Perceptyx

The State of Employee Listening 2024

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Executive Summary

Over the past 5 years, the world of work has faced one major disruption after another, and with the rapid adoption of new technologies like AI, that trend isn't poised to stop any time soon. With these disruptions comes an unprecedented talent management problem as many of the traditional strategies for keeping people engaged, productive, and loyal may no longer apply or need to be applied in new and different ways. This makes gathering employee feedback and ideas for improvement more important than ever. The leaders of successful organizations understand this and have consistently expanded the scope and frequency of employee listening events – ensuring these listening efforts are aimed at the most important business and talent priorities facing their organizations today.

This is Perceptyx's third annual study of the employee listening and action practices employed by the most successful large enterprises, and the resulting business impacts those organizations are able to manifest relative to their peers.

Organizations that employ these practices are:

2X more likely to share results of listening events with all employees

9X more likely to have managers who have made significant changes based on employee feedback

5X more likely to be very satisfied with their listening program today

8X more likely to continually evaluate the success of their listening program in addressing their business priorities

16X more likely to have confidence their listening program will address their business challenges

5X more likely to be successful reaching those business goals

The data are clear. The ability to set clear listening program goals, align those to a larger business strategy, and drive actions based on those insights at all levels of the organization increases the odds that the organization will realize its most important business outcomes. Leaders would do well to assess their employee listening strategy today, understand the practices employed by the most successful organizations, align their listening and actions accordingly, and then plot the right next steps to move their own listening strategy to the next level.

Introduction

The business and talent environment in which employees operate continues to shift, forcing leaders at all levels to continually transform how, where, and when they work, and how they help their employees navigate these shifts. These disruptions are also accompanied by even more inputs, as employees create millions and millions of new data points for organizations to consider when making strategic decisions and looking for new ways to compete.

The most successful global organizations know that of all the areas where they can gain advantage, focusing on their people is one of the most effective, and certainly one where they can differentiate themselves from their competitors.

Their talent pool is unique, their people have specialized knowledge of how their products and services add value for their customers, and their employees come armed with inspired ideas for continuous improvement. As such, listening to employees, and most critically, acting on their feedback is more urgent than ever. A robust listening program enables leaders to make better decisions through disruption, creating a more uniform and positive culture marked by transparency, trust, employee engagement, and customer focus, while helping managers build the kind of relationships with employees that last — even when employees move on to new opportunities.

Understanding the Listening and Action Landscape Today

For our third annual State of Employee Listening report, we wanted to understand how human resources leaders are connecting their listening strategy to the broader business and talent priorities they and other executives are focused on, what methods of employee listening they are prioritizing, and what is getting in their way when it comes to taking effective action and driving change. Leaders in large organizations will be able to see how they compare with other, similar organizations, and what the right next steps are to effectively transform their own workforce through listening and action.

To answer these and other related questions, Perceptyx interviewed more than 750 senior human resources leaders from global organizations with 1,000 or more employees, including decision-makers, influencers, and practitioners who are deeply involved in their organization's employee listening program.

Using the information gathered from this current study, and the previous 2022 and **2023 State of Employee listening research**, Perceptyx's team of behavioral scientists has developed:

- A 4-stage maturity model that describes the progression of an employee listening program from its most fundamental to its most robust,
- An interactive assessment to help any organization determine where they sit today along this continuum, and
- Proven strategies to evolve a listening and action program, and realize the associated benefits.

We also took an in-depth look at two strategies that frequently confound organizations: how to connect listening to key business and talent goals, and how to effectively drive action to advance those goals at all levels of the organization.

The studies highlight that while there is no single best listening and action approach, there are many similar practices among leading organizations at all levels across the maturity continuum. Understanding these leading practices will help your organization start where you are today, and take the next best step forward for your employees, your managers, and the leaders within your organization.

Perceptyx studied 750+ senior HR Leaders from global organizations of 1,000+ employees.

Both listening and action-taking are increasing at a rapid pace

2014

18% surveying more than once per year

Several months to share and develop plans

2022

60% listening at least quarterly

60% share results within 4 weeks of survey

2023

70% listening at least quarterly

70% develop plans within 4 weeks of survey

2024

78% listening at least quarterly

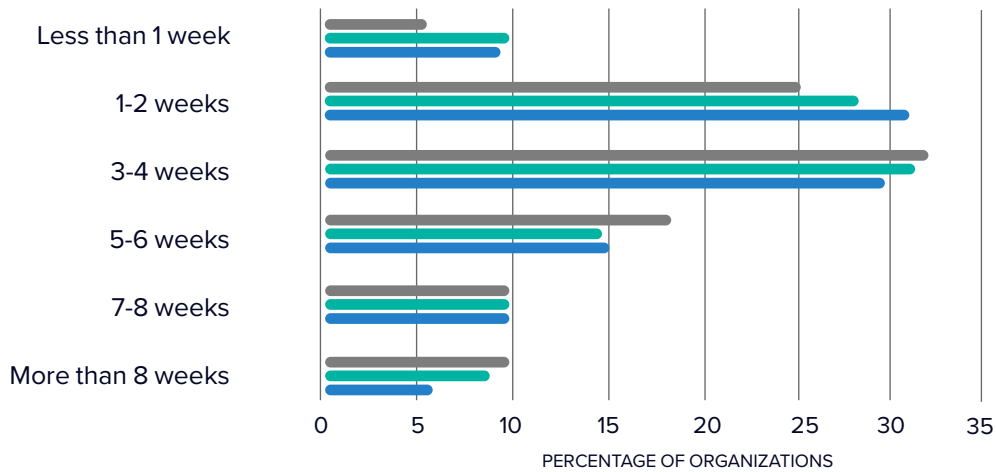**70%** develop plans within 4 weeks of survey

The amount of listening organizations are doing continues to increase. Ninety-eight percent of responding organizations have surveyed all of their employees within the last year, and nearly the same percentage (95%), say they are listening about the same or more than one year ago.

