

Guardian People Leader Survey

*Internal, April 2022*

Prepared by Edelman DxI

**Objectives of Research:**

* Assess employee preferences regarding current communication channels and content types
* Understand adoption, usage, and engagement across new Guardian channels such as Yammer
* Identify any current internal communications challenges and opportunities for the “frozen middle” and provide future-state channel recommendation

**Key Questions to Answer:**

* What challenges exist around internal communications at Guardian? How can Guardian make effective changes to address these challenges?
* What are people leaders’ current perceptions of internal comms at Guardian? How useful are current modes of communication? Do employees have preferred ways of communicating?
* How can Guardian best position themselves to address the frozen-middle issue they are currently faced with?

|  |  |
| --- | --- |
|  | **AUDIENCE DEFINITION AND STRUCTURE** |
| PEOPLE LEADERS | * Targeting Guardian people leaders who manage at least one direct report |
| METHOD | Survey will be live for people leaders to complete starting April 25th  Survey will be programmed using an “open” link vs. unique links for everyone  Survey will be hosted on a platform maintained by Edelman  Email invites will be sent out via the Guardian Corporate Communications mailbox |
| DATA | No personally identifiable information will be collected  All survey responses are anonymous and will be analyzed in aggregate |

**FOR REVIEWER; HOW TO READ**

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| --- |
| * BLUE TEXT INDICATES SCRIPTING INSTRUCTIONS FOR SURVEY PROGRAM * TEXT IN GREEN WILL NOT BE VISIBLE TO RESPONDENTS—THESE ARE TO SPECIFY THE RATIONALE FOR EACH QUESTION |

**GENERAL SCRIPTING INSTRUCTIONS**

|  |
| --- |
| * PLEASE ALWAYS SHOW PROGRESSION BAR * PLEASE ENSURE ERROR MESSAGES ARE NICELY WORDED * PLEASE SET UP SCREENS TO AVOID SCROLLING USING THE WIDTH OF THE SCREEN |

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| **SECTION 1: PROFILING QUESTIONS** |

**[INTRO TEXT – SHOW TO ALL]**

S0. This survey will enable People Leaders to anonymously share thoughts, satisfaction, and concerns with current company-wide internal communications channels and content. Your candid feedback will help us to unlock insights and opportunities as we shape our near- and longer-term internal communication strategy for Guardian.

Please be assured that no personal information will be collected. All responses are voluntary, anonymous, and will be processed in aggregate to help Guardian best serve people leaders and colleagues.

This survey is being conducted by an independent consulting firm. Your responses will be kept anonymous, so please answer openly and honestly. This survey should take about 15 minutes to complete.

This first section will ask questions about yourself for classification purposes only. All data will be analyzed in aggregate and not on an individual basis.

Based on the information above, do you agree to participate? *Please select one response*

[SINGLE SELECT]

|  |  |  |
| --- | --- | --- |
| Yes | 1 |  |
| No | 2 | TERMINATE |

**S100 TO QUALIFY Client Sample:**

Consent S0/1

1. Qualified n1,000
2. Non-target **[TERMINATE]**

NEW SCREEN / ASK ALL

1. In which department of Guardian do you currently work?

*Please select one response*

[SINGLE SELECT. ANCHOR ROW 98. FORCE RESPONSE IF ROW 98]

|  |  |
| --- | --- |
|  | CODE |
| Corporate Finance | 1 |
| Enterprise Business & Technology Services | 2 |
| Enterprise Communications | 3 |
| Group Benefits | 4 |
| Guardian Direct | 5 |
| Human Resources | 6 |
| Individual Markets | 7 |
| Investments | 8 |
| Legal, Compliance, Corp. Governance and Government Affairs | 9 |
| Marketing | 10 |
| Strategy and Corporate Development | 11 |
| Other, *please specify* [ANCHOR, OPEN-END] | 98 |

NEW SCREEN / ASK ALL

1. Which of the following best describes your current job level within your company?

*Please select one response*

[SINGLE SELECT. ANCHOR ROW 98. FORCE RESPONSE IF ROW 98]

|  |  |
| --- | --- |
|  | CODE |
| Senior-level leader | 1 |
| Mid-level leader | 2 |
| Front-line leader | 3 |
| Other, *please specify* [ANCHOR, OPEN-END] | 98 |

