



How Morphii Helped HR Engage: Heartland School Solutions

Overview

[Heartland School Solutions](#), a leading provider of software and services to over 34,000 K-12 schools, sought to answer three main questions with their partnership with Morphii for an employee survey:

- 1) How engaged are our employees, and are there different levels of engagement between offices or with our work at home employees?
- 2) Where are there areas for improvement in engagement with our employees?
- 3) How can we provide added value to our customers? Is Morphii a tool we can use to differentiate ourselves?

The results: They found strong evidence for the effectiveness and engagement of the meeting in relation to those in attendance, those on the road and those working from home, including the intensity of their emotions associated with the meeting.

They also identified the strongest area for improvement was individuals' areas for growth in the organization and found evidence for remarkable engagement as measured by excitement about their relationships with their direct supervisors and team leaders.

Employees reported feeling that Morphii was an innovative way to explore bringing more value to their team and customers, and many indicated that they found Morphii to be more engaging than typical/standard formats for recording their feelings about the factors measured by the survey items.

"We are proud of the work we've done to drive engagement, and it was not only validated with this exercise, but we provided a much more engaging experience for the team to provide feedback on how we're doing. It was also great to show our team we are always looking for ways to innovate our products and services for our customers. Given that our audience is often parents and school age children who already communicate heavily using emoji, we see the potential to incorporate morphii into our applications to provide an even greater experience for them to provide us feedback going forward". -Terry Roberts, President, Heartland School Solutions

Design and Method

Heartland incorporated Morphii into a brief survey that was distributed by email to 250 School Solutions Division employees following their “all hands on deck” quarterly meeting, where they reviewed the company’s progress and directions for the coming quarter.

They decided to ask four key questions pertaining to engagement. The first two questions focused on feelings about the company’s recent-year performance, and feelings about the company’s perceived direction for the future. The latter two questions focused on employees’ sense of their own fit and opportunities in the company, and their relationship with their immediate supervisor or superior.

In each case, Heartland was curious to know whether people felt excited or unexcited as a measure of not simply satisfaction, but contentedness and optimism, as knowledge of emotional status can inform *understanding* of motivation and *prediction* of behavior.

Two morphii, *Excited* and *Meh*, were used to capture and measure respondents’ feelings about each of the four constructs measured. The *Meh* morphii was chosen to represent discontentedness and/or lack of enthusiasm, relatively active and passive feelings associated with disengagement. Each morphii provided respondents with the opportunity to register **which** feeling was dominant for them, and importantly, the *intensity* of that feeling, without asking them to try to quantify their feelings in some way.

This method allows people to express their **feeling type** and **intensity**, providing for scaled interval data without asking for numeric ratings or even estimations along the length of a line (as occurs with Likert responses).





The survey was distributed to all 250 employees by email, and their participation was strongly encouraged. The respondents' identities were not recorded or passed along to Heartland. In an effort to increase employees' engagement with the survey itself and willingness to participate in it, they told all potential respondents that they were trying Morphii in the survey. They encouraged participants to respond not only to each of the four inquiries, but also to comment about their experience with Morphii as a method of capturing and communicating their feelings. There were no penalties for electing not to participate in the survey.

The respondents were categorized by whether they were on-site for the meeting, off-site (e.g., working from home, or on the road travelling), or not in attendance, and data were examined both in aggregate and by group. No data were gathered with respect to respondent gender, age, tenure with the company, position within the company, or other characteristics.

Results

In the four days following the "all hands" meeting, 130 employees completed the engagement survey. They represented four divisional sites, as well as those "on the road" at the time of the meeting, those working from home, and those who did not attend, for a total of six groups whose data were examined separately and also by collapsing them into three superordinate groups, On-site, Off-site, and Did Not Attend. Five hundred and twenty morphii reactions (four per respondent) as well as open-field text elaborations were recorded. The results were compiled, summarized, and shared with management personnel.

