1 **GTM Monthly Update Research & Recommendations**   February 25, 2020

2 *The purpose of this document is to 1) share findings from recent research on the GTM Monthly Update wiki, and 2)*
3 *make recommendations based on those findings.*

4

5 **1. BACKGROUND**

6 In March 2018, GTM created the bimonthly update wiki to share program news, events, and reminders with the
7 TM community. We designed the Update to provide tactical program information for our business line Talent
8 Management partners and interested HR stakeholders, thereby allowing more strategic discussions in the monthly
9 TM community meeting. When the Update launched, we received positive feedback:

10 • *I just wanted to say that I find this single source of updates to be super helpful. We do have something*
11   *similar for HRBPs, and I think it helps streamline all the communications and deadlines that we need to*
12   *track. I can imagine that something like this might even eliminate the need for some of the meetings we*
13   *have. – Consumer TM Director*
14 • *This is a really terrific newsletter and a big comm improvement. Thank you!! It's a simple and structured*
15   *way to consume large amounts of info that we can use and deliver to our HRBPs in a customer friendly*
16   *way. – Finance, Legal, GCA TM Program Manager*
17 • *Love the format ... Clear, easy to read, helps me search through by topic. – TM Sr. Manager*

18

19 Anecdotal evidence indicates GTM uses the Update to gain visibility into other programs.

20

21 The goal of this research was to assess the effectiveness of the GTM Monthly Update wiki. For it to be effective,
22 our partners should visit the wiki regularly. Users should also feel the information in it is useful, timely,
23 trustworthy, and sufficiently detailed. To measure these criteria, we added a newly built visitor tracker to the wiki
24 in December 2019 and conducted a survey in January 2020.

25

26 **2. FINDINGS**

27 Summary

28 Twenty-seven people took the survey: 12 from GTM, 11 from Line TM, 1 HRBP, 2 other, and 1 unidentified. Results
29 were disparate. GTM and the HRBP generally assessed the wiki more favorably than line TM, though 73% of line
30 TM indicated the wiki does help them do their job. Respondents in every group noted problems with timeliness
31 and level of detail. However, 59% overall indicated they did not think another mechanism would be more effective
32 (we should note that 45% of line TM chose not to answer this question). This seems to indicate uncertainty about
33 the best solution to meet their needs.

34

35 *The table below summarizes key data from GTM and line TM; see Appendix A for full survey data.*

Table 1: Positive quantitative results	GTM	Line TM
I trust that the information in the GTM Update is correct.	10 (77%)	7 (64%)
The information in the GTM Update helps me do my job.	2 (18%)	8 (73%)
With the GTM Update, I can self service to find the information I need.	7 (64%)	4 (40%)
The information in the GTM Update comes at the right time, e.g., far enough in advance for actions I need to take.	6 (60%)	3 (27%)
There is enough detail in the GTM Update.	6 (60%)	3 (27%)

36

37 **Usage**

38 The email announcing the Update goes to 223 people every month from GTM, line TM, and interested
39 stakeholders. During the 2-month research period, there were 196 wiki visits from 72 unique visitors in five
40 countries. Visitors from GTM numbered 50 (including six wiki authors), 35% of the GTM audience. Visitors from

41 line TM numbered 18, or 35% of the line TM audience. This indicates that GTM has become a significant user. The
42 relatively low usage by line TM may be attributable to the wiki's lack of detail and timeliness.
43
44 **Trustworthiness**
45 While 77% of GTM had a positive response to the statement "I trust that the information in the GTM Update is
46 correct," line TM's assessment was somewhat lower at 64%. This may be because being closer to the source of
47 information engenders more trust on the part of GTM.
48
49 **Usefulness**
50 Three criteria were used to measure the wiki's perceived usefulness: 1) It helps me do my job, 2) I can self serve to
51 find the information I need, and 3) It helps me align my work with GTM priorities. Responses indicate that GTM
52 and line TM have different needs and expectations of the Update. While only 18% of GTM respondents (versus
53 73% of line TM) said the Update helped them do their job, something is driving increased visits from GTM; this may
54 benefit from further research. While 64% of GTM respondents agreed that the wiki allowed them to self service to
55 find the information they need, only 40% of line TM said so. This is likely due to the lack of detail line TM identified
56 below.
57
58 **Timeliness**
59 The item *"The information in the GTM Update comes at the right time"* had a 50% positive response rate (PRR)
60 from GTM, but only a 27% PRR from line TM. This may indicate that line TM has less line of sight and a greater
61 reliance on the Update, and the wiki is currently not meeting their needs.
62
63 **Detail**
64 The other item with a low PRR was *"There is enough detail in the GTM Update."* Sixty percent of GTM and 27% of
65 line TM agreed. The anecdotes also supported this. The lack of detail may also be the driving factor behind line
66 TM's low ratings on usefulness.
67
68 **Further Analysis**
69 The contrast between these results and the initial anecdotal feedback from March 2018 indicated that the updates
70 have become less robust over time. Qualitative survey results from all segments supported this hypothesis:
71 • *The email is inconsistently updated and doesn't provide timely information on what is going on in GTM –*
72 *GTM*
73 • *Include more details. The update reads like a Twitter feed, not an update. – Line TM*
74 • *This month, the content was light even though I can think of several updates that could've made it into the*
75 *update (e.g., Steam VP promo moving to Feb. 4 and the new deadline is Jan. 27). – Line TM*
76
77 To verify the anecdotes, we compared the content from the first four archived 2018 updates with the four most
78 recent updates, and found an average of 50% less content in the recent ones (555 words vs. 1100).
79
80 While the wiki is one of six methods GTM currently uses to communicate with the TM community (see Appendix B
81 for a full list), there is no other mechanism that provides incremental program updates for this audience. To date,
82 the wiki fills a need unmet by other mechanisms, particularly since we also hear anecdotally that TM leads aren't
83 cascading to their process execution teams.