For most of the organizations in our study, listening happens frequently, using multiple methodologies, and that frequency is only growing. About 90% of the organizations studied are doing a listening event for at least some of their population at least once a quarter, and 70% are listening at least once a month. Listening has also expanded from a single, large-scale survey event to include more targeted surveys focused on a specific issue or lifecycle trigger, crowdsourcing, or listening focused on a specific business question. As a result, many organizations are listening all of the time.

The Time it Takes Managers to Receive Data After a Listening Event is Decreasing

● 2022   ● 2023   ● 2024

Categories (PERCENTAGE OF ORGANIZATIONS):

- Less than 1 week
- 1-2 weeks
- 3-4 weeks
- 5-6 weeks
- 7-8 weeks
- More than 8 weeks

Organizations are Listening More Frequently in 2024

● Monthly or More Frequently   ● More than Once Per Year   ● Annually or Less Frequently

Categories (PERCENTAGE OF ORGANIZATIONS):

- EX Survey
- Lifecycle Survey
- Crowdsourcing
- Behavioral Listening
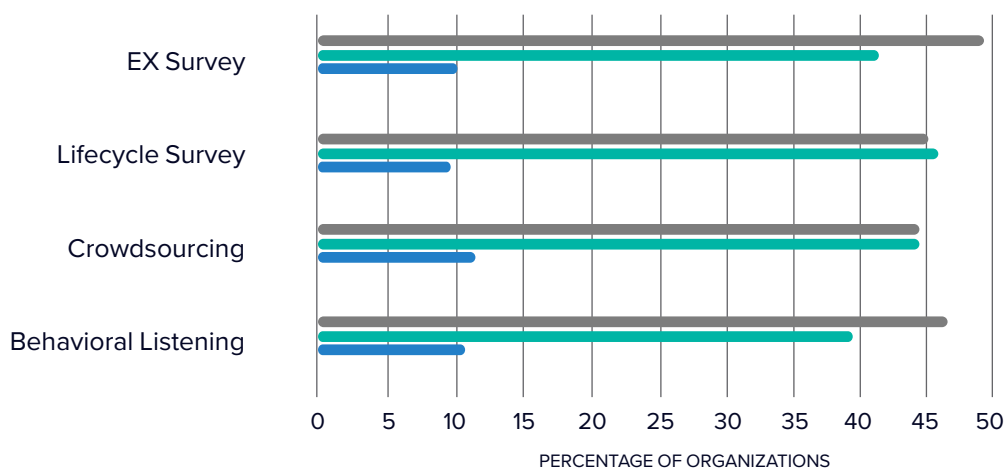
Leaders also want to keep evolving their listening strategies. Although nearly three-quarters of the leaders we studied are the primary decision-makers for their program, they are not comfortable maintaining the status quo, with 46% making significant changes in the past year. Only half are extremely satisfied with their program today. Less than that — roughly 4 in 10 — are confident that their listening strategy can help address key business challenges.

When asked about barriers to listening success, for the third year in a row, the biggest barrier cited was planning and taking follow-up actions. Organizations want help — internally and externally. Unfortunately, only about 4 in 10 believe they have the support they need in place. It's no surprise then that one of the top capabilities organizations are looking for in a vendor partner, after technology and innovation, is ease of action on feedback.

Top Themes Enterprises are Seeking Employee Feedback About:

53% Employee Engagement

38% DEIB

37% Future Vision

32% Customer, Ethics, Values Orientation

30% Growth & Development

29% Change & Innovation

What Are the Biggest Barriers to the Success of Your Listening Program?

