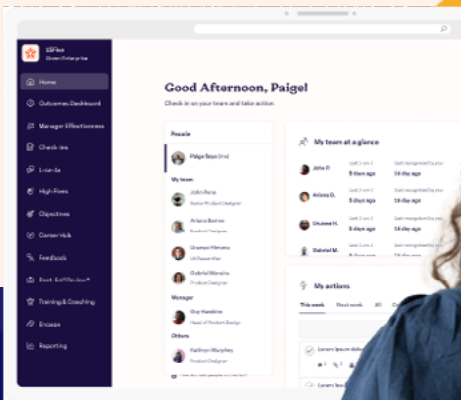# 15five

15Five's HR Outcomes Flywheel Worksheet

Your resource for bringing strategic HR initiatives to life to demonstrate and continuously drive real impact

Hello, HR leader!
Are you …

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Having trouble knowing what you need to accomplish to make a meaningful impact on the organization?

Struggling to decipher how to even track progress, let alone continue to make more and more of an impact?

Wondering where you should focus your energy as an HR leader, when your time and resources are so limited?

Craving more direction and tailored recommendations based on the unique needs of your organization?

Desperate to find a way to scale your impact and bring your initiatives to life across the organization, so that they don't fall flat?

If you said yes to any or all of the above questions, you're not alone. HR leaders are under a lot of pressure to make a lot of impact, with not a lot of resources or support.

In fact, according to **Gartner**,

- **83%** of HR leaders say they are expected to do more as compared to three years ago.

- **74%** of HR leaders report that their organizations rely more heavily on them.

- **70%** say that they have more opportunities for impact.

- **58%** of HR leaders have more authority to determine strategic priorities.

- And yet **82%** of HR leaders are facing pressure to scale back or reverse progress.

Here at 15Five, we're all about helping HR leaders actually drive measureable impact, so that HR can be taken seriously as the strategic powerhouse that it is.

That's where our HR Outcomes Flywheel framework comes in.

15Five's HR Outcomes Flywheel framework is the new way to do strategic HR, redefining how HR can impact business goals and enhance performance, retention, and engagement across the organization. It is a dynamic loop, driving HR initiatives from outcome definition to action scaling, all powered by data-driven insights and AI-powered recommendations.

This resource is designed to help you begin thinking about your work through the lens of this HR Outcomes Flywheel, regardless of whether or not you use 15Five, so you can bring strategic HR initiatives to life, and demonstrate and continuously drive real impact. In a bit, we'll give you prompts and questions to consider at each stage of the flywheel, but first, let's cover each component of the flywheel and what it means.

1. Outcomes

What does HR need to accomplish to support our business goals?

5. Actions

Take the right actions, at scale

2. Signals

Measure the drivers of your outcomes

4. Recommendations

Choose a plan built from data

3. Insights

Easily identify opportunities to make the biggest impact

Outcomes

What does HR need to accomplish to support our business goals?

At the core of the HR Outcomes Flywheel are the desired results. HR professionals are no longer just administrators; they are strategic partners responsible for aligning HR initiatives with the broader objectives of the organization. Defining clear and measurable outcomes is the first step in this transformative journey

Signals

What's going well and what can be improved?

To progress toward desired outcomes, you need to continuously monitor your key HR outcomes, like performance, engagement, retention, and manager effectiveness. This entails identifying what's working effectively and pinpointing areas that require improvement. Signals act as valuable feedback loops to fine-tune your HR strategies.

Insights

Where should we focus our energy?

In the ever-evolving HR landscape, data-driven insights are the compass guiding your actions. They help you determine where to channel your energy and resources for maximum impact. Insights are not mere observations; they are the strategic directives that empower you to make informed decisions.

Recommendations

What should we do?

To make meaningful progress, it's crucial to seamlessly convert objectives, signals, and insights into actionable steps. However, navigating the path forward can be challenging. Having a guiding force to provide recommendations can be invaluable in this scenario. This guidance can take the form of insights from external experts, or the precision of AI-driven recommendations, such as those offered by **Spark AI**.

At this stage, recommendations should be concrete, tailored solutions—action plans meticulously crafted to propel you efficiently and effectively towards your predetermined goals.

Actions

How do we scale this across the organization through managers?

