

The Ultimate C-Suite Guide to Engaging Employees with Glassdoor



Issue 1: July 2016
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RewardGateway
the employee engagement people

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About the Author

Glenn Elliott is Founder & CEO of [Reward Gateway](#), an HR technology company that delivers the only Employee Engagement platform combining employee perks, corporate communications, social reward and recognition, and employee wellbeing solutions in one easy to use hub. Over the last 10 years he has built a company with revenues of \$220m that now employs 330 people servicing 1,200 clients across the USA,

Australia and UK. He has prioritized culture as the core of his company since day one.

A leading voice on the seminar and conference circuit and a regular [blogger](#), the chink in his armor was his Glassdoor review performance. Reward Gateway had 91 employee reviews by April 2016 but almost no employer responses.

Suffice it to say: That's completely changed.

Introduction

“Give a man a mask and he will tell
you the truth.”

Oscar Wilde

When I founded Reward Gateway, we set out to disrupt the employee engagement industry. Since then, our HR technology company has designed the [Engagement Bridge](#), a working model from our first 10 years that defines the key components required to attract, engage and retain employees and enable them to be more innovative, more productive and make better decisions.

Often labeled an HR or recruitment “issue”, I’ve learned that Glassdoor is actually an incredible way to connect the C-Suite to the people at the hard end of your business – those dealing with your customers and products. In all my time of working with clients I’ve never met board-level people who wanted to become detached from their business but it is something that almost feels inevitable with scale. Glassdoor can help you to reconnect.

So rather than being another place where the company needs to present itself, Glassdoor is actually a place where your leadership team can learn about their own company, can find out what is going on, what’s working and what is not.

[I’ve now redefined our approach to Glassdoor to be a key component of our employee engagement strategy.](#)

But it wasn’t always that way. Back in 2013, I was a partial user of Glassdoor. I promoted it within the company, asked people to write genuine, truthful and anonymous reviews and read every one as soon as it was published. But what I didn’t do is reply, and that’s what I now realize was my big mistake.

[Glassdoor is an enormously valuable leadership and communications tool that can have a significant impact on your business. It allow you to learn about what is valued by your people, what is not valued or](#)

[not working and even learn about decisions or programs that have been misunderstood.](#)

Glassdoor’s own guidance for responding to reviews is *“be professional, say thank you, address specific issues, be authentic and use your reviews to fix problems.”* It makes sense, but it’s still difficult to execute without sounding corporate and non-human — two things that never go well with me.

So I researched the proper way to respond to reviews. And there are posts and information about giving you information on how to deal with *negative* reviews, but actually most reviews aren’t like that. I find a majority of reviews are honest, from the writer’s perspective and include praise but also criticism, comment and suggestion. And the sheer anonymity of the writer made it particularly hard to reply, especially when they had given feedback about management or colleagues.



Opinion

Glassdoor has the potential to be one of the most powerful leadership and communication tools modern C-level executives — especially CEOs — have at their disposal.

Some reviews that you completely agree with get you into trouble too. We had one that said we had “*too many young managers who haven’t had enough training*,” which I agreed with, as it was true at the time. But when I drafted what I thought was an honest response to that one by accepting the feedback, agreeing with it and promising to invest more in first line manager training, our own Human Resources Director worried I was “throwing our managers under the bus.”

I really felt like, on Glassdoor, you couldn’t win. So I read every review and discussed issues with my Leadership team but I never once replied. And that was a big mistake because without a reply, no one could see that we were listening. Everyone just assumed we were ignoring them. And that’s a real problem. How can I pride myself and my company on employee engagement when we were missing such a critical piece of engaging behaviour?

But that’s now changed. In April 2016, I pledged to answer every single Glassdoor review myself within 24

hours. (I owe it to our Director of Talent Chris Gannon, and our PR Manager Charlie Lofthouse for [persuading me](#).)

