

employee engagement



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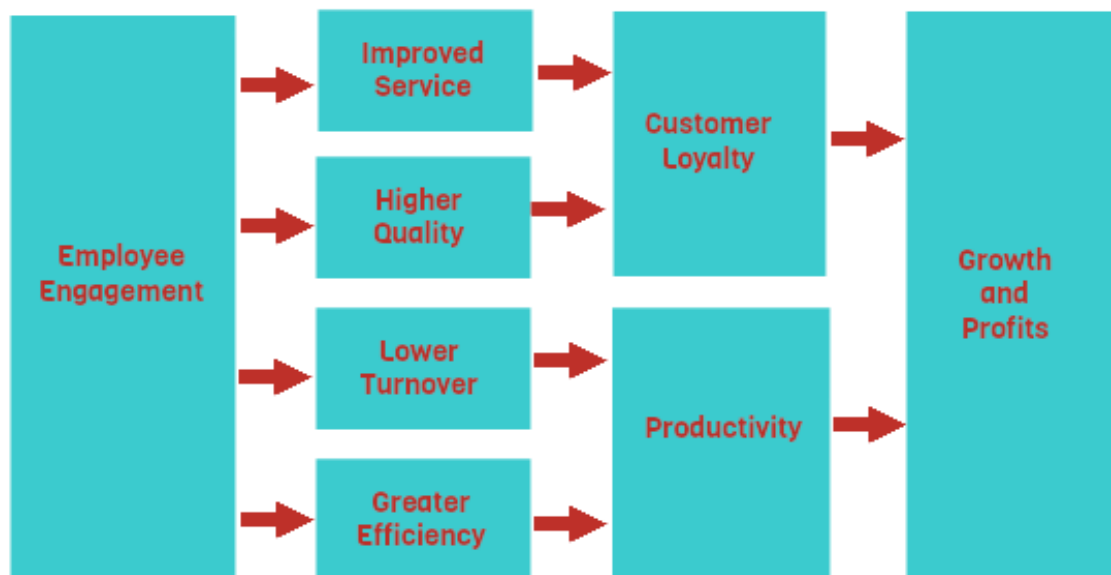
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Have you ever worked for a manager who inspires you, one who you would follow to the ends of the earth and for whom you would put in extra effort? That's the feeling of being engaged. Simply put, an engaged employee is one who puts in extra effort because he or she has an emotional connection to the organization, its leaders and his or her co-workers.

In case you're in any doubt, employee engagement is strategic to your organization. Countless research studies show a very positive link between engaged employees and superior financial results. So how does this work?

- Superior financial results come from engaged customers.
- Engaged customers come from high quality products and service.
- You can't provide high quality service without engaged employees.

Put in graphical form the relationship between these factors is as follows:

