heartcount

EBOOK

MEASURING HAPPINESS AT WORK

heartcount

Introduction

Does your organization measure how the employees are feeling? I'm betting you do - the vast majority of workplaces feel obligated to send out the usual staff satisfaction survey once a year. But the vast majority of workplaces also have a feeling that maybe they're not getting enough value out of the time and money spent on the whole process.

We asked 200 employees around the world for their opinion on staff satisfaction surveys. Here are some of their comments.

"These surveys are for the management to pat themselves on the back - each year, bosses are told to ensure that the results improve - it is a big hoax so that the top management in turn can show their bosses that the employees are satisfied!"

"I think most people find it a bit of a waste of time."

"The surveys are designed to generate a predetermined result. There is no value in the survey, intention or outcome."

"Upper management never actually addresses any of the large problems. They focus on small quick fix items that are, for the most part, irrelevant. Then they expect a pat on the back. They are truly oblivious to the elephant in the room."
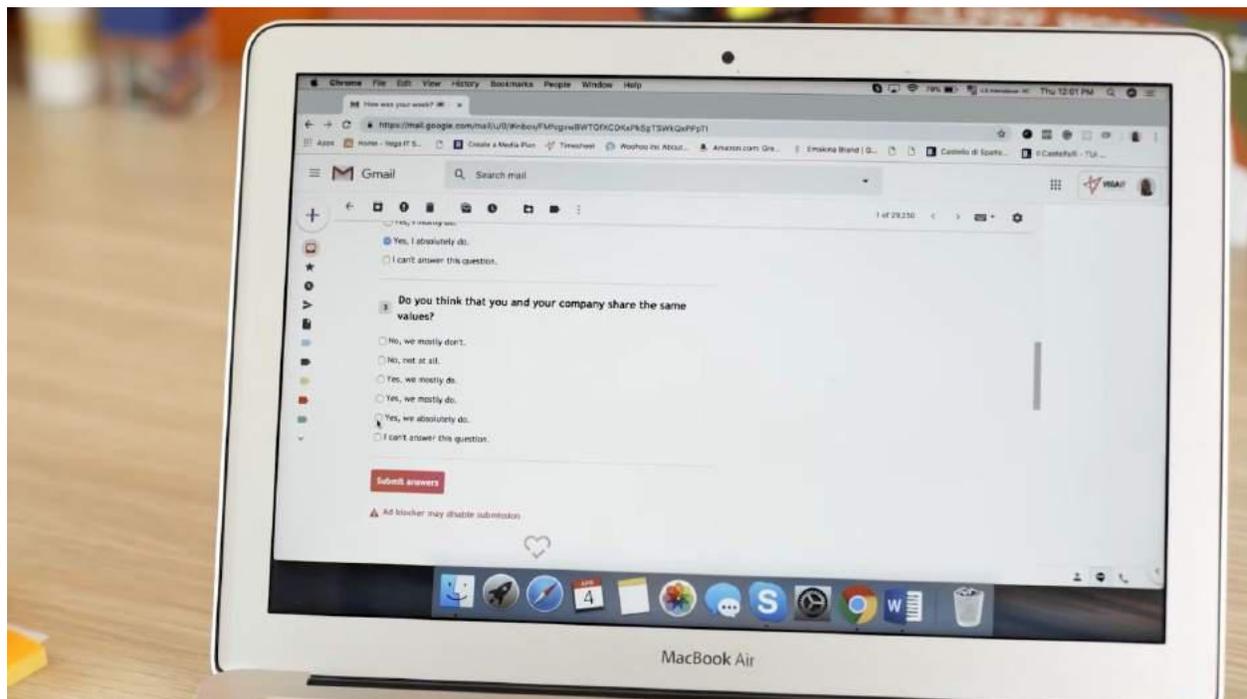
"If the results of the satisfaction survey is not in favour for the company I work for, they will find any possible reason for not taking action on it."

"Waste of time. Done it several times a year for many years now - none of the surveys lead to anything at all."

"It seems as nothing improves as it is the same problems over and over again discovered by the satisfaction survey. We can do nothing about it."

"I learned not to trust management from the survey. The survey which my company had was part of their agenda to remove key players which they masqueraded as a "360 degree survey". I voiced significant concerns which I had in the workplace (concerning bullying/harassment) which were never addressed and swept under the carpet. The following year the same management rolled out the survey again, I chose not to participate the second time around."

"The same problems are highlighted every time, and the corporate answer is "You are wrong, our Performance management processes are correct". Internally the online performance management process is known as "e-punishment"."
"It's not about job satisfaction for the employees. It's all about CMA (Cover My Ass) for the bosses: ie, we have focused on job satisfaction but in fact we don't really give a shit :)"

Maybe there is some room for improvement in this area..?

We think so. We believe that the traditional approach that most companies subscribe to is fundamentally flawed and in this ebook we describe why.

We also believe that there are better ways to measure it that are both simpler AND more effective and we're going to talk about them too.

Why measure happiness at work?

Measuring employee happiness (and doing it right) is neither easy nor cheap. But it is still a great idea to do it for three main reasons.

First and most obviously, if you measure employee happiness right, it can actually guide efforts to improve the workplace by identifying organizational problems and strengths. It can show you which employees or teams are doing great, so their best practices can be identified and spread. And it can also show you which people and groups are languishing, so their problems can be acknowledged and solved.

Secondly, most business leaders are highly results-oriented and data driven and find it hard to value things they can't put a number on. Tracking employee happiness with hard numbers in some way can bolster top leadership's commitment to any happiness initiatives and make sure that adequate resources are allocated to the process.

Additionally, it's a way for the organization to show that it cares about its people. When employees are asked about their perception of their work lives - and especially when they see the organization *acting* on their replies - they see that the organization genuinely cares about them, which in turn strengthens their engagement, commitment and loyalty to the organization.

And finally, happiness is a direct driver of better company results. Studies show that happy workplaces have:

- Lower absenteeism
- Lower employee turnover
- More creativity and innovation
- Higher customer satisfaction and loyalty
- Higher growth
- Higher stock prices
- Higher profits

Unhappy employees have the exact opposite effect, leading to worse results. Since happy employees have been shown to drive these and many other benefits, it makes sense to track that metric closely.

The current state of satisfaction surveys

We conducted a survey of 200 employees globally to examine their perceptions of satisfaction surveys. These are the most important results. They are not encouraging.

