EMPLOYEE ENGAGEMENT CAPABILITIES

INCLUDES:
- EMPLOYEE ENGAGEMENT CAPABILITIES
- EMPLOYEE ENGAGEMENT SURVEY
- REPORTING CAPABILITIES
- RESEARCH
# Employee Engagement Capabilities

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MEASURING EMPLOYEE ENGAGEMENT

Measurement alone won’t move the needle.

If your organization is like many, you might be “survey-fatigued.” You may be frustrated that your annual survey process loses steam during action planning, and does little to inspire the discretionary effort and bottom-line results that high engagement promises. That’s because surveys alone don’t change anything. People — and sound workplace practices — do.

Our approach is designed to provide practical, actionable insights and equip employees to take action.

Our most successful employee engagement initiatives use a multi-faceted approach:

- Demonstrate senior team commitment — in deeds and in words.
- Provide a clear and practical working definition of employee engagement.
- Establish roles for executives, managers, and individuals in making the engagement of each employee a daily priority.
- Run an engagement survey on a regular cycle with a focus on continuous improvement of internal results and achievement of strategic priorities.
- Develop Engagement Champions throughout the organization to support the initiative during and in between survey cycles.
- Communicate findings and organization-wide action plans in an open and honest fashion.
- Equip managers to involve their teams in understanding and taking action on the findings.
- Create a well-planned organizational cascade strategy.
- Take advantage of pulse surveys (full census or target population) to measure strategic items and actions in between full engagement surveys.

Learn more about our survey process and the support we offer our clients in our Employee Engagement Fact Sheet.
BEYOND THE SURVEY

Resource Guide

This thoughtful tool is included with every BlessingWhite survey initiative and provides a deeper understanding of core survey items as well as our most commonly used custom items. Our resource guide explains the significance of key items and provides self-reflection activities as well as recommended actions. The tool is directed at managers, senior leaders, and executives, and it is accessible to managers via their report and the Engagement Portal.

Discussion Guide

The Discussion Guide includes pre-meeting logistics and preparation, a team meeting and one-on-one meeting agenda, and tips for how to behave and what to say during the meetings. This is an additional tool with every survey initiative and can be found in their report and on the Engagement Portal.

Engagement Portal for Managers

The Employee Engagement Portal is an optional feature that works as a report delivery platform for manager survey reports. Managers will receive an email from BlessingWhite letting them know how to access their reports.

The portal also provides access to micro-learning assets to help managers get a better understanding of what engagement is and how they can act to create a more engaged work environment.

The administrative component to the portal allows you to track the usage of the site (who is downloading reports, conducting team meetings) as well as the outcomes of the team meetings. This allows you to track and stay on top of actions happening in your organization post survey.

Engagement Champions

Engagement Champions are employees who are trained to be experts and advocates for employee engagement and who coach others in the organization. Support for creation of these important roles is an optional service offered in conjunction with the survey. Our training provides you with the opportunity to create engagement experts in your organization who can help embed engagement and assist in the roll out of survey results. Champions can be members of the HR team or from different areas of your business depending on the role they need to play and the needs of the managers they will support.

Our training for champions includes 3 sessions:

- **Kickoff Webcast:** Lasts about 2 hours and gives the champions an overview of the engagement concepts, survey timeline, and what their role is.
- **Webcast 2:** Lasts about 2 hours and gives a detailed overview of the survey reports, as well as the tools available to managers to help them act on their survey results.
- **On-site:** A one day on-site training session to allow champions to learn in further detail the engagement concepts, reporting structure, manager tools, and coaching strategy in preparation for managers receiving their survey data.
Consulting Services
One-on-One Senior Leadership Coaching
BlessingWhite can provide consulting services to conduct additional one-on-one meetings with your strategic leaders. During these in-person or virtual meetings, the senior consultant will provide a personalized walkthrough of the leaders’ reports, answer questions, and help strategize on how to best begin to take action.

Data Analysis
Additional data analysis services (e.g., correlation by business unit, flight risk analysis, business metrics correlation to engagement, etc.) are available to our clients, depending on initial survey findings or needs. We will consult with you regarding the specific needs/outcomes and design the appropriate solution.

Write-in Analysis
BlessingWhite will analyze write-in comments from the survey in order to provide additional summary analysis and key themes. We will provide a comprehensive report including quantitative analysis and illustrative verbatim comments by theme.

Business Unit Presentations
BlessingWhite can create and deliver custom presentations so that the business unit/division leaders may internally support their engagement initiatives. We will provide the following:

• Preparation of core presentation, including studying prior survey results (if applicable), analysis of sub-groups that comprise the business unit/division, and benchmarking data.
• One round of reviews with your project team in advance, including results and recommendations specific to the group data being examined and prepared.
• Presentation delivery (can be onsite or virtual, depending on your needs).

Focus Groups
BlessingWhite can conduct focus groups following the employee engagement survey. We will assist in identifying the sample population participating in the sessions and creating a focus group guide using the survey results as a basis of themes to address and explore. BlessingWhite will organize the focus group sessions and logistics and will produce a comprehensive narrative based off of the analysis of focus group results in a PDF format.
Program Recommendations

Since BlessingWhite is an engagement and leadership development expert, we bring additional content and development options to our clients. Our solutions address needs at every employee level in a variety of modalities and formats. Based on your organization’s survey results and needs, we’ll work with you to decide the appropriate leadership, career, or engagement interventions for targeted workgroups or organization-wide solutions. Some of the programs that support engagement include:

Taking Control of Your Engagement – Personal Planner, VILT (2-hour), ILT (1/2-day)
Taking Control of Your Engagement equips participants to assess, increase and sustain their engagement levels – maximizing both performance and satisfaction – so that your organization can build an enthusiastic workforce and reach your business goals.

