

Name of your organization: IPG Mediabrands

How do you use the People Insights Platform today?

The People Insights Platform plays an integral part in our continuous employee listening plan. We utilize this platform to elicit feedback through onboarding, NPS, inclusion, engagement, and exit surveys. Upon receiving employee feedback, our leaders review the data, and action plans are developed based on the insights gained from each survey. Our leadership team has placed a significant emphasis on the inclusion and engagement surveys, by tying the results to leadership performance goals and compensation. We have also expanded the use of dashboards in the People Insights Platform that allow us to connect data across our multiple surveys to deepen the insights we are able to collect from the data.

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

Our organization, IPG Mediabrands, is heavily matrixed. In the past few years we've also experienced significant leadership changes, we have gone through several rounds of reorganization as parts of our business was restructured. In 2023, we also went through a significant transformation of the way we deliver business to our clients. All in all, the past 2 years has seen significant change in our organization. While managing the ripple effects of change in a large organization always has its challenges, deploying a strong employee listening strategy provided leaders with insights into how employees were reacting to and embracing the changes that were happening. This helped leadership understand what was going well and where adjustments needed to be made.

As an organization, we learned that the cohesiveness of our teams remained incredibly resilient even as employees were experiencing changes to the way they worked and the structure of their business units. Employees connections to their teams acts as a buffer, allowing people to get through times of disruption in their work and in the organization.

We were also able to quantify the impact that changes were having on the employee experience through our People Sentiment KPIs. Concerns surfaced about change management, particularly in the way decisions and information were being communicated. In response to this feedback, action plans were developed to specifically focus on communication. In addition, on the engagement survey, employees were asked for their ideas on how they wanted to receive communications which led to several suggestions that contributed to revised communication plans. Some of our agencies also used the OnDemand Perceptyx survey tool to elicit additional employee feedback.

For 2024, our executive leadership teams will focus on crafting clear and compelling messages that can be easily and effectively cascaded through our matrixed organization. They'll experiment with different formats and voices to get messages across, ensuring we reach all our people and ultimately creating a multi-faceted communication plan. For instance, we are planning a series of small group listening sessions with the global CEO that will be structured, and a forum for both sharing survey results, asking questions and solutioning together with employees. We will continue to measure the impact of our action plans through our People Sentiment KPIs.

Do you have any additional KPIs/Metrics to demonstrate your impact on EX?

We have a People Sentiment Score card where we track 7 metrics. These are the NPS, Inclusion Index and 5 questions that we have identified as key engagement drivers. The engagement drivers focus on areas such as change management, executive leadership decision-making, belonging, and future vision. In doing so, our executive leadership team can monitor progress in these areas multiple times a year and year over year. Because we have established People Sentiment KPIs with multiple years of history, in 2023, we were able to quickly diagnose where things were not going well through a year of transformation.

For 2024, our people sentiment KPI scorecard will now be included with quarterly financial reviews. Each leader will be expected to share their People Sentiment KPIs along with their action plan and communication plan.