84 Both quantitative and qualitative data indicate that while the Update needs improvement, it plays an important
85 role for both GTM and line TM:
86
87 • *For me the monthly update is … a mechanism to have sight of what else might be happening. – GTM*
88 • *This update was a good way to move some of the straightforward information … to free up the TM*
89 *Community meeting for topics that actually require decision or input. But the content of the monthly*
90 *update has become quite light over the last several months. – Line TM*

Context: This is the final report I wrote based on research I conducted into the efficacy of an internal HR wiki.

91   •   *[P]lease remember that we, as TM partners, need to know almost as much information as you do to*
92   *represent any program or process changes to HRBPs and the business (aka: the line). The less clarity or*
93   *information you provide, the less informed your end customers will be." – Line TM*
94

95 **3.   RECOMMENDATIONS**

96 Based on research findings, we recommend these next steps:

97   1.   Continue publishing monthly updates to the wiki
98   2.   Share survey insights with wiki content owners to a) address immediate concerns about detail and
99   timeliness, and b) communicate the value of the Update for line TM
100   3.   Meet with product and program managers to identify team mechanisms we could potentially leverage for
101   the update content
102   4.   Study how our TM community-facing mechanisms are currently working, and collaborate with Robert
103   Pratt and Ashley White on their GTM-wide mechanisms review, particularly for those that rely on TM
104   leads to cascade information
105   5.   In June 2020, after three months of that collaboration, investigate whether quality has improved and
106   whether the wiki still fills a need unmet elsewhere
107   6.   Consider the implications of GTM's growing use of the wiki
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110 **Appendix A: Survey and Wiki Data**

Quantitative results by audience**		Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
1. I use the GTM Monthly Update.	Totals	**5**	**6**	**9**	**7**
	GTM	0	3	5	4
	HRBP	1	0	0	0
	Line TM	4	3	3	2
	Other	0	0	1	1
2. I trust that the information in the GTM Update is correct.		**11**	**8**	**7**	**2**
	GTM	7	3	2	1
	HRBP	1	0	0	0
	Line TM	3	4	3	1
	Other	0	1	2	0
3. The information in the GTM Update helps me do my job.*		**6**	**6**	**8**	**7**
	GTM	0	2	6	3
	HRBP	1	0	0	0
	Line TM	4	4	1	2
	Other	0	0	1	1
4. With the GTM Update, I can self service to find the information I need.		**3**	**9**	**9**	**3**
	GTM	2	5	3	1
	HRBP	1	0	0	0
	Line TM	0	4	5	1
	Other	0	0	1	1
5. The information in the GTM Update comes at the right time, e.g., far enough in advance for actions I need to take.		**0**	**10**	**12**	**2**
	GTM	0	6	3	1
	HRBP	0	1	0	0
	Line TM	0	3	8	0
	Other	0	0	2	1
6. The GTM Update helps me align my work with GTM priorities.		**3**	**5**	**14**	**3**
	GTM	2	1	7	0
	HRBP	1	0	0	0
	Line TM	0	4	6	1
	Other	0	0	1	2
7. There is enough detail in the GTM Update.		**0**	**9**	**8**	**8**
	GTM	0	6	1	3
	HRBP	0	0	1	0
	Line TM	0	3	4	4
	Other	0	0	2	1
Totals from positive to negative		28	53	67	32

111 **While the wiki may not help GTM do its job, increased viewership indicates they see value in it.*
112 ***Results may not always total 27 since not everyone answered every question.*
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	Weekly	Bimonthly	Monthly	Quarterly
8. I would prefer to receive the GTM Update	4	6	8	5

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118   9. How would you modify the GTM Update to make it more useful?

GTM	HRBP	Line TM
More updates on product roadmap and more consistent updates overall Feedback mechanism more information and detail provided. Seems like there are not any updated The email is inconsistently updated and doesn't provide timely information on what is going on in GTM. I would recommend exploring alternative mechanisms. I also spend a lot of time updating this mechanism so it is useful for line teams but the questions I receive from line teams wouldn't be answered by this mechanism	More explanation on the Why, Roadmap, and Strategic decisions being discussed by GTM that would help TM/HRBPs understand more about what's coming.	This month, the content was light even though I can think of several updates that could've made it into the update (e.g. Steam VP promo moving to Feb 4 and the new deadline is Jan 27 Include more details. The update reads like a Twitter feed, not an update. I would advise finding other examples of really effective, informative updates and trying to copy those. include highlights & requests for action in the body of the email. more information--most of the fields are blank Make it part of product management processes Adding in a section within each program about the roadmap/projects to come or being worked on Provide more detail!