So I really had to become quite good at Glassdoor. And within a few hours I’d learned enough and practiced enough that it became easy. In fact much more than easy — *it became valuable*.

In this eBook, you’ll learn how to use Glassdoor to strengthen your commitment to your company, its goals and, most importantly, your workforce. I wrote this guide because I genuinely believe that Glassdoor is not a chore, and it’s not “*just a recruitment site*.”

Part 1:

Glassdoor Basics



Insights

All but the smallest companies are already listed on Glassdoor.

Anyone can add a company and once listed you can't ask to be removed.

There are 500,000 companies on there now and 11 million company reviews.

Not sure what Glassdoor is? That's OK. I'll help you out.

Glassdoor is a jobs and recruiting review website featuring anonymous company reviews written by employees. Just like TripAdvisor where people review hotels, on Glassdoor employees review their employers, anonymously.

Great CEOs stay connected to their business and their people. They work hard to be visible leaders and understand what is going on in the product and with customers, but it gets harder the bigger you get. Glassdoor can help you increase visibility — and productivity — for companies of scale. Here's what you'll find on Glassdoor:

It's a public website and everyone in the world can see it at [Glassdoor.com](https://www.glassdoor.com). Your

staff can see it, your potential staff can see it, your customers and potential customers can see it and your investors and shareholders can see it. *Everyone can read everything.* (This is important.)

When someone reviews your company, if you don't like or agree with anything or everything they said, then you can't delete the review but you can reply. **Your success at leveraging Glassdoor is all about the actions you take and the replies you give.** That's why I've written this guide.

Glassdoor does have community guidelines and if a review is aggressive, names people or breaches their guidelines they will block it, but you can't remove things you just don't like. Instead you have to respond. But don't worry, by the end of this eBook you'll know how to do that with ease.

The business case for Glassdoor

Glassdoor is an incredible way for CEOs for businesses of scale to stay connected, take action and have conversations that make meaningful impact on their business.

Here's how, as a C-suite leader, you can use Glassdoor to make your business better:

- | | | | |
|----------|--|---|---|
| 1 | People will tell you things that are broken in your product and business that you didn't know: |  | You can get someone to fix them. |
| 2 | People will tell you about decisions that are misunderstood in your business: |  | You can correct assumptions, and explain your execution. |
| 3 | People will tell you what is great about your business: |  | You can make these assets a priority in your company strategy. |
| 4 | People are going to write bad things about your business that other people can see: |  | You can tell your side of the story. |

Part 2:

The “Review, Reply, Repeat” Rules

There are several ways that Glassdoor can add value to your organization.

To win new business, as a sales tool

What better way of showing what a great partner you'd be to their business than showing them how your own employees talk about their jobs and the company. Rather than praying your clients won't see your Glassdoor reviews, wouldn't it be great to be in a place where you can point your clients to your Glassdoor profile as independent evidence of how great your business is?

To win outside investment

Investors look for any source of information and data they can find and Glassdoor is now a key investor research tool along with Crunchbase.com and social media.

Our own investors Great Hill Partners use Glassdoor to understand management and leadership styles and even to identify potential areas of under-investment.

To recruit new employees

This is actually Glassdoor's advertised purpose and one that it's very good at. I'll talk more about this later.

To engage with existing employees

It took me several years to learn this – the power of Glassdoor as an employee engagement tool with your existing employees. By listening to your people, connecting with them and showing them that you are listening you can positively impact employee engagement amongst your existing team.

Above all, Glassdoor should be used as a leadership tool.

For me, it's not about rebutting negative reviews, it's about understanding them and finding out what to fix, change or re-communicate in the business. Every Glassdoor reviewer has taken the time to contribute their view as they see it, it's up to you to find the actionable truth in there and make things better.

Leveraging both negative and positive reviews properly can lead you to a stronger, better company that's better understood among its audience. Think to yourself: *How many corporate decisions have failed because they weren't understood?* Correctly leveraged, Glassdoor gives you the chances to catch that and fix it. But only if you follow the rules.