Satisfaction surveys are common

- More than once a year
- Don't know / Don't remember
- Once a year
- Every other year
- More rarely than every other year
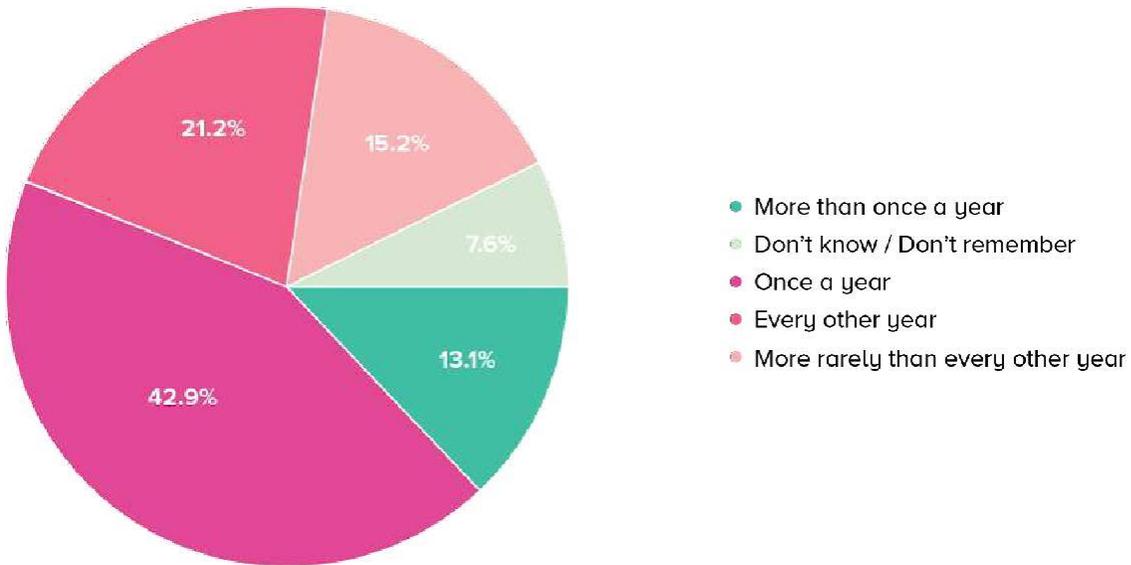
Half of respondents take one at least once a year.

Surveys are fairly long.

- 1-25
- 26-50
- 50-100
- Over 100
- Don't know / Don't remember
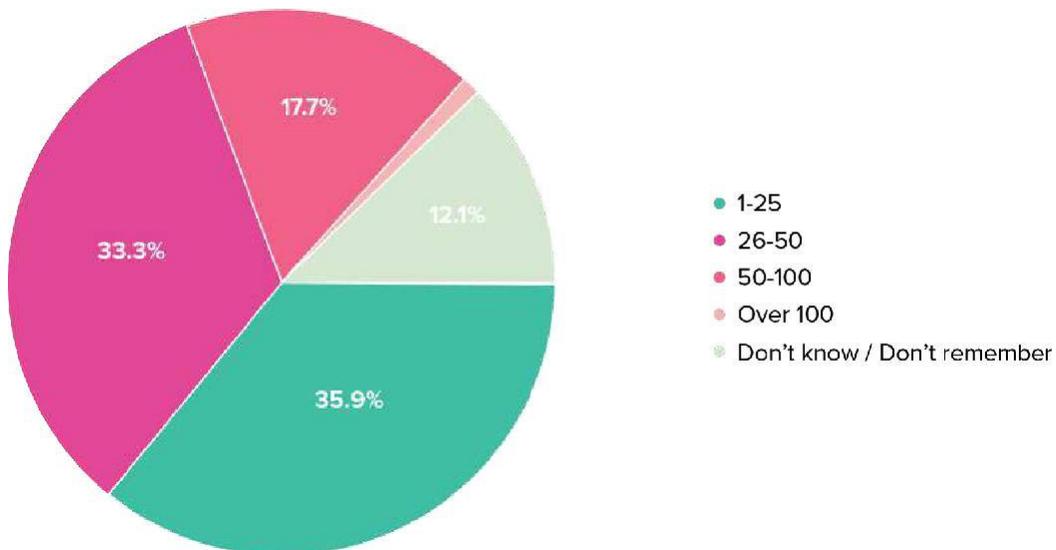
Half of the respondents say that the survey had more than 25 questions.

People find many of the questions irrelevant.

How many of the questions did you find important/relevant?
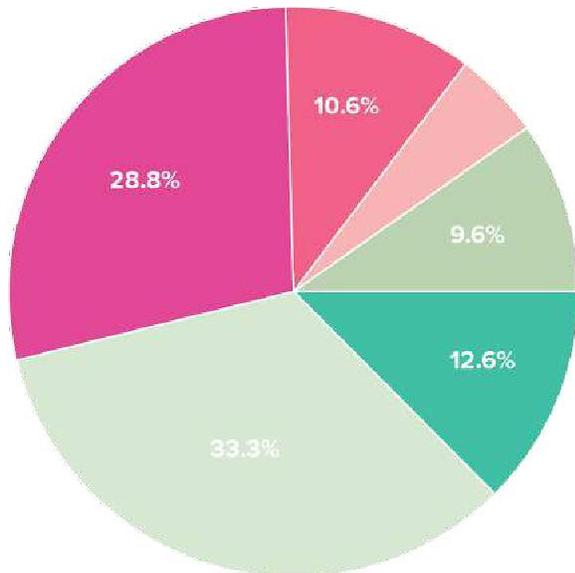
- ● All or almost all of the questions were relevant
- ● About 75% of the questions were relevant
- ● About half the questions were relevant
- ● About 25% of the questions were relevant
- ● None or almost none of the questions were relevant
- ● Don't know / Don't remember

Only 12% found all the questions were relevant.

People are careless taking the survey
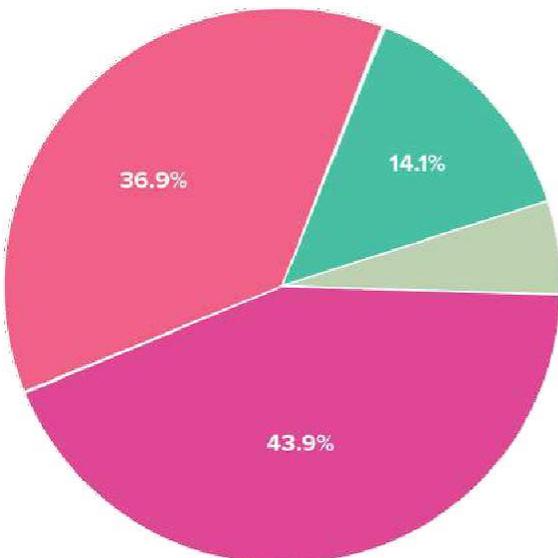
- ● I just wanted to get it over with
- ● Don't know / Don't remember
- ● I considered each question carefully
- ● I was somewhat thorough

Because the surveys are long and many of the questions are not relevant, only 44% say that they carefully considered each question. That's not good for the accuracy of survey results.

Too much time passes before people see any results
How much time passed from when you filled out the survey until you saw the finished results?