Scaling your HR initiatives across the organization is where the true transformation happens. Managers become the catalysts for change, empowered with easy-to-use resources and training that enhance their effectiveness. AI seamlessly integrates into existing workflows, making the execution of actions smooth and sustainable.

The HR Outcomes
Flywheel Worksheet

Bringing this system of action to life in your own organization

Now that we've covered each part of the HR Outcomes Flywheel, let's dig into some prompts and questions that can help you envision what bringing this framework to life in your organization might look like.

It's important to note that, while 15Five's features are designed to support HR leaders at every step of this flywheel, we believe this framework is helpful for all HR leaders, regardless of whether or not they're using 15Five to bolster it. So we'll share more about how 15Five supports the flywheel later, but first, let's get into the worksheet!

How to use

We encourage you to open up a blank document & gather your responses / research prompted by these questions there.

Define Outcomes

Prompt: List and describe the key goals of the business.

What are the outcomes HR needs to achieve to support these goals?

Questions to consider:

1 What are the primary business goals driving your organization forward?

2 In what ways can HR contribute directly to the achievement of these goals?

3 How can outcomes be clearly defined and measured to ensure alignment with broader objectives?

4 Are there specific performance, retention, or engagement targets tied to these outcomes?

Identify signals for monitoring progress

Prompt: Identify positive aspects (Signals) and areas for improvement in your current HR strategies.

What signals should you be attentive to?

Questions to consider:

1 What positive signals indicate that HR initiatives are on the right track?

2 Are there specific areas in your current HR strategies that need improvement?

3 How can you create feedback loops to continuously monitor performance and engagement?

4 Who are the key stakeholders providing valuable signals and feedback?

5 How are you measuring the impact your managers are having?

Uncover insights to maximize impact

Prompt: Analyze data to gain insights into where HR efforts should be focused for maximum impact.

What metrics and data points matter the most?

Questions to consider:

1 What data sources provide insights into HR performance and employee engagement?

2 How can data-driven insights inform strategic HR decision-making?

3 Are there specific trends or patterns in the data that need attention?

4 How can insights be translated into actionable steps for HR?

Develop action plan

Prompt: Considering the identified insights,

What actionable steps can be taken immediately, and what steps require a more phased approach for implementation?

Questions to consider:

1 How can data-driven insights be translated into actionable recommendations?

2 What specific challenges or opportunities do the insights reveal?

3 Who are the key stakeholders involved in the decision-making process?

4 How can recommendations be tailored to address unique aspects of your organization?

Scaling HR initiatives through managers

Prompt: Develop plans for scaling HR initiatives across the organization through managers.

What actions can be taken to ensure smooth implementation?

Questions to consider:

1 What initiatives are suitable for scaling across the organization?

2 How can managers become catalysts for change in HR initiatives?

3 What resources and training are essential for managers to effectively implement HR actions?

4 How might we integrate AI seamlessly into existing workflows for more scalable implementation?

How 15Five's System of Action Comes to Life

Are you digging the concept of the HR Outcomes Flywheel and want more help actually bringing it to life in your organization? That's where 15Five comes in.

Through the strategic integration of performance and engagement data, amplified by cutting-edge AI technology, 15Five has established an invaluable layer atop your people data that not only uncovers insights but drives actionable change. Our system of action, driven by the HR Outcomes Flywheel framework, prescribes precise actions tailored to achieve prioritized outcomes, delivering tangible and quantifiable results that matter.

15Five aligns your HR data to business results

Your HRIS, where you handle things like onboarding, benefits, and payroll, is your system of record. 15Five sits atop of that system and becomes your system of action and impact. It gives employees, HR teams and their organizations a way to finally reap the benefits of strategic performance management in a way that's measurable, scalable, anc connected to the needs of the business. And it can all be done with a set of tools your managers and employees will actually love and embrace.

Here are a just a few ways this system of action comes to life within the 15Five product.

Outcomes Insights

The **HR Outcomes Dashboard** is a centralized hub for the vital metrics that HR leaders aim to enhance through 15Five—Performance, Engagement, Retention, and Manager Effectiveness. While this dashboard provides a treasure trove of data, the challenge lies in distilling it into actionable insights. Our latest release features a revamped HR Outcomes Dashboard that streamlines this process, allowing HR leaders to spend more time making impactful decisions and less time delving into data.