Opinion

12 | The “Review, Reply, Repeat” Rules

More on our Glassdoor
profile at [rg.co/glassdoor](https://www.glassdoor.com/Overview/Working-at-Regeneron-Reviews-Employer-Reviews-of-Regeneron-Inc.-E87609.htm)

Rule No. 1:

The most senior person possible should reply. A message to the CEOs: This Means YOU.

Glassdoor's own advice is :

“We recommend that Marketing, PR or HR representatives (or even the CEO) at your company get involved in responding to reviews, but more than one company representative can surely respond.” Respectfully, I disagree.

C-suite level executives, especially CEOs, need to understand how Glassdoor reviews deeply contribute to open and honest communication in a company, which is paramount to successfully [attract, retain and engage employees](#).

Contrary to what you might have been told, the marketing department should not be involved in responding to Glassdoor reviews. Period.

They are not positioned to take management and leadership action on the things that your employees raise through Glassdoor.

If you leave this job to the marketing department then you are treating Glassdoor as a presentation issue. It's not. **It's a leadership and growth opportunity.**

Maybe a very senior HR person could do it, maybe your COO could, but in all but the biggest companies I think this is a key job for the CEO. Don't make the mistake that I did originally of thinking this was something for HR, or recruitment. It's our job — we're the C-level executives, we need to deal with this and we're the ones that benefit most too.

Glassdoor is your opportunity to connect with and be seen to be connected with your employees, your investors and your past, present and potential clients. This is your chance to show how you respond as a brand, but more importantly, how you *so/ve* as a brand.

Rule No. 2:

You need to respond very quickly - the ideal is daily, or weekly, as an absolute minimum.

The most important thing to remember here is that **this is a conversation between you and a single employee**. This is one of your employees telling you how they feel now and you have one chance to reply in a timely way and improve how they are feeling.



Pro tip

Use technology to help you. Through the Glassdoor Employer Admin panel you can set an alert to go off when a Glassdoor review comes in. In your email client, set up a rule so it's flagged for you when a response comes in. I took it a step further and actually use the VIP contact functionality in Mac Mail so it notifies me on my Apple Watch. Then, jump to it!

You can show your employees you are listening, tell them you have understood, correct any misunderstandings or say you'll fix whatever they've told you is wrong. It will affect how they behave, lead, manage and work for you immediately. You want that now. Don't wait.

In a Glassdoor blog post from September 2015, Glassdoor themselves say "reply promptly – every month or quarter" but I don't think that's anywhere close to enough. When I finally realized my mistake in April 2016 I committed to replying to Glassdoor reviews within 24 hours. Now that's a tall order and I admit, I'm not perfect in my track record, but I'm close. **But it's what you need to aim for.**

Rule No. 3:

Remember, each reviewer is a real person, a human being that someone in your company

selected and hired, someone that you have on your payroll.

Because reviews are posted anonymously on a public website it can feel, when reading them, that there is no real person behind them. It's hard to write an honest and genuine response when you can't imagine the person. You imagine you're writing a response that the individual will never see.

What Glassdoor doesn't tell you is that your employer response will be emailed directly to the person who gave you the review. If you think in that mindset — write to and respond to the individual — then you'll find it much easier to write an honest response.

Above all, don't forget you're talking to a human. A real person. Imagine you're speaking to them face-to-face, and picture their expressions. Always be humble, always be kind. Feedback is a gift!



Pro tip

Make a mistake in your review? Fix it!

Employers can edit their responses after posting them so you really can prioritize speed. If you spot a typo or other error you can change it later. But don't do this too often, every time you edit and publish a response, the original reviewer will get an additional email containing your whole response. So you can make typo changes or maybe add something, but don't do a complete change of direction in your response as the reviewer will have the "before and after" evidence! (Also, always fact-check yourself before posting.)

Rule No. 4:

Avoid or translate jargon.

