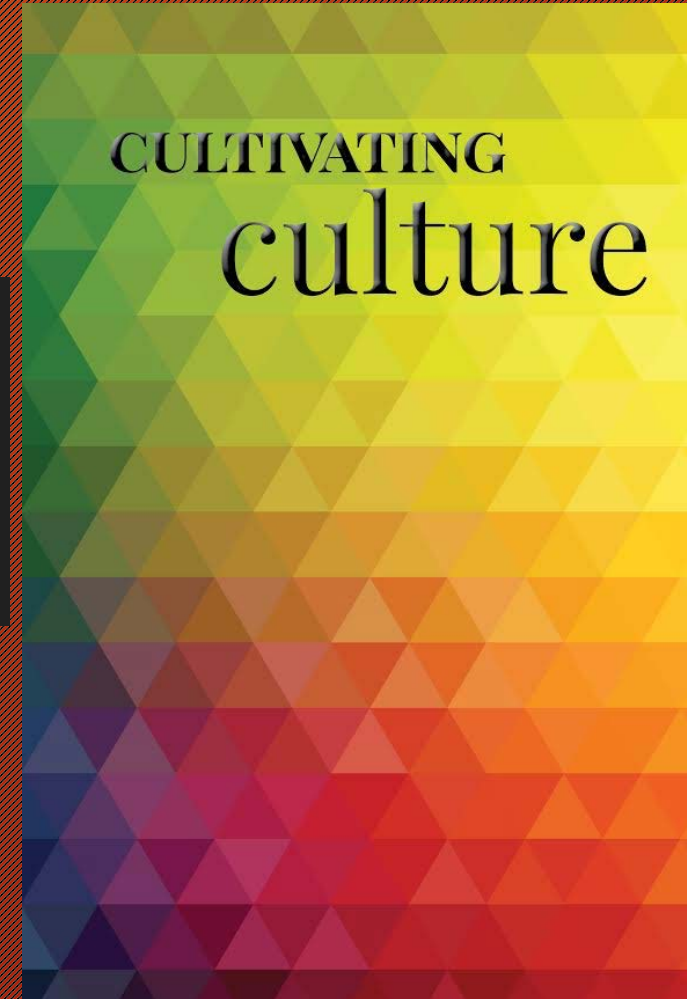# Let's Define Employee Engagement

Employee engagement is the extent to which employees feel passionate about their jobs,
are committed to the organization,
and put discretionary effort into their work.

