

The Employee Engagement Equation:

New rules for measuring and increasing engagement



DECISIONWISE

Leadership Intelligence®



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About DecisionWise

Leadership Intelligence® is about Turning Feedback into Results.

- Customized Employee Surveys
- Flexible Feedback Collection
- In-Depth Analysis and Reports
- Executive Team Debrief
- Action Planning Training

History

- Founded in 1996
- Worked with clients in over 60 countries with many Fortune 500 companies, government organizations, and non-profits

DecisionWise specializes in collecting and using employee feedback to increase organization performance and leadership effectiveness.

Clients

ThermoFisher
SCIENTIFIC

SkyWest
AIRLINES®

ASTD

El Pollo Loco
Flame-Grilled Mexican Chicken

AIG American General

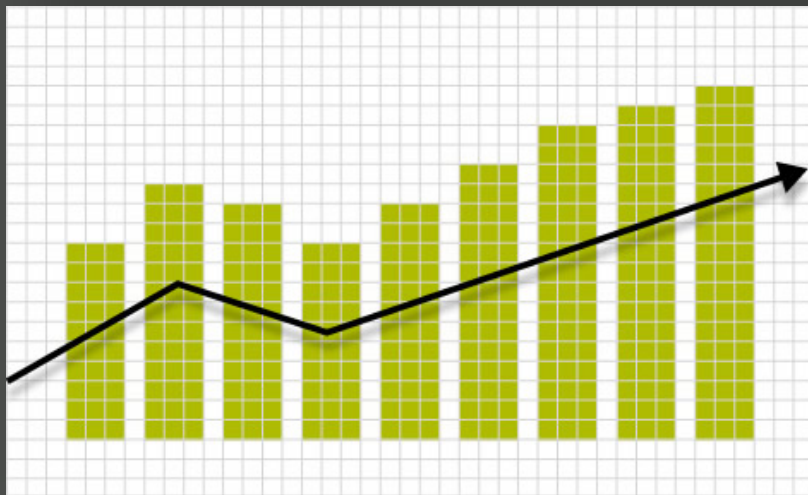
VENTANA
a member of the Roche group

Problems with Most Engagement Surveys

Does not really measure
engagement



Problems with Most Engagement Surveys



Results only show **outcomes** of engagement

Problems with Most Engagement Surveys

Action plans **target** only satisfaction and happiness



Problems with Most Engagement Surveys



Emphasis on increasing
scores rather than **performance**

Problems with Most Engagement Surveys

Too much reliance on
external benchmarks



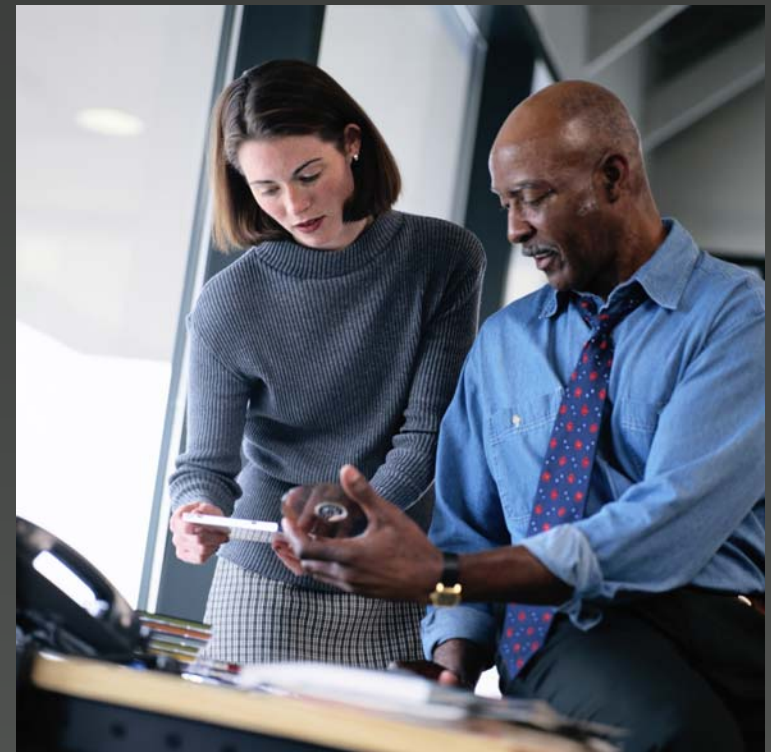
Problems with Most Engagement Surveys



Survey **process** is an inhibitor of engagement

Problems with Most Engagement Surveys

Little or no **follow-up**



Problems with Most Engagement Surveys



Results are only reported at the
executive level

Poll Question

What is the most difficult part of your current employee survey process?