You're replying to one person but your reply will be read by others. Some will be other colleagues at your company, many will be outside your company. So watch for jargon that outsiders may not understand.

For example, we have a quarterly all-staff meeting called the GBU — the Global Business Update. If someone mentions that or if I want to reference it in a response, rather than say "GBU," I say "the quarterly all-staff meeting." But do this in a natural way. Remember you are communicating first and foremost with the person that wrote the review.

Rule No. 5:

Never be tempted to play detective.

I must be honest, the temptation to try to figure out who left a review used to be huge. Sometimes, it's irresistible. If you have a few hundred employees and you get a new review from "Past employee" so you know it's someone who's just left, you're racking your brain to think of who it is. Stop. Don't do it. It's not helpful. It just contaminates your thought process.

Keep your brain clean — you need all of your wits to really listen to what they are saying, really hear it and look for the truth in those reviews. (I'll elaborate on this later.) For now, think to yourself:

- What truth is there that needs acting on?
- Who else in your organization might be thinking the same as in this review?
- What else can you do to make your business better?

If you're obsessing about working out who said it then you're distracted from that and you'll probably be wrong anyway.

Rule No. 6:

Treat every review like it was written by your staff (even if you think it wasn't)

So one of the features of Glassdoor is that anyone can write a review about any employer. Most users log in using Facebook or LinkedIn so there is some element of identity match up there, but Glassdoor can't and doesn't check

that they are really an employee.

Don't kid yourself that negative Glassdoor reviews all come from mischievous competitors. They don't. In any event dismissing Glassdoor as not worth engaging with, is a terrible idea — a bit like saying you don't like social media and wish the genie would go back in the bottle.

The other danger is that every time you read a bad or negative review or a review that doesn't say your organization is beautiful, you assume it's written by the competition. And I've done this myself. I found a review once that didn't feel real to me and I messaged my then-Executive Assistant Charlie Lofthouse saying that (I think I was ranting). But Charlie very gently told me then that she was pretty certain that the review was genuine as she was aware that some people thought that.

One last note: When you post a response, it will be read by a real, human moderator before it goes live. This sometimes takes a few minutes, it sometimes takes a few hours. The more you use Glassdoor, the faster it seems to get.

Part 3:

Handling the Six Most Common Types of Reviews

It's natural to start out hoping for 100% good reviews and hiding or shrinking away from criticism or misunderstanding. Your company is your child, and like any proud parent, it's hard to admit that there are any faults.

But Glassdoor reviews can clue you into something you don't know (that you need to), or something that you can go on to address in your business. These reviews might tell you that someone important doesn't understand something that you or the organization has decided. So what are you looking for?

“Pride deafens us to the advice or warnings of those around us.”

John C. Maxwell

These are the six types of Glassdoor reviews

I've come across:

- 1.**
—
A positive review that tells you that someone loves working for you.
- 2.**
—
A positive review that tells you someone is generally happy but points out something about their employment that could be better (e.g. benefits, pay or management).
- 3.**
—
A review that points out something bad about your product (e.g. “not enough testing” or “customers complain about...”)
- 4.**
—
A really nasty review that feels way off beam — you just don’t recognize the company that they are talking about.
- 5.**
—
A really nasty review where you can see instantly your company has failed, or as an organization you’ve treated someone badly.
- 6.**
—
A bad review from someone who’s left the organization, who you can no longer help.

OK, thanks, Glenn. But how do I respond to these reviews?

A review might be easy - it might just be a nice review that you just need to say thanks to. **But if you are lucky it'll be better than easy, it'll be valuable.** It'll either tell you something you don't know that you need to, that you can go on to address in your business or it'll tell you that someone important, one of your employees who you're paying a fortune to, doesn't understand something that you or

the organization has done or is doing and it's giving you an opportunity to fix that.