Why should an organization care about having engaged employees?
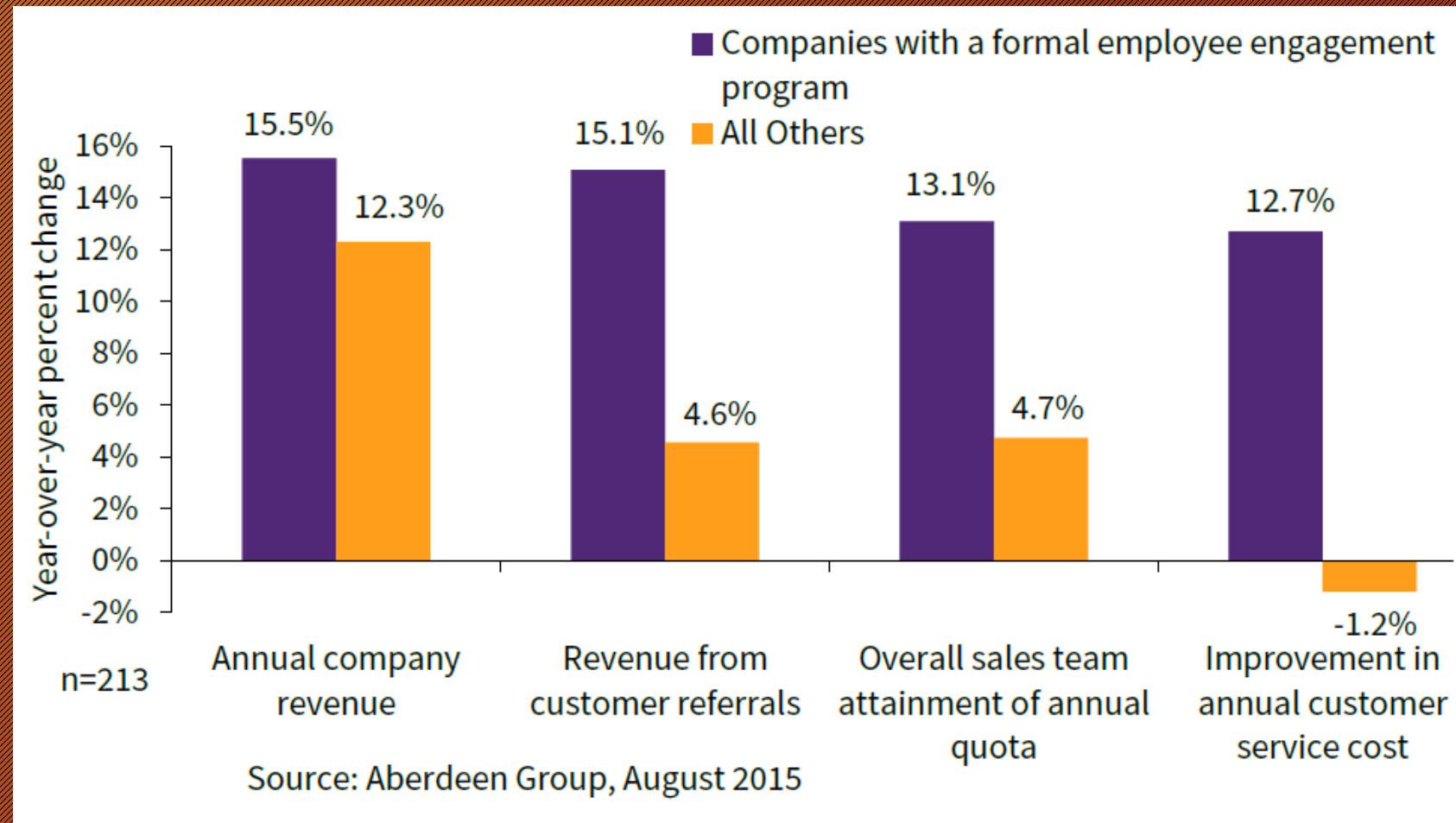
Engaged employees:

• Are motivated to give extra effort, driven by a workplace culture that challenges, respects, and holds people accountable

• Positively contribute to the success of your business

• Feel a part of your team which allows organizations to retain top talent

• Understand the Organizational Strategy and goals and they help communicate the vision to all stakeholders

More reasons

Why should an organization care about having engaged employees?

