



HR TECH AWARDS

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EMPLOYEE EXPERIENCE
BEST DEI-ENABLING SOLUTION


2021

[TIVIAN]

Case Study: 2021 HR Tech Awards

Each year, technology companies across HR, talent, and learning apply for the HR Tech Awards to demonstrate the value they bring to their clients and to the broader industry. These case studies represent a sampling of the capabilities from the award winners in our program.

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Website URL:	www.tivian.com
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Key Customers:	SWISS, New York Life, Citi, Boden, Ipsos, John Lewis, Pfizer, Lufthansa, NHS
Category:	Employee Experience

About The Company

Through advanced analytics and cutting-edge AI technology, Tivian helps great organizations capture and harness experience data to drive business listening, deeper insights, and better decision-making. Tivian's intelligent experience management platform increases corporate effectiveness and enables a smarter business world, empowered by insight. Tivian's flexible cloud offering allows organizations to easily integrate real-time experience data and social listening into their existing software solutions, including systems like Salesforce and Microsoft Teams. Built on 20 years of experience in enterprise feedback management, Tivian provides over 400 customers in 35 countries with the ability to take action and achieve their objectives.

Problems The Technology Solves

Most organizations express a firm commitment to equality and inclusion, where all employees have the opportunity to thrive. Despite this commitment, inequalities remain. In the US today there are significant pay gaps based on gender, race and disability and a dearth of Black and minority ethnic talent at senior levels. These statistics show that despite decades of focused effort, employers continue to find building diverse and inclusive workplace culture a real challenge. The business case for an approach based on inclusive corporate cultures has never been clearer, and the reputational risk and legal exposure of inaction have never been greater. Target setting and affirmative action can help, but they do nothing to address the root causes of inequality deeply ingrained in corporate culture. Good intentions and reassuring words are not enough to improve employee experience in a company.

Tivian expects more companies to be pressed for diversity disclosures, which raises compliance concerns for all stakeholders. The simple but powerful assessment model provides a way of making culture tangible and understandable, establishes a common commitment to action and gives everyone involved a vocabulary to discuss it. Crucially, it also identifies the specific management and leadership behaviors which will help you to achieve and maintain a truly inclusive culture. CultureQuest is a multi-award-winning online assessment and improvement management toolkit to help organizations measure and track progress towards a building a more diverse and inclusive workplace culture. It is a platform that gathers employee feedback from across an organization, presents the findings back to leadership and employees at all levels while incorporating tools to actively involve everyone in the improvement process.

CultureQuest supports improvement action at all levels. For example, employee feedback is integrated with HRIS data to give a complete picture of employee experience. This can then be used by senior leadership or HR to improve talent management processes or implement leadership development programs for example. The fact that these can be truly evidence-based means that improvement initiatives can be targeted in a way that takes the guesswork out of the equation. Just as important is the fact that the impact of any improvement initiatives can be tracked in real time. For example, if an employer invests a large amount of time and money in large scale unconscious bias training for managers, the CultureQuest assessment can measure the impact this is having on the experience of the people those trained actually manage. This can help prevent wasting resources on initiatives that are not having the desired impact.

Client Case Study

The National Health Service (NHS) is the UK's largest employer, and the third largest employer in the world, with 1.5 million staff. Despite years of intense focus on diversity and inclusion and numerous initiatives, gender and racial disparities at senior levels persist and in 2019, the NHS reported a mean gender pay gap of over 30%. CultureQuest was deployed to provide NHS Trusts with actionable insights into the cultural factors contributing to inequality, pay gaps and the under-representation of women and BAME employees at senior levels.

Employees across 15 NHS Trusts were invited to respond to the online survey in February 2020 and this summary of results is based upon the 5,754 completed responses.

RESULTS SUMMARY

- **#1 | EXPECTATIONS REGARDING EQUALITY ARE NOT BEING MET**

When asked to rate the level of commitment to equal opportunity for their current employer, 34% of men and 35% of women indicated their current NHS Trust was “fully committed to equal opportunity for all staff” with 36% of men and 33% of women believing that people succeed on merit at their Trust. These figures are significantly below those for other employment sectors. These findings are largely consistent irrespective of gender, sexuality, or ethnicity, while respondents reporting a disability were least positive.

Results: There is a high level of scrutiny and self-criticality across NHS Trusts regarding commitment to equal opportunity and meritocracy. There is considerably less complacency than is seen in other sectors.

- **#2 | NON-INCLUSIVE TRAITS ARE VALUED AND REWARDED IN LEADERSHIP**

Respondents identified the key leadership traits they felt were most valued and rewarded within their Trust when it came to decisions regarding hiring, promotion, and performance management.

The relationship between the value placed on these traits and the extent to which these traits are associated with an inclusive culture, indicates a very high correlation at 0.67. Traits such as confidence and assertiveness and competitiveness were seen to be valued in leadership far more than traits such as patience, compassion, and empathy. These findings are true for all demographic groups of respondents and the strength of association increases with seniority.