The respondents recorded 509 (97.9%) Excited feelings, and 11 (2.1%) Meh feelings overall. This balance was remarkable, suggesting very high levels of engagement in their employment overall. Of note, however, is the fact that the intensity of those feelings was not uniform - different groups who otherwise in many cases recorded similar levels of excitement as a

percentage of respondents, sometimes had significant disparities from one another with respect to intensity.

Those feelings were distributed across the four engagement questions, as follows:

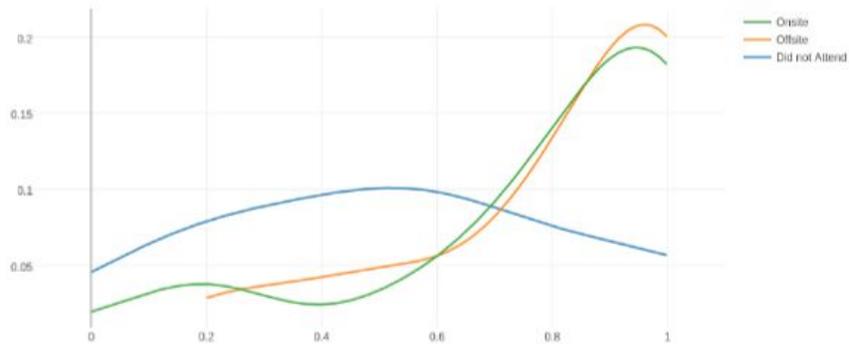


As can be seen above, on questions 1-4 the aggregated group of respondents reported very high levels of excitement as represented by percentage of those registering *Excited* as opposed to *Meh*. Only very slight differences were observed among the specific groups in terms of percentage of respondents who reported being *Excited*. However, it was observed that *those responding to the survey but who did not attend the "all hands on deck" meeting reported the lowest intensities of excitement.*

For example, in response to the item, "When you think about where we seem to be/are headed, which feeling fits best for you?" the Did Not Attend group's average intensity level of excitement was 0.53 (0.00 to 1.00 scale), as contrasted with the Off-site aggregate group, which registered an average intensity of excitement at 0.81, and the On-site aggregate group's average intensity level of 0.78. Differences in the score distributions among groups was also evident, as can be seen here:



Intensity Distribution for Question 3



	location_category	total	total_excited	avg_intensity	median_intensity	pct_excited
0	Did not Attend	14	14	0.533571	0.55	100.0
1	Offsite	45	45	0.811556	0.89	100.0
2	Onsite	71	71	0.779155	0.88	100.0

attendees



79.2

average intensity

non-attendees

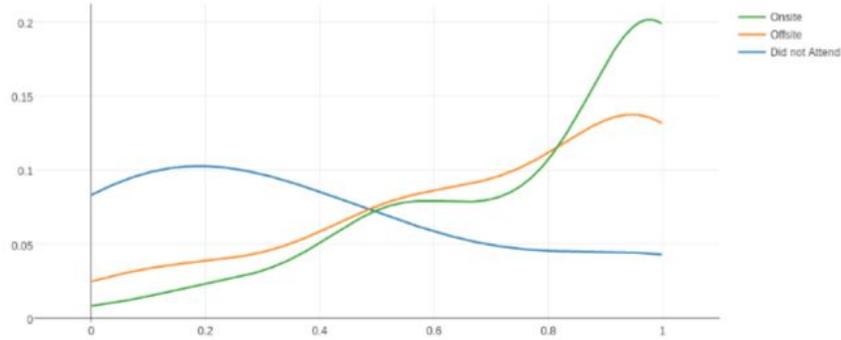


53.4

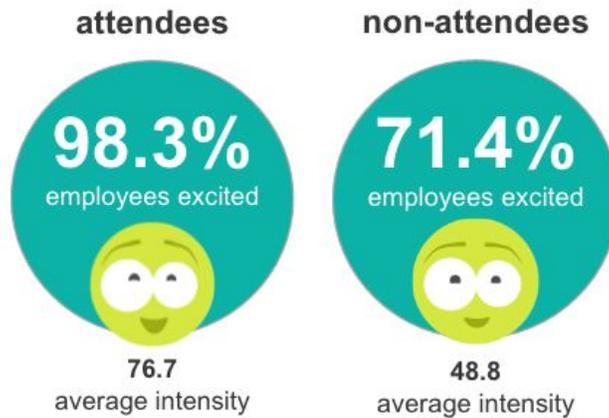
average intensity

The Did Not Attend group stood apart from the others also on the item, “When you consider your own opportunities and overall fit here with the company, which feeling fits best for you?” As can be seen here, they registered the lowest percentage of excitement (71%) and the lowest overall average intensity level of excitement (0.49), whereas other groups registered significantly higher levels and intensities.