- Survey is not relevant, too long, or too short
- Administration is difficult
- Getting higher participation
- Action planning- roll out
- Nothing- we've got it down

Defining Employee Engagement

How do you define employee engagement?

- Commitment to Organization
- Satisfaction with Job
- Passion for Work
- Discretionary Effort
- All of the Above

3-Factor Model of Engagement



Types of Employee Surveys

Satisfaction Surveys

- Focus: Employee Morale
- Provides General Feedback
- Facilitates Communication
- Driven by Human Resources
- Executive-Level Action Plans

Engagement Surveys

- Focus: Employee Performance
- Provides Actionable Feedback
- Facilitates Engagement
- Driven by Line Managers
- Manager-Level Action Plans

Climate Surveys

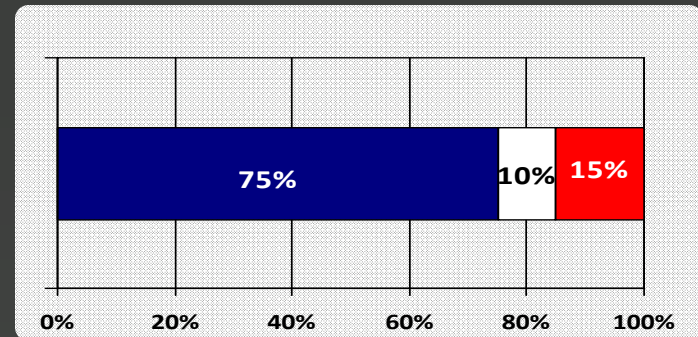
- Focus: Cultural Alignment
- Provides Targeted Feedback
- Facilitates Cultural Change
- Driven by Change Leadership
- Executive-Level Decisions

Pulse Surveys

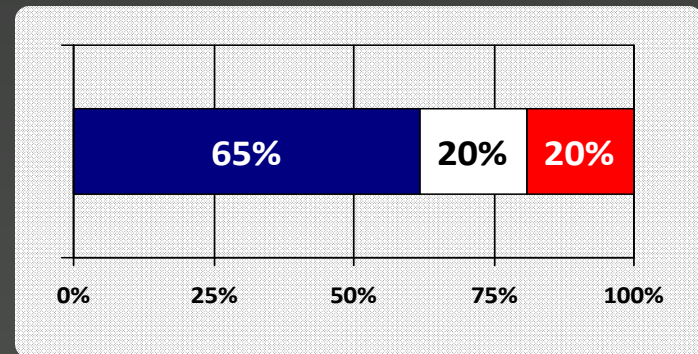
- Focus: Current Issues
- Provides Timely Feedback
- Facilitates Mgmt. Decisions
- Driven by Company Events
- Manager-Level Decisions

Measuring Engagement: 3 Ways

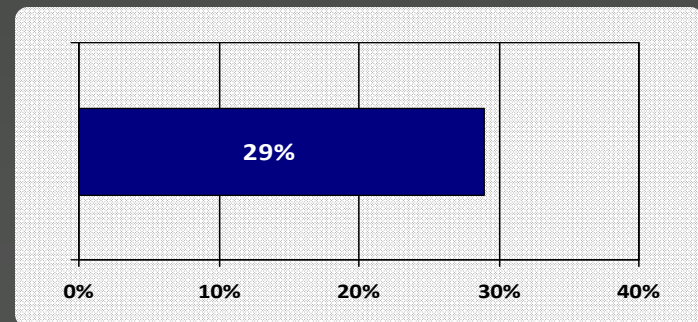
1. Average of Percent Favorable



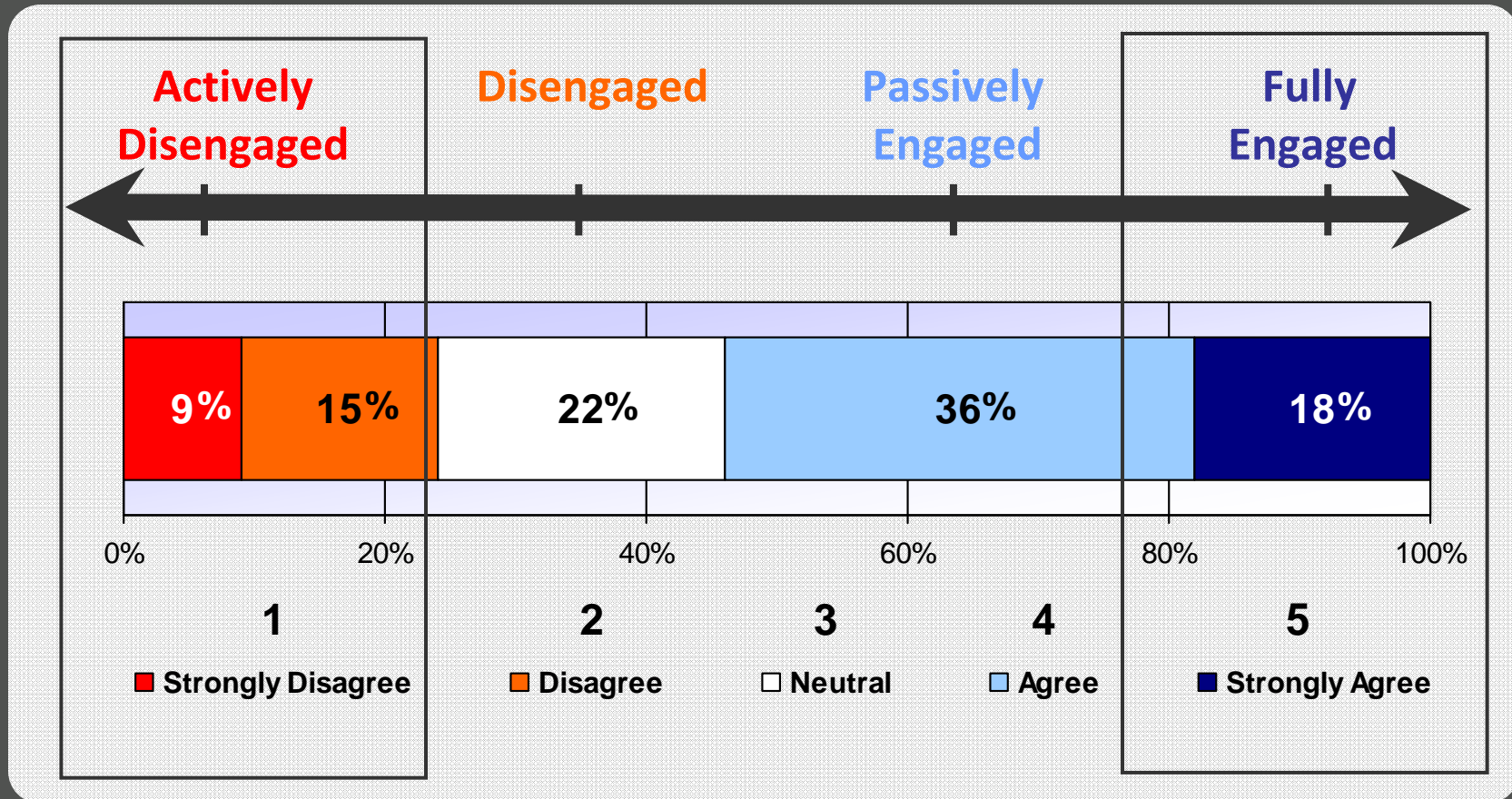
2. One Question Average



3. Top Box Average



Engagement Spectrum



Poll Question

What percentage of the employees in your organization are “fully engaged”?

- Less than 10%
- 10-29%
- 30-39%
- 40-50%
- 50% +

Profiles of Engagement



Profiles of Engagement



Bored and frustrated at work.

Make **sarcastic** jokes about work.

Speak **poorly** about the company and leaders.

Look for ways to find **blame**.

Quit and stay.

Profiles of Engagement



Often feel **underutilized**.

Spend **time** taking care of **personal needs**.

Do **just enough** to get by and not get in trouble.

Pay is a big reason why you stay.

Putting in the time.

Profiles of Engagement



Do only what **told to do**.

Stick with the **known**.

Take **few risks**.

Face many **barriers** outside control.