Results: This preference for traditional, non-inclusive characteristics in hiring, promotion and performance management is likely to unconsciously reinforce stereotypical views of leadership and could be a major factor in preventing the creation of more balanced senior teams. Challenging stereotypical views of leadership and supporting the advancement of women and minority groups in the workplace is required to create more balanced teams, especially at senior levels.

- **#3 | FAR GREATER EMPHASIS ON INCLUSIVE LEADERSHIP TRAITS IS REQUIRED**

When asked what traits should be most valued and rewarded if their Trust is to perform at the highest possible level, respondents placed a much greater emphasis on inclusive traits. These included traits such as open-mindedness, compassion, and empathy. Masculine traits such as competitiveness, assertiveness and confidence were actually considered to be some of the least desirable in leadership.

Results: Challenging the status quo is required if NHS Trusts are to achieve gender parity. These findings indicate that while the dominance of masculine traits in leadership may be the deeply- rooted norm, but there is a significant appetite for change across participating NHS Trusts.

- #4 | PREVAILING CULTURE IMPACTS ATTITUDES AND CAREER CHOICES

Female and BAME respondents were less confident than their male counterparts that if promoted, they would be readily accepted within the senior community at their (41% for women vs. 47% for men). This discrepancy was greatest for employees in the higher pay bands. Women and BAME employees earning over £60,000 pa were significantly less likely to believe that the values of senior leadership matched their own (24% for women vs 32% for men).

Results: As women and minority employees progress, the impact of perceptions of leadership culture on attitudes and career decisions increases. Consistent evaluation closed the pay gap.

- #5 | MIXED EVIDENCE FOR ETHNICITY AND DISABILITY PAY GAPS

Demographic profiling of the respondents reinforces the view that the NHS gender pay gap is largely due to a lower proportion of women in the most senior and better paid roles. There is no consistent evidence for an ethnicity pay gap within this sample. The percentage of employees self-identifying as disabled decreases in a linear fashion with increasing pay band. While 22% of all respondents identified themselves as having a disability, 27% of those earning less than £20,000 pa identified as disabled, falling to 17% for those earning over £60,000. The proportion of women with a disability in the lowest pay bracket is more than twice that in the highest. These figures suggest that there is likely to be a very significant disability pay gap across the participating trusts.

Results: Greater understanding of other potential pay gaps is needed, particularly with regard to intersectionality. The NHS has initiated a program to deal with equality.

CONCLUSIONS AND RECOMMENDATIONS

Before any action can be taken to address inequality, Trusts need to recognize that there is a problem and appreciate that addressing it is an imperative. Unlike research conducted in other employment sectors, these results show a consistent view of the prevailing culture and the change required within the NHS. This provides a very good starting point taking meaningful steps to address the cultural biases underpinning inequalities.

Constant scrutiny of procedures and decisions around recruitment, performance management and promotion are needed. Critical evaluation of the language and tone of all materials related to recruitment, competency frameworks, performance management and career development will help to eliminate gender bias such as around the language and tone within job descriptions and the channels used in recruitment.

Informal and unstructured recruitment and assessment procedures are a major source of bias. Ensure structured, skills-based assessments are in place for recruitment and promotion decisions. Rigor in selection based on clear, transparent criteria that stand up to further scrutiny help to eliminate bias.

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To drive lasting change, best practice processes need to be in place and enforced. All managers with responsibility for talent management should commit to following simple established best practices, such as providing feedback to unsuccessful applicants. These need to become the expected norm. This will support the creation of an open, meritocratic culture across the NHS.

About Lighthouse Research & Advisory

[Lighthouse Research & Advisory](#) is a modern, independent analyst firm dedicated to setting the standard for excellence in talent, learning, and HR with practical research and a hands-on approach. By providing compelling research and actionable insights, our team enables HR, learning, and talent leaders to deliver more value to the business. Our research examines competitive practices, cutting-edge technologies, and innovative strategies.

Ben Eubanks is the Principal Analyst at Lighthouse, providing insights for today's talent leaders and vendor partners. He works with practitioners from areas across the HCM spectrum, delivering high-quality research, insights, and advisory services to enable better business performance. His book, [Artificial Intelligence for HR](#), was published in 2018.

Prior to joining Lighthouse, Ben worked as a researcher, writer, and speaker for nearly more than 10 years, focusing on learning, talent acquisition, and talent management. During his tenure as a researcher, he has published more than 1,000 reports, case studies, and articles in addition to providing advisory services to executives from some of the largest and most respected organizations in the world.

He also has hands-on experience working as an HR executive, leading both strategic and tactical talent practices and giving his research a distinctly practical perspective. Ben has interviewed business leaders from notable organizations such as Southwest Airlines, IBM, H&R Block, McDonald's, AARP, and AlliedUniversal in his role as the host of [We're Only Human](#), a podcast focused on the intersection of people, technology, and the workplace. In addition, he founded and operates [upstartHR.com](#), a community serving HR leaders that has reached more than one million readers since its inception.