Through HR Outcomes Insights, HR leaders can easily identify the opportunities to make the biggest impact on the outcomes that matter. Leaders are served headlines of their outcome themes based on their own data and given specific, actionable, insights that empower them to act in a way that moves the needle.
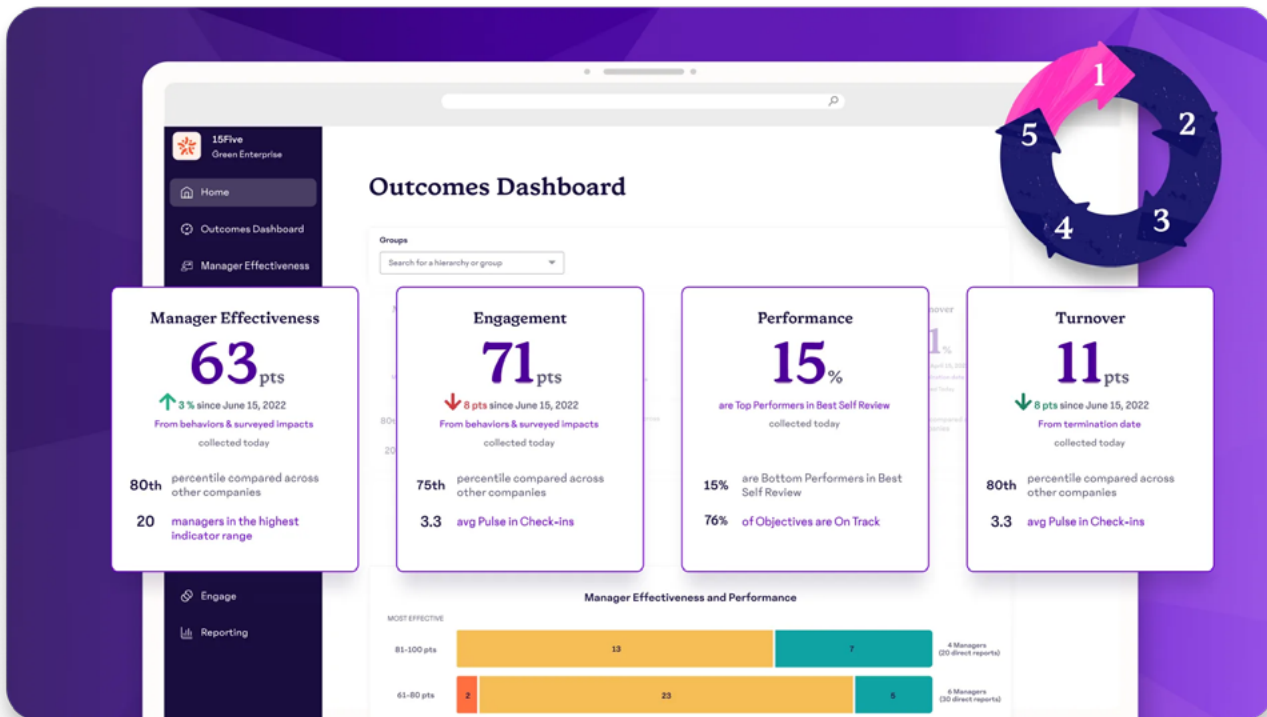
Signals

Signals are specific data inputs from our various measurement tools that point to patterns that impact HR outcomes in meaningful ways.

HR has often found itself in the challenging position of being perceived as a secondary function, invited to the executive table but not given the full recognition it deserves. This is where Signals come to the rescue, bridging the gap between HR and business outcomes. These signals are not just data points; they are specific inputs derived from a range of measurement tools, each serving as a beacon that points to patterns critical to HR outcomes. By connecting HR initiatives to business goals, we empower HR leaders to rise above the limitations and demonstrate how their work aligns with broader business objectives.

Examples of Signals include:

- **Engagement Drivers:** Data collected for engagement drivers is rich and directly tied to performance, engagement, and retention.

- **Manager Effectiveness Assessment:** Whether measured in Engage or through performance reviews, data about manager effectiveness is also directly tied to HR outcomes.

- **Check-In Pulse Scores:** An at-a-glance view of company morale based on responses to questions in weekly pulse surveys can give great insights into where progress is being made or lost.