The most important rule is to never, ever, whatever the temptation, use templates or automation. Social media is personal and you need to write every response by hand or you won't be authentic. Ask yourself: Did you ever value getting a response from a machine? Here's how I look at the variety of reviews we receive:

1. A positive review that tells you that someone loves working for you

These are easy, and a nice feel-good moment. Embrace it. Thank the person for the review, maybe reflect back something they said or add value by giving useful additional info — if they like your staff benefits then you might say you're delighted and there is more good stuff on the way.

2. A positive review that tells you someone is generally happy but points out something about their employment that could be better

First, ask yourself, “is it factual”? Don't go on the defensive, but if there's something that needs to be corrected (e.g. the employee is misunderstanding the scope of your new benefits package), gently explain that there's been a misunderstanding, and correct them.

Next, think about **A)** what your company is already doing to resolve the issue (e.g. you're already developing better training for management) or **B)** What your company could be doing to resolve the issue. In my example at the beginning of this eBook, someone pointed out to me that some of

our newer line managers seemed untrained. Instead of saying “yes, you’re right” or “no, you’re wrong” I instead thanked the person for their opinion and went on to explain how we were giving our managers additional training and development as we reflected on the fact that we wanted to give opportunities to people, and this sometimes meant people were first-time managers.

The main point here is that you want to be sure to engage with the reviewer to show that yes, you hear them, and here’s what you’re doing either because of (or in relation to) their comments.

3. A review that points out something bad about your product

Again, are there facts that can shed this

review in a better light? For example, can you explain that the product went through X rounds of vigorous testing, was checked for quality assurance by Y team? Or is this a prior complaint that you’ve since fixed (e.g. “Customers complain about long wait times for service tickets,” to reply with “We’ve since fixed our phone systems so our customers only wait on average 5 seconds to be answered.”).

If, after you do your research, you discover that nothing has been done to address the issue at hand, your role as a leader is to fix it! Get on the line with the proper senior manager and start talking through how to make this issue more of a priority. Then, when you respond back to the review and explain the steps you’re taking to address their issues, you’re being truthful and transparent.

4. A really nasty review that describes a company that you just don’t recognize

These are probably the trickiest because you need to explain that you don’t recognize the company they are describing, but you want to acknowledge the obvious bad blood between your organization and this reviewer.

There is a useful [example](#) from April 2016 with Boston-based inbound marketing company Hubspot. A snippet from the review: “*HubSpot is at best a very well-orchestrated façade.*” That gives you an idea of the negative tone throughout the rest of the review.

Hubspot’s VP of Culture & Experience Katie Burke replies in a really great way:

HubSpot Response

16 Apr 2016 – VP, Culture and Experience

Ouch, not a fun one to read at all and not reflective of my experience at HubSpot, or that of many of our employees. Typically I dive into specifics here, but given the nature of this review and your experience, happy to connect offline if you'd like to discuss--just shoot me an email and happy to meet in person or do a phone call to hear your point of view and what we could have done better. -Katie ▼ [Less](#)

What's important is that Katie replied immediately, on the same day, said how she really felt with the word — *Ouch* — yet avoided arguing with the reviewer while still gently putting her side across by saying it wasn't "*reflective of my experience, or that of many of our employees.*"

Casual readers will see that such a bad review is not reflective of the overall trend and they will take that into context. Plus, Katie shows her human side by asking what "we" (as in Hubspot) could have done better.

If Katie had not replied then this review would have been seen by hundreds, if not thousands of people and the reviewer would have had the only and last word. But by replying, Katie has shown Hubspot in a much better light and really taken the sting out of the impression left for others.

5. A nasty review where you know or can see instantly your company has failed

In response terms these are actually

quite easy, it's the actions that matter afterwards that might be hard.

Obviously the first thing you say is "Sorry."

No leader should ever dodge saying sorry when the organization fails to deliver and that goes for employees as much as customers. "Sorry" is one of the most powerful words in the English language. I've learned to use it often!