41% Action Planning/Follow-up Actions

36% Executive Support

31% Manager Talent/Skills

27% Next Steps for the Program

26% Internal People Analytics Capabilities

20% Budget

19% Change Management Capabilities

Only 4 in 10

have the support they need to overcome these barriers

Organizational Listening Maturity Today

750+
Organizations

16
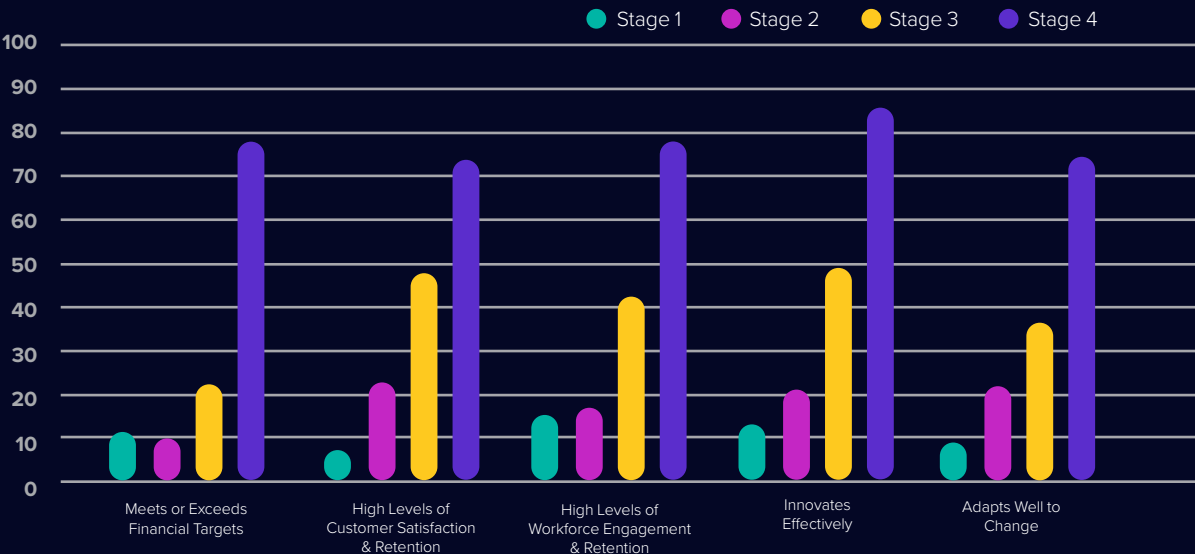**Key Business & Talent Priorities**

4
Stages of Listening Maturity

Perceptyx uses a 4-stage maturity model, first developed in 2022, to describe both the quality of an organization's listening strategy and the steps needed to continue to evolve that strategy. Using a comprehensive study of large organizations, examining more than 60 common practices in employee listening, 13 emerged as key differentiators in achieving more favorable people and business outcomes.

When compared with their counterparts, the most mature listening organizations are:

- **6X** more likely to exceed financial targets
- **9X** more likely to achieve high levels of customer satisfaction
- **4X** more likely to retain talent, even during times of high attrition
- **7X** more likely to adapt well to change
- **7X** more likely to innovate effectively

Organizational Outcomes by Maturity Level

Legend: Stage 1, Stage 2, Stage 3, Stage 4

Categories: Meets or Exceeds Financial Targets; High Levels of Customer Satisfaction & Retention; High Levels of Workforce Engagement & Retention; Innovates Effectively; Adapts Well to Change

The Key Dimensions of Listening Maturity

Perceptyx researchers were able to identify some significant commonalities within each of the levels of maturity: Listening Channels, Speed, Agility, and Integration. Leaders in the most mature organizations noted that each of these were present and leading them forward, while leaders at lower levels might have one or two in place even as the others were lagging behind. With each of these factors in place, connecting employee insights to key business priorities and demonstrating the impact of acting on those insights becomes much easier.
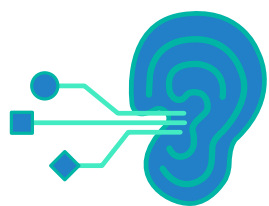
Listening Channels

Are you matching the listening event to the business problems you are trying to solve?

EX Survey	**70%** use today
Lifecycle Survey	**47%** use today
Crowdsourcing	**43%** use today
Behavioral Listening	**28%** use today

Organizations with less mature listening strategies focus on pre-planned surveys, looking for ways to incorporate a few new questions when new business concerns arise. Those with a mature listening strategy start with the business problem first, and then look across all listening events to ensure they have the right survey items, survey method, cadence, and populations to get the feedback they need to impact those goals. This includes crowdsourcing when ideation is necessary, following up on the success (or lack thereof) of previous actions taken, and ensuring leaders and managers have the information they need about their own behavior to move the organization forward.

Speed

How long does it take for employees to feel the change?

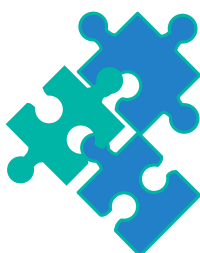**30%** still take more than 4 weeks to provide results to managers and executives.

Most organizations understand that a typical feedback and change cycle consists of: ask for feedback, compile and disseminate results, enter into a planning process, take some actions, and then ask again and measure the change. At the end of this cycle, leaders hope that these actions result in change employees can feel. While technology has certainly decreased the time from data collection to reporting, many at the lower levels of maturity get stuck early on — either by holding results centrally or not expecting everyone in the organization to participate in action-taking.
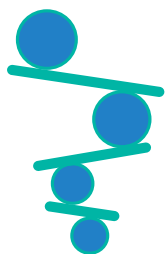
Agility

How quickly can your listening strategy adapt to new business problems?

70% of Stage 1 organizations have the same listening strategy as a year ago, while **80% of Stage 4** organizations have made significant changes.

A successful listening strategy must be able to adapt to new business and talent priorities as they arise. Organizations that do this well spend much less time crafting the perfect questions to track over decades and more time understanding that an agile listening strategy is one that can adapt the questions and the listening methodology. They are also able to effectively understand how information learned during one listening event leads to actions that must be assessed for effectiveness in a subsequent listening event, sometimes in another area of the business. Leaders in agile listening organizations ask themselves: What information do we need? How can we get it? What do we need to do differently next time?

Integration

How are you demonstrating the impact of action on your key business and talent priorities?

76% of Stage 4 organizations connect employee listening data to other business results compared with just **7% of organizations at Stage 1**.

To effectively demonstrate the relationship between employee feedback and key business priorities, organizations must bring together the data from listening events and performance for individuals, teams, and the broader organization. Early in the maturation process, connecting disparate listening events may be enough. These are the cleanest and most direct relationships. However, to demonstrate impact on the outcomes that matter most to executives, qualitative and quantitative connections to other measurable data must be made. There are many factors influencing the overall success of the business, and the employee experience is an important one. Care must be taken to understand these linkages and how they fit into the broader business and talent environment where the organization is operating.