Rarely stretched by assignments.

It's a **job**.

Profiles of Engagement



Constantly **learning** and taking calculated **risks**.

Feel **stretched** beyond comfort zone.

Take **personal satisfaction** in the quality of work.

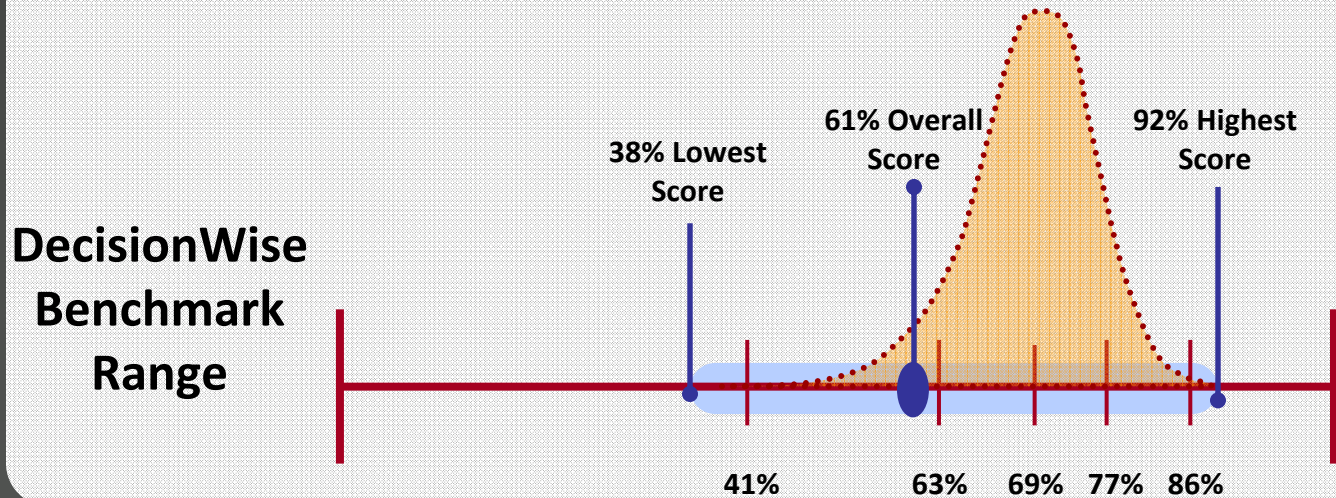
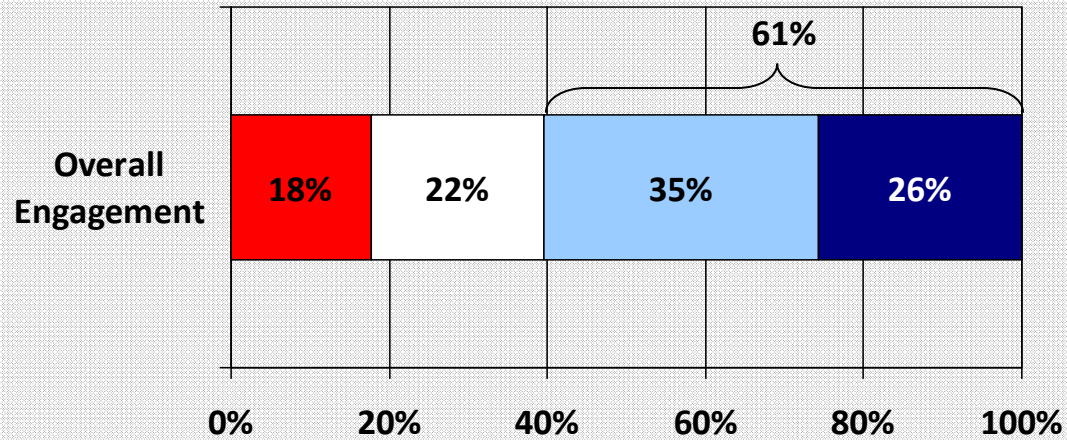
Work is **stressful** but also **rewarding** and **fun**.

Love for the job.