The activities and workbook content cover: the definition of engagement and its importance, a way for individuals to assess their current engagement level, Taking Control of Your Satisfaction (clarify personal values and job conditions), Taking Control of Your Contribution (alignment of interests and talents with the goals of the organization), and Your Strategy (identify actions to increase satisfaction and contribution to become more engaged).

MPG: Managing Professional Growth
Managing Professional Growth is a 1-day interactive experience that focuses on a systematic, ongoing process of feedback, analysis, planning, and action that enables them to increase satisfaction in their current job and align their development efforts with your organization’s strategy.

The activities and workbook content help participants: clarify expectations and priorities of their role and their manager, improve satisfaction, performance, and development, strengthen the employee-manager partnership, increase alignment with their organization’s strategy, identify opportunities for professional growth, and increase their engagement.

The Engagement Equation
The Engagement Equation is a manager focused program that support this population in exploring what they can do on a regular basis to increase and sustain employee engagement. Clients can either use BlessingWhite’s facilitators or certify your engagement champions to deliver the sessions.

The activities and workbook content cover: Engagement Fundamentals, Engagement Essentials (establishing trust, building confidence, unleashing potential), Engagement Conversations (between manager and each team member to drive engagement), Maintaining Momentum, and Engagement Tips & Best Practices.
BlessingWhite was founded by Buck Blessing and Tod White on the simple but compelling idea that increasing an individual’s satisfaction at work can benefit both the organization and the individual alike. For more than 40 years BlessingWhite has distinguished itself as a thought leader in employee engagement and leadership development. It’s not just what we do; it’s who we are. We structure our offerings into six key areas that include Senior Executive, Leadership Development, Employee Engagement, Coaching & Mentoring, Career, and Professional Development.

Global organization with local presence
BlessingWhite and its parent company GP Strategies Corporation maintain offices in 21 countries and operate in over seventy. We employ nearly 4,000 full-time associates plus a network of over 1,000 facilitators globally. Our ever-expanding footprint enables us to reach a global audience with consistency and ease.

Strong partners
Over 60% of Fortune 100 companies, from a variety of industries, have partnered with BlessingWhite. Our philosophy is to work with each of our clients to craft development initiatives that address their unique business challenges.

Thought partnership
BlessingWhite partners with thought leaders to call upon unique insight and expertise. Terry Pearce, author of Leading Out Loud, focuses on driving business results through authentic leadership communication. We partner with Rob Goffee & Gareth Jones on the program, “Why Should Anyone Be Led by YOU??™” which explores leadership through the needs of followers. We also partner with Kaihan Krippendorff, well known for his writings in strategic innovation, as detailed in his book and program Outthinker.

Research focused
We are a research-based organization; our solutions are founded on the critical information we gather, analyze, and synthesize. This research-based heritage ensures our programs are thoughtful and aligned with the needs of employees and organizations alike. Our research spans several decades and includes information on key topics including employee engagement, career, coaching, leading technical people, and innovation.

What we believe
While it’s helpful to know what we do, even more important is what we stand for. Here are some fundamental truths threaded throughout our programs:

We believe...

A purposeful culture provides unique advantages that enable organizations to achieve sustainable success. Our goal is to help our clients become “4th quadrant organizations” – meaning they are not only driving consistent results but also inspiring long-term commitment from their employees.

Leadership is about more than competence. True leaders are able to connect with their employees. To inspire others, leaders must first be engaged and inspired themselves. To lead authentically means being able to know and show yourself in a way that excites others to exceptional performance.

Employee engagement is about maximizing individual and organizational contributions. When an individual is at a point of maximum satisfaction and is also providing maximum contribution to the organization, they are experiencing optimal engagement and career fit. Simply stated, they are having more great days at work!

We believe in shared accountability. Individuals must own their development. Managers play a role in supporting the individuals they lead. Organizations need to provide access to tools and resources, and they need to be clear about their own philosophy if development programs are to succeed.

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# Employee Engagement Survey

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A Comprehensive Employee Engagement Survey Process

Engagement has been hailed as the secret ingredient in competitive advantage and organizational success. It is an intuitive concept: Committed, aligned, and passionate employees are good for the business. We’re believers. Our firm was founded 40+ years ago on this principle.

Measurement Alone Won’t Move The Needle

If your organization is like many, you might be survey-fatigued, frustrated that your annual survey process loses steam during action planning, and does little to inspire the discretionary effort and bottom-line results that high engagement promises. That’s because surveys alone don’t change anything. People — and sound workplace practices — do.

BlessingWhite’s approach, therefore, is designed to provide practical, actionable insights and a framework for driving shared accountability and action to increase engagement every day.

An effective measurement strategy must deliver the right information with the right frequency to the right people equipped with the right tools to take the right actions. Your measurement strategy must fit your organization and progress over time.

X Model

The core model of our Engagement Survey is our X Model of Engagement. Full engagement occurs when an individual is at a point of maximum satisfaction and is also providing maximum contribution. We have 5 Levels of Engagement: Engