend that it's a strategic view. It all begs the question: are you looking at the forest of social listening or just staring at a couple of trees? HR leaders need answers to how all reviews and discussions by employees answer questions such as:

- How is the brand spoken of?
- How are individual facilities, departments, or programs spoken of?
- What is the company culture based on what is described?
- How are women and minorities represented in reviews (as authors or in the subject matter of posts)? How is accessibility spoken of?
- What are the top positives discussed? Negatives?
- How do perceived barriers change over time or change by job type? Facility?
- How do current employees feel about the organization? How do past employees feel? How do potential employees feel?
- And maybe most critical: what does a potential hire see?

It's important to reiterate: Employee attitudes are knowable. Applying a behavioral eye to how they are already discussing life at your company can reveal incredible differences and nuance to data one might typically only see months later and in a far more restrained form (if at all). Seeing the big picture of your internal stakeholders will help you make more informed decisions and improve recruitment and retention outcomes as you track it persistently over time.



Let us show you how we can help.

Contact Aaron Thaler at aaron@discoverfeedback.com for more information today.