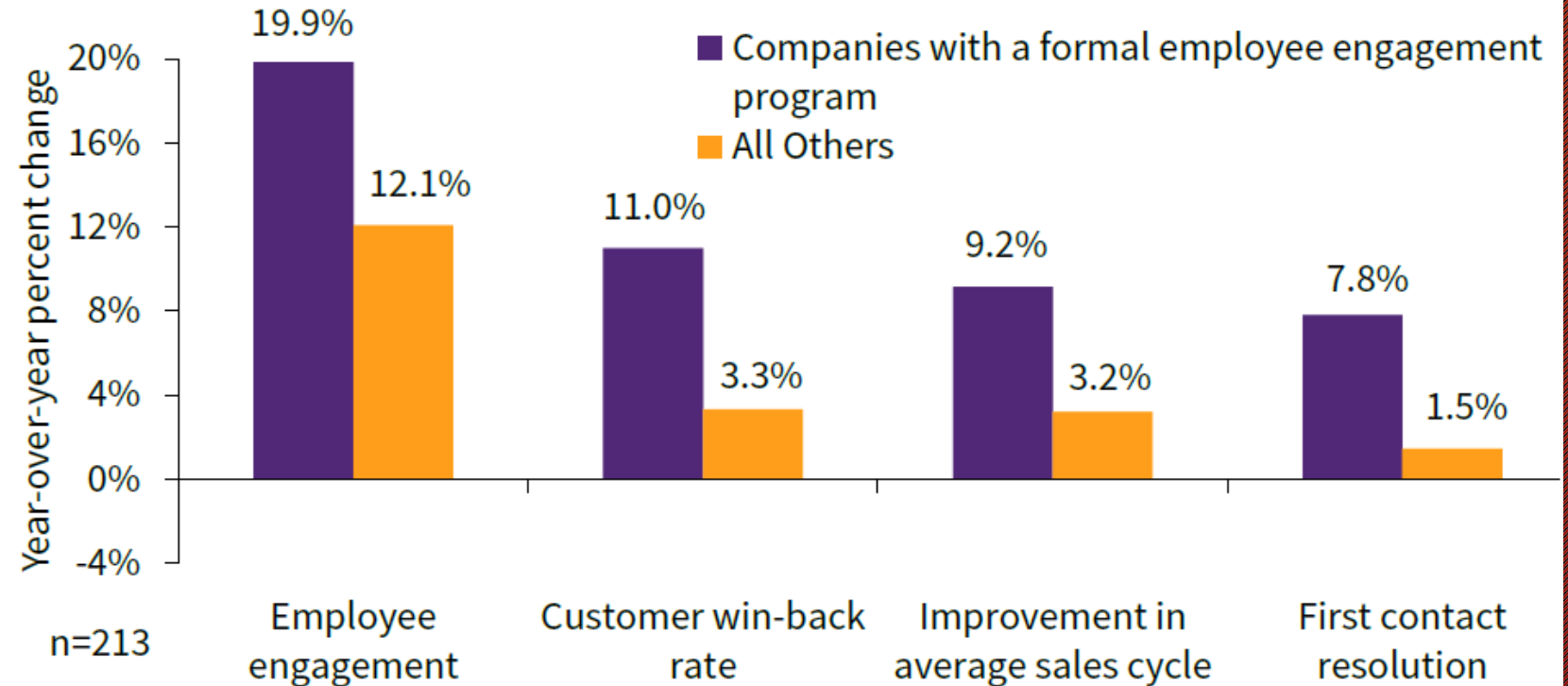26% greater year-over-year increase in annual revenue

Legend:
- ■ Companies with a formal employee engagement program
- ■ All Others

Y-axis: Year-over-year percent change (-2% to 16%)

Category	Companies with a formal employee engagement program	All Others
Annual company revenue	15.5%	12.3%
Revenue from customer referrals	15.1%	4.6%
Overall sales team attainment of annual quota	13.1%	4.7%
Improvement in annual customer service cost	12.7%	-1.2%

n=213

Source: Aberdeen Group, August 2015

Even MORE reasons

Why should an organization care about having engaged employees?

64% greater annual increase in engagement if formal plan

Figure 1: Engaged Employees Drive Customer Loyalty

Year-over-year percent change

- Companies with a formal employee engagement program
- All Others

n=213

Employee engagement: 19.9% / 12.1%
Customer win-back rate: 11.0% / 3.3%
Improvement in average sales cycle: 9.2% / 3.2%
First contact resolution: 7.8% / 1.5%

Source: Aberdeen Group, August 2015

Consensogram

Q1. How would you rate employee engagement in your organization?

Q2. How committed is your leadership to employee engagement?

What's your employee engagement challenge?

Write down a question, thought, concern, or challenge you have with employee engagement.

What is an Engagement Survey?

