

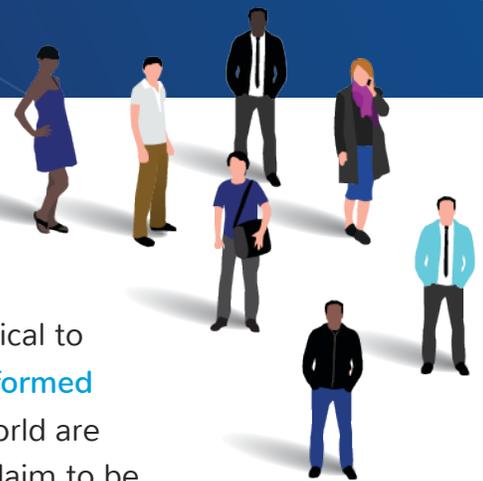


THE MEASURING OF EMPLOYEE ENGAGEMENT

How strong is the link between employee engagement and the bottom line?



METRICS MATTER.



Part art and part science, measuring employee engagement is critical to the health of every organization. It should be **taken seriously, performed regularly** and **done carefully**. The fact is, employees around the world are feeling more disengaged than ever, and only a quarter of people claim to be 'engaged' at work. But more troubling is the fact that the same amount are **actively disengaged** – meaning that up to 1 in 4 of your people are working against the organization's values, goals and vision.

While a measurement tool or survey won't necessarily root out the problem, it will give you a place to start, and a leg-up on addressing key issues. It's what we at **Vision Wheel** love to dig into. Together, let's motivate the highly engaged team members and then find the disruptors who are campaigning in opposition to your efforts and influencing others to further their agenda.

Getting everyone higher up the engagement continuum means **better retention, lower absenteeism** and **better bottom-line results**.

Getting the engagement equation wrong can create a destructive, long-lasting ripple effect.



Across Canada, approximately seven out of ten employees are disengaged.

– Conference Board of Canada

COMPLACENCY COSTS

According to Gallup, disengaged employees have 37% higher absenteeism, 18% lower productivity and 15% lower profitability. Translate that into dollars? It's 34% of an employee's annual salary, or \$3,400 for every \$10,000 they make. Scary math!

THERE IS GOOD NEWS. ENGAGED PEOPLE SOAR!

Engaged employees are more **influential**. They have contagious enthusiasm for the mission of the organization and can be catalysts on teams that break through skepticism.

Engaged employees are more **invested**. They are emotionally attached to their work – and that makes them more likely to stick around when things get messy.

Engaged employees are more **ingenious**. They are the drivers of innovation inside your organization and challenge others to go beyond their traditional roles too.

Engaged employees are more **involved**. They are problem solvers on a whole new level because they relentlessly go after the solution – not sleeping 'til it's solved!

WHAT SHOULD YOU MEASURE?

Before diving into the deep-end of solving the engagement question, it's important to remember that any time you invite employees to provide feedback, you're asking them to be part of a two-way conversation, with expectations on both sides. The process can be an amazing way to **galvanize** teams, **scrutinize** goals gain 'buy in'.

We know these exercises can reinforce leadership teams and will give you a **glimpse** into organization-wide sentiments around goals and vision. However, if you are not **prepared** to communicate the value of the **initiative**, or underplay its **consequence**, you can also have a negative impact on the culture at large.

So be prepared – note this word of caution – when you focus on engagement, you need to follow through.

The first step in measuring engagement is recognizing that you can't **improve** engagement at every level at the **same time** – it needs to be **prioritized** and **ordered**. When we think about engagement metrics, we probe these common themes. They are our guidepost. →

13 ENGAGEMENT THEMES

- Career progression
- Collaboration
- Communication
- Company leadership
- Pay and benefits
- Quality of product or services
- Recognition
- Resources
- Strategic alignment
- Supportive management
- Training and development
- Decision making
- Engagement in general



HOW SHOULD YOU MEASURE EMPLOYEE ENGAGEMENT?



Commit to using a combination of tools to listen to your people – but no matter which you choose – remember it comes with a **promise of action afterward**. It is essential for organizations to follow-through after any employee survey method. It shows the employees that their **feedback is valuable**; moreover, it demonstrates the organization is committed to improving areas of concern raised in the results.

