

BlessingWhite's Employee Engagement Model

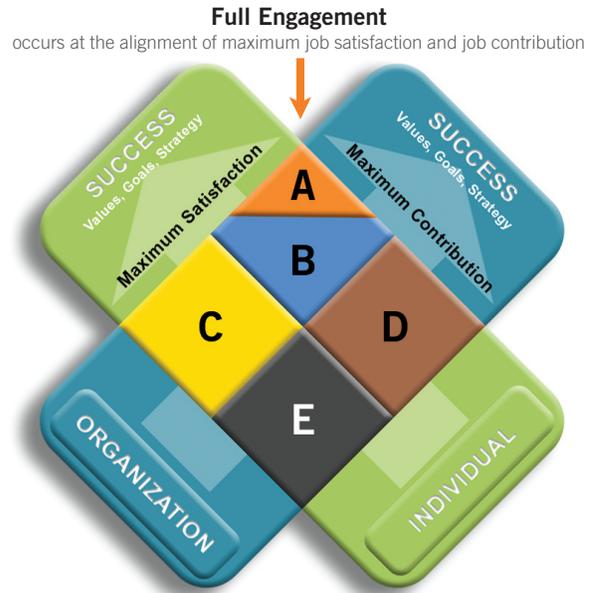
Organizations are keen to maximize the contribution of each individual toward corporate imperatives and metrics. Individual employees, meanwhile, need to find purpose and satisfaction in their work.

Consequently, BlessingWhite's engagement model focuses on an individual's:

- contribution to the company's success
- personal satisfaction in the role.

We believe that aligning employees' values, goals and aspirations with those of the organization is the best method for achieving the sustainable employee engagement required for an organization to reach its goals.

Full engagement represents an alignment of maximum job satisfaction ("I like my work and do it well") with maximum job contribution ("I help achieve the goals of my organization"). The index we use to determine engagement levels contains items that reflect the two axes of contribution and satisfaction. By plotting a given population against the two axes, we identify 5 distinct employee segments.



Level	Description
A	<p>The Engaged: High contribution & high satisfaction</p> <p>These employees are at “the apex” where personal and organizational interests align. They contribute fully to the success of the organization and find great satisfaction in their work. They are known for their discretionary effort and commitment. When recruiters call, they cordially cut the conversation short. Organizations need to keep them engaged, because they can transition over time to any of the three adjacent segments, a move that would likely impact workforce morale and the bottom line.</p>
B	<p>Almost Engaged: Medium to high contribution & satisfaction</p> <p>A critical group, these employees are among the high performers and are reasonably satisfied with their job. They may not have consistent “great days at work,” but they know what those days look like. Organizations should invest in them for two reasons: They are highly employable and more likely to be lured away; they have the shortest distance to travel to reach full engagement, promising the biggest payoff.</p>
C	<p>Honeymooners & Hamsters: Medium to high satisfaction but low contribution</p> <p>Honeymooners are new to the organization or their role — and happy to be there. They have yet to find their stride and clearly understand how they can best contribute. It should be a priority to move them out of this temporary holding area to full alignment and productivity. Hamsters may be working hard, but are in effect “spinning their wheels,” working on non-essential tasks, contributing little to the success of the organization. Some may even be hiding out, curled up in their cedar shavings, content with their position (“retired in place”). If organizations don't deal with them, other employees may grow resentful or have to pick up the slack.</p>
D	<p>Crash & Burners: Medium to high contribution but low satisfaction</p> <p>Disillusioned and potentially exhausted, these employees are top producers who aren't achieving their personal definition of success and satisfaction. They can be bitterly vocal that senior leaders are making bad decisions or that colleagues are not pulling their weight. They may leave, but they are more likely to take a breather and work less hard, slipping down the contribution scale to become Disengaged. When they do, they often bring down those around them.</p>
E	<p>The Disengaged: Low to medium contribution & satisfaction</p> <p>Most Disengaged employees didn't start out as bad apples. They still may not be. They are the most disconnected from organizational priorities, often feel underutilized and are clearly not getting what they need from work. They're likely to be skeptical and can indulge in contagious negativity. If left alone, the Disengaged are likely to collect a paycheck while complaining or looking for their next job. If they can't be coached or aligned to higher levels of engagement, their exit benefits everyone, including them.</p>

To learn more about BlessingWhite's engagement model and best practices, download recent research from our Web site: www.blessingwhite.com/research