Legend:
- Less than 1 month
- 1-3 months
- 3-6 months
- More than 6 months
- I never saw the finished results
- Don't know / Don't remember
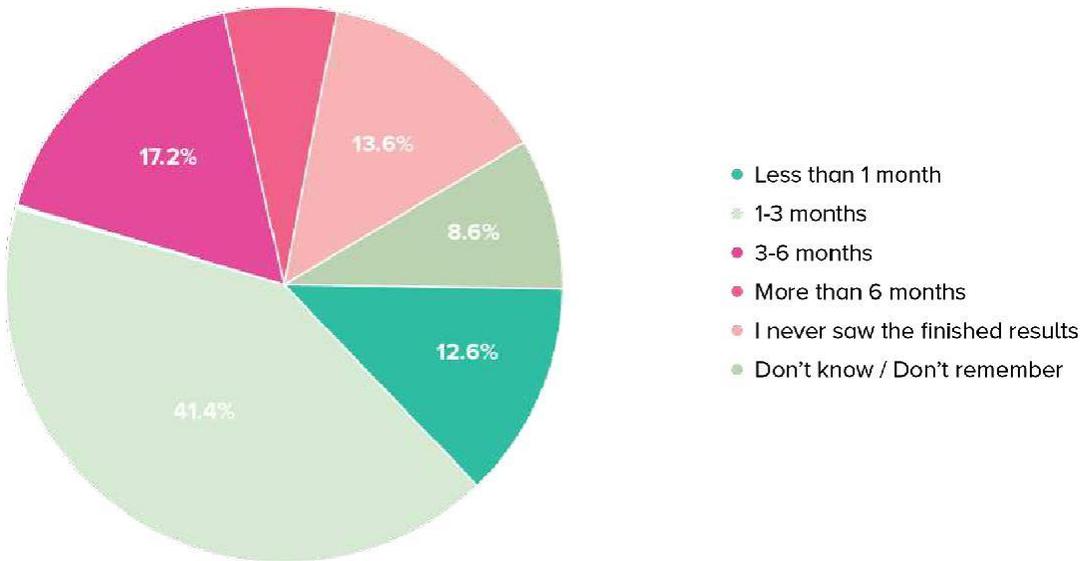
Only 12% got the results within one month.

The results were not relevant
Did you learn anything important from the results?

Legend:
- I learned many important things from the results
- I learned some important things from the results
- I learned no important things from the results
- Don't know / Don't remember
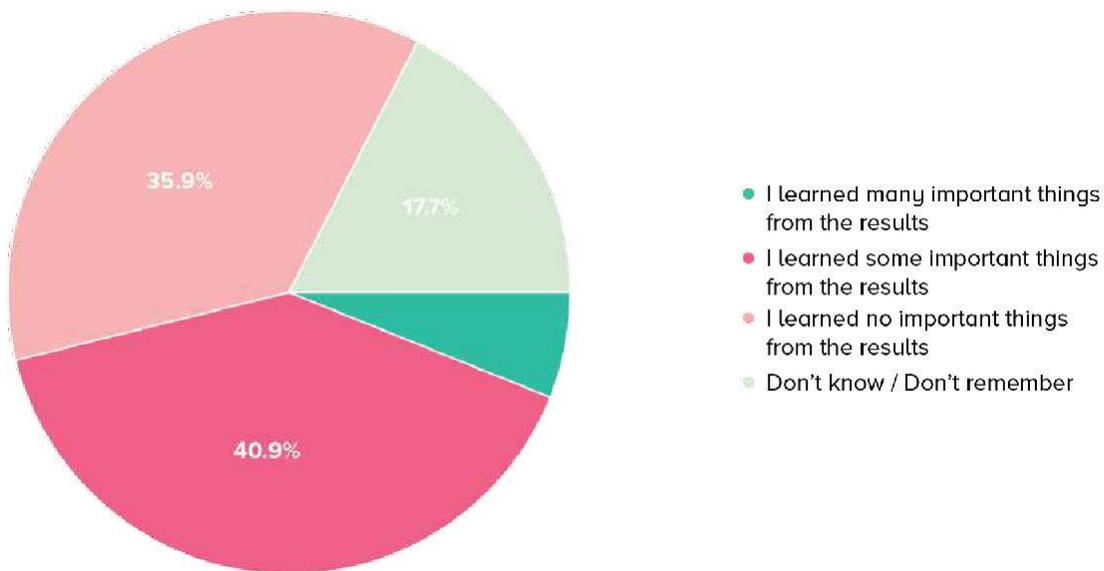
And when people finally did see the results, they were not very relevant. Only 5,6% say that they learned many important things from the survey results.

Surveys seem to change very little
In your experience, did the result improve conditions in your workplace?

- We saw a large improvement as a result of the survey
- We saw some improvement as a result of the survey
- We saw no improvement as a result of the survey
- Things got worse as a result of the survey
- Don't know / Don't remember
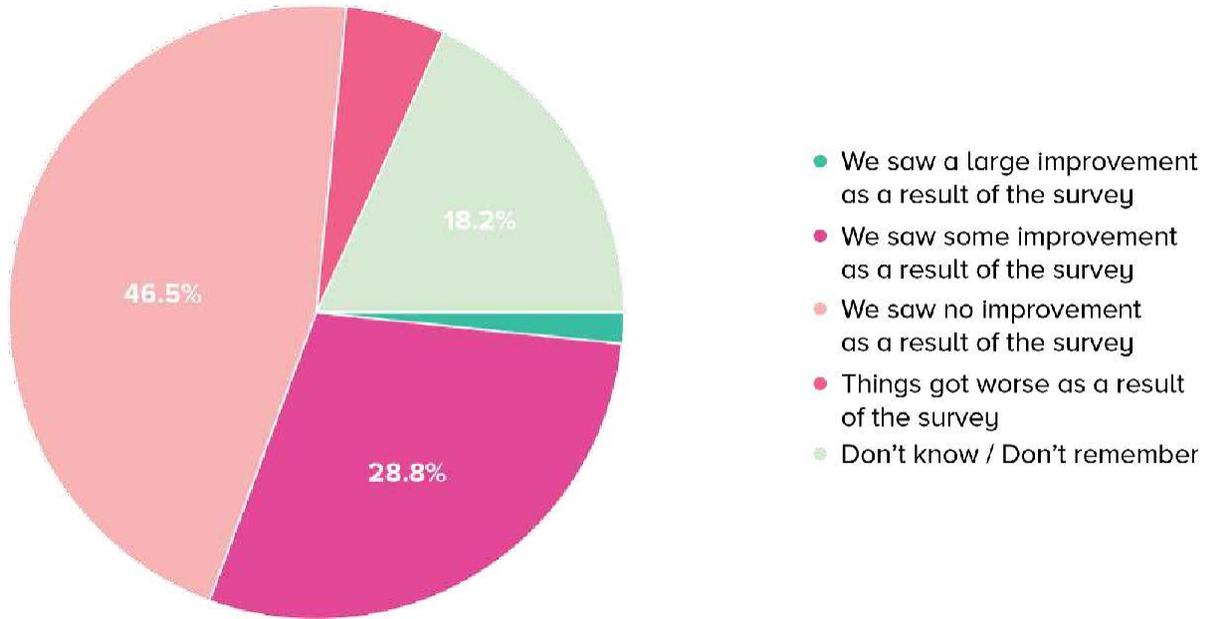
What is your expectation of the next staff satisfaction survey?

