



Metrics: What CMGRs Do with What They Have

 **SNAPSHOT**

SPEAKERS

Jeff Ross (Humana) and Kelly Schott (TheCR)

COMPETENCIES

Metrics & Measurement, Tools

MATURITY PHASES

CMM1, CMM2, CMM3, CMM4

HIGHLIGHTS

1. **Want to know which metric Jeff would recommend for the average user?** This metric is broken down into 5 elements and has been very successful within Humana.
2. **Interested in knowing Jeff's favorite metric?** It's as simple as 1, 2, 3...
3. **Wondering which metric Jeff values most?** It was a metric that they used to have to prepare manually, but can now be quickly viewed at a glance with SWOOP Analytics.

OVERVIEW

- **Background.** Jeff Ross is the Community Manager for Humana's internal community called "Buzz" and has been for its full 9 years.
 - They migrated to Yammer in the summer of 2019 from Socialcast. They knew that since the company would be rolling out Office 365, they would be moving to Yammer eventually. It was the first of the Office 365 package to be used.
 - Jeff was not impressed with the Yammer metrics. Therefore, he started looking for alternate analytics. About a year ago, Jeff investigated an Australian company called SWOOP Analytics. They had a demo and then put it on hold. Simultaneously with the platform change, a new Office of Change Management was formed. Their role was to help the company with the people-side of change to guide them through the behavior changes that they hoped the tool capabilities would enable. Jeff has been, therefore, partnering with them quite a bit. He told them about SWOOP and they ended up purchasing SWOOP for Yammer and SWOOP for MS Teams, as well as the sentiment analysis add-on. It was installed with Yammer in early October. They will add the Teams piece before the end of the year.

CASE STUDY – HUMANA

- **Key metrics and why they use them.** SWOOP has radically changed how Jeff talks about metrics now.
 - Jeff showed the initial SWOOP dashboard that comes up when he logs in. There are half a dozen tabs. A lot of the metrics are the same across these tabs. Jeff focuses on the Personal Tab.
 - By default, it shows the last 3 months of activity on a user’s personal dashboard.
 - There are lots of stats available, but not everyone will care about all of them in the same way as a community manager. Therefore, Jeff pulls out the key metrics to be emphasized by users. For example, a simple metric is “Key Stats”. SWOOP had a great suggestion to apply a very simple rule called the “1, 2, 3 rule”, which means that for every 1 post in the given time period, the user should try and have at least 2 replies and 3 likes.
 - Jeff published an article to their intranet homepage – “*Engaging on Buzz can be as Easy as 1, 2, 3*”. It gave users a simple breakdown of what that might look like, as well as an explanation of why it’s important to try and follow this rule.
 - Jeff tries to educate people on one metric a day that he posts to a Buzz training group explaining that particular metric and why it’s important. This is a simple way to try and help people to be well-rounded. If they are only posting and not liking or commenting, they are only a broadcaster and not really engaging. If they are only replying – even though that’s important – they still aren’t benefitting from conversations that they could initiate or questions they could ask.
 - If Jeff could pick only one metric for the average user, it would be “What is your persona level?” There are 5 different personas.
 - **Observer.** If they don’t do one measurable activity (posting, replying or liking) at least every 2 weeks, they are considered observers.
 - **Broadcaster.** One who posts but doesn’t get much reaction and/or doesn’t engage much.
 - **Responder.** Responders are very important to the community. They answer questions and keep conversations going. It’s a critical role and, of course, they want more of them.
 - **Catalysts.** Catalysts spark conversations and draw out thoughts from others.
 - **Engager.** This is the top persona. That means they are well-rounded in their SWOOP activity. SWOOP will show posts the engager has made and replies to their content. The more evenly balanced they are, the more likely they will be in that category. The number of stars will be reflective of the volume of their activity.

CASE STUDY – HUMANA, CONT.