MEASUREMENT TOOLS

- Annual surveys
- Pulse surveys
- Employee focus groups
- One-on-one interviews
- Online polls and intercepts
- Suggestion boxes

Employee Engagement Surveys

Surveys are the ideal way to start the process of engaging employees – though they are only the beginning. Hosted by an outside organization, confidential, anonymous surveys are a valuable and time-tested method of gathering a significant amount of information from the workplace. Because they hide the identity of the respondents, most people feel confident expressing their views and speaking honestly about themselves, their team, and the leadership.

Employee Focus Groups

Assembling employees to participate in a guided discussion about a particular topic or as an opportunity to provide feedback may be the best course of action. They can be an easy, low-cost and efficient way to generate new ideas for improving employee engagement and are amazing at supporting surveys, which get to the high level results, but may not get you to the action steps for improvements.

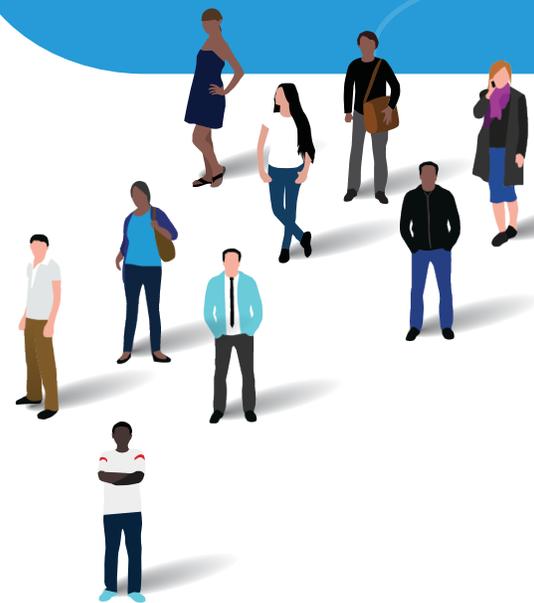
HOW TO SECURE BUY-IN

You've made the decision to act, now **how do you get leadership to buy-in?** Show the competitive **advantages** you'll gain, then point to the bottom line!

- 1 Feedback from engagement surveys will offer you immediate insights into your competitive advantages and highlight opportunities for improvement. You may even be able to benchmark – and reveal how your organizations levels stack up against your peers and best-in-class companies.
- 2 Structured feedback sessions let employees know that their opinions matter. It enables managers to focus on key priorities for improvement and helps your leadership team understand root causes for why employees feel the way they do.
- 3 Survey results and feedback sessions provide managers with detailed insights for building action plans. This enables leadership to hold managers accountable and drive organization-wide change to increase your competitive advantage.

Need more proof or stats to back it up?
Reach out, we'll send them your way.

Measuring engagement is not just a 'nice-to-have', it's a **necessity** for today's organizations.



BUILD A PLAN FOR PARTICIPATION

YEAR 1

- Full employee engagement survey, focus groups, action planning
- Implement 'low-hanging fruit' and action items that will drive immediate change
- Assess budgetary needs for longer-term recommendations resulting from action planning

YEAR 2

- Deploy two shorter (pulse) surveys on selected topics (based on drivers of engagement)
- Continue implementation of action items – with a focus on longer-term strategies

YEAR 3

- Deploy full employee engagement survey, focus groups and create a benchmark report
- Review successes and action follow-up areas
- Recalibrate action plans

WHY FOCUS ON MEASURING ENGAGEMENT?

Disengagement needs a diagnosis. Listening to your employees is important and makes pinpointing the cause of disengagement possible. Moreover, measurement needs to go much further than just survey tick-box exercises – because engagement dies when surveys are ‘the end’.

Engagement measurement needs to be holistic, thoughtful and authentic. We need to stop fearing critical feedback and fear not getting it instead! The benefits of an engaged workforce are countless while the issues caused by a disengaged one cannot be overlooked.

Things look completely differently from the front-line than from the c-suite. Are you sure you know what your people are really thinking?



As leaders,
we need to
stop fearing
critical
feedback
and fear not
getting it
instead.

At **Vision Wheel** we thrive on untangling data and shaping it to answer some of your toughest organizational issues. Crafting one-of-kind, guaranteed-to-get-results engagement opportunities – from surveys to interviews and focus groups – is one of our proven specialities.

As we continue to reimagine employee engagement across financial, telecom, government, education, consulting and philanthropic sectors, we love being part of the transformation that happens when people find their passion for work all over again.

Are you making **the link between employee engagement and the bottom line?**

START YOUR JOURNEY OF DISCOVERY TODAY.





VISIONWHEEL

Vision Wheel is an internal communications agency specialized in one-of-a-kind employee experiences, result-defining employee education and long-lasting employee engagement.

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