The 4 Stages of Organizational Listening Maturity

Stage 1: Episodic Listening

2022	2023	2024
19%	**20%**	**11%**
of organizations	of organizations	of organizations

Organizations at this stage tend to have a traditional and straightforward listening strategy, often focused on a single survey event or a few isolated survey events on a tightly-planned schedule. Listening events such as exit surveys, employee experience surveys, or developmental 360s happen in their own discrete areas, often without connection. Their listening strategy tends to be consistent year after year, with few changes and is often successful at accomplishing a few isolated people goals. However, employee listening results are typically disconnected from the larger business strategy and translating the impact of employee feedback to the broader organization, including executives outside of Human Resources is difficult or missing. Gathering and acting on employee feedback is centered in the HR department and is seen as a function of HR. These organizations tend to act in a top-down manner, with planned, contained distribution of results and actions.
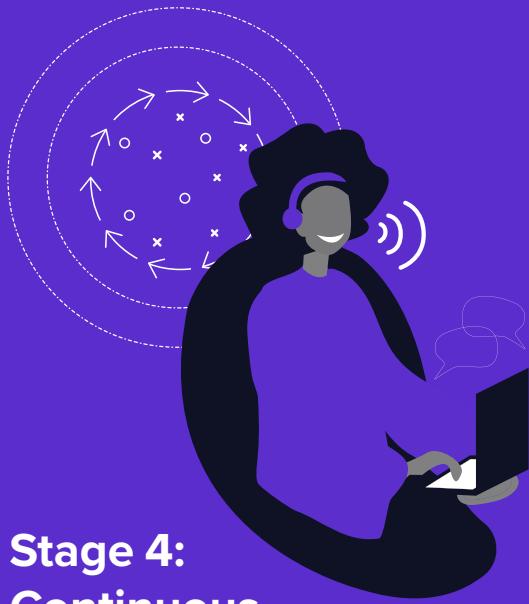
Stage 2: Topical Listening

2022	2023	2024
27%	**30%**	**17%**
of organizations	of organizations	of organizations

Organizations at this stage have seen the benefit of applying employee feedback to not only large-scale listening events, but also to deep-dive topical events (e.g., M&A, IPO), projects geared toward specific goals (e.g., Diversity, Equity, Inclusion, and Belonging), or broad-scale employee lifecycle events like exit surveys. These listening projects are still discrete and centered in Human Resources, but often other departments reach out to HR to ask for assistance with their own specific goals. While each project likely has a broader business priority attached, closing the loop to demonstrate that impact is often unsuccessful. Results are communicated, though not integrated with the day-to-day priorities of individuals, teams, or departments. Actions taken in response to employee feedback are still top-down, but reside within the specific department seeking the feedback. Action is encouraged at lower levels, but there is no clear accountability mechanism or resources dedicated, so change is sporadic.

Stage 3: Strategic Listening

2022	2023	2024
28%	**27%**	**36%**
of organizations	of organizations	of organizations

Organizations at Stage 3 have established a clear connection between their listening strategy and other business priorities. They are often addressing business problems and concerns using multiple methodologies, employing listening channels outside traditional surveys. Less importance is placed on a single, large-scale listening event; instead, that survey is used to diagnose successes to capitalize on and opportunities to improve with additional listening and action. There is some integration of employee experience results and perceptions of the moments that matter across the employee lifecycle: hiring, onboarding, exit, promotion, etc. These strategies rely heavily on technology for speed and scale. There are well-publicized strategic actions taking place in the organization, and leaders at all levels are comfortable interpreting and acting on employee feedback. There is some accountability in place for action and managers are given tools to encourage their development. Executives do not make major decisions without understanding the impact on people's perceptions or seeking suggestions from employees, and messaging is transparent and widely deployed.

Stage 4: Continuous Conversations at Scale

2022	2023	2024
26%	**23%**	**36%**
of organizations	of organizations	of organizations

The most mature listening organizations can listen and act in support of EX transformation at speed and scale.

The most mature organizations have a robust and flexible listening program, integrated deeply into their overall business strategy, enabling EX transformation at speed and at scale. Stage 4 organizations continue to track and get ahead of workforce issues using regularly planned census events, but are also able to determine the problem they intend to solve and quickly deploy the proper type of listening to address it. The most significant need for organizations at this level is a mechanism for increasing the pace and scale of actions, without disrupting the flow of work.

Managers get frequent developmental feedback and have the tools and support to work with their teams and effect visible change. The employee experience is not the responsibility of human resources or the executive team. Instead, everyone in the organization is activated to contribute to the conversation whether by asking, answering, contributing an idea or solution, participating in developmental work to change their behavior, or listening deeply to team members.

Patterns in Listening Maturity

As Perceptyx continues to assess and track organizational maturity across time, it's now possible to break out the levels of maturity for different types of organizations. Because of systemic factors within organizations of different sizes or industries, segmenting these organizations for comparison can provide important new information. Looking at the combined datasets of more than 3,000 Human Resources leaders, we can examine these sub-groups for the first time.