An Engagement Survey:

- Consists of benchmarked and validated questions that allow team members an opportunity to confidentially share their feedback and insight

- Delivers valuable and detailed information that can be used to pinpoint problem areas

- Provides required data that is utilized as the starting point for the Engagement Strategy

What is an Engagement Survey?

An Engagement Survey:

• When properly implemented and utilized demonstrates that the leadership is committed to listening and making positive change

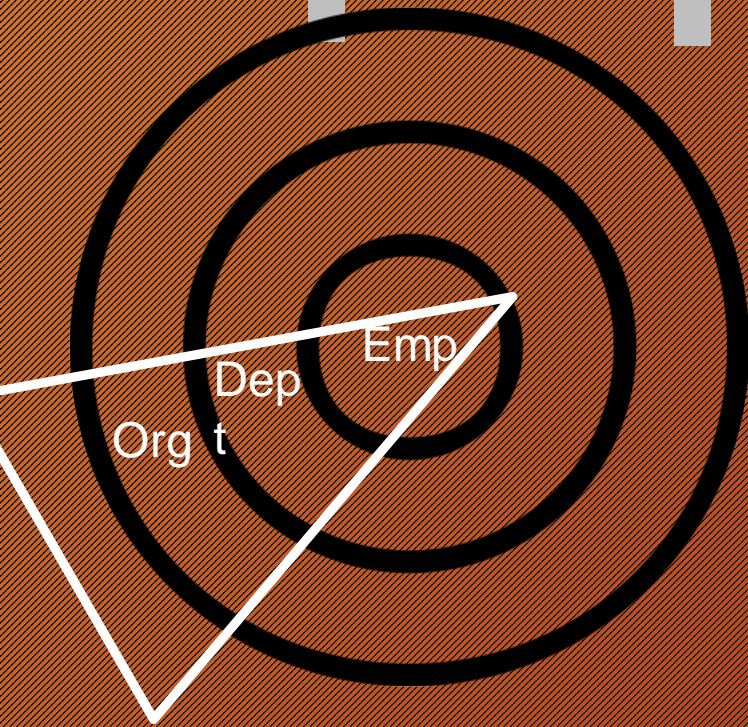• Allows an organization to map the results of their investment in their people year over year

What does the Engagement Survey measure?

Four Areas of Measurement

1. Employee and organization
2. Employee and manager
3. Competencies of management
4. Strategic alignment in organization

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What does the Engagement Survey measure?

Employee and Organization

- Confidence in organization as well as trust, fairness, values, communication, teamwork, and respect

- Includes perceptions of senior management

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What does the Engagement Survey measure?

Employee and Manager

• More specific on how employees feel about their direct supervisors

• Mutual respect, feeling valued, being treated fairly, receiving feedback and direction

• Manager impact – for most, largest day-to-day influence on their engagement level

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# What does the Engagement Survey measure?
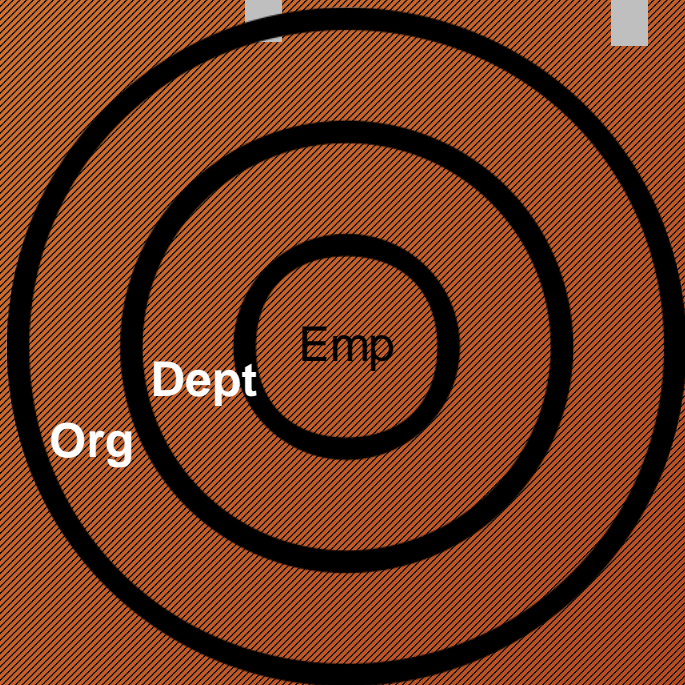
Competencies of Management

- Do managers have the skills needed to get the job done?