Case Study



Case Study: Findings



External Benchmarks

PROS

- Global
- Industry-Specific
- Job-Specific

CONS

- “Slave to Benchmarks”
- Misguided Conclusions
- Focus on survey results, not performance
- Variance

Internal Benchmarks & Internal Trending

Internal Benchmarks:

- Identifies top/low performers
- Creates models for high engagement
- Assesses drivers and inhibitors of engagement

Internal Trending:

- Compare with previous administrations
- Trends show engagement vs. historical organizational changes
- Tests efficacy of change initiatives

Measurements of Engagement

Predictors of Engagement

- Manager expectations
- Clear organizational communication
- Immediate work environment

Inhibitors of Engagement

- Loss of autonomy
- Poor co-worker relations
- Disconnection between job and mission of organization
- Poor manager
- Lack of resources

Outcomes of Engagement

- Overall Engagement
- Job Satisfaction Levels
- Motivation levels
- Performance (business metrics and individual performance)

Case Study: Outcomes

Anchor Questions:

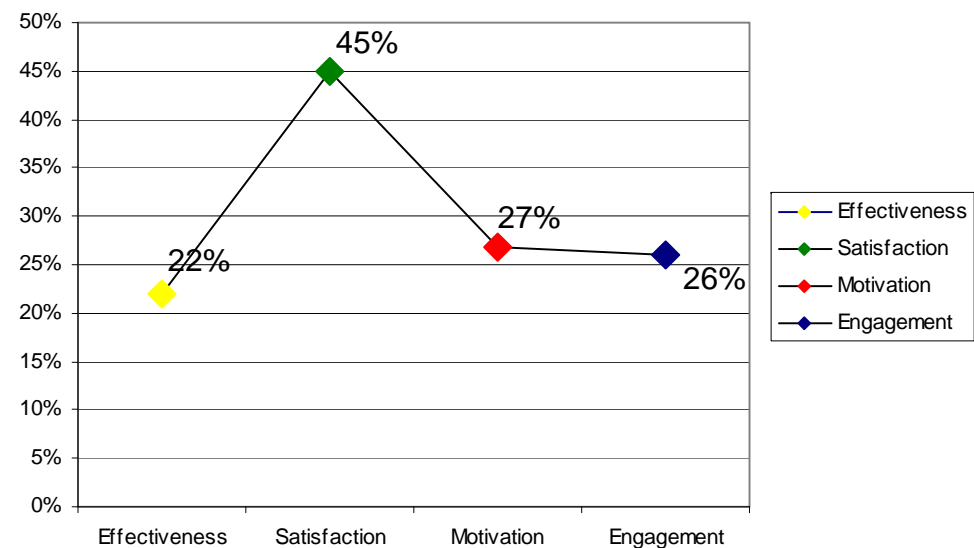
Effectiveness: I feel like I can perform my job to the best of my abilities.

Satisfaction: Overall, I am satisfied with my job.

Motivation: I feel motivated to do more than is expected in my job.

Engagement: Overall, I am fully engaged in doing my best work.

Engagement Factors Top Box Score



Case Study: Predictors and Inhibitors

Predictors of Engagement

I understand how my work contributes to the overall mission and goals of the organization.	85%
My work is valued by my immediate supervisor.	83%
I clearly understand what my supervisor expects of me.	83%
I have the tools and resources necessary to perform my job.	81%
I feel motivated to perform my job to the best of my abilities.	80%

Inhibitors of Engagement

I can speak up without fear of retribution.	78%
There are clear incentives here for doing good work.	77%
I receive regular feedback on my performance from my immediate supervisor.	75%
The amount of work I am expected to do is reasonable.	74%
I have the training and skills I need to perform my job effectively .	74%

Case Study: Process Overview

1. **Focus** Groups
2. **Communicate** to Employees
3. **Analyze** Results at all Levels
4. **Action Planning**
5. Manager **Accountability**
6. Ongoing **Coaching and Training**
7. 6-month **Pulse** Survey
8. **Follow-up** Survey

Employee Engagement Equation

- Use a **customized** survey.
- Examine the full spectrum of **engagement**; not just the top scores.
- Isolate **drivers** of engagement and disengagement.
- Cascade **information** down from the corporate level to individual contributors and back up again.
- The process should be **engaging**.



Employee Engagement Equation

Organizations need to
**re-engineer the current survey
process**
to impact business results.

DECISIONWISE

Leadership Intelligence®



Complimentary Consultation

1. Evaluate your current survey to provide recommendations.
2. Review your action planning process/roll out.
3. Recommendations on how to increase ROI.
4. Ideas on improving participation rate.