NEW SCREEN / ASK ALL

1. How many people do you directly manage on your team?

*Please select one response*

[SINGLE SELECT]

|  |  |
| --- | --- |
|  | CODE |
| 1-2 | 1 |
| 3-5 | 2 |
| 6-10 | 3 |
| 11-20 | 4 |
| > 20 | 5 |

NEW SCREEN / ASK ALL

1. How long have you worked for Guardian?

*Please select one response*

[SINGLE SELECT]

|  |  |
| --- | --- |
|  | CODE |
| < 6 months | 1 |
| 6 months - 1 year | 2 |
| 2 - 3 years | 3 |
| 4 -5 years | 4 |
| 6 - 10 years | 5 |
| > 10 years | 6 |

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| **SECTION 2: STATE OF GENERAL COMMUNICATIONS** |

NEW SCREEN / ASK ALL

Communication Benchmarks

1. How would you rate (on a scale from 1-4) Guardian’s company-wide communications?

*Please select one response*

[SINGLE SELECT]

|  |  |  |  |
| --- | --- | --- | --- |
| Poor | Fair | Good | Excellent |
| 1 | 2 | 3 | 4 |

NEW SCREEN / ASK ALL

Communication Benchmarks

1. How well (on a scale from 1-4) do the following people communicate Guardian company-wide information to you?

*Please select one response per row.*

[SINGLE SELECT PER ROW. RANDOMIZE ROWS.]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Poor | Fair | Good | Excellent | N/A |
| Your direct manager | 1 | 2 | 3 | 4 | 99 |
| Your department leader | 1 | 2 | 3 | 4 | 99 |
| Your Guardian Leadership Team member | 1 | 2 | 3 | 4 | 99 |
| Guardian’s CEO | 1 | 2 | 3 | 4 | 99 |
| Other, *please specify* [ANCHOR, OPEN-END] | 1 | 2 | 3 | 4 | 99 |

NEW SCREEN / ASK ALL

Communication Benchmarks

1. Do you agree or disagree (on a scale from 1-4) with the following statements about the company-wide communications you receive from Guardian?

*Please select one response per row.*

[SINGLE SELECT PER ROW. RANDOMIZE ROWS.]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Strongly disagree | Somewhat disagree | Somewhat agree | Strongly agree |
| The company-wide information I receive helps me do my job effectively | 1 | 2 | 3 | 4 |
| I can easily find the tools and information I need to do my job effectively | 1 | 2 | 3 | 4 |
| I feel informed about what is happening within my department | 1 | 2 | 3 | 4 |
| I feel informed about what is happening in other departments | 1 | 2 | 3 | 4 |
| I feel informed about what is happening across the Guardian enterprise | 1 | 2 | 3 | 4 |
| I am held accountable for cascading company-wide information to my team | 1 | 2 | 3 | 4 |
| I sometimes miss or overlook communications from leadership that are sent to me | 1 | 2 | 3 | 4 |
| I am satisfied with the delivery channels that Guardian leaders use to share information with me | 1 | 2 | 3 | 4 |

NEW SCREEN / ASK ALL

Communication Benchmarks

1. Do you receive the right amount of information on the following topics:

*Please select one response per row.*

[SINGLE SELECT PER ROW. RANDOMIZE ROWS.]

|  |  |  |  |
| --- | --- | --- | --- |
|  | Less than I would like | Just the right amount | More than I would like |
| Stories and news related to Guardian’s Purpose and Values | 1 | 2 | 3 |
| Progress updates regarding Guardian’s enterprise strategic priorities | 1 | 2 | 3 |
| Financial performance | 1 | 2 | 3 |
| Guardian’s businesses, products, and services | 1 | 2 | 3 |
| Benefits and compensation information | 1 | 2 | 3 |
| Organizational changes | 1 | 2 | 3 |
| Change initiatives (policies, processes, technology, etc) | 1 | 2 | 3 |
| Information about Guardian’s Leadership Team | 1 | 2 | 3 |
| Industry News | 1 | 2 | 3 |

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| **SECTION 3: PEOPLE LEADER DEEP DIVE** |

NEW SCREEN / ASK ALL

People Leader Perceptions

1. When thinking about your role in cascading company-wide information to your team, do you agree or disagree (on a scale from1-4) with the following statements?

