



## How employee feedback guides LinkedIn's L&D efforts in APAC

LinkedIn Learning + GLINT™

The Learning & Development (L&D) function plays a strategic role in any organisation in motivating and engaging employees and developing people capabilities. As an employer, LinkedIn relies on its L&D team to enable its people to do the best work of their career. In turn, its L&D team relies on employee voices to guide their efforts.

**“Employee feedback is a gift,”** said Ann Ann Low, LinkedIn's Senior Director of L&D in APAC. “It offers insight into what our people care about most, highlights what's working well and what could work better, and, perhaps most importantly for L&D, offers signals to help shape our learning and development agenda.”

LinkedIn's APAC L&D team draws from several sources to piece together a full picture of employee sentiment to align its learning agenda with employee needs. These include regular surveys like quarterly Employee Voice Surveys (EVS), the new monthly Employee Pulse surveys, post-L&D workshop feedback and learner surveys.

### Deep conversations

LinkedIn is committed to engaging its people in an ongoing dialogue, which takes the form of a quarterly EVS. The senior leadership-led initiative strives to gauge organisational health through people sentiment with questions structured around employee engagement, role clarity, manager support, recognition, belonging and resources.

EVS completion rates, which reflect employees' willingness to participate in this dialogue, are healthy at an average of 87%. This wasn't always the case.





“Up to about three years ago, our EVS was a lengthy experience. Employees had to work through more than 50 questions. Analysing and sharing results required significant lead time,” shared Ann Ann.

### Turn Feedback into Action:

3 simple steps to facilitating great employee conversations that increase engagement

Gathering employee feedback is a huge step toward making positive changes at your organization. But what to do with that feedback, and when to make it happen, can feel challenging, even for the most seasoned facilitator. Learn why even small actions are important, and how to use conversations to effectively ACT, one step at a time.

**Actions speak louder than words**

Don't just collect—act

**You're not alone**

**THE 4 MOST COMMON BLOCKS TO TAKING ACTION ARE:**

- Ownership of action is unclear
- Support and resources is limited
- Complete action often isn't quantifiable
- Feedback can feel like a top-down task

### Small change, big impact

When you have to take small, manageable steps forward, you can make a big difference.

When employees feel action is a single person's responsibility, it's not likely to be successful. Encourage employees to work together on small, achievable goals and share their progress on your platform.

Accountability is an essential element of any successful program. Encourage employees to take ownership of their own actions. Encourage them to share their progress on your platform.

### Conversations: Where the rubber meets the road

Use conversations to drive change. Encourage employees to take ownership of their own actions. Encourage them to share their progress on your platform.

**1. ACKNOWLEDGE WHERE WE ARE**

By using the survey data to identify the strengths of the organization, you can start to identify the areas of change to focus on.

**2. COLLABORATE ON WHERE WE WANT TO GO**

Look at what you want to focus on in the next few weeks. Share what the focus of your conversations should be in the coming weeks. Start to identify one or two areas to focus on. Start, stop, or continue.

**3. TAKE ONE STEP FORWARD**

Start with one small, achievable goal. Share what it is and what it is a step toward. Start with one small, achievable goal.

### Frequent conversations are the first step to improve employee engagement

When you have conversations with employees, you can drive an impact. When you have conversations with employees, you can drive an impact. When you have conversations with employees, you can drive an impact.

Fill in this guide, share it with colleagues, and take your first step toward taking action today.

glint.com

This changed when LinkedIn began using **Glint** to power its EVS. The platform is easy to use with an intuitive design and provides real-time insights made possible by proprietary technology and machine learning techniques. Survey results are ready immediately and go beyond measurement. Glint is able to offer recommended actions because the platform is integrated with research-backed people science that connects actual measurement to recommended actions and projected business results.

For the L&D team, the EVS not only reveals engagement levels but also surfaces critical themes that it uses to refine its overall learning strategy and content offerings. Ann Ann offers some examples to illustrate this:

Employee voice survey category	Employee feedback	Possible L&D response
Growth-Career	“I want more meaningful discussions about my career development.”	<ul style="list-style-type: none"> <li>Review, build and implement learning content for managers to have meaningful career conversations</li> <li>Develop &amp; deploy LinkedIn Learning customised learning path on career conversations for employees &amp; managers</li> </ul>
Feedback	“I need more feedback from my manager to help me improve my performance.”	<ul style="list-style-type: none"> <li>Review, build and implement learning content for employees to ask for feedback</li> <li>Organize ‘Flipped Classroom’ sessions using LinkedIn Learning content to enable learning &amp; taking action</li> </ul>