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10. Would another mechanism be more effective?			
Segment	Yes	No	No answer
GTM	1	9	2
HRBP	0	1	0
Line TM	2	4	5
Other	1	2	0

11. If you answered "yes" above, what mechanism(s) would you suggest?	
GTM	Roadmap reviews and line syncs
Line	MBR updates, summits Content directly in the body of an email, or at least in a doc attached
Other	People should be able to opt-in to news relevant to them, instead of noise. Also, I don't think information streaming in a purely top-down way serves its intended purpose.

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122   12. Is there any other feedback about the GTM Update you would like to share?

GTM	Line TM
For me the monthly update is more of "good to know" information, but not information I "need". The information I that I do "need" I would've already obtained (via formal engagements with the relevant parties) so this is mechanism to have sight of what else might be happening. Is there a GTM update? It might be overkill with all of the MBR's coming out this quarter as well... if this just highlighted high level info accross, then that would be helpful. however, i wouldnt expect program owners/managers to double down on an MBR and this update...	If we continue to only meet once a month as a TM community, I'd strongly recommend that you provide weekly (or bi-weekly) updates on the Wiki and go into much more detail on these program/process updates. Provide more links to what exactly you are referencing, so we don't have to spend extra time trying to find that source ourselves. Finally, I would ask that the team please remember that we, as TM partners, need to know almost as much information as you do to represent any program or process changes to HRBPs and the business (aka: the line). The less clarity or information you provide, the less informed your end customers will be. This update was a good way to move some of the straight forward information update type of content from the TM Community meeting to free up the TM Community meeting for topics that actually require decision or input. But the content of the monthly update has become quite light over the last several months. Also, since Comp is an integral part of the Q1 process, it might make sense to have a comp section as well.

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124   13. Please select the option that most closely aligns to your role:

GTM	HRBP	Line	Other	Unidentified
12	1	11	2	1

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Wiki visits by type		
Visitor type	**Wiki visits** Dec. 5 – Feb. 14	**Unique visitors** Dec. 5 – Feb. 14
Author	70	6 (8%)
GTM	91	44 (61%)
Line	35	18 (25%)
Total	196	72

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136 **Appendix B: GTM mechanisms for communicating to TM community**

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Mechanism	Owner	Audience	Purpose	Timing
1. Product Engagement QBR	Robert **** (and GTM leadership)	Line TM leads	Forecast GTM product activity in coming quarter	1 month before quarter begins
2. GTM Monthly Update	Program and product owners	TM community, GTM as secondary	Update on all GTM programs/products	2nd Friday monthly
3. TM Community Meeting	Mitch ****	Line TM leads, sub-leads, and PMs	Review proposals and hotly debated topics	4th Thursday monthly
4. GTM MBR	GTM leadership	Beth, HRD, and Line TM leads	Communicate hits/misses and goal status	Monthly
5. TM Line Sync Call	Kelsey ****	Line TM leads, sub-leads, and PMs	Open forum/office hours for TM/GTM sync	Every Tuesday at 3:00 PST
6. TM Line Lead Chime Chat	Robert ****	Line TM leads, sub-leads, and PMs	Answer TM questions and share incremental updates	Daily as needed

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141 **Appendix C: Survey copy**
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143 The GTM Monthly Update provides a comprehensive view across all GTM programs. Its purpose is to share
144 program news, events, and reminders with our partners so they can plan and disseminate to their community as
145 appropriate. In the spirit of continuous improvement, we seek your feedback on this mechanism.
146
147 To what extent do you agree with the following statements? [choices will be: *Strongly disagree - Somewhat*
148 *disagree - Somewhat agree - Strongly agree*]
149
150   1. I use the GTM Monthly Update.
151   2. I trust that the information in the GTM Update is correct.
152   3. The information in the GTM Update helps me do my job.
153   4. With the GTM Update, I can self service to find the information I need.
154   5. The information in the GTM Update comes at the right time, e.g., far enough in advance for actions I need
155   to take.
156   6. The GTM Update helps me align my work with GTM priorities.
157   7. There is enough detail in the GTM Update.
158   8. I would prefer to receive the GTM Update [Weekly/ Every other week/ Monthly/ Quarterly]
159   9. How would you modify the GTM Update to make it more useful? [open]
160   10. Would another mechanism be more effective? [y/n]
161   11. If you answered "yes" in #5, what mechanism(s) would you suggest? [open]
162   12. Is there any other feedback about the GTM Update you would like to share? [open]
163   13. Please select the option that most closely aligns to your role: [Line talent management/ HRBP/ GTM /
164   other]