- It will definitely lead to improvements
- It may lead to improvements
- It probably won't lead to improvements
- It definitely won't lead to improvements
- Don't know
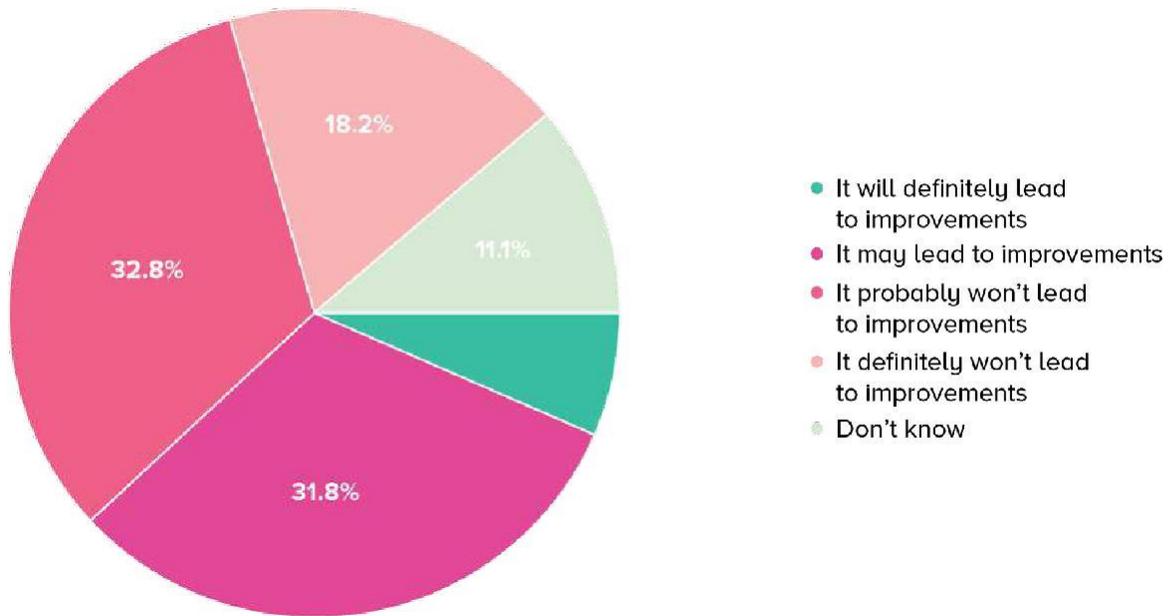
And here's the big one: Only 1.5% of respondents saw a large improvement based on their latest survey. More people (5%) actually said that things in their workplace **got worse**following their most recent survey. Consequently only 6% are confident that their next survey will lead to improvements.

If the way surveys are currently conducted leaves employees with no sense that they will lead to any improvements, why should employees put any time and energy into taking surveys and acting on them?

Why traditional satisfaction surveys fail

Many companies currently do staff satisfaction surveys - usually once a year. Conducting, analyzing and acting on these types of surveys can take up a lot of time and money and I suspect that they are just not worth it. I've rarely seen job satisfaction surveys have much of a positive impact on a company and I suspect that the typical approach used by most companies is fundamentally flawed. Here are the top 8 problems I see with staff satisfaction surveys.

1:They have too many questions (and the wrong questions)
A client sent me their annual job satisfaction survey recently which had 138 question (I'm not even kidding) and among them were gems like:

- How satisfied are you with the lighting at your workstation?
- How satisfied are you with the temperature in the workplace?
- Do you experience any problems with noise in the office?
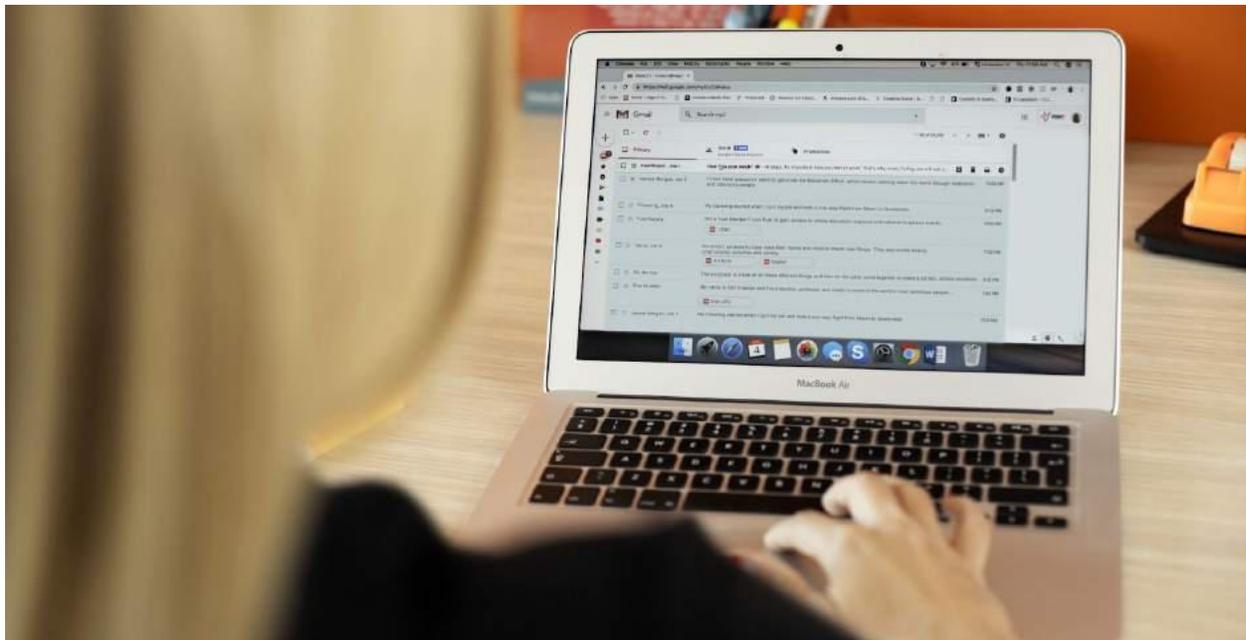
Surveys can have upwards of 100 questions and consequently take a long time to complete. I have visited several workplaces where employees complain from "survey fatigue."

2: They're conducted too rarely

Typically, staff satisfaction surveys are done annually which means that there can be a huge lag from when an issue arises in the workplace until it's discovered and addressed.

As a tool for improving workplace conditions and employee happiness, this makes them nearly useless.

3: They measure satisfaction not happiness

One major flaw is that these surveys don't actually measure how happy people are at work – they measure job satisfaction. While happiness and satisfaction are certainly related concepts, they are not the same thing.

Basically, job satisfaction is what you think about your job. When you weigh all the pros and cons, what do you think about your job? It's a rational judgement.

> ## "HAPPINESS IS BY FAR THE MOST IMPORTANT AND THE MOST RELEVANT, BECAUSE HAPPINESS MORE THAN SATISFACTION AFFECTS EMPLOYEES' JOB PERFORMANCE, HEALTH AND GENERAL WELL-BEING"

Happiness at work is how you feel about your job. When you are at work, do you mostly experience positive emotions (pride, happiness, gratitude, etc) or mostly negative emotions (anger, frustration, sadness, etc).

Of the two, happiness is by far the most important and the most relevant, because happiness more than satisfaction affects employees' job performance, health and general well-being.

4: Too much time passes from survey to results.

Here's how it may go in many workplaces:

April: The survey comes out
May: Results are due
August: Results become available
September: Departments and teams start following up on results

In many cases months pass from when employees fill out the survey until they see the results. By that time, no one remembers the survey questions any more and the results will most likely be outdated before people ever see them.

This is the age of instant gratification and instant data, so why the huge lag between survey and results?

5:Survey creates an expectation of change – then nothing happens "I have never seen any step taken based on job satisfaction survey." – Comment on my blog

I recently talked to a client that conducts an annual job satisfaction survey. They told me that every year for the last 5 years, the same handful of teams in this company have scored very low on the survey. Everyone knows why: The managers of these teams are bad managers. And yet, nothing has been done about it and these teams continue to be miserable.

Asking employees about their situation creates an expectation that the workplace will act on the survey results. Why conduct the survey, if the workplace doesn't act on the results?

And yet, survey results often aren't acted upon, leaving employees with the (often correct) impression that this is a sham process and that the company wants to create the illusion that it cares, when really it doesn't.

6: No perceived value for employees

All of this means that responding to the survey becomes a chore for employees who can't see the value of the survey and have no expectation that it will improve conditions in any way.

This again leads to very low response rates in many workplaces which is no wonder. Why should they waste time filling it out, if they can't see the value?

7: Negative focus

I gave a keynote at a bank recently and just before I went on stage, an HR consultant presented the results of their latest employee satisfaction survey.

While their overall results were quite OK, he spent 95% of his presentation talking about the areas where the scores were low compared to other banks or where they had fallen since the last survey.
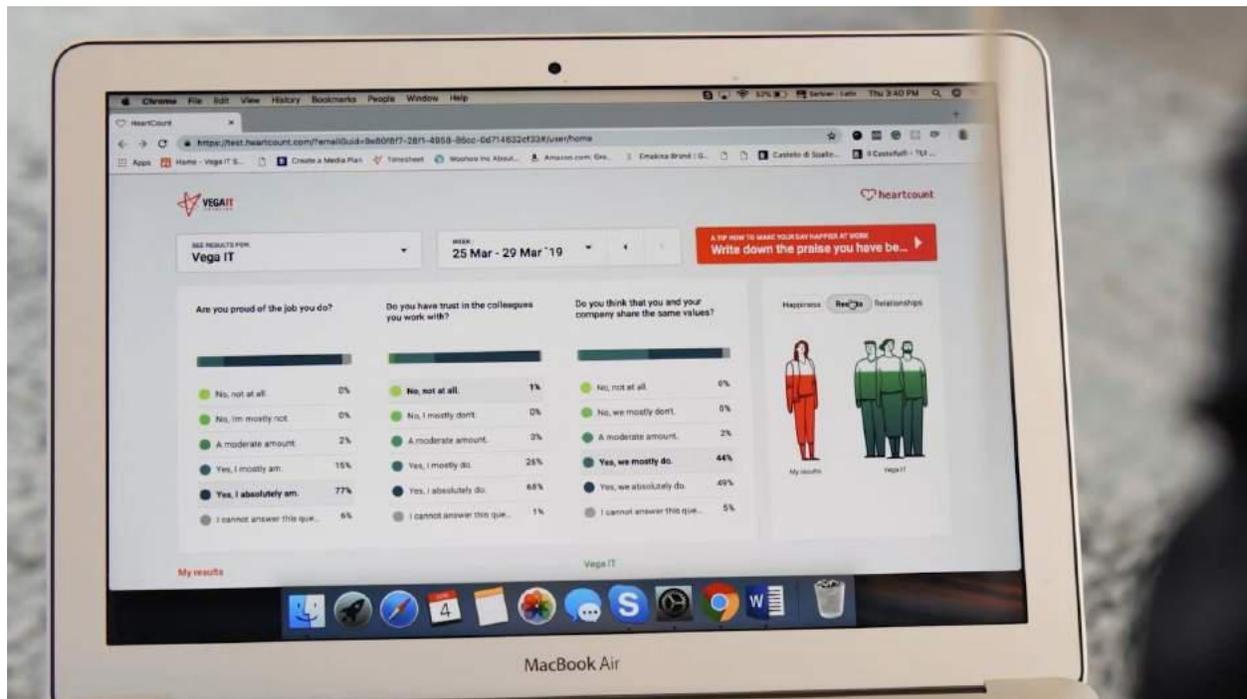
Looking at the numbers, I could see several areas where results were really good, but zero time was spent examining what those areas were and what the company was doing right. Also, while some teams were clearly much happier than others, they got no attention – all the focus was on the lowest scoring teams.

Of course a survey should be used to pinpoint problems so they can be fixed, but if that's all it's used for the company misses a huge opportunity to identify best practices and spread them by learning from the best performing areas and teams.

8:Cooking the books

"I worked for a bank for many years that used annual Gallup surveys. As a member of management, it was my job to inform the employees about the questions they would be asked

pertaining to their satisfaction with their jobs, co-workers, management, and the company's values.

It was drilled down to me that these marks needed to be the highest (10 out of 10) in all categories to ensure maximum "satisfaction." In actuality, if you had worked for the company long enough to take a second survey, you knew that you'd better just put a 10 to avoid the drawn out action planning after the branch results were reviewed." – Comment on my blog

I recently heard of a company that wanted to do really well on the Great Place to Work national rankings, which are determined in part by a satisfaction survey among employees. So before the survey ran, management sent out an email to everyone saying how important it was for the company to score well and how it would really help their image and business results. But, hey, no pressure!

I have seen several ways that management can influence the survey results. In some companies, results are not presented to the whole company, before HR and top management have had a chance to see them first and remove any results that are deemed too "explosive" or bad for the corporate image.

Why are satisfaction surveys so common?

So if job satisfaction surveys are so useless, why does everybody do them? I believe there are three main reasons:

- Everybody does them because everybody else does them. It's become one of those standards that every company feels they should have.
- It's an alibi – it let's workplaces say they do something to improve conditions for workers even if it's not very effective.
- They're easy to sign off on. Companies just forget that there's much more to it, than just sending out surveys.

Should you measure engagement or happiness?

I met a manager recently who claimed in no uncertain terms that companies should forget all about employee happiness and focus only on **employee engagement**. He argued that people can be happy at work without performing well, whereas employee engagement leads directly to better performance. I've actually heard this claim a few times recently, but it is still wrong. In this chapter we'll look at why.

But first let's define the two terms. Both can be defined in many different ways, which will confuse any discussion, so here are the definitions I will base my argument on.

This is the first result that comes up when you google "employee engagement definition":
Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

And this is the definition of happiness at work that we use:
Happiness at work is the extent to which employees feel good about their jobs.

Both are clearly emotional at their core (the word "feel" appears in both) but the key difference is that engagement is more about the work and less about the person. It's not really about how you feel in general, it's how passionate you feel about your job, how committed you are to the workplace and how much extra effort you put in.

Happiness at work, as we define it, is how work makes you feel more broadly. It's not about feeling good every second of every work day, but it is about experiencing mostly positive feelings about your job.

Just to make it clear: We think employee engagement is a useful concept and we are not arguing against it. We just want to argue that of the two, it is much more effective for a company to focus on making their employees happy than on making them engaged. Here are the four main reasons why.

1:Happiness is easier to sell to employees

Whether you're looking to create employee happiness or engagement, you need your employees to be active partners in the process. This is not something you can do to them without their active and willing participation or (even worse) against their will.