- **360° Performance Reviews:** Data collected from Self, Manager, Peer, and Upward Reviews will provide invaluable insights into progress on outcomes.
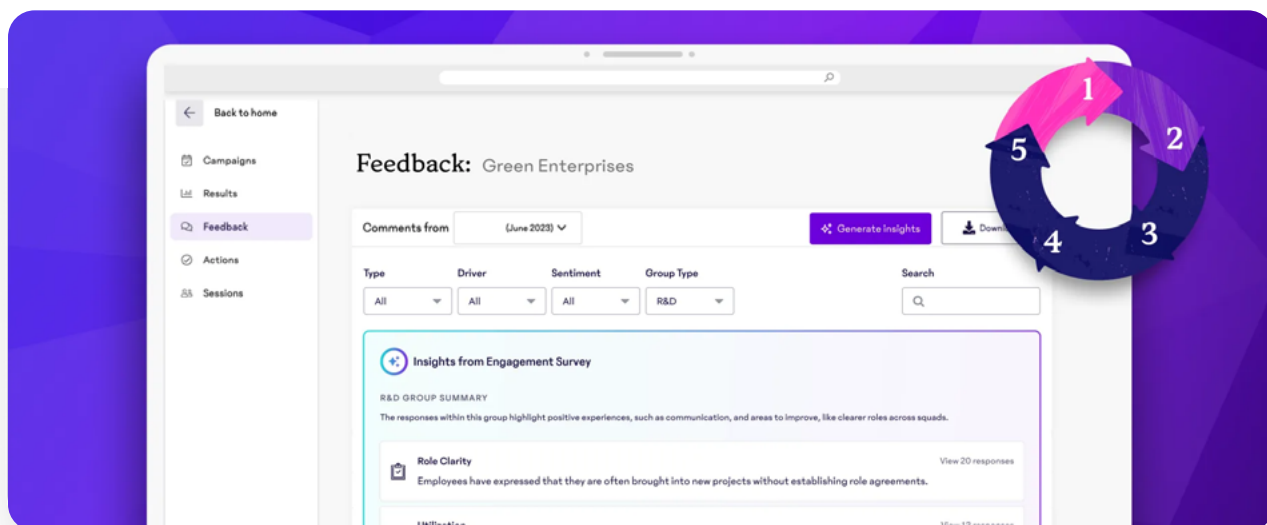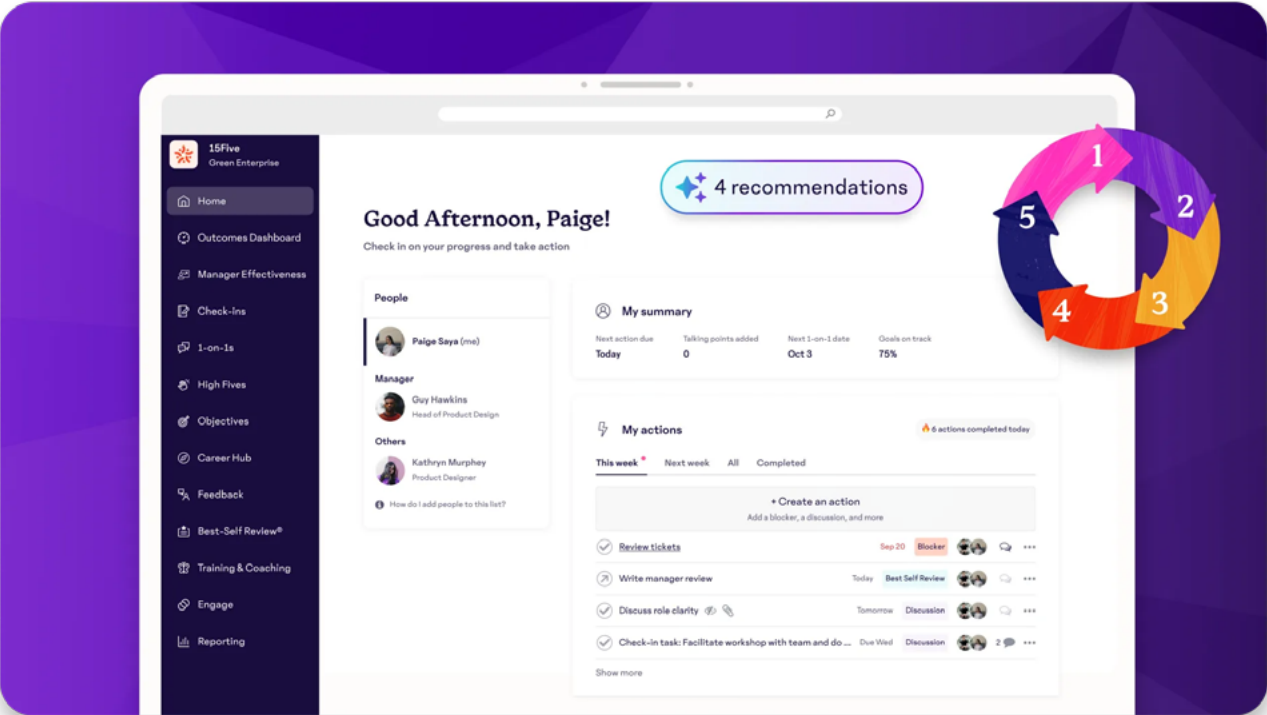
Recommendations