*Please select one response per row.*

[SINGLE SELECT PER ROW. RANDOMIZE ROWS.]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Strongly disagree | Somewhat disagree | Somewhat agree | Strongly agree |
| **[EXTERNAL FACTOR]** I do not have the time to fully process the information I receive and subsequently share with my team | 1 | 2 | 3 | 4 |
| **[EXTERNAL FACTOR]** I do not know how to distinguish between what information is critical to share and what isn’t | 1 | 2 | 3 | 4 |
| **[EXTERNAL FACTOR]** It’s difficult to decide the best delivery channel to use to cascade information to my team | 1 | 2 | 3 | 4 |
| **[EXTERNAL FACTOR]** To prevent information overload for my team, I refrain from sharing company-wide information unless absolutely necessary | 1 | 2 | 3 | 4 |
| **[CHANNEL ISSUES]** Guardian’s communication platforms are confusing and difficult to navigate | 1 | 2 | 3 | 4 |
| **[CHANNEL ISSUES]** I do not feel the need to amplify or comment on information to my direct report(s) that has already been shared at the company-wide level | 1 | 2 | 3 | 4 |

NEW SCREEN / ASK ALL

People Leader Perceptions

1. As a people leader, do you agree or disagree (on a scale from 1 to 4) with the following statements regarding company-wide information.

*Please select one response per row.*

[SINGLE SELECT PER ROW. RANDOMIZE.]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Strongly disagree | Somewhat disagree | Somewhat agree | Strongly agree |
| I have a solid understanding of what I’m being asked to communicate to my team | 1 | 2 | 3 | 4 |
| I have the tools I need to communicate the company’s messages to my team | 1 | 2 | 3 | 4 |
| I am held accountable for ensuring company-wide information is cascaded in a timely manner | 1 | 2 | 3 | 4 |
| I understand how to tailor information to ensure it is relevant for my team | 1 | 2 | 3 | 4 |
| I’m able to provide my team the opportunity to engage in two-way dialogue | 1 | 2 | 3 | 4 |
| I think it is a critical part of my role to cascade company-wide information to my team | 1 | 2 | 3 | 4 |

NEW SCREEN / ASK ALL

People Leader Barriers / Needs

1. What prevents you from communicating company information to your direct reports? What additional support (e.g. materials, tools, channels, training) would you like to receive?

*Please be as specific as possible.*

[OPEN-END]

NEW SCREEN / ASK ALL

People Leader Barriers / Needs

1. What do you like **least** about the company-wide communications at Guardian (either in the content of the message or the channel you use to receive the message)? What one thing do you like **most** about the internal communications at Guardian (either in the content of the message or the channel you use to receive the message)?

*Please be as specific as possible.*

[OPEN-END. MAKE THIS OPTIONAL]

|  |
| --- |
| [LEAST LIKED] |
| [MOST LIKED] |

|  |
| --- |
| **SECTION 4: COMMUNICATIONS CHANNEL DEEP DIVE** |

NEW SCREEN / ASK ALL

People Leader Channel Preferences / Habits

1. When you receive company-wide information from the following communication channels, how often do you consume (read, view or listen to) the content?

*Please select one response per row.*

[SINGLE SELECT PER ROW. RANDOMIZE ROWS.]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | None of the time | Some of the time | Most of the time | All of the time | I am not familiar with this channel |
| All-Guardian Connect (town hall) | 1 | 2 | 3 | 4 | 99 |
| CEO Email Series: Living Our Purpose | 1 | 2 | 3 | 4 | 99 |
| Digital Monitors | 1 | 2 | 3 | 4 | 99 |
| Email (from Guardian Corporate Communications, Messages from Leadership) | 1 | 2 | 3 | 4 | 99 |
| Email Newsletter: Lead the Way | 1 | 2 | 3 | 4 | 99 |
| Email Newsletter: My Guardian Rewards | 1 | 2 | 3 | 4 | 99 |
| Email Newsletter: Inside Guardian News | 1 | 2 | 3 | 4 | 99 |
| Intranet (Inside Guardian) | 1 | 2 | 3 | 4 | 99 |
| LinkedIn (Guardian) | 1 | 2 | 3 | 4 | 99 |
| My GLT Member’s Town Hall Meetings | 1 | 2 | 3 | 4 | 99 |
| Videos | 1 | 2 | 3 | 4 | 99 |
| Yammer | 1 | 2 | 3 | 4 | 99 |

NEW SCREEN / ASK ALL

People Leader Channel Preferences / Habits

1. How satisfied are you with each of the following communication channels at Guardian when it comes to relaying company-wide information?

