

Manager Results Brief 2019



Use this brief to:

- Understand what reports you will see
- Understand how to interpret your results and discuss with your team

What does People Pulse measure?

We moved to using Glint as our engagement survey partner in 2018. Glint have a well researched approach to measuring engagement. The question ‘How happy are you working at Bupa?’ measures ‘eSat’* and your engagement score is driven by this question. This replaces our old measure of employee engagement – employee Net Promoter Score (eNPS)

All the questions are scientifically-based, tested and validated to ensure they are measuring what’s important to our people, and are linked to important outcomes like performance and turnover.

Based on the responses, your report will suggest actions around the areas where making changes will have the biggest impact on engagement in your team.

* ‘eSat’ is short for employee satisfaction and is our lead indicator for engagement

Guidance on reports and conversations

Results in the Glint platform will be available from Tuesday, 26 November. You will only get a report if you had more than five responses in your team. This brief guide will help you have great feedback sessions with your team – even if you did not receive some or all reports.

If you got fewer than five responses ...

If you had fewer than five people participate, you will not have a results report and will not receive a link to the Glint dashboard. However, your team will want to hear back about results and have a chance to further share insights and feedback with you.

The best approach to ensuring your people feel heard and take part in action planning is to have your team join the feedback and action planning session hosted by your manager. Your team's data rolls up into the next level, so your team (and you) are represented in your managers' reports. Let him/her know you didn't receive your own pulse results and ask how your team can get involved in his/her post-pulse feedback and action planning process. Make sure that your team gets a chance to actively participate and provide further feedback, insights and ideas for improvement.

Another effective tactic is to ask your manager to share his/her scores - and then hold your own team meeting to discuss where the larger-group results do and do not reflect the smaller-group experience and what action you will all commit to in order to make improvements.

Also, make sure you and your team hear about your Business Unit/Market Unit results and follow-up with them afterwards to dig deeper into the themes and find out what is most relevant and impactful to them.

Guidance on reports and conversations

If you got five or more responses ...

With more than five responses you will get your own link to access the Glint dashboard. You will see your overall **Engagement score** in the top left blue box and just below that your overall **Response Rate**.

With five or more responses, you will have sufficient results to display most of the other reports and views of your data in the dashboard:

- On the front dashboard (and in the **Executive Summary Report**) you will see your Scores list. This list can be sorted to help you quickly see the top and bottom scoring items across your team. Look at the top few strengths. How do these compare to your next level manager, to the company overall, or to benchmarks. Do the same with your bottom few scores, your opportunities.
- You can use this report to share top line results with everyone in your organisation, helping them understand how their feedback compares to the company overall, trend since the last survey and external benchmarks (if available).
- Below the scores you will see a **Team report** showing the overall engagement score of any of your direct reporting managers who got 5 or more responses from their teams.
- **Heat Maps** show your overall scores for all pulse items with columns for any of your direct reporting managers who got 5 or more responses from their teams (if available).

Guidance on reports and conversations

If you got more than 10 or more than 30 responses...

You can use the Team report and Heat Maps with your direct reports to identify any key strengths and areas for improvement.

- To see your **Comments Report** you must have at least 10 respondents in your group. The reason this number is higher than for scale data is that it's easier to identify a respondent from their writing style. With a smaller team, you should be able to read all your comments to understand specific concerns and suggestions for improvement across your team.
- If you do not have enough respondents to get your own comments, it would be appropriate for your team to review your managers' themes, or the company-level or BU-level comment themes (not comments) and talk about whether those themes are consistent at the team-level.
- If you have 30 responses or more, you have sufficient results to display all reports and views of your own team's data in the dashboard, including your own custom **Driver Impact Report**. If you have more than five, but fewer than 30 responses, you will see a combined Driver Impact Report for you and your manager from which you can determine the highest drivers for his/her overall organization, which includes your team (This assumes he or she has 30 or more responses to support a valid calculation of the drivers of engagement on his/her team).

Ultimately, it's about having meaningful conversations...

Keep in mind the goal of pulse feedback is to understand what most engages and inspires your team(s) to be their best at work. Your pulse scores are a starting point for a conversation that involves your team in identifying actions that can be taken to improve their engagement. So even if you have just a few responses, or limited views of your results, you can still use the available data to foster a rich conversation with your team(s).

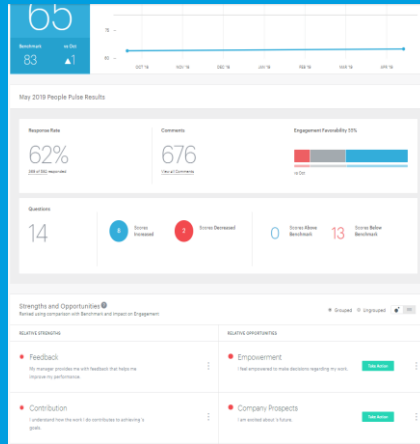
Quick guide to interpreting your results

This step-by-step guide will help you interpret your results using a simple framework:
What's most important? How am I doing? What is my top improvement priority?

- 1 Before you look at your results, write down the top three things your team needs to achieve in the next 3-6 months to be successful in the long-term.

In the Glint platform

- 2 In the **Dashboard**, note your overall strengths and opportunities. Think about how you feel about these.