- Users can personalize this page. One person cannot see another person’s page. However, the community manager can create a table for people that will have their key stats and persona level and a nudge that encourages them to move to the next level.
- Another tab is a Network Map. You can zoom in and zoom out to decide on the types of connections to include in the map.
- The “Give and Receive” balance is nice to see at a glance, i.e. whether or not users are giving more than they are receiving. This helps users to be intentional about making a change.
- Two-way relationships are important. That means that each person in the relationship initiated contact with the other. That might be tied to a level of trust across the organization. The more people who engage voluntarily with one another is, perhaps, an indicator of trust.
- “@mentions” generally, at the enterprise level at least, tend to get more replies than posts without them. For example, 4% of posts at the enterprise level include @mentions. This shows a user how he/she is doing compared to the rest of the enterprise.
- Questions Asked, i.e. how many posts include a question mark? Enterprise-wide, 17% of posts include a question. Those tend to draw more replies. Jeff has used this to be more intentional himself. He was a few points below where he wanted to be and instead of just posting a broadcast or a notice or a training moment, he has been more intentional about including a question to invite a response.
- How open or closed a user’s network is will depend on the groups that they are involved in and other key people they are connected with the most and where they fall within the different categorizations of users. They could be ambassadors across departments or connections within departments, etc.
- *What are the most engaging posts that I have posted?* This shows on the user’s personal tab for the last 3 months based on the number of comments, likes and number of people involved in the conversation, etc. Users can see the top conversations that they have started. It is good feedback to know what worked and what didn’t work and encourage participation by others.
- Jeff has always valued the metric that shows how quickly people respond to posts. On their old system, they did this manually with all the questions asked in a certain timeframe. Using that system for a year, they learned that 58% of all questions asked were answered within an hour. That’s a good metric to know. This tool gives a quick glance at that metric.
- Users can compare their personal response rates against the enterprise as a whole, which displays on the enterprise tab.

CASE STUDY – HUMANA, CONT.

- *When are you most active?* People may or may not use this metric.
- The Diversity Index shows activity across different groups. The idea is to be involved in multiple groups because it exposes you to more people, idea sharing and diversity.
- Sentiment Analysis is an add-on that Jeff has to grant access. If something had an usually high negative score, you could go back and look at that day to see why it was evaluated as such. It uses Microsoft's Cognitive Services Text Analysis for every post. It measures every sentence in a positive or negative or neutral sentiment analysis. This still takes some manual effort to be able assess the data and either agree or disagree with it.
- Additionally, users can create a comparison chart of other people. For example, the key leaders in an organization could be created in a list and pinned to the bottom of the user's personal tab. It will show a table with various calculations. Not surprising, at Humana there are only a few active senior leaders. It's good data to have for reverse mentoring.
- The Business Units Tab is a good one for departments to be able to look at their own activity levels. It's a good way to see how the department is using Buzz and how they demonstrate to the enterprise the behaviors that they want others to model. It also shows how the other departments that the user interacts with measure up.
 - It indicates the influential people within each department based on the number of individuals that these people have engaged with throughout Buzz.
 - It will also show the hot topics by department and the topics that are hashtagged by department.
 - The most engaging posts by department are also highlighted.
 - It shows the persona distribution by department, as well.
 - This particular tab is nice because not only do you have the option to sort by any department, but you can also sort by location or job title.
 - There are a number of culture and engagement roles throughout the organization, so something like this would be very valuable.
- Topics and hashtags. They have a lot of different campaigns, or the well-being organization or network resource groups or various philanthropic initiatives might have hashtags that they use for various campaigns. They always want a report afterwards for the number of uses they get and the number of conversations, etc. So, it's easy to enter the hashtag that the user is interested in and then get those results to see which departments were involved, who the influential people were and the particular posts that you can easily jump into, the sentiment for that, etc.

CASE STUDY – HUMANA, CONT.

- The report most requested for Buzz has been for group admins. Jeff showed a combination of 2 groups and their number of members and non-members who posted, etc. What Jeff likes about this one and the Enterprise Tab is that it has a Community Health Index Score, i.e. the percentage of people in the group who visited that group the previous month compared to the total number who have visited over the past year. The guidance from SWOOP is that 15% or more active users present in a month is a healthy level. Community managers can step in at a quick glance if they see a healthy or unhealthy range.
 - Community managers would want to hang out in the Enterprise Tab. Look at the 1, 2, 3 rule to ensure proper engagement.
 - How many of your messages are public vs. private? Of the private messages, are they in groups or are they in direct messages between people. You want at least 80% public messages. If the number of private messages is too high, speak with those people and encourage them to use Teams vs. Yammer.
 - The influencer/risk score would exist wherever you see an influential people metric and you want it to be in the low category. If, at the enterprise level that wasn't as balanced as it is, you would have a very high risk score.
- **What to do with all the information.** Jeff said that the data has enabled them to talk more about the behaviors that they think contribute to the kinds of communication and collaboration that they want to experience as an organization. It's not just reporting the simplest, bare-bone metrics that come with the software package. Instead, it allows them to target people and talk about the persona levels. This seems to resonate well with people when Jeff posts daily metrics.