Employee engagement, being directly related to commitment and effort, is a very easy sell to managers and companies. Every manager wants employees who are passionate about their work and go above and beyond to do a better job.

But seen from the employee side, it's a much harder sell. When a manager states that they want their employees to "be more engaged in their work" or "give more discretionary effort" it can easily come off as if they are simply demanding more passion and work from people, without giving anything back.

On the other hand, when a manager sets a goal to create a happy workplace, the benefits are immediately clear to employees and it's much easier to engage them in the process.

Ironically, happiness can be a harder sell towards managers, many of whom are skeptical of "all that happiness crap". This video covers their most common objections and why they're wrong: https://www.youtube.com/watch?v=lxF7QYDXqPs&feature=youtu.be

> **WHEN A MANAGER SETS A GOAL TO CREATE A HAPPY WORKPLACE, THE BENEFITS ARE IMMEDIATELY CLEAR TO EMPLOYEES AND IT'S MUCH EASIER TO ENGAGE THEM IN THE PROCESS**

2: Engagement without happiness is unsustainable
How engaged can someone really be if they're unhappy at work?

This happens. One of our International Partners, Sheona McGraw of Cloud 9 to 5 in Canada has seen it first hand:

Having worked in a number of charities, non-profit orgs and social enterprises, I can tell you that most of these employees are passionate and committed about their org's cause but unfortunately a lot of the orgs don't have a very happy work environment and it's not uncommon at all to find super engaged yet super unhappy employees working in these orgs.

This is something I talk a lot about in my discussions with potential clients. I myself have been in this circumstance a number of times, being super engaged but miserable. And while I performed satisfactorily, had I been happy I would have blown the job out of the water.

A person can be incredibly passionate about their work and totally committed to the workplace, but still be miserable at work. I've seen this happen for instance when people are treated badly by their coworkers or manager or when they can't do their job in a way that satisfies their own professional standards.

In this case, two things can happen:

The employee's unhappiness can leech away any feeling of engagement, leaving the person not caring about their work.

Or, even worse, the person remains engaged and unhappy – which leads to stress and burnout.

So even if you want an engaged workforce, you still need to focus on making them happy because engagement without happiness is not sustainable.

3:Ultimately, it's about performance – and happiness drives better performance

As I stated above, some fans of engagement argue that it matters more because it directly drives effort and performance. They also argue that employees can be happy but not productive. Both of these arguments reveal a poor knowledge of the research in happiness at work.
Sure, engagement leads to better performance – but given the definition above that includes commitment and extra effort, that's almost a tautology.

Furthermore, we know from a large amount of research, that happy employees perform much better. Ed Diener, one of the world's leading happiness researchers summed it up like this:

"In the workplace we know that happiness causes more-productive and more-creative workers."

If you know academics, you know how careful they are about using the word "causes." In this case, we know that happiness at work causes higher:

- Productivity – happy people get more work done with the same resources.
- Creativity – feeling good makes your mind more able to think of new ideas and approaches.
- Intrinsic motivation – happy people don't need constant external motivators like bonuses or threats; they want to do good work.
- Loyalty – happy employees care about the company and stay longer in their jobs.
- Discretionary effort – employees who like their jobs go above and beyond for the customers, their co-workers and the workplace.

So employee happiness has been shown to directly cause increased performance.

4:Happiness causes engagement
You'll notice that both loyalty and discretionary effort were part of the definition of engagement that we presented above.

Given that (as we saw in the previous section) happy employees are more loyal and are more likely to go the extra mile, it's clear that happiness doesn't only cause better performance – happiness also directly causes engagement.

Of course, the effects are circular and engagement and happiness will cause each other. But given the results above as well as the fact that engagement cannot last in the absence of happiness, it seems clear to me that happiness causes engagement more than engagement causes happiness.

Gallup does a lot of great work on employee engagement and their Q12 survey is one of my favorite metrics. They also acknowledge that many factors play into engagement, including happiness / well-being, writing:

Leaders have to think about everything from culture to well-being to purpose and meaning — and make it all come to life in a personalized way for employees.

The upshot
Engagement is a great concept but ignoring employee happiness in the pursuit of engagement makes no sense.

At the very least, sustainable engagement requires happiness at work, meaning you can't ignore the happiness aspect.

When do people feel "passionate about their work, committed to the workplace and give discretionary effort?" When they're happy at work!
So if you want engaged employees, focus on making them happy and engagement will follow.

How to measure employee happiness right

In a previous chapter, we covered the problems with the traditional approach to staff surveys. We believe that a much more useful approach is to do the complete opposite, i.e. this type of survey:

- Very few questions
- Is conducted often
- Measures happiness, not satisfaction
- Results are available instantly
- Results lead to action
- Clear value for employees
- Focuses on the negative AND the positive
- There is no way to cook the numbers

And mostly we can do one thing: We can talk. We can create forums and venues where employees and managers can have an actual dialogue about the current state of the workplace.

Vega IT's experiences

It all started around eleven years ago when Vladan and Saša founded Vega IT. They wanted to create a company with the best working conditions where they would be happy. They wanted a workplace where they would be surrounded with people who love the work they do and have a great relationship with each other. It was quite easy to do that in the beginning because there were only two people in the company. Later on, when the company grew to 10, 20 or 30 people, it was still easy to maintain happy atmosphere because they were all in the same room and they always knew how people felt and even what was happening in their personal lives. They could speak with their colleagues, think about how they could help them and how to approach challenges, and so on.

But, as Vega IT continued to grow, they felt that they were not at the same level as before when it comes to knowing how their colleagues feel. And, they were experimenting with all different kinds of approaches and tools such as standard job satisfaction surveys. They were trying to use them more frequently than once a year. But, even when they conducted the survey quarterly, it was still not enough to bring satisfactory results because people might have already felt unhappy or unsatisfied at the time when they were asked to do these surveys. Also, questions were more about their job satisfaction and common rational things than about how they really felt at work.