## Quick check-ins

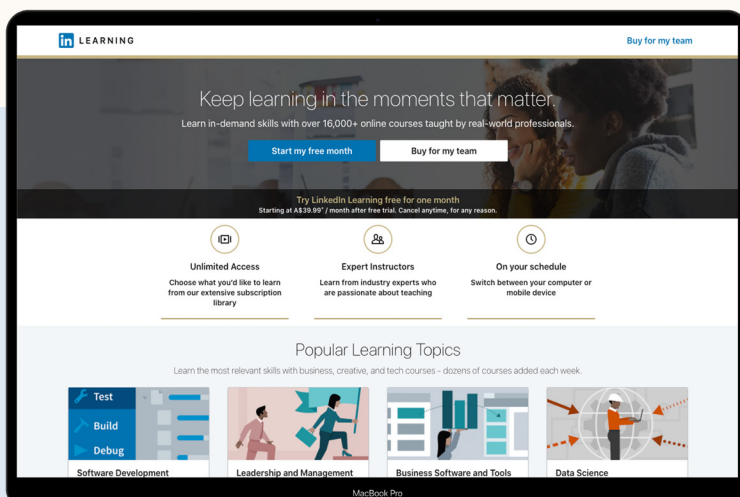
The speed, ease, and efficiency with which LinkedIn can engage its employees in dialogue is also enabling its COVID-19 response. In a situation characterised by change and uncertainty, LinkedIn started running monthly pulse surveys in April 2020. Five minutes and a handful of questions later, these pulse surveys provide a good indication of employees' concerns and the type of support they need.

In the past month, the pulse survey uncovered that some employees were struggling with productivity while working from home due to longer hours and lower work-life balance. The L&D team immediately focused on implementing short live virtual workshops covering topics like prioritization, recognition, and learning to set up clear boundaries. In addition, to enable learning on the go, the team also customized a learning path to accompany these workshops so that employees are able to continue learning offline.

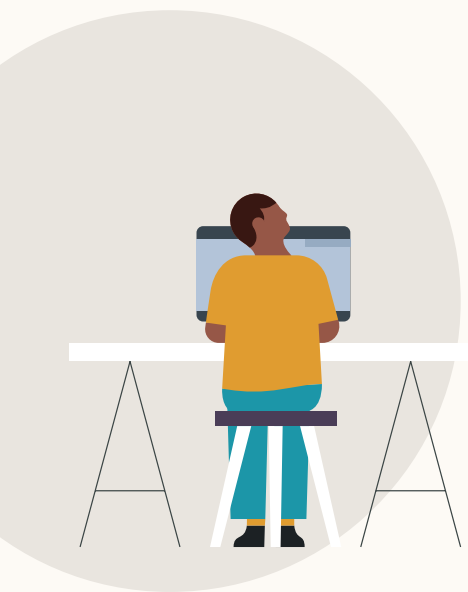


“Surveys provide the signals and LinkedIn Learning enables us to offer just-in-time content that is relevant and impactful. Coupled with our live virtual workshops, flipped classroom, and micro-learning approaches, these enable us to continue providing value to our employees,”

- Ann Ann Low,  
Senior Director of L&D, LinkedIn APAC



**LinkedIn Learning supports L&D teams with more than 16,400 courses** that can be easily organised into learning paths that directly address employee needs—a great time-saver, especially because L&D professionals typically spend **29% of their time building and sourcing learning content.**



## Listening to learners

While company-wide surveys provide useful insights that guide the development of L&D programmes, the team also proactively seeks feedback about the learning experience through workshop completion surveys. At intervals throughout the year, L&D also carries out learner surveys to gauge learning engagement as well as to uncover themes and emerging trends in employee learning needs.

At LinkedIn, this concerted, multi-pronged approach to engaging employees in regular dialogue enables its L&D team to effectively deliver value through relevant, engaging, and useful content while managing resources effectively.

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### LinkedIn Learning

**LinkedIn Learning** is a leading online learning platform that helps professionals learn relevant skills and achieve their goals. It combines a library of 16,400+ up-to-date courses in 7 different languages with an engaging, intuitive, and personalised learner experience. LinkedIn Learning also includes real-time skills insights that help learning leaders identify skills gaps. For more information, visit <http://learning.linkedin.com>.

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### GLINT™

**Glint**, now a part of LinkedIn, is the people success platform that leverages real-time people data to help global organizations increase employee engagement, develop their people, and improve results. Leading brands like United, Intuit, and Sky leverage Glint's unique combination of intuitive design, sophisticated analytics, and actionable intelligence to help employees be happier and more successful at work.