LESSONS LEARNED

- For people who are interested in this, Jeff has created a series of spreadsheets that shows a breakdown of all the different metrics, what they are measuring, why they are important, the dashboards, where they can be found, etc. SWOOP offers an annual benchmark.
- The 2018 benchmark broke down some metrics based on the size of the group to give some specific group targets. Small groups are groups with less than 20 members, medium are 20-100 members and large groups are over 100 members. The reports also define the averages across the total number of companies that use SWOOP and Yammer (about 78 companies). It shows the best scores and the recommended targets. Jeff wants group admins to have this report so that they benchmark as an organization and personally, and then set goals.
- One of the metrics that they would like to encourage as an organizational behavior is to “speak up,” as well as to improve cross organizational collaboration. Therefore, they tie those particular metrics to those in SWOOP so that they can identify and connect to those particular desired organizational behaviors. The office can measure both from Yammer and soon from Teams.
- One participant stated that he really liked what he saw because the information is not buried in a database. It’s very visible for people to easily see.
- SWOOP currently works with Yammer, Teams and Workplace by Facebook. If they are go-getters, Jeff would imagine that SWOOP will integrate with other platforms soon, as well.
- Kelly asked Jeff to discuss how he was able to get the funding for SWOOP and what he had to do to convince executives of its importance. Jeff replied that it was serendipitous in that Jeff was in meetings earlier this year with the newly created Office of Change Management. They had talked about what they wanted to be able to measure, but didn’t know how to do it. They had the guiding behaviors of personal accountability, speaking up, and cross organizational collaboration. SWOOP immediately came to mind for Jeff because of the previous demo. He knew that that would provide them with metrics that could help them accomplish their goals. The department is directly connected to the C-suite and had a charge by them to help bring to pass the people side of change with all the tool roll-outs being used in the organization. Jeff was able to help them to do their job by suggesting SWOOP. They were the ones who agreed to it after seeing it demoed for themselves. They agreed to fund it entirely.

LESSONS LEARNED, CONT.

- Jeff explained that this depth of data offers concrete numbers for whether to use Yammer or Teams. It helps them to identify how that might shift the landscape of certain groups. For example, if 20% of the activity is private messages and they encourage most of that to move over to Teams, then there will be an expectation of change in the level of activity. But what SWOOP has found in their own benchmark data for both Yammer and Teams is that when the two are used together at companies, Yammer doesn't suffer (it still grows in its overall use). It has helped to give them data to affirm where the right places are to do the work that they encourage. Jeff wouldn't say that it has changed the big picture, collaboration, communication, use of community strategies, but by having some of these particular metrics at the individual level, people can track themselves. By them following the simple 1, 2, 3 guideline, they will probably move to the Engager or Catalyst level quickly. That will help the overall Humana enterprise metrics.
- Jeff was asked who he thinks would be on board with this if he didn't have serendipity to help with the funding. He replied that HR definitely would be as there are culture-specific roles. Change management would also benefit. IT was not vital in this, although for the final purchase decision, the Office of Change Management chose to have a senior HR and IT VP in the same room during the demo and decision making.
- One participant said that this call confirmed the direction that she wants to go in moving forward. She feels that the analytics will show behavioral change and collaboration.

ADDITIONAL INSIGHTS

- Kelly asked participants if they use any integrations or programs or software to pull their metrics:
 - TheCR doesn't use any additional programs at the moment.
 - One member integrates with Google Analytics and a data feed program for their customers to get their analytics directly.
 - Another member has the built-in community manager reports, in addition to Google Analytics. This participant feels they are still lacking. Their IT department is looking into Tableau, so there might be some third party analytics in the future.
 - Yet another member uses Google Analytics, as well as SharePoint reports (for Chatter). She is hoping to convince her company to invest in SWOOP when they move from Chatter to Yammer later this year.

RESOURCES

- As mentioned in the discussion:
<https://network.communityroundtable.com/viewdocument/report-whos-measuring-what-wit?CommunityKey=7340d4a5-8d4c-4a6e-b1dd-3bfb07f292c3&tab=librarydocuments>