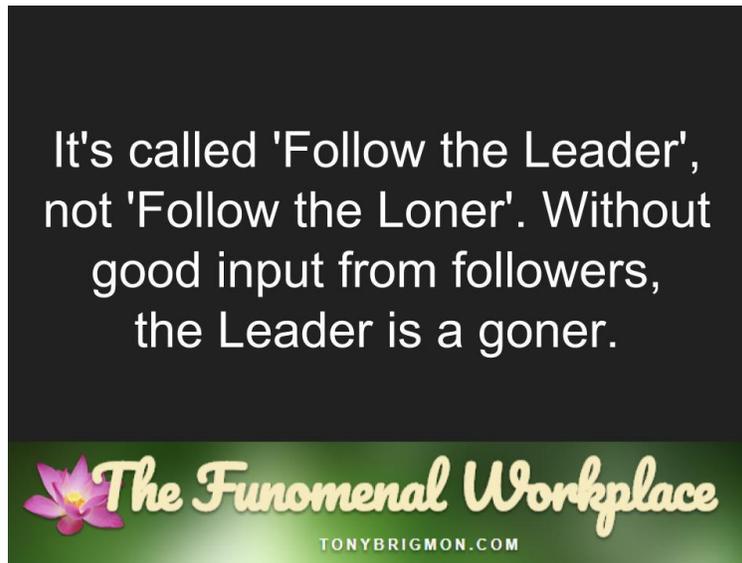


The Fastest Path to Actionable Context for Leaders

Leaders are starved for context. The tension between keeping up with the accelerating pace of change and delivering this year's results can be overwhelming. Making decisions that shrewdly balance these competing demands is what leaders are paid to do.



Every piece of information that tilts the risk equation has value. Information quantity is not the problem. Filtering the information deluge for actionable context is the process that frustrates many leaders and slows decision making.

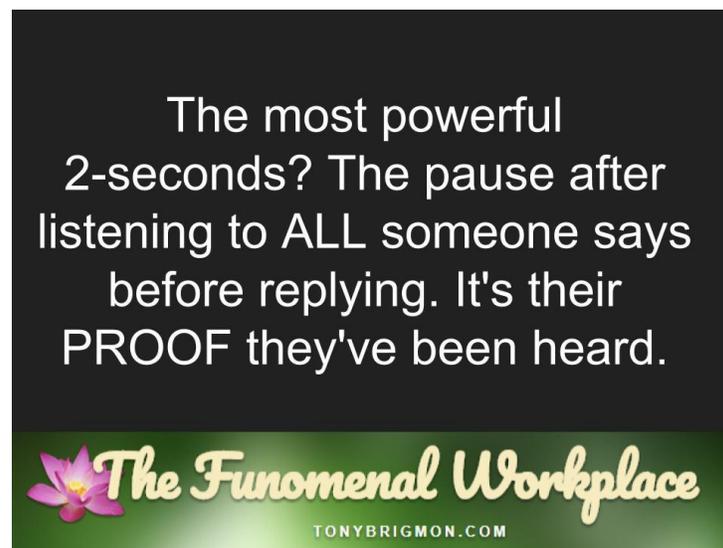
“In benchmarking the speed of key processes across the corporate sector, we find again and again that decision-making at even the most basic level has slowed materially over the past five to ten years.” (Corporate Executive Board, [The Hard Evidence: Business Is Slowing Down](#))

Good decision making alone, though, does not ensure success. Successful leaders are effective in sharing context, empowering their teams to become invested in delivering outcomes. **Most of the communication challenges in your organization can likely be traced to a lack of shared context.**

Leaders trust, or hope, that the feedback systems they have in place - namely the reports generated by their corporate applications and their regular meetings with their team - will provide actionable context.

Leaders regularly underestimate the extent to which these traditional feedback systems encourage feedback that supports inertia. These feedback systems are backward-looking which means they are better at identifying problems than inventing solutions. As leaders seek strategies to build a more adaptive and resilient organization, each strategy seems to encounter the same barrier to progress: *actionable context*.

- **Employee engagement and culture** have become the [top challenge](#) companies face around the world, yet leading companies are ditching employee engagement surveys. Why? Management and employees alike are frustrated that the results aren't actionable.
- While **change management** workshops and training courses have their place, they are [not effective](#) at scale and are slow moving. The most effective change communications are designed to offer the right information when the recipient can actually act on it (again, actionable and in context).
- The **big data** conversation that has dominated the hype cycle for the past few years is giving way to a "fast data" conversation. It's not more data that leaders crave, it's actionable data - in context.



The fastest path to actionable context for leaders is a confidential employee listening channel. Most companies restrict employee feedback opportunities to infrequent employee engagement surveys. Of all the valuable use cases for employee feedback, we find employee engagement surveys to be one of the least impactful and least actionable. **Employee feedback can produce business impact only when you ask questions that explore the drivers of the business.**

“While 70% of business leaders agree that employee engagement is critical to achieving business objectives, only 20% believe that engagement initiatives are driving business outcomes at their organization.” ([Corporate Leadership Council](#)).

Asking better questions allows the intuition and imagination of your people to become a powerful platform for innovation and agility. The insights that emerge through this employee feedback channel enrich corporate data, leading to more actionable context.

“Leaders are more likely to find a diversity of perspectives at lower levels in the organization, where employees confront external realities directly and are likely to raise critical questions.” (BCG Perspectives, Adaptive Leadership)

If the Dream is not a Team
Dream, you cannot have a
Dream Team. But what you
will have is a nightmare. Only
this one will be real.