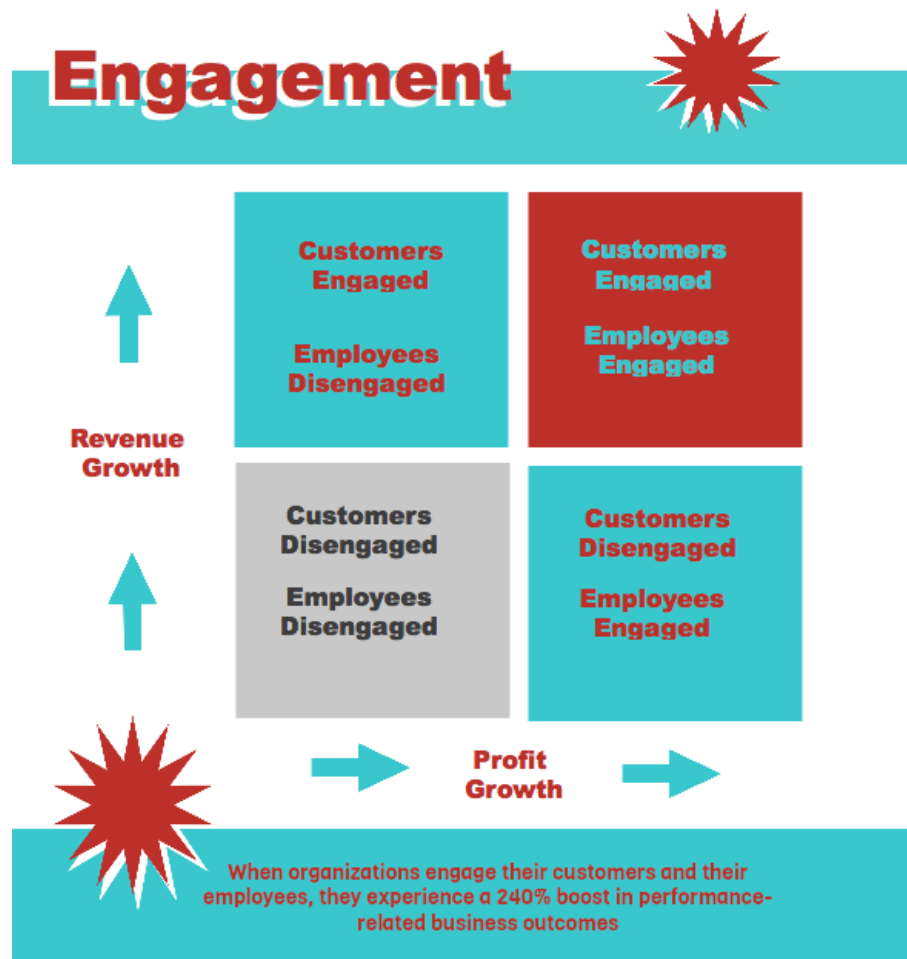


The best example of the link is explained in Vineet Nayar's book "Employees First, Customers Second". Vineet is the CEO of \$4.3 billion HCL Technologies. In an interview with Forbes, he says: "Your employees are the gateway to customer satisfaction, and if they aren't happy, the customer isn't going to be happy."

Engaged employees produce superior results.

research

If you're not yet on board to the relationship between employee engagement and results, perhaps the results of a few research studies can demonstrate the link.



Kevin Kruse wrote an article in Forbes called "Why Employee Engagement? (These 28 Research Studies Prove the Benefits)" that explains the linkage. If you want the details of those studies, check out his article. The following is a summary of a few studies that are key:

- According to Aon Hewitt there is a direct link between employee engagement and customer engagement. Their study showed that "Teams classified as "high performance zone for engagement" had a 37% net promoter score (NPS) versus 10% NPS for teams "outside of high performance zone for engagement."

- There is even a link to employee safety. Gallup's Q12 Meta-Analysis of 23,910 business units compared top quartile and bottom quartile engagement scores. Those in the bottom quartile averaged 62% more accidents.
- Their study also showed those in the bottom quartile of employee engagement averaged 31% – 51% more employee turnover.
- Hewitt Research looked at employee engagement in companies with double-digit growth.
 - 60 to 70 percent of engaged employees had average total shareholder's return (TSR) stood at 24.2 percent.
 - 49 to 60 percent of their employees engaged, TSR fell to 9.1%
 - Companies with engagement below 25% suffered negative TSR.
- Gallup's study found that those in the top quartile of engagement scores averaged 12% higher profitability.
- Kenexa's study of The Impact of Employee Engagement found that organizations with highly engaged employees achieve seven times greater 5-year total shareholder return (TSR) than organizations whose employees are less engaged.

“When organizations engage their customers and their employees, they experience a 240% boost in performance-related business outcomes compared with an organization with neither engaged employees nor engaged customers.”
Gallup,

how can you tell?

The Gallup Organization conducted a massive study of 80,000 managers across different industries. Their objective was to figure out how great managers attract, hire, engage, and keep their most talented employees. This study was explained in the book "First, Break All The Rules - What The World's Greatest Managers Do Differently" by Marcus Buckingham & Curt Coffman.



What they found was that the best managers build a work environment where the employees can answer positively to these 12 Questions:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best everyday?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor or someone at work seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had the opportunity at work to learn and grow?

This study showed that in companies with positive responses to the questions "profited more, were more productive as business units, retained more employees per year, and satisfied more customers."

how can you improve?

Improving employee engagement is actually quite simple. All you need to do is show that you care about your employees on a regular basis. Showing that you care about them requires a few steps.

1. First, you need to **measure Employee Engagement** and find out what you're doing right and what you could be doing better. You should measure this at least annually.
2. Next you'll need to institute a company wide metrics program helps to **align strategy to the daily action** of all employees so that employees know what they have to do to be successful.
3. You'll need to put a **performance management** plan in place to give employees regular (at least quarterly) feedback on their performance so that they know how they're doing.
4. Finally you'll probably need to institute a **leadership development** program to ensure that managers have the skills and behaviors necessary to engage employees.



Improving your results is simple. All it takes is the desire to improve employee's working lives and the institution of a program to do that.

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Our job is to help you understand whether your employees are engaged or not and to help you to develop programs that improve employee engagement and improve your growth and profitability.

We offer a suite of leadership training, and coaching services designed to improve Employee Engagement. We help you calculate Employee Engagement, manage metrics and develop performance management systems. Our training and coaching programs combine digital media with articles, videos, exercises along with workshops and team coaching to ensure that your people learn, remember and apply the learning in your company.

We're helping you improve Employee Engagement

We believe that if you don't measure it, you can't manage it and so we use a host of measurement techniques to determine whether our programs are effective for you.



Improve your Employee Engagement

Contact us today to learn about our innovative and cost effective programs.

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