

Jennifer Cullen, PhD

Director of Global Culture, Listening, and Engagement, VISA

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Senior People Scientist and Diversity, Equity, and Belonging Lead, Culture Amp



Jennifer is the Director of Global Culture and Engagement at Visa where she is redefining the approach to employee surveys. She is designing, implementing, and actioning a continuous feedback program that is agile, dynamic, purpose-built, and data driven via alignment on the moments that matter across the talent experience and journey. Jennifer joined Visa 9 months, after having served as VP of People Science at Culture Amp. She has spent the past 16 years working to understand how employees can best experience their work. Jennifer has a PhD in Industrial/ Organizational Psychology, with a specialty in Occupational Health. Jennifer contributes extensively to external thought leadership, with publications in peer review journals and the popular press (e.g.,

[HBR](#)).



Sahra is a Senior People Scientist and Diversity, Equity, and Belonging Lead at Culture Amp. Her passion lies in helping organizations make data-informed decisions around their people problems. She has had a wide range of experiences, including working both internally and externally with key stakeholders to identify opportunities to improve employee engagement and create more equitable and inclusive employee experiences. She has a Master's degree in Industrial/Organizational Psychology and is currently working on her PhD. Sahra's research interests include the role of job advertisements in career preferences, gender differences in academic interests, and, more generally, employee engagement.

Making the Shift: How to Move from Employee Engagement to Employee Listening

How can organizations who are attached to their annual employee engagement survey successfully switch to truly listening to employees? How often should we be "listening" and how do we identify what conversations to have? Who should own the actions and insights that come from continuous listening? Jen will share how she structured Visa's collaborative and purpose-built Employee Listening Program. Sahra will then share how design thinking methodology can be used in the ideation and action planning processes on the back of feedback to enable employees at every level to get involved and become culture change agents.