*Please select one response per row.*

[SINGLE SELECT PER ROW. DISPLAY ROWS ONLY IF Q17/c1-5. HOLD ORDER FROM Q17.]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Very dissatisfied | Somewhat dissatisfied | Somewhat satisfied | Very satisfied |
| All-Guardian Connect (town hall) | 1 | 2 | 3 | 4 |
| CEO Email Series: Living Our Purpose | 1 | 2 | 3 | 4 |
| Digital Monitors | 1 | 2 | 3 | 4 |
| Email (from Guardian Corporate Communications, Messages from Leadership) | 1 | 2 | 3 | 4 |
| Email Newsletter: Lead the Way | 1 | 2 | 3 | 4 |
| Email Newsletter: My Guardian Rewards | 1 | 2 | 3 | 4 |
| Email Newsletter: Inside Guardian News | 1 | 2 | 3 | 4 |
| Intranet (Inside Guardian) | 1 | 2 | 3 | 4 |
| LinkedIn (Guardian) | 1 | 2 | 3 | 4 |
| My GLT Member’s Town Hall Meetings | 1 | 2 | 3 | 4 |
| Videos | 1 | 2 | 3 | 4 |
| Yammer | 1 | 2 | 3 | 4 |

NEW SCREEN / ASK ALL

People Leader Channel Preferences / Habits

1. For each topic below, please indicate where you prefer to get this type of information. Please select up to three for each column.

[MULTI SELECT PER ROW. RANDOMIZE ROWS. DISPLAY COLUMNS ONLY IF Q17/c1-5. HOLD COLUMN ORDER FROM Q12. MAXIMUM SELECT 3 CHOICES PER COLUMN.]

**Columns**

1. All-Guardian Connect (town hall)
2. CEO Email Series: Living Our Purpose
3. Digital Monitors
4. Email (from Guardian Corporate Communications, Messages from Leadership)
5. Email Newsletter: Lead the Way
6. Email Newsletter: My Guardian Rewards
7. Email Newsletter: Inside Guardian News
8. Intranet (Inside Guardian)
9. LinkedIn (Guardian)
10. My GLT Member’s Town Hall Meetings
11. Videos
12. Yammer

**Rows**

1. Information that requires you to take action (e.g. training, , software updates, etc.)
2. Diversity and inclusion efforts at Guardian
3. Guardian in the News (press releases, media coverage, etc)
4. Professional development and learning opportunities
5. Profiles and/or feature stories highlighting Guardian leaders and colleagues
6. Stories highlighting achievements and awards received by Guardian
7. Information about managing well-being
8. Stories and news related to Guardian’s Purpose and Values
9. Progress updates regarding Guardian’s enterprise strategic priorities
10. Financial performance
11. Guardian’s businesses, products, and services
12. Benefits and compensation information
13. Organizational changes
14. Change initiatives (policies, processes, technology, etc)
15. Information about Guardian’s Leadership Team
16. Industry news

NEW SCREEN / ASK ALL

People Leader Channel Preferences / Habits

1. Which of the following types of content do you consume (on a scale from 1-4) if shared in company-wide communication channels?

*Please select all that apply.*

[SINGLE-SELECT PER ROW. SPLIT SCREEN. SPLIT SCREEN BETWEEN ROWS 1-7 AND 8-17.]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | Do not consume at all | Consume occasionally | Consume Often | Consume a great deal | Don’t know / NA |
| 1 | Information that requires you to take action (e.g. training, , software updates, etc.) | 1 | 2 | 3 | 4 | 99 |
| 2 | Diversity and inclusion efforts at Guardian | 1 | 2 | 3 | 4 | 99 |
| 3 | Guardian in the News (press releases, media coverage, etc) | 1 | 2 | 3 | 4 | 99 |
| 4 | Professional development and learning opportunities | 1 | 2 | 3 | 4 | 99 |
| 5 | Profiles and/or feature stories highlighting Guardian leaders and colleagues | 1 | 2 | 3 | 4 | 99 |
| 6 | Stories highlighting achievements and awards received by Guardian | 1 | 2 | 3 | 4 | 99 |
| 7 | Information about managing well-being | 1 | 2 | 3 | 4 | 99 |
| 8 | Stories and news related to Guardian’s Purpose and Values | 1 | 2 | 3 | 4 | 99 |
| 9 | Progress updates regarding Guardian’s enterprise strategic priorities | 1 | 2 | 3 | 4 | 99 |
| 10 | Financial performance | 1 | 2 | 3 | 4 | 99 |
| 11 | Guardian’s businesses, products, and services | 1 | 2 | 3 | 4 | 99 |
| 12 | Benefits and compensation information | 1 | 2 | 3 | 4 | 99 |
| 13 | Organizational changes | 1 | 2 | 3 | 4 | 99 |
| 14 | Change initiatives (policies, processes, technology, etc) | 1 | 2 | 3 | 4 | 99 |
| 15 | Information about Guardian’s Leadership Team | 1 | 2 | 3 | 4 | 99 |
| 16 | Industry news | 1 | 2 | 3 | 4 | 99 |
| 17 | Other, *please specify* [ANCHOR, OPEN-END] | 1 | 2 | 3 | 4 | 99 |