HR Action Recommendations easily identify the opportunities to make the biggest impact on the outcomes that matter.

Recommendations provide HR leaders with specific and data-backed guidance on where to direct their efforts and what actions to take. Furthermore, they offer invaluable insights into how to actively involve managers in the process of improving outcomes. This approach ensures that HR leaders no longer have to navigate the labyrinth of generic solutions, but are equipped with a precise roadmap that leads to impactful change, backed by evidence and tailored to their unique organizational needs.

With HR Action Recommendations, the path to positive outcomes is clear, and the burden of change management is lightened, creating a win-win situation for both HR leaders and their organizations.

Here's an example of an Action Recommendation:
Theme: Improve Retention by Focusing on Career Growth

1   Manager Training

Managers play a pivotal role in fostering the **career growth** of their employees.

Empower your managers with these feedback-focused **Transform Microlearnings:**

- Meaningful 1-on-1s: Goals, Growth, Feedback
- Career Growth Conversations: A Guide
- Influential Leadership: Getting Buy-In

Best Practices

Encourage managers to apply their learnings in real-time leveraging the 'Apply' section of each microlearning.

2   Weekly 1-on-1s

Incorporate **career growth** discussions at least monthly during the weekly 1-on-1. Encourage managers to focus on career aspirations and individual growth plans during 1:1 sessions with direct reports.

Best Practices

Managers can facilitate an open dialogue about career growth by walking through the career vision section of their career hub. Managers should focus on opportunities for growth first, not specific promotions of job titles. Leading with a "promotion" conversation can be frustrating for employees if there is no budget or space for a promotion in the near future.

3   Weekly Check-ins

While reviewing weekly check-ins, managers should keep a pulse on whether their employee is including activities for growth in their weekly priorities. If the employee has a professional development OKR in place, managers can actively comment on their progress.

Best Practices

HR leaders can Incorporate questions centered on career growth and professional development monthly in check-ins. If they do, managers should actively engage with their teams on the answers.

4   Professional Development OKRs

Draft a tailored professional development Objective and Key Result (OKR) for each team member.

Best Practices

Managers should collaborate with their employees in order to create professional development OKRs. These OKRs should be focused on skill development rather than a promotion or pay raise, as these are impacted largely by budget and are often out of an employee or manager's control.

Conclusion

The HR Outcomes Flywheel, supported by 15Five's System of Action, is not just a tool; it's a catalyst for change. It elevates HR from a supporting role to a strategic powerhouse, ensuring that your efforts are not only recognized but also celebrated. If you're intrigued by the possibilities of this transformative journey and want to see it in action in your organization, we invite you to **learn more** and **schedule a demo** with us and witness the power of strategic HR in action.

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About 15Five

15Five is the performance management platform that drives business results. By continuously measuring the indicators of engagement and performance that matter most, 15Five helps HR leaders uncover turnover risks, poor performance, and ineffective management before they impact the organization. 15Five's approach provides HR with everything they need to achieve their strategic people objectives and the data to tie those objectives to business outcomes. The platform combines 360° performance reviews, actionable engagement surveys, robust goal & OKR tracking, customizable manager training, and ongoing manager-employee feedback tools like weekly 1-on-1s and check-ins. Together, these enable HR leaders to deliver high engagement and performance within the flow of work and empower their managers to drive change from the bottom up. 15Five is loved by strategic HR leaders, managers, and employees at over 3,500 companies, including Credit Karma, HubSpot, and Pendo.

For more information, visit **15five.com**.