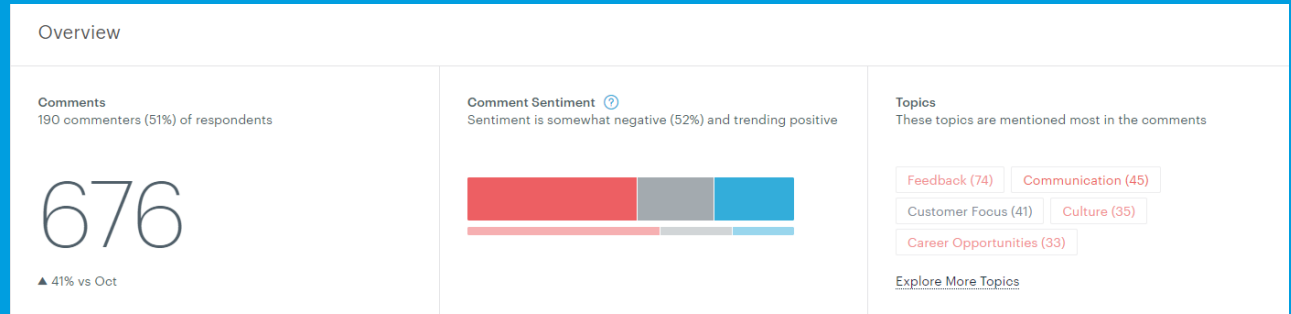
- 3 In the **Scores section***, you can see your scores for each question listed from highest to lowest, shown against the benchmark* and the change from previous pulse.

Item	Score	vs Benchmark	Change	Impact	% Favourite	Comments
Contribution	78	-13	▲1	High	77%	23
Feedback	69	-13	▲4	High	64%	38
Customer Focus	69	-18	▲1	High	62%	50
Manager	68	-18	▲3	High	61%	56
Fair Treatment	67	-18	▲1	Very High	62%	22
Work-Life Balance	64	-16	▲1	High	61%	30
Company Prospects	64	-22	▲1	Very High	61%	31
Growth	61	-19	▲1	Very High	62%	43
Values	60	-18	0	Very High	64%	20
Empowerment	59	-18	0	Very High	61%	32
Challenge Status Quo	57	-20	0	Very High	60%	57
Collaboration	56	-22	▲1	High	61%	48

* The benchmark is Glint's score for the top ten percentile of highest performing companies.

Quick guide to interpreting your results

4 Explore the **Comments Report**, to better understand your top strengths and weaknesses opportunities



5 Download the Presentation Kit which appears at the top of the Dashboard. Share the key results with your team and look for additional insights to help you focus on the most important opportunities and address them with the right solutions.

6 Reflecting on your goals (Step 1) and the conversation with your team (Step 5), pick **one focus area** from your list. That focus area should have a high impact on your strategy, a relatively low score, and be actionable at your level. Record your agreed action(s) in the Action Plans section on the Glint toolbar.

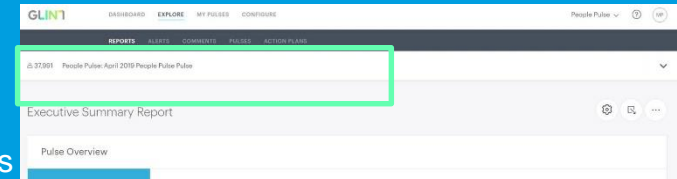
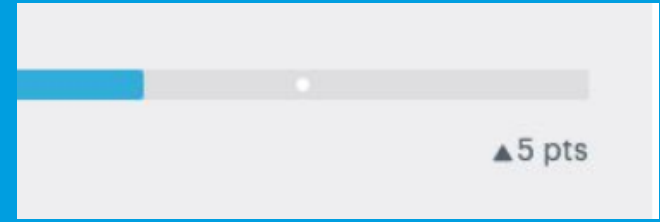
* If your team is too small to receive these reports, work with your manager to see his/her results. There are also useful tools in the 'People Pulse for Managers' section of our Grow workspace to help you out even if you don't have your own team report.

Quick guide to interpreting your results

7 Differences between current results and last year results are available for all questions (if you have a previous report). This shows the increase, decrease or no change based on the last People Pulse. If you don't have results from May 2019 it will just say 'November 6'.

8 Full reports from previous People Pulses are available by going to 'Reports' on the toolbar and choosing one of the reports. When you have selected your chosen report you can click on the November 2019 link towards the top left of the page, and then from the drop down that appears you can select a previous survey:

- 9 For managers who have changed role since May 2019:
- If you are new to Bupa or new to being a people manager, you won't see a comparator for your team to last time
 - If you were managing a different team before, you'll see a comparator against those results because results 'follow the manager', not the team, as some of the questions are specifically about you as a manager.
 - If you want to see the May 2019 results for your team, to compare with these new results, please contact either your people manager or your predecessor to share the report with you. Or contact your local engagement lead who will be able to send it to you.



Resources to support you

Check out our new Grow workspace where you'll find:

- information to help you and your team
- action planning resources
- learning and development
- Glint training modules
- videos of managers talking about how they have used People Pulse to engage their team

Find it at:

www.bupa.com/pulsesupport



The screenshot shows a website navigation bar with five menu items: 'Home' (highlighted in blue), 'People Pulse for you', 'People Pulse for managers', 'People Pulse for HRBPs', and 'Action Plan - Resources'. Below the navigation bar is a large blue banner featuring a clipboard with a heart-shaped clip and five smiley faces (two sad, three happy) above five blue squares. To the right of the clipboard, the text 'People Pulse Learning' is displayed in white. Below the banner is a purple section with white text: 'Our next People Pulse will launch on 6 November and it will be open for two weeks before it closes on 20 November.' In the bottom right corner of the purple section, there is a 'Who's Online (0)' indicator.