If you have enough information to go on from the post then say what you're going to do next — could be as simple as "*I'll talk to leaders in that part of the organization and we'll work out a plan to make things better.*" And thank the person for taking the time and having the courage to speak up and give the feedback. They've allowed you to make your organization better and you'll be grateful for that.

If you need more information, such as what division or site the person is in, then remember that the employee will receive a copy of your reply by email, so you can ask them to contact you directly to give you enough information to act. Be very careful to do this in a gentle way — the C-level title can intimidate staff and you must avoid someone feeling they will get into trouble.

It may be appropriate to provide a confidential HR helpline or safe way for the employee to continue their feedback but whatever it is make it clear that you value them, you are grateful, you want the detail and you will take action.

6. A negative review from someone who's left the organization

These are the worst, because you've potentially lost your opportunity to make things right for that employee. Had they spoken up (one of our [key values](#) is to encourage our team to Speak Up) before leaving, maybe you could have put things right.

It doesn't matter how old the review is, it still deserves a response. We've known for many years that a happy customer tells one person, an unhappy customer tells 10. But

with social media at everyone's fingertips you can multiply those numbers by 10 or 100.

Well, it's the same for employees.

Just because an employee has left you doesn't mean their views don't count. They will continue to share them whenever your company comes up in conversation — with another potential employee or even a potential or current customer. So when misunderstandings or differences exist with an employee who has left, be sure to fix them. It's worth it.

Part 4:

Why Negative
Reviews Deserve a
Little More Love

It's human nature to want to read the best and worst reviews of a company or product, and employee reviews of a company are no different.

Negative reviews will be seen more than normal or positive, so you need to make sure the response to your worst reviews is amazing.

Glassdoor allows a user to filter reviews, but not by rating. But it does allow a user to view reviews in rating order either 'Best to worst' or 'Worst to best.' So by clicking the "rating" sort order button twice, people will see the worst reviews about your company — the absolute stinkers!

I only realized this recently, but it explains why one of our oldest reviews from October 2014 still got 179 views last month — it's

because it's a real stinker ([read it here](#)) and so it appears top of the list when you sort in reverse order of rating.

Even though it is old, and pre-dates my *"must respond to all reviews"* resolution, I wrote a reply acknowledging the review's age and content.

What's super-important here is even though this review is more than two years old and even though the person had already left us when they wrote it, it is still being seen by nearly 200 people every month. **So how I reply to it is critical in how the company is perceived.**

I can't stress enough how important it is to deal with these negative reviews — so many of your customers, potential customers and potential employees could

see these, and without your reply, they will not get the full picture. They will only see what your negative reviewer saw.

Everyone looking at the review, if unanswered, sees that we ignored it and leaves the page with a negative feeling about us, even if they have just read a load of great reviews. So your response is the opportunity to leave the reader in a much better place. Because your response is emailed by Glassdoor to the original reviewer, if you handle it well then you have the opportunity to turn them around. Even if this is only partly successful it is worth it.

You'll likely have old, negative reviews to deal with too so here is how I handled it:



Pro tip

In the rare event a truly malicious review is posted, you can flag it for Glassdoor moderation

But beware that malicious use of Glassdoor is actually very rare. It's much, much less than 1%. You're going to hear things said about your organization that may not be what you want but they are almost always correct and true.

Reward Gateway Response

27 Apr 2016 – CEO

Hi there, it's Glenn here.

I'm going through our Glassdoor archives to make sure that every review has a response and I found yours. I know it's from a couple of years ago and you'd already left us by the time you wrote it but I wanted to reply anyway.

Things obviously didn't work out well for us with you and I'm genuinely sorry about that. I read the other day that the true cost of a failed hire is probably 3 times their annual salary and that's certainly true in sales where you were.