Back then, just at the right time (when there were around 50 or 60 people in the company) they started talking about how they could improve things, sustain the growth and still have the great culture where they would know how people feel. They wanted to conduct surveys more frequently, ask people about their happiness, or how they feel and so on.
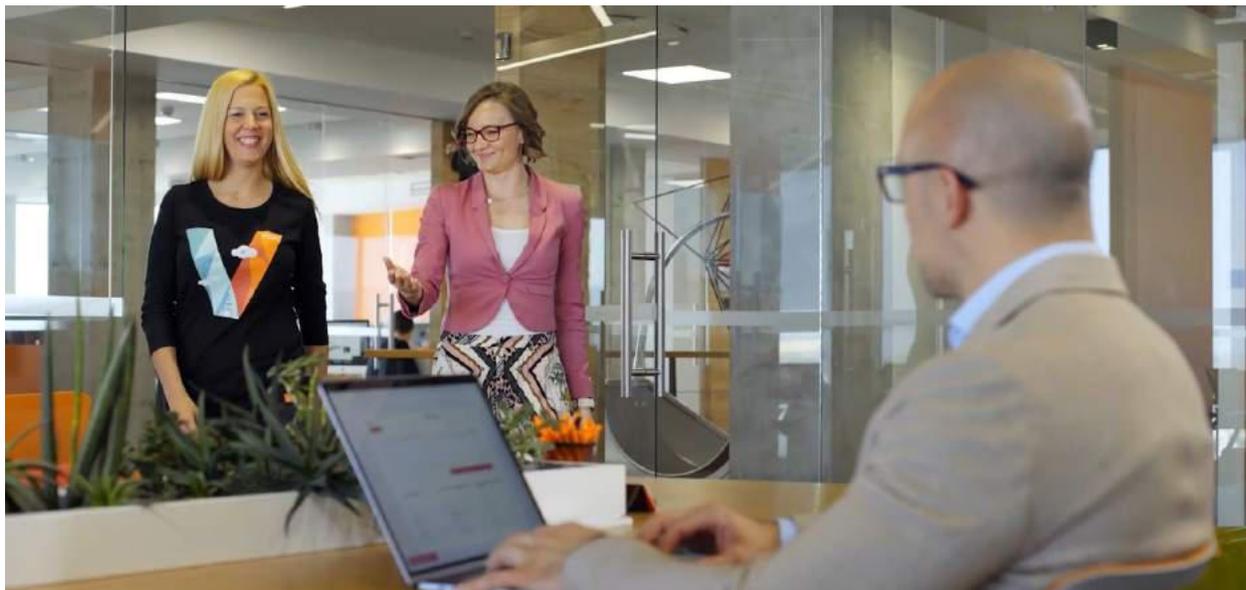
They met Alexander Kjerulf, the founder of Woohoo Inc. and the author of a few books about happiness at work, who found a better way to measure the level of happiness of people working in companies. That experiment was performed "manually" - meaning that there were no tools that would automate the entire process. The results he obtained were one of the crucial factors Vega IT took into consideration when starting their collaboration with Alexander.

After the experiment, three entrepreneurs, two co-founders of Vega IT, Saša and Vladan, and the founder of Woohoo inc company, Alexander Kjerulf gathered together in a room to have a meeting.They decided to turn this idea into a product and commercialise it. Soon after, in 2017, they started to build the first version of the product, and around six months later they started testing it, which lasted for a year and a half. They tested the product within Vega IT with around two hundred people and the results were great.

So, when they were finally happy with the results and when they felt they were ready to launch it on the market, they decided to show it to the rest of the world.

It is in a form of a very short survey that people get every Friday morning at around 10 a.m. There are 3 short questions and five given answers for each question. People literally need less than 30 seconds to do the survey. They look at the question, choose the answer, submit and that's all.

However, it's important to keep in mind that the tool itself will not really improve things within an organisation, and, it can't fix anything. You need to take the results into consideration, and act on them to make some improvements.

Here are a few cases that Saša Popović, CEO of Vega IT company shared with us:

One of the Heartcount questions that doesn't cost a thing and can improve things dramatically is: "Do you think that your team lead or any other person in the company cares about you as a person?". I was surprised to see that a few people answered with "no" to this question. However, I consider most of them to be really good people besides being professional and technically great at software development that we do in Vega IT. I was surprised that they didn't know that.Then I went to some of them and told them in person that I knew that a few people (and then I would name those people including myself) think they are really great. Also, I wrote an email to some of them. My colleagues from people operations team did the same thing.

We wanted to be very personal and sincere, and not fake or anything similar. This really didn't cost us a thing, and resulted in a great improvement regarding the way people felt as well as the results they produced afterwards.

One of the differences between Heartcount and a lot of other tools is that it allows you to actually see the people's answers. It's not anonymous which enables you to find and address a specific problem with a given employee (something they are not happy with or something that's not working).

And, then, another example - "Does your team lead praise you for a job well done?". Saša said: "I was surprised to see that some people answered "no", or "They do it rarely", etc. And, then when I spoke with a few of my colleagues who are team leads, I would hear answers like "Yes, but she didn't do a great job, and this is repeating a week after a week". Nevertheless, we still tried to praise our colleagues for a job well-done. Even when they would do only 30 percent of the work great and the rest solid, praising them for what they did well gave them more motivation and helped them improve. Also, this showed them that we look at what they do, that we care, and that we want them to be better at work, and not to punish them or anything like that. However, it was not that easy for some of my colleagues who are team leaders to accept this idea because they wanted to praise someone when they did great work.

But, to make any progress, sometimes you need to shift your mindset and embrace the change. It turned out that this kind of approach led to great results.

This type of measuring happiness brings additional value. It allows you to present the numbers to your team lead and ask them to do something about it. You can talk to them directly and say: "Here are the numbers - 45 % of your employees don't actually feel they are being praised for good work they do. Maybe, there is something you can change in your behaviour.

What I also find interesting with Heartcount is that very often people use it to say how they feel. We are a flat organisation where anyone can approach anyone without fear. For instance, when I chat with people on a daily basis, in a canteen or anywhere else, they don't always speak about how they really feel at work. However, when we ask questions on Friday mornings, they would

basically show us that they don't feel well. For example, when we ask a question "Have you learned something new this week?" some of the people would say "no", even though we know that that person has learned something new during that week. Then we would go and speak with that colleague and discover that something else has made them feel unhappy that week.

People would simply answer "no" just to express that they don't feel great/well,even though the question isn't about their feelings but about learning something new that particular week. On the other hand, when we know that they really haven't learned something new that week, we are completely fine with that. In that case, we don't want to waste our colleagues' time and ask them too often about the answers they have provided.

There are also cases when people regularly answer the survey and then stop answering for a few weeks. Usually when they stop answering for two or three weeks, we would go and speak with them. Sometimes there are good reasons why they have stopped doing that. It usually turns out that they decide to stop answering questions because they don't feel well at work. So, not getting any answers can also be helpful which is another advantage of using Heartcount.

What is the response rate at Vega IT?

More than 80 percent of people in Vega IT answer the surveys. A response rate is somewhat lower on a weekly basis. It is somewhere between 60 and 70 percent mainly because some people might be on a vacation, or travelling somewhere abroad to the client, or something like that. So, on average, it is between 60 and 70 percent. But, what's interesting is that when we started a year and a half ago, our response rate was around 20 percent. So, although we are a freedom-centric organisation, people still needed some time to see that nothing bad is going to happen if they say how they feel. But, you can always speed up the things by showing that nothing bad happens if they say how they feel. Also, by showing good examples like these where we acted on the situation and helped a person become better at something or feel better about something is another way to encourage people to do the survey and say how they feel. It's not that nothing bad can happen. On the contrary, something great can happen to them.

This helped people at Vega IT realise that these answers are taken seriously and that if they complained about something it would be fixed.

Sometimes we cannot find the solution to the problem immediately. Then, we would at least speak with our colleagues and explain why. And, in many cases, that's enough. Often it's enough just to show that we care and that we pay attention to their answers in a survey.

There is an interesting question I like very much. It says something like this: "It would be hard for me to leave this company even if I were given an offer that I could not refuse." It's interesting because, after we asked that question for the first time, we received a few emails from our colleagues saying that they could not answer that one because they are not thinking about that and they don't want to think about that. Then we spoke with them to understand why they feel so great about working with us so that it could help us make some other teams happy or some other people happier. We also pay attention to the people who provide positive answers on a regular basis. Although, people sometimes might not be entirely sincere with their answers, in many cases, people really feel happy at work and then we learn from them. For instance, a team leader might be doing something great that has a positive impact on the team, or they might have a very good client, or they just approach challenges in a different way and so on. So, you can really learn from them as well.