Organization Size

One such comparison is the size of the organization. Thinking through the defining characteristics of listening maturity, these results are likely unsurprising.
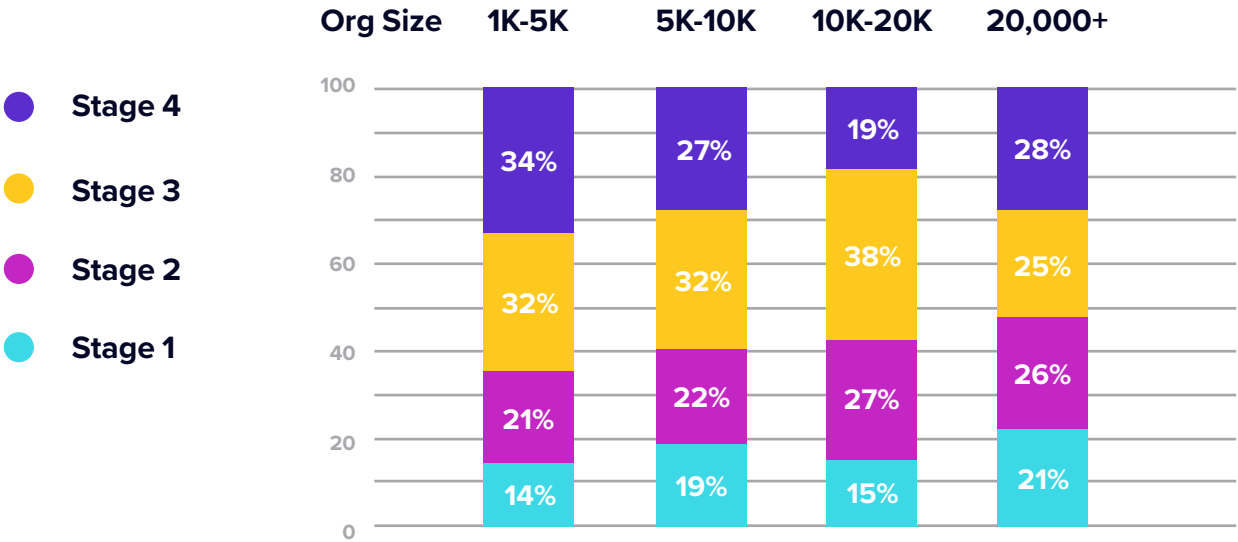
For the smallest of the organizations we studied, between 1,000 and 5,000 employees, listening maturity is easiest to come by. These organizations are likely the most agile and quickest to make change. Listening leaders likely have more direct access, and thus buy-in, from the senior leadership team, and pulling internal data together into a single integrated dataset likely involves coordination of a few individuals rather than coordination of large teams.

For the largest enterprises, there is a fairly equal split across the levels of maturity. In these organizations, we have the full range of each of the characteristics — from slow-moving, highly traditional organizations to fast-paced, innovative, agile ones. These organizations also have varied levels of executive buy-in — some have a CHRO with a seat in the boardroom and highly democratized data for all levels to act on, while others have boardrooms with little or no conversation about the employee experience.

For all sizes of organization, effective follow-up action remains a barrier to the success of the listening program.

Listening Maturity Differs by Size of the Organization

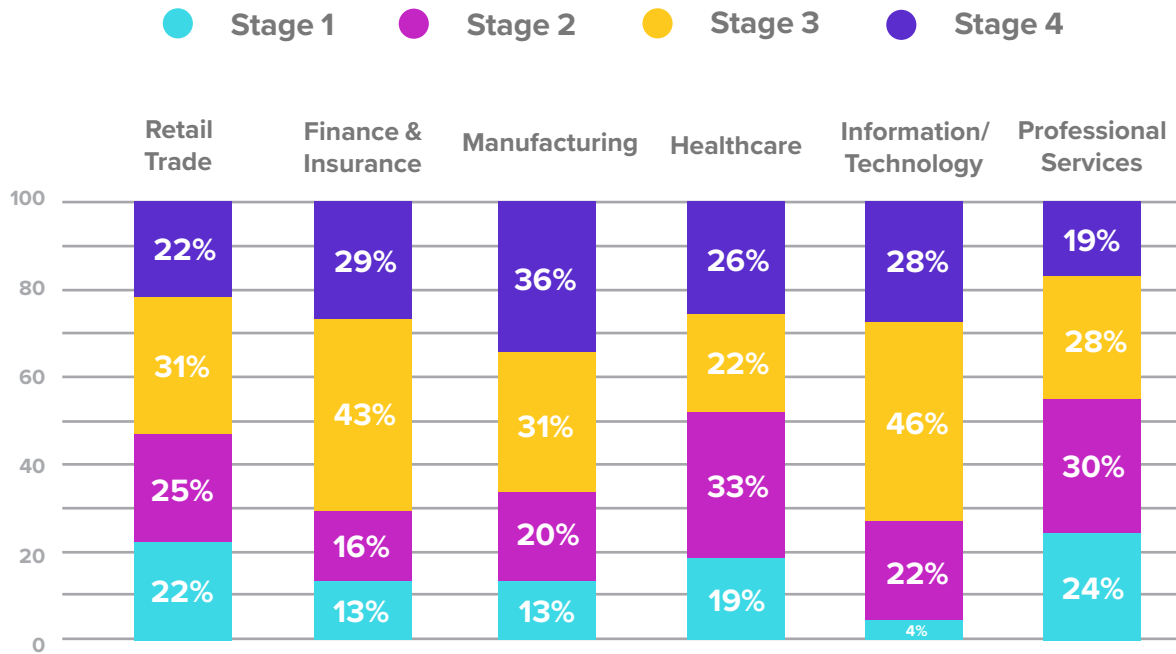| Org Size	1K-5K	5K-10K	10K-20K	20,000+
Stage 4	34%	27%	19%	28%
Stage 3	32%	32%	38%	25%
Stage 2	21%	22%	27%	26%
Stage 1	14%	19%	15%	21%

Industry

The industry an organization belongs to can also impact the level of listening maturity. High turnover organizations, such as retail and hospitality, are much less likely to cascade actions down to the front lines since that population, including front-line management, is often markedly different by the time results are disseminated and action is taken. In addition, organizations with large front-line populations are often dispersed, making them difficult to reach, difficult to discuss results with, and difficult to action plan with. In industries where employees' work is marked by customer (or patient) interaction, these steps are frequently disruptive to the flow of work. In contrast, organizations with populations captive in front of a computer most of the time may be easier to reach. However, those populations may make it more difficult to capture clear relationships between listening and other performance metrics as their performance outcomes are often more subjective.

