Microsoft Viva

Engage Your Employees to Achieve Powerful Business Outcomes

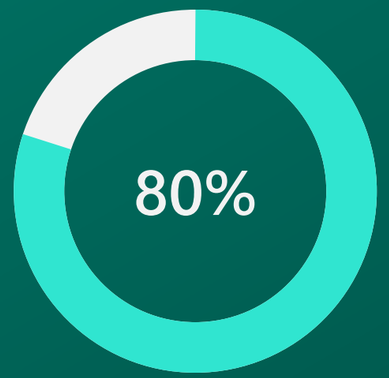


Aligning employee needs with business outcomes

A highly engaged, purposeful employee can shape the outcome of your organization's mission. Every year, more workers are redefining what their jobs mean to them and what value they as individuals have on their organization's broader goals and successes. On the flip side, business leaders are learning to prioritize an employee's sense of purpose and clarify visibility into how their work impacts the organization as a whole. Successful organizations have found that purposeful employees are more engaged, innovative, and motivated to contribute to the business's outcomes.

Purpose is now more important than ever. In a business landscape dominated by remote and hybrid work models that aren't going anywhere, employees need to feel a sense of belonging and collaboration with their colleagues to thrive. It's not just about an employee's satisfaction, either—purpose for the employee drives successful business outcomes for their employer as well, even more than productivity alone. Setting a clear, data-driven goal-setting framework across the organization aligns the business's outcomes with the individual's goals, creating an environment for profitable results at every level.





80 percent of employees say an OKR framework helps create a higher performing team.

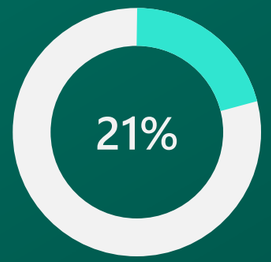
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A sense of purpose gets an employee more involved and invested in the work they do every day.

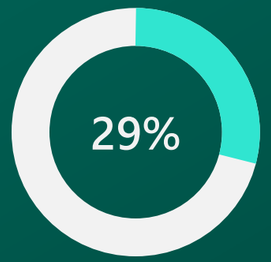
A sense of purpose gets an employee more involved and invested in the work they do every day. Having a clear picture and direction helps employees see their own value in achieving business outcomes. It encourages a mindset geared toward growth, both for the individual and the company.

To set up an employee with a sense of purpose that isn't just aspirational and intangible, organizations can implement a proven framework around measurable goals, objectives, and key results (OKRs). OKRs are the foundation on which an employee's sense of purpose is satisfied and a business's greater outcomes and missions are achieved.

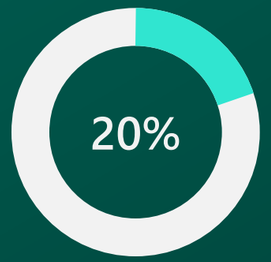
When 80 percent of a company's employees are aligned with the organization's mission and purpose, business units:



Realize 21 percent more profitability.



Have a 29 percent improvement in the quality and value of the work delivered by individual contributors.



Save 20 percent of their working hours.

Source



Visible, organization-wide OKRs give employees a sense of purpose and clarity on how their work connects to business outcomes.



Working smarter

A quick start to OKRs

Objectives and key results (OKRs) create a powerful, proven goal-setting framework that creates alignment, sharpens focus, and builds a productive, engaged culture to achieve business goals.

Successful goal-setting frameworks founded on OKRs should include a few key qualities inorder to efficiently achieve the goals of the company, department, team, or individual.

The OKR framework empowers employees to work more efficiently—to do less and achieve more—because they create a clear and precise roadmap. This roadmap leads to benefits for the employee, which ultimately results in benefits for the business's outcomes.

What are OKRs?

Objective

The target you're aiming for at any given level of the organization—company wide, department, or team.

Key results

The metrics that show whether you're moving the needle toward achieving your objective.

Key initiatives/projects

The actions your team or organization takes to reach those objectives and achieve key results.

Source

OKRs should be:



Ambitious



Measurable



Transparent



Controllable



Scored

A brief history of the OKR framework

Peter Drucker developed Management by Objectives (MBO) in 1954. This strategic planning process revolutionized performance management and gained popularity at major organizations.

Business leaders at successful companies like HP and Xerox adopted the process and later attributed their success to MBO.

In the 1980s, Andy Grove built on the MBO process to create the OKR framework. At the time, he was CEO at Intel and used OKRs to engage employees in a single common goal: to overtake Motorola as the dominant computer chipmaker for the future.