- Do managers display the behaviors needed to motivate employees?

- Based on 360 feedback research (upward feedback model)

- Motivating, Relationship Building, Execution

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What does the Engagement Survey measure?

Strategic Alignment in Organization

- Does the organization have a clear strategy and set of goals?

- Do employees understand how the work they do contributes to the organization's success?

- Is employee effort focused in the right direction?

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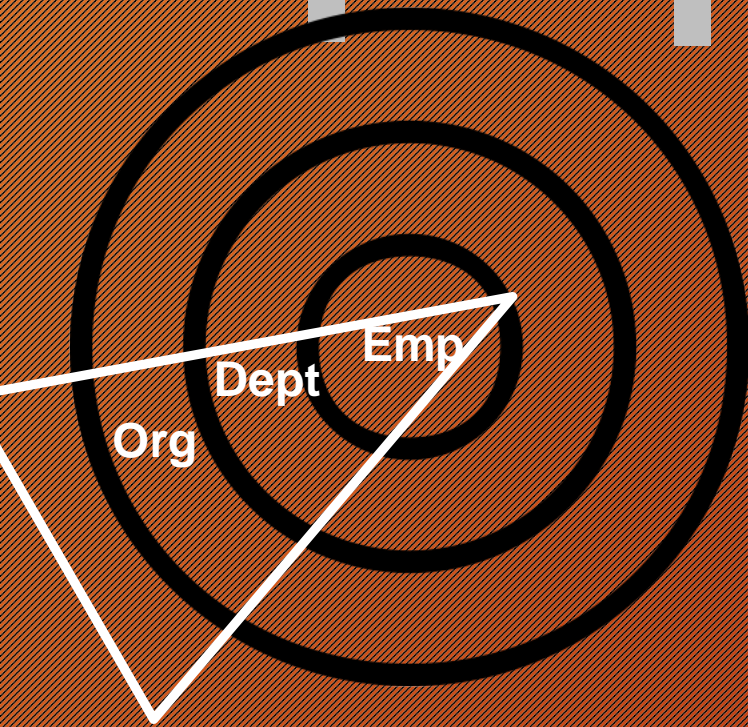
What to do with all that data!

- Compile/Communicate results – different content, different audiences

- Creating an engagement plan/strategy doesn't automatically lead to success, but one guided by good survey data has a better chance!

- Know where to focus efforts/involve the staff!

- The survey enables engagement measurement!

- Continual communication and follow up

- Combine the engagement strategy directly into the organization's strategy in order to gain results

Remember the positive business impact of high engagement

Sample metrics:

*engagement scores   *turnover   *absenteeism

*healthcare costs   *higher deposits to retirement

*wellbeing initiatives   *correlation to revenue increases

*engagement links to customer/member results

*improvement in avg sales-cycle increases in revenue from customer referrals

*improvements in annual customer service costs etc.

What are two leading factors of engagement?

- Leadership

- Trust

The role of Leadership

- Alignment/consensus needed among leadership team on what steps will be taken, when
- Mutual accountability
- Consistent leadership communications – everyone "on message"
- Middle management - critical lynchpin

The Role of Trust

How does trust show up in your organization?

Presence of...

Lack/absence of...

What's your employee engagement challenge?

Write down a question, thought, concern, or challenge you have with employee engagement.

Questions, Comments, Ideas …