Listening Maturity Differs by Industry

Legend: ● Stage 1 ● Stage 2 ● Stage 3 ● Stage 4

	Retail Trade	Finance & Insurance	Manufacturing	Healthcare	Information/ Technology	Professional Services
Stage 4	22%	29%	36%	26%	28%	19%
Stage 3	31%	43%	31%	22%	46%	28%
Stage 2	25%	16%	20%	33%	22%	30%
Stage 1	22%	13%	13%	19%	4%	24%

Changes in Listening Maturity

After the small pullback in the maturity of employee listening strategies noted in 2023, organizations in 2024 are pressing forward, embracing new and faster ways to gather employee feedback and working diligently to match their listening with the key business and talent priorities their organizations are focused on.

As organizations evolve their listening strategies, it's important to systematically build from one step to the next, ensuring a solid foundation for the expanded programs they create. While it can be tempting to skip a step or jump to the end, often this results in less successful outcomes — eroding executive support and buy-in at all levels, and taking the organization backwards to do some repair work before moving on.

That said, each step doesn't need to take a long time and it's likely that organizations will find themselves revisiting or struggling to ensure earlier steps are in order with each listening event. This is particularly true when new methodologies or new business goals are introduced.

Stage 4:
Continuous Conversations at Scale

Stage 3:
Strategic Listening

Stage 2:
Topical Listening

Stage 1:
Episodic Listening

Step 1:
Set Clear Program Goals

Step 2:
Define Performance Outcomes Connected to Overall Business Strategy

Step 3:
Secure Executive Support

Step 4:
Listen Frequently and in Multiple Channels

Step 5:
Invest in Advanced Analytics to Target Actions

Step 6:
Act from the Top Down and the Bottom Up

Step 1:
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Step 2:
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Step 5:
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Step 6:
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The first 3 steps work in tandem. The best way to set great goals for your listening program is to start with outcomes the organization already cares about and is working on. Choose metrics that can be measured directly and others that may be more indirect, and track the appropriate contribution of employee feedback toward each of them. Ensuring the goals for the listening program are in agreement with the organization's already stated priorities all but guarantees that executives outside of HR will be invested in a successful outcome.

Think broader than a once-a-year census survey of your organization. Do your goals also need qualitative or crowd-sourced feedback from employees? Is there a specific population you should target or an event that should be focused on? Will coaching for managers about their behavior be needed? Once those questions are answered, ensure that your team has the proper capabilities — either internally or externally — and access to the business data that aligns to the program goals. Tell a compelling story about the relationship between the sentiment of your employees and the progress toward your business goals.

Creating sustained action at all levels starts far earlier in the process — in fact, it starts back at Step 1. Proper alignment ensures that all levels of the organization are committed to devoting the time and attention needed to make real change. In addition, utilizing advanced analytics to identify and surface the topics where action is not only most needed, but will be most effective, is important to ensuring no time is wasted in the action process. Importantly, leading organizations don't stop with actioning at a senior level, an HR level, or even a manager level. Those that make the most progress toward their goals activate employees with ideas and suggestions for improving their own experience, as well as the experience of others.

The Foundation of a Successful Listening Strategy

One of Steven Covey's famous habits of highly effective people is to begin with the end in mind. Highly effective listening strategies are no different. When those planning listening events understand where the executive team and board of directors are focused, they can develop a strategy that is no longer simply about listening to employee feedback, but about moving specific business outcomes forward.

The HR leaders in our study noted that "securing executive support" remains one of the biggest barriers to success of their listening programs. This is why the most mature listening programs work the first three steps on the maturity curve simultaneously. They know the most effective way to secure executive support is to begin with the goals they are accountable to and work backwards, identifying the key performance indicators (KPIs) associated with those goals and then setting goals for the listening program that align.

Key Business & Talent Priorities

After studying hundreds of large organizations, Perceptyx identified the most common business and talent priorities their executive teams are focused on today. Starting there, and orienting each listening event to gather clear and compelling insights from the employees themselves, these organizations can establish and maintain solid executive support and move on to using advanced analytics to target the appropriate actions.

Employee Engagement/ eNPS

Diversity, Equity, Inclusion & Belonging

Psychological Safety

Safety Culture

Employee Health & Well-Being

Customer Orientation/ Centricity

Manager Effectiveness

Employee Performance/ Employee Productivity

Employee Retention

Career Progression/ Career Pathways

Continuous Improvement/ Innovation

Transformation & Change

M&A Change Management

Hybrid Work Experience

Profitability/ Efficiency

Sustainability

Moving from Insights to Impact

Once leaders understand the need to make specific connections between their listening strategies and the goals of the business, the next common question is: How?

There are 3 distinct levels within each business and talent priority – each with a different relationship to employee feedback.
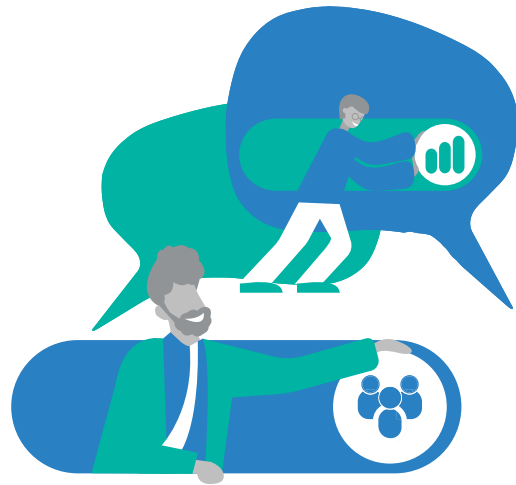
1 Direct People Outcomes

These are the immediate effects of actions taken at the individual level, often measured by listening events directly. For example, an organization might measure Customer Orientation by asking employees how easy it is to serve customers, or if their teams collaborate to solve customer problems. They might measure Safety Culture by asking if it's safe to make a mistake or speak up when something unsafe is happening. The relationship can be described through direct correlations of one listening event to another or by examining changes in listening results across time.