NEW SCREEN / ASK ALL

Sharing Information

1. How important (on a scale from 1-4) do you believe it is for you to convey information on the following topics with your team?

*Please select one response per row.*

[SINGLE SELECT PER ROW. RANDOMIZE ROWS. SPLIT SCREEN BETWEEN ROWS 1-7 AND 8-17.]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | Not at all important | Slightly important | Somewhat important | Very important | Not applicable to my job |
| 1 | Information that requires you to take action (e.g. training, , software updates, etc.) | 1 | 2 | 3 | 4 | 99 |
| 2 | Diversity and inclusion efforts at Guardian | 1 | 2 | 3 | 4 | 99 |
| 3 | Guardian in the News (press releases, media coverage, etc) | 1 | 2 | 3 | 4 | 99 |
| 4 | Professional development and learning opportunities | 1 | 2 | 3 | 4 | 99 |
| 5 | Profiles and/or feature stories highlighting Guardian leaders and colleagues | 1 | 2 | 3 | 4 | 99 |
| 6 | Stories highlighting achievements and awards received by Guardian | 1 | 2 | 3 | 4 | 99 |
| 7 | Information about managing well-being | 1 | 2 | 3 | 4 | 99 |
| 8 | Stories and news related to Guardian’s Purpose and Values | 1 | 2 | 3 | 4 | 99 |
| 9 | Progress updates regarding Guardian’s enterprise strategic priorities | 1 | 2 | 3 | 4 | 99 |
| 10 | Financial performance | 1 | 2 | 3 | 4 | 99 |
| 11 | Guardian’s businesses, products, and services | 1 | 2 | 3 | 4 | 99 |
| 12 | Benefits and compensation information | 1 | 2 | 3 | 4 | 99 |
| 13 | Organizational changes | 1 | 2 | 3 | 4 | 99 |
| 14 | Change initiatives (policies, processes, technology, etc) | 1 | 2 | 3 | 4 | 99 |
| 15 | Information about Guardian’s Leadership Team | 1 | 2 | 3 | 4 | 99 |
| 16 | Industry news | 1 | 2 | 3 | 4 | 99 |
| 17 | Other, *please specify* [ANCHOR, OPEN-END] | 1 | 2 | 3 | 4 | 99 |

NEW SCREEN / ASK ALL

Opportunities for Communications

1. When it comes to participating in two-way communications with leadership and your team/direct report(s), what is your level of interest (on a scale from 1-4) in engaging in a dialogue in each scenario?

*Please select one response per row.*

[SINGLE SELECT PER ROW. RANDOMIZE.]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Not at all interested | Slightly interested | Somewhat interested | Very interested |
| Two-way communications with leadership | 1 | 2 | 3 | 4 |
| Two-way communications with team/direct report(s) | 1 | 2 | 3 | 4 |

NEW SCREEN / ASK ALL

Opportunities for Communications

1. Which communication channel(s) would be the most suitable for two-way communication?

*Please select all that apply.*

[MULTI-SELECT]

|  |  |  |
| --- | --- | --- |
|  | Channels for leadership two-way communication | Channels for direct team(s)/report(s) communication |
| All-Guardian Connect (townhall) | 1 | 1 |
| Email | 2 | 2 |
| In-person meetings | 3 | 3 |
| Intranet (Inside Guardian) | 4 | 4 |
| Microsoft Teams | 5 | 5 |
| My GLT Member’s Town Hall meetings | 6 | 6 |
| Videos | 7 | 7 |
| Yammer | 8 | 8 |
| Other, *please specify* [ANCHOR, OPEN-END] | 98 | 98 |