Using the OKR framework, Intel secured 85 percent of the market.

Following this initial success of OKRs, John Doerr popularized its usage at Google, authoring the seminal book, ***Measure What Matters***. This further helped OKRs garner credibility as a proven method for aligning organizations to achieve their goals. As more companies adopted the OKR framework, it became obvious that a broadly visible and engaging method of tracking OKRs was needed.

Microsoft Viva Goals grew out of that need to give organizations the necessary clarity, focus, and integrations to motivate employees to work toward common business outcomes.

Source

A quick look at OKR benefits

- Shift focus from output to impact.
- Create cross-functional cooperation and improve collaboration.
- Navigate rapid change and reduce risk more efficiently.
- Create documented and measurable accountability.
- Inspire stretch and foster engagement.
- Encourage communication with consistent progress reviews.

Source

The superpowers of OKRs

Alignment

Focus

Stretch

Tracking

Transparency



Alignment

The individual and the organization working together

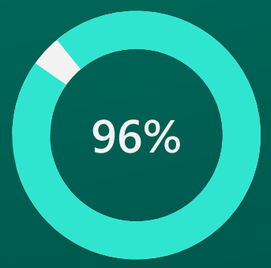
Trends indicate that organizational networks are shrinking. One-on-one chats within Microsoft Teams increased by 87 percent. Remote and hybrid work models have made it easier for employees to feel siloed, and that sense of isolation can extend to understanding company- and team-wide objectives.

Adopting an OKR framework connects employees at every level of the business to broader, company-wide goals. It gives workers a clear view of the work they're doing and how it will impact the business at large.

For employees, aligning with the business's overall goals using OKRs fosters the sense of purpose and meaning many individuals expect from their jobs. They wake up every day knowing that the work they do has a direct impact on business outcomes, and that motivates them to work harder.

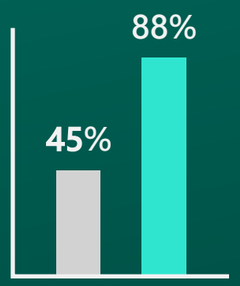
If alignment is the connection between work and outcomes, then the benefit of improving alignment is clear. Transparency in alignment, created by setting clear OKRs at key levels within the organization—from the individual to the company at large—leads to a shorter distance between work done and outcomes achieved.

> **"[T]he adoption of Viva Goals has broadened our view of success, creating deeper partnerships throughout Microsoft….These clear, outcome-based metrics ensure that our teams work together towards a common goal."**
>
> **Patrick Kelleher**
> Principal Product Manager at Microsoft



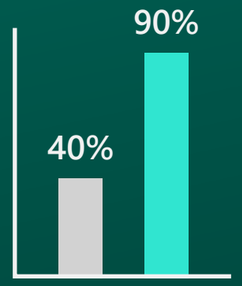
96 percent of individuals who use OKRs say they clearly understand how their work connects to their company's broader goals.

Source



With an OKR framework in place, 88 percent of employees are inspired by the work they do, while only 45 percent of employees without OKRs feel the same way.

Source



Organizations have reported 90 percent alignment after adopting an OKR framework compared to 40 percent alignment without one.

Source

Focus

Achieve more with clear priorities

When it comes to defining and prioritizing OKRs, less is more. The key to successfully completing OKRs is focusing on those that are the best investment of your organization's time, money, and resources.

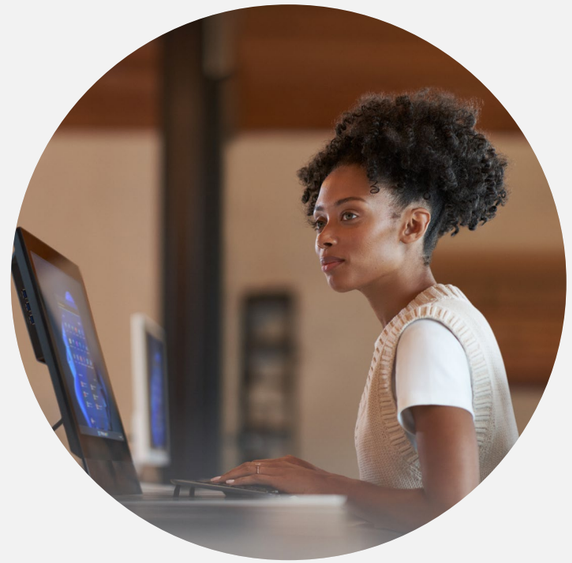
Focus works best when alignment is a priority, and vice versa. It's easier to focus on goals when the individuals and company are aligned on what needs to be done. Likewise, alignment is best reached when individuals and the company have a clear, focused roadmap for achieving the goals they've outlined.

