

How do you use the People Insights Platform today?

Cloudflare uses the People Insights Platform as a strategic tool to drive business results by actively seeking, valuing, and acting on employee feedback. By providing a mechanism for employees to voice their opinions, concerns, and suggestions, we use the Platform to help leaders identify areas for improvement, address potential hot spots, and implement changes that contribute to and enhance our overall employee experience. Results and insights from our employee listening program also enables our People team leaders to craft and define a talent strategy that is aligned with our overall company strategy and goals, and enables our COEs to design and deploy function-specific strategies in order to drive effectiveness. Our data-driven and scientific approach to understanding employee sentiment enables our leadership team to make informed decisions that contribute to a more positive and productive workplace, which translates into increased employee engagement, improved business performance, and a competitive edge in the market.

Please share your EX Impact story. Detail your challenge, solution, and impact.

Challenge: With the macro-economic environment in the tech industry over the last ~18-24 months, Senior Leadership in the organization heightened organizational awareness and focus around managing performance and driving value; in terms of both better management of underperformers and a stronger focus of Manager Capability - the range and effectiveness of skills, competencies, and attributes that enable a manager to lead, support, and engage their teams via development, defining goals, and providing performance feedback.

We knew via our performance management system that many managers were not utilizing the feedback tools and processes available to them, and via our Global Experience survey, we identified two main subcomponents of Manager Capability: Manager Effectiveness and Manager Relationship. We defined Manager Effectiveness as the broader set of skills, competencies, and required abilities to lead and manage their team to attain organizational goals; articulating performance goals,

providing performance feedback, and executing on expectations. We defined Manager Relationship as the interpersonal aspects and quality of interactions between a manager and team members; how well a manager is able to establish and maintain positive relationships with individuals on the team.

From this distinction, we were able to identify a disconnect in the Global Experience survey between Manager Effectiveness, and Manager Relationship. Specifically, we found that while employees responded highly favorably in the category of Manager Relationship, favorability around Manager Effectiveness was on average, 11 points lower. While we knew that we had a positive foundation of trust and relationships between employees and Managers to build from, we also recognized there were some significant challenges and opportunities to enhance Manager Effectiveness in order to drive organizational value and higher performance.

Solution:

By deep-diving into Manager Effectiveness results in the Platform, we were able to identify hotspots in the organization, at various units of analysis - function, team, and individual manager, and integrate this with other attributes such as diversity representation and talent assessment, to arrive at key insights at the individual manager level for each Senior Leader. Our Employee Listening project team met with leaders of each function to disseminate and share results, and provide recommendations around both targeted training and development programs, and also highlight existing feedback mechanisms and set targets for utilization to drive manager effectiveness in the areas of performance feedback, and career and skill development. Our L&D team then partnered with individual functional leaders and Business Partners to build a tailored development strategy for the year. Based on the specific results from the survey, the L&D team created programming to meet the needs of that business function. This programming included performance conversations, development plans and skill based development offerings both on-demand and live.

Impact:

We tracked performance feedback utilization and assessed progress around Manager Effectiveness in both our 2023 Pulse Surveys and Global Experience Survey. We found that functions whose Senior Leaders committed to and engaged in specific activities around Manager Effectiveness (i.e., held individual managers accountable for utilizing internal resources around development and performance feedback conversations), saw on average +5 point increases in Manager Effectiveness, +2 point increases in Manager Relationship, and a - 1 point decrease in Engagement across measurement periods; functions who did not actively engage on average saw -4 point decreases in Manager Effectiveness, -3 point decreases in Manager Relationships, and -7 point decreases in Engagement. Related, we also enabled our Business Partners to collaborate with their Senior function leaders with deep-dive insights around Manager Effectiveness and other talent data, enabling them to make specific decisions around the development and retention of leaders who were deemed highly effective, or not, on multiple attributes of performance.

Category: Manager Effectiveness**Business Outcomes:**

- Improved manager ratings (Survey & 360)
- Increased employee engagement
- Improved employee performance

Additional KPIs

We have recently added a Manager Effectiveness 180 survey to our listening program that deep dives further into business impact and we will be able to track turnover over time in our 2024 surveys