What can I say - I don't recognize the company you describe either now or in 2014. We did complete the investor change (buy-out) as planned in July 2015 and it was for 40% more than our target releasing over £6.5m to staff through the employee share programme. Buy outs in a PE backed business are 4 to 5 years apart and that can feel like a long time sometimes, but we do try to keep everyone up to date and connected to the progress at the quarterly all-hands meeting.

I genuinely hope that you've gone on to great things and now have a role that works for you. It doesn't benefit anyone when the working relationship breaks down and although your review of your time here was very negative I'm grateful for your contribution to open communication anyway.

Very best of good luck,

Glenn [▼ Less](#)



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One of the things that is so important is that however harshly someone speaks of the company, you must always react with kindness and support. Remember — you are the leader of the big company, they are just one person.

The art of truly using Glassdoor to power your business to a better place is to listen to what people are saying to you, change what you want to change, educate and have the conversation.

I did meet someone once who said her approach was to use a high powered lawyer

in New York who “*could get you a spiky review removed for just a few thousand dollars in six months.*” While I have no proof of her transaction, trust me, this is not the way to deal with social media, it’s not the way to connect with your employees and it’s not the way to build a great business. (And, to be fair, Glassdoor tells me they only responds to your flagging a review as “inappropriate,” where the team will further scrutinize the review for moderation.) Basically: Forget the lawyers, save your money. Just do a good job fixing what needs fixing and explaining what needs explaining.

Part 5:

Making Glassdoor
a Company-wide
Priority



Insights

The Glassdoor Open Employer program is free and open to all employers who demonstrate their commitment to transparency by engaging. You don't need the paid Glassdoor product for this.

The paid Glassdoor product is called "Enhanced Profile" and it gives you more control of how your brand appears and lets you list job vacancies.

Whether you're the CEO, CMO, COO or the gutsy senior HR director who plans to march into their boss's office (good for you!), you have made the choice to download my guide, and make Glassdoor a priority for your business.

To that I say, bravo. **But you're not done.** It's important to ensure your entire business, top to bottom, side to side, understands your commitment to Glassdoor, and why it matters.

Here are a few ways to do that:

Get Marketing Involved.

It's your job to read and respond to feedback, but there is a big role for Marketing on Glassdoor too. Marketing and Recruitment should work together

on expanding your company's Glassdoor profile to explain and promote your culture.

Glassdoor has text areas (for global businesses, this can be tailored by country) and a photo library that you should keep fresh with pictures of your company, offices and people. Candidates growing up now are used to a much more visual world and a much higher quality of imagery and photography than in the past. If you want to attract great candidates, especially in Gen Y, then you need a good looking and vibrant Glassdoor profile, and the marketing department should lead on that. If you have [a company blog](#), hook up the RSS feed to the profile easily for fresh content.

Know Your Engagement Level.

There are three levels of Glassdoor Employer Engagement and you can see them on the top right of your profile, above the “Add a review” button. They are :

Unclaimed Profile	What are you waiting for? Act immediately, claim your profile and take control.
Engaged Employer	This means you have control and you’ve started doing the basics
Open Employer	You get this grade when you have completed the five key steps to showing your commitment to openness and transparency. It’s straightforward and you should do it.

Get Your People Team Involved.

It’s hugely valuable to communicate the use of Glassdoor internally, and encourage reviews in an **honest** way. Glassdoor can be a key component of an open and honest communications culture and you can encourage its constructive use in several ways.

One word of advice: Never be tempted to ask for, suggest or encourage biased, good or positive reviews.

This can backfire in a really difficult way. I constantly ask people at Reward Gateway to review us on Glassdoor, whether

in the Employee Handbook or in our internal communications (we even have a shout-out on [SmartHub®](#), our internal communications platform) but every single time I always use the words “*an honest review of how you feel about working at Reward Gateway,*” and I always take the opportunity to remind everyone that the service is anonymous and I can’t even see who has and hasn’t reviewed the company.



Pro tip

Seriously. Don't game Glassdoor.

If you try and game Glassdoor by coercing good reviews or other manipulation then you are not building a great company.