OKRs can't be created in a vacuum, however. They aren't best decided on by only contributors at a management or leadership level. One crucial factor in creating focused, aligned goals is encouraging employees to set stretch goals as a way to further improve engagement and purpose.

Three steps to creating successful OKRs

1. Push past business as usual to choose goals that encourage business growth, expansion, and innovation.
2. Put each OKR through a rigorous prioritization method, i.e., root cause analysis or card sorting.
3. Limit the selection of OKRs to only 3-5 achievable, measurable goals.

Source



"Especially at the individual contributor level, OKRs have helped people see how the work that we do directly impacts our business strategy and our business objectives."

Maryleen Emeric

Chief of Staff, Modern Work
Product Marketing at Microsoft

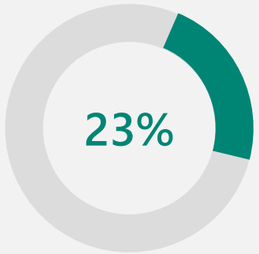
Stretch

When everyone plays to win, everyone wins bigger

As with alignment, encouraging engagement has become a bigger challenge in hybrid and remote work environments. But keeping employees engaged in their everyday work is critical to both the employee's sense of purpose and the organization's overall goals. OKRs give employees the opportunity to stretch their goals, achieving things they may not have known they could previously, and fostering a stronger sense of engagement and purpose.

OKRs put an employee's work into a broader perspective. Individuals who are actively engaged in tracking their OKRs feel more aligned with their teams, partners, and organization. That sense of accountability—to themselves, their team, and their company—encourages a stronger motivation to move the needle toward achieving their own OKRs and, in turn, the business's grander outcomes. It can even empower them to go further, setting more ambitious goals that lead to powerful, innovative outcomes for themselves and the organization as a whole.

Like with the other superpowers of OKRs, stretch won't succeed alone. Each power relies on the others to foster the employee's sense of purpose and achieve business outcomes. Seeing the benefits of an innovation-driven growth mindset at the individual and organizational level also relies on an organization's ability to adapt to changing circumstances. Agility is necessary in both a business's operations and the OKRs it uses to measure performance.



Companies with employees who feel highly engaged are 23 percent more profitable than organizations whose employees feel less engaged.

Source

How to engage employees using OKRs

- Set clear expectations.
- Make reviewing goals a habit.
- Check in consistently and often.
- Integrate it into the workflow.
- Celebrate when key results or milestones are met.
- Keep the focus on purpose to stay organized.
- Regularly reflect on the broader mission the OKRs are working toward.

Source

Tracking

Using data to adapt and succeed

One thing the pandemic taught businesses to do was adapt to change—and adapt quickly. Organizational goals depend on a variety of factors to succeed, both internally and externally. If one of those factors changes or fails, the organization needs to be able to adjust its goals accordingly. A data-driven mindset makes it possible for organizations to inform action and guide strategic decisions more agilely in an ever-changing landscape.

To support this mindset, an organization should implement an OKR framework as soon as possible. That way, it's built the foundation and is prepared to adjust rapidly to any future changes that impact operations. This is only the first characteristic of a competitively agile company.

The qualities that indicate agility in an organization are like those of companies that employ an effective OKR framework driven by data. In both types of organizations, decision makers and employees are better able to pivot when goals at a company-wide and individual level need to change.

Tracking and utilizing the data yielded by OKRs reinforces an organization's agility. Agility instills transparency at every level and fosters each individual's sense of accountability and purpose within the broader goals of the organization. Trusting their leaders to consistently take the pulse of the organization's progress and adapt to changing data enables employees to work without relying too heavily on high-touch management.

Characteristics of agile organizations

- ✓ Clearly define and outline roles and responsibilities.
- ✓ Willing to take risks but can pivot based on what data reveals.
- ✓ Value action-oriented decision making.
- ✓ Maintain a transparent vision and purpose and encourage employees to as well.
- ✓ Dream big but follow a thorough process.
- ✓ Encourage collaboration across the organization.
- ✓ Seamlessly integrate technology into everyday work.

Source



"OKRs allow anyone in the organization to see what other people are working on. Individuals can see the importance of their contributions to their team. Leaders can see how their objectives are being implemented by teams throughout their organization and initiate discussions to keep the work on track."