2 Indirect People Outcomes

These outcomes are largely impacted by the sentiment of employees or teams, but are also impacted by things over which an employee has little or no control. It's often less clear how employee or team action relates to changes in these outcomes. An organization might measure Customer Orientation using customer satisfaction scores or measure Safety Culture using employee safety incident rates. Yet each measure is also impacted by things like product quality and price (customer) or age of manufacturing equipment (safety). But much can be described by attitudes of the employees and advanced analytics can uncover those relationships.

3 Indirect Organizational Outcomes

Indirect organizational outcomes are even further removed from the day-to-day experience and effort of employees. The macroeconomic environment, investments in marketing or sales resources, weather events, even foreign wars can outweigh the impact of individual employee sentiment. An organization might measure Customer Orientation by looking at share of wallet or lifetime customer value, or measure Safety Culture with cost of worker's compensation claims. Although the success or failure of these initiatives are mostly explained by other factors, some clear connections to the employee experience can be drawn. For example, data storytelling can describe the path from employee sentiment to customer sentiment to lifetime customer value. Groups within organizations can also be compared with one another, controlling for external factors.

40%

have a clear set of outcomes they are hoping to achieve through their listening program

43%

are confident their current listening program will help them achieve their business goals

40%

need support to identify clear outcomes aligned with their listening strategy

Companies vary considerably as to the business and talent priorities most important for their success -- by industry, by size, and by location. These priorities also change over time, and the data show that it's better to look within an organization to determine where to focus, rather than ask what others are focused on. We know that the most mature organizations are already doing this effectively. While less than half of all organizations (40%) have already set those clear outcomes they are hoping to achieve with their listening programs, that number more than doubles for Stage 4 organizations to 84%.

Regardless of the business outcome an organization is hoping to achieve, leaders must recognize the pivotal role of the employee experience in driving positive results. Employees with a great experience produce more, impact profitability by minimizing waste and accidents, stay with the organization longer, delight customers, and much more. The challenge lies in quantifying this impact and effectively articulating it to garner executive support.

Importantly, leaders whose organizations have a clear set of outcomes they are trying to achieve are 2X more likely to say that the senior leaders in their organization have made changes based on employee feedback.

Activating All Employees for Transformation

More than

4 in 10

organizations
at Stage 4

Less than

1 in 10

organizations
at Stage 1

are able to create change at all levels of the organization.

The number one barrier to the success of their listening program, identified by HR leaders for the 3rd year in a row, is creating effective follow-up actions.

This is true, regardless of maturity level, although a hallmark of a mature listening program is the ability to inspire action at all levels of the organization. Leaders in mature organizations say their employees feel change much more quickly than in less mature organizations. They also say employees feel change more quickly when action-taking is expected of everyone than they do in organizations where HR business partners create the actions for all and do the follow-through centrally.

Effective action starts with disseminating results. Only about 4 in 10 leaders interviewed think their organization does a great job of sharing the results with all levels of the organization.

As we get further away from strategic and HR leadership action and into the employee population, actioning declines. Only about a quarter of employees have a direct team meeting to create action plans, and only 1 in 10 meet with their manager 1:1 to make changes.

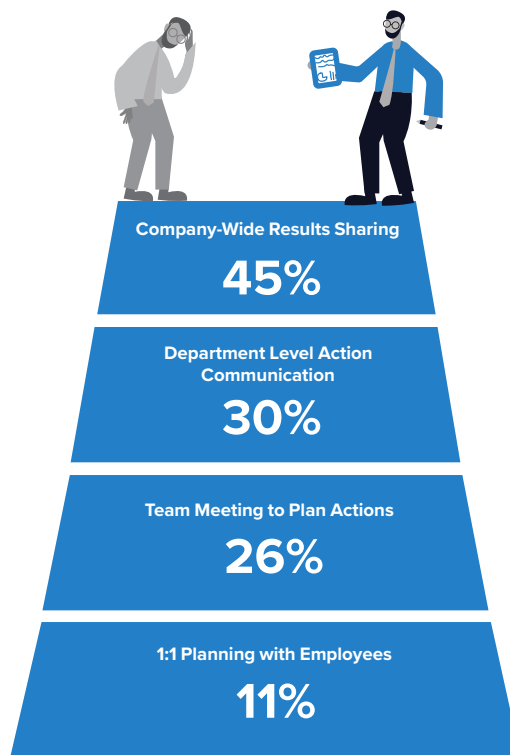# Most organizations are not activating employees at all levels.

Organizations that want to create real change based on their employee listening program must act at all levels. At a strategic level, effective action means making broad-scale changes like increasing budgets for hiring when employees report overwork, dedicating an office to diversity or customer care when employees say those areas need focus, or changing a marketing message when employees are unsure the company is doing what it needs to compete in the marketplace. Changes at the HR level might include creating manager training programs when manager effectiveness scores are low. Those are all important, and their impact shouldn't be understated.

That said, it has long been acknowledged that managers have an outsized impact on the day-to-day experience of most employees and enabling action at that level is incredibly effective in driving real change. Teams have microcultures that can vary considerably, from location to location or job family to job family, and while it would be ideal to standardize those cultures, that is not always possible. Organizations depend on managers to be the stewards of their teams' experience.

