



synopsys®

Case Study

Synopsys's Smart Approach to Manager Empowerment
Drives Incremental Culture Improvement

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GLINT™

Manager Empowerment Case Study

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SYNOPSYS®

It's no secret: Managers who are directly involved in improving and promoting employee engagement create more effective teams. Additionally, employees that understand the “why” of their work perform at higher levels and are more committed to their organization's success.

Leaders at Synopsys, a global technology company that is changing the way we work and live, take this understanding to heart. With more than 13,000 employees and thousands of managers, their goal is for each employee to understand how his or her work ties into the overall goals and vision of the company — a mission they know their managers are uniquely poised to advance.

Until recently, however, the company didn't have the correct tools or guidance that would enable managers to excel at scale. As the change agents of engagement and performance, managers lacked accountability, transparency and urgency. Patrick Gallen, HR Programs Specialist at Synopsys noted that, “There are lots of good managers that actively take the initiative to empower their teams. But, for us to continue growing we need to ensure all of our managers are doing their part, engaging their people in taking responsibility for driving team effectiveness.”

Synopsys turned to Glint in 2017 to automate frequent employee surveys and real-time analysis of results with the goal of boosting manager skills and empowerment across the business. Results are in leaders' hands within 24 hours, and managers receive focused, team-specific insights 48 hours following each survey. With real-time results and user-friendly dashboards, leaders and managers are able to quickly understand their team's data and focus their conversations on where and how to improve.

When a Glint survey closes, teams are buzzing. Employees feel energized about the opportunity to provide feedback so frequently and to be involved in the improvement process.

Rather than trying to tackle multiple improvement areas at once, managers are able to focus on the most critical areas of opportunity, surfaced by Glint's Heat Maps and Driver Impact Reports. Managers are encouraged to use the Action Planning tool to make concrete, interactive plans to address improvement areas, as well as delegate action items to their individual contributors.



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According to Gallen, since using Glint, employees feel more empowered because they see action being taken in a direct response to their feedback. In just a six-month period, scores on the Action Planning driver (“I believe action will be taken as a result of my feedback.”) improved by ten points across the entire organization.

The increased focus on managers and teams, stemming from Synopsys’s revamped survey program, has impacted other aspects of the business. Based on employee feedback, Synopsys recently invested in redeveloping its Compass program, a two-day training that helps managers take responsibility for their own development journey, while creating connected, more effective teams. In addition, the organization has launched a new learning platform designed to allow all Synopsys employees to drive their own development, share their learning resources with others, and collaborate more effectively.

Beyond the value for managers, Glint has helped alleviate the burden of the surveying process for the organization’s HR team, moving their roles from administrators to coaches, supporters, and strategic planners. Synopsys uses the data from Glint to help HR Business Partners have ongoing, targeted conversations with managers and teams around specific improvement areas.

The use of Glint has changed the conversation around engagement at Synopsys, bringing managers and their teams into the process for the first time, and empowering them to make regular, incremental changes to improve engagement and performance.

“Glint has set the foundation for managers to understand why action planning is needed, why conversations are critical, and why empowering their teams is so important,” adds Gallen. “And while each team is taking responsibility for shaping its own reality, we’re starting to understand how those efforts collectively author the story of Synopsys’s future.”



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