Intensity Distribution for Question 4



	location_category	total	total_excited	avg_intensity	median_intensity	pct_excited
0	Did not Attend	14	10	0.488000	0.40	71.428571
1	Offsite	45	45	0.708889	0.78	100.000000
2	Onsite	71	69	0.805072	0.95	97.183099



This trend, wherein the Did Not Attend group reported lower percentage representation of excitement and/or lower intensity of excitement, showed up across the questionnaire items. Notably, even when just as many Did Not Attend group respondents were excited (percentage-wise) as their peers, their excitement intensity ratings were significantly lower.

In open-text fields, survey respondents also had the opportunity to describe qualitatively their sense of engagement in addition to their Morphii response, which was the principal method by which their feelings were captured and measured. Overall, participants in the survey seemed to

enjoy the technology and to express preference for it over more conventional methods of ascertaining their subjective experiences (e.g., Likert scales). These results, too, were shared with Heartland Payment Solutions personnel. Some sample responses are:



"We were excited to not only learn what we are doing well with team member engagement, but to discover the area that we can focus on to improve further was incredibly valuable. Seeing the morphii intensity levels be the same for work at home team members as those that work in the office, was an exciting surprise to validate all the work we've been doing to keep all team members engaged! An added bonus was all the great feedback we got from many of our team members that appreciated the fact we made the survey experience more engaging and fun using morphii". - Jeremy Loch, VP Sales & Marketing, Heartland School Solutions

% of people who selected an intensity for their identified emotion: 94.4%
% of people who submitted supportive commentary to their emotional response: 63.8%

It was also clear that the Heartland team enjoyed using Morphii to react quickly and efficiently to the survey and saw the value in providing new ways to convey experience. Here's what some of the employees had to say about using Morphii: "The survey with using emoji was different. The old saying that a picture is worth a thousand words comes to mind. It was very progressive and an interesting way to give feedback." Additionally, one participant said, "I enjoyed because it spices up an otherwise typical survey. Sometimes checking boxes can't capture the thoughts and emotions of how someone truly feels, but facial expressions can. As I mentioned in the survey, the willingness to think outside of the box and try new things are some of the reasons for our current and future success."



Conclusion

Human Relations personnel at Heartland School Solutions used Morphii in the wake of a recent “all hands” quarterly meeting intended to reach 250 employees in the Education Division with an engagement survey. They sought to capture feelings about the company’s recent-past performance, near-term future directions, individuals’ sense of comfort and optimism about their own fit and opportunities with the company, and their relationships with their superiors.

Their four question survey incorporated morphii tapping excitement and lack thereof in an effort to capture not only specific types emotions (as opposed to sentiment per se), but also the intensity of those emotions. The Morphii format resulted in high engagement and expressed curiosity, entertainment, and engagement with it, as evidenced both by qualitative text commentary about the technology and by a very high number of persons adjusting the Morphii graphical representations to some value other than the resting value (set at 0.2 for this study).

The results revealed remarkably high levels of employment-related engagement overall, while also helping to highlight one group (those who did not attend the meeting) that seemed to experience both lower overall excitement levels and lower intensities of that emotion than those who personally attended the meeting and those who participated via telecommunications. Differences in intensity levels were often as large or larger than the differences in percent of each group that registered excitement.

To learn more about [Heartland School Solutions](http://www.heartlandschoolsolutions.com) visit www.heartlandschoolsolutions.com. And if you’d like to learn more about Morphii, including the science of capturing and measuring specific type and intensity of experience, go to morphii.com.