We have been measuring employee experience and doing traditional manager-led action-planning for decades, yet its success has varied. There are a number of reasons for that.

When asked, leaders say the biggest barriers to managers making change are a lack of management skill and an ability to interpret results to know what to act on. Research has also shown that managers are increasingly overwhelmed by the competing

Which of the following did your organization do in response to an employee listening event?

Company-Wide Results Sharing
45%

Department Level Action Communication
30%

Team Meeting to Plan Actions
26%

1:1 Planning with Employees
11%

priorities of the organization and the expectations of their teams. To address this, organizations need a solution that simplifies the reported data and provides all employees with proven suggestions for actions that will be effective. This frees up managers to take action rather then spending time trying to decide what to do.

An additional challenge reported is the disruption to daily operations when teams are pulled together for meetings. This is especially true of industries with decentralized, deskless populations like healthcare, manufacturing, and retail. The constraints of time and practicality render traditional action planning obsolete, and organizations are turning to technology-enabled solutions that allow for real-time actioning in the flow of work.

From Insights to Action

Workforce disruption has become the rule, not the exception, and organizations need timely and relevant information to respond effectively. Through a comprehensive listening strategy, organizations can gain valuable insight into the employee experience, identify areas for innovation or improvement, and make data-driven decisions that benefit both employees and the organization as a whole. However, seeking feedback from employees is only the beginning. Organizations must be able to aim that feedback at the specific business and talent problems they are trying to solve, connect the feedback to the solution strategy, and most importantly, activate employees at all levels of the organization to be a part of the solution.

Ultimately, the shift towards technology-enabled action at all levels of the organization, informed by relevant data, and resulting in sustained behavior change represents a paradigm shift in organizational change management. By democratizing the change process and leveraging insights from employee listening programs, organizations can foster a culture of continuous improvement and drive sustainable business outcomes.

Curious how your organization's listening program compares?

Perceptyx has developed a **first-of-its-kind assessment** to help leaders understand where their organization sits today along the listening maturity continuum.
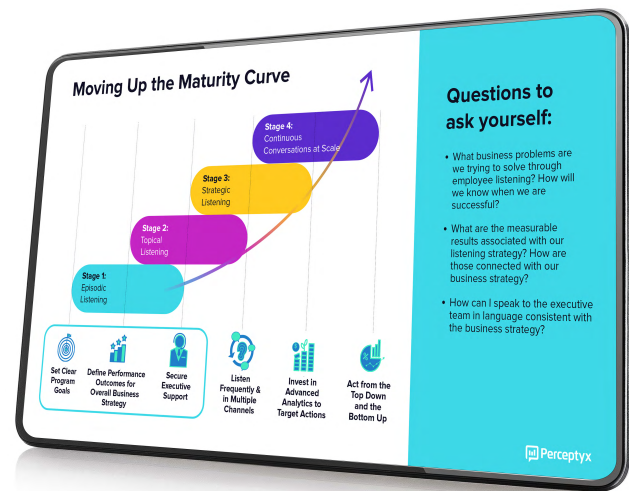
In just five minutes, you will be able to:

- Diagnose your organization's current listening maturity stage, from Episodic Listening to Continuous Conversations,
- Assess your program's unique strengths and opportunities for growth,
- Uncover the key questions to ask as you progress along the maturity curve, and
- Take the right next steps to realize the full value of your listening and actioning strategy.

Wherever your organization is along its employee listening journey, now is the right time to assess where you are today and take that next step forward.

Launch the Assessment

Survey Methodology

Research for this report, conducted in February 2024, utilized panel interviews with 750+ HR decision-makers at organizations with more than 1,000 employees. Since its inception, Perceptyx's workplace leadership panel has interviewed more than 3,300 senior executives representing large, global organizations across all major industries. Comparison data points from previous studies are also included in this report.

About The Center for Workforce Transformation

The Center for Workforce Transformation, operated by Perceptyx, has a mission to educate and inspire executive leaders, managers, and employees through timely, relevant, and actionable insights about the modern work experience. Via original research, media, industry-focused Consortia, peer groups, and exclusive events, the Center is helping to amplify the practices of the world's leading organizations — driving leader and workforce transformation at speed, at scale, and in sustainable ways.

About the Author

Emily Killham, currently a Senior Director and Head of the Center for Workforce Transformation at Perceptyx, has dedicated more than two decades to fostering better workplaces through data-driven insights. Her career, marked by a deep understanding of the links between employee experience and organizational success, has included partnering with some of the world's largest organizations, spanning all major industries and geographies. Centered on solving complex challenges through empirical analysis, Emily's expertise in quantifying the impacts of the worker experience on key business outcomes — such as profitability, productivity, turnover, customer loyalty, safety, and absenteeism — has made her a leading voice in the study of the employee experience. She has authored numerous reports on the efficacy of employee listening and action, and is a frequent contributor to discussions on the future of work within HR, tech, and business media outlets such as *Employee Benefit News*, SHRM, *The Financial Times, Fast Company*, and the BBC.

Perceptyx

About Perceptyx

Perceptyx is the Employee Experience (EX) transformation company, providing enterprise-grade employee listening, analytics, and behavioral science that activates people and delivers business impact. More than 600 global enterprises, including one-third of the Fortune 100, use Perceptyx's multi-channel employee listening, AI-powered recommendations, and personalized coaching to close the loop between insights and action. With an unrivaled technology platform and an in-house team of EX Experts, Perceptyx makes it easy for managers, HR executives, and business leaders to align their key business and talent priorities and drive positive organizational change.

For more info, or to speak with a member of our team, visit www.perceptyx.com