The principles here are valid: ask a few questions, ask relevant questions, ask them often, highlight the problems as well as the good sides, and for god's sake, act on what you find. If you are not going to act on it, don't even bother asking because that just makes things worse.

Go beyond surveys

So what else could you measure? This can go way beyond just an annual job satisfaction survey. It's essential to find the metrics that are relevant to your employees, your customers and your organization.
Here are all the potential ways we've come up with to measure employee happiness - beyond just polling employees.

Other employee metrics

Two other obvious employee-related metrics are:

- Absenteeism
- Employee turnover

Each of these have a direct bottom line impact and are directly correlated with employee happiness.

Hiring

Happy organizations also attract more and better new hires. That means that you could also measure on metrics like:

- Applications received per opening posted
- Time to fill positions
- Rate of acceptance of job offers
- Rate of successful hires (how many new employees stay at least x months)

This will be especially relevant in fast-growing workplaces or in industries where there is strong competition for the best talent.

Customer metrics

We know that happy employees make the customers happy. Some potential metrics are:

- Customer happiness / satisfaction
- Customer loyalty / repeat business
- Brand perception

Employee performance

We also know that happy employees do a better job, so measuring happiness could also mean tracking metrics like:

- Productivity
- Quality / errors
- Workplace safety / accidents
- Success rate of innovation / change projects

Negative behavior

Given that happy employees are less likely to engage in bad behavior at work, we could also track metrics like:

- HR complaints
- Fraud / stealing

Physiological measures

This area is a little more speculative but some people have suggested measuring things like:
- Cortisol in saliva samples
- Blood pressure
- Sleep time and quality

These do raise some ethical issues around privacy and bodily autonomy.

No workplace should measure all of these metrics. Depending on the industry, situation and type of employees only a small subset of these will be relevant. It's up to each workplace to define which are the most relevant and to find a good way to track and act on these metrics.
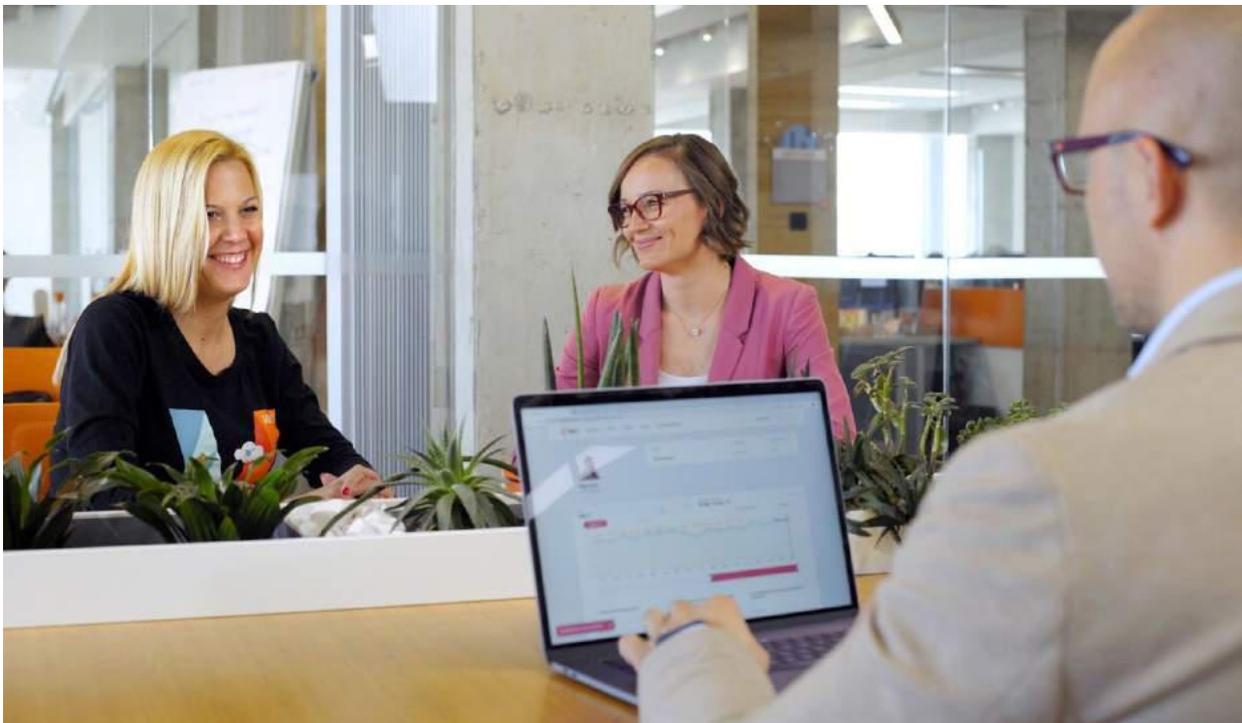
Heartcount

Why Heartcount?

When a company is growing, management can grow apart from people. But, they still want to know when something is not working well. The best way to retain your employees is to always know how they feel and what they think, even about the least important things at work. Heartcount gives you those answers and shows you how many people want to be there at your company.

Heartcount was born in a company which has grown to over 50 people when it started facing everyday challenges when it comes to knowing what is going on with their employees. Asking people to do a one-hundred-questions survey twice a year didn't help them identify how people feel at work, if they are happy or have grown on a personal and professional level. Heartcount was the solution to that challenge.

Happy employees will serve customers better, and happy customers drive growth. This tool is not a substitute for the annual survey, it complements the survey with more information. Heartcount is a Danish product and who knows more about happiness than the happiest people in the World :-)

What is Heartcount?

Heartcount is an AI powered tool, which measures happiness at work in a new and better way. It is a tool for tracking results and relationships (personal fulfilment, progress, relationships with colleagues and managers) that influence happiness at work. It also gives you immediate feedback and operational information for everyone in the ecosystem, and it improves the decision-making process and outcomes based on real-time analysis. Heartcount system brings the entire ecosystem together, from employees, through HR office to managers.

The value of the tool is not the data it provides, it is how you use the tool and what you do with the data. This tool provides you with valuable data on a weekly basis so that you can react in time.

How it works?

Every Friday, everyone on a team gets only 3 questions and it takes up to 15 seconds for the people to answer them. They will see immediate results and they can compare their personal results with the results of the rest of the company. A manager will see real-time answers and get notifications about people to keep an eye on.

Benefits

- Easy-to-use
- Low-priced
- No sign ups and password
- Great visuality
- Unique functionalities
- Great user experience
- Fit for purpose
- You only pay for people that use the tool

Interested?

Feel free to book a demo so we can share our experiences with you, find out your pain points and came up with the solution and action plan to solve it. :-)

Inspiring Culture is the authorized partner of Heartcount. Contact us at

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We, at Inspiring Culture, enable people and organizations to adopt the most effective behaviors and make sustainable and positive differences in their environment.