Even if you manage to drown out reviews of people who have genuine concerns with good ones, all you will do is recruit people into an organization that has flaws. And that in itself can only lead to damaging your bottom line as you promise something you can't deliver.

The only sane thing to do if you want to build a great business is to listen to what your staff are saying and engage in an adult conversation with them.

If you attempt to even subtly coerce, encourage or incentivize positive or skewed reviews, you'll get someone stating that publically on Glassdoor and that will blow all the credibility that you've building up in your public profile. You'll get awful comments [like this one](#) which are very hard to deal with:

Cons

Management, No direction, People used to be good but the good ones are now scarce.

Management has either bought off PR firms and well known speakers to promote their "amazing culture" or forced people to write some of these "positive reviews". They are horrible horrible people. I see someone cry almost every day. I see someone look like their spirit has been demeaned almost every day. The blame the common folk for everything. They underpay and then boast at company meetings about overpaying third party vendors or their own upper management team. Horrible HORRIBLE PEOPLE.

Show Less

[Feedback](#) given to NextJump the ecommerce and advertising firm.

Shout Your Successes (and Your Learnings)

I recently responded to [a review that pointed to a high turnover rate](#) in our company.

I was surprised, as I didn't necessarily agree with it, but I wanted to ensure that I had the proper information. I got my HR team involved with putting together a People Report on our leavers to back my validation up with data, and then shared it on Slideshare for anyone to read.

Use Glassdoor as inspiration for content pieces that showcase leadership, process and procedures as you examine your own policies.

Reward Gateway Response

Jun 19, 2016 – CEO

The part of your review that I spent the most digging around on though was when you mentioned a high turnover of staff in some parts of the business. I have to be really honest myself, I can't really find where you are thinking about. The last 6 months have been some of our most stable ever in terms of people and I actually commissioned a report from HR specifically to make sure I wasn't being blind. It's up on Slideshare now at rg.co/slideshare. I'd love to understand more where you were thinking about, if you'd like to message me about it after then we could chat. When I look at who left us in the last 6 months, we had a small number of people go onto the next great step in their career - I'd love RG to be a great home of many people for as long as possible but I'm conscious that there is a natural point for many of us where we choose to go on to the next step somewhere else. In the most part that happens at a great point and everyone feels good about it, it's actually quite rare that its not like that. Anyway - if you'd like to talk about it more than please I'd love to.

Conclusion

Glassdoor can be a powerful addition to any leader's toolkit, but only when used properly. Though you may get Google Alerts for news hits, tune into the local channels to scout out your competition or attend seminars for best practices, much of the insight you're looking for is right there on your Glassdoor profile. Follow my lead, and use Glassdoor reviews as the window you've never opened to look deep into your organization to improve your company morale — and your bottom line.

I hope you've found my guide useful as you tackle your old and new Glassdoor reviews, with an eye to using people's anonymous feedback as a catalyst for positive, impactful change across your organization.

For more ways to learn how to engage and communicate with your staff, check out these resources:

[eBook: How to Engage Your Employees in 3 Simple Steps](#)

[Blog: Glenn Elliott, CEO](#)

[Blog: Reward Gateway, the Employee Engagement Experts](#)

Good luck with your Glassdoor adventure. Mine's only just begun. (And as I write this, we've recently hit our 100th review. Now that's something to shout about!)

Can you help me make this eBook better?

You're reading Issue 1.0 of my C-Suite Guide to Glassdoor. We're committed to

continuous improvement in everything at Reward Gateway and I know the first version of anything won't be as good as the 10th.

We've tried hard to make this first version helpful and easy to read and I'm grateful to Chloe Thompson and Jonathan Burg for their help and guidance. But I would love your feedback on small things like typos or big things like sections that make no sense. Please don't hold back; together we can make things better.

Best wishes,

[Glenn Elliott](#)

Founder & CEO, Reward Gateway
Boston. July 2016
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