Jennifer Perret

Principal Group Program Manager at Microsoft

Transparency

More accountability leads to higher productivity

An especially beneficial outcome of using an OKR framework in a hybrid/remote world is increased transparency. When all of the superpowers of OKRs are in play, transparency and accountability are seamless byproducts.

Transparency fosters a higher sense of accountability among individual contributors because their goals and progress can be viewed at every level. That feeling of responsibility motivates employees to work smarter, with purpose and collaboration—not just for themselves, but for their team and the organization.

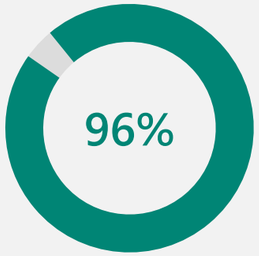
Employees with a solid sense of accountability in a company that values transparency exhibit improved productivity. OKRs empower employees to prioritize their tasks to suit the goals they're trying to achieve so they're less likely to waste time working out what their next task is or trying to complete one that's unnecessary. This helps improve the quality of their work-life balance, while also freeing up their managers' time to focus on business outcomes rather than constantly communicating progress reports, timelines, and assignments.

What autonomy means for business outcomes

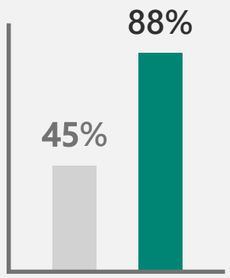
Transparency → Accountability → Productivity → Profit

The benefits of an OKR framework

The individual benefit

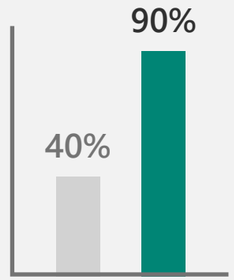


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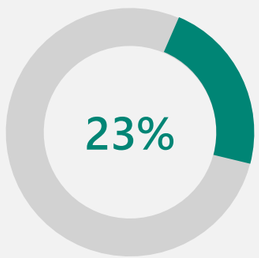


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The organizational benefit



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The real ROI

When 80 percent of a company's employees are aligned with the organization's mission and purpose, business units:

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What is Microsoft Viva?

Viva is an integrated system of employee experiences that puts people above product to help your employees reach their fullest potential. It offers five key features:

Organizing layer for employee experiences

It's powered by the full breadth and depth of Microsoft 365 and experienced primarily through Microsoft Teams.

Putting people at the center

It unites people to share knowledge, skills, and connections in the natural flow of their workday. It's designed to be intuitive and easy to use to drive adoption and immediate value.

Personalized insights

It provides privacy-protected, actionable insights when and where they're needed throughout the workday.

Privacy and security you can trust

Powered by Microsoft 365 and backed by Microsoft's commitment to privacy and security, Microsoft Viva sits in your trust boundaries, with privacy safeguards and protections for individuals so that you are in control of your own data.

Customizable, open and extensible

It has a strong and growing ecosystem of partners, so it works seamlessly with your existing systems and tools, like your HR, CRM, and Learning Management System (LMS).]

Microsoft Viva Goals

The benefits of OKRs at your fingertips

One of the most powerful ways to reap the benefits of an OKR framework is to integrate it into the applications that employees use every day. Microsoft Viva is an employee experience platform designed to connect employees to the information and tools they need to feel a sense of purpose and meaning in their jobs. With Viva Goals, your organization's and team's OKRs are always visible and accessible to employees throughout your organization.

Viva Goals, one of several modules in the Viva platform, allows you to set and manage goals and OKRs for your team or entire organization. A clear, consistent goal-setting process is the missing link between essential employee experiences and business outcomes. With Viva Goals, your organization is able to give every member of every team visibility into the business's overall goals and how their day-to-day work drives results toward those goals.

About Viva Goals

Viva Goals drives business excellence delivered by purpose-driven teams. With Viva Goals, your organization can empower employees to maintain their purpose and focus in the scope of desired business outcomes, no matter where the employee works or how the organization may grow and change.

Viva Goals also works within the Viva platform to foster every employee's connection to their purpose and impact at work. Integrating Viva—and Viva Goals—into your organization's existing platforms helps employees clearly see and understand the "why" behind their work and gives them the tools they need to collaborate within and across teams. The result is a more focused, engaged employee with a sense of accountability and purpose for themselves and within the broader objectives of the team and organization.

Learn more about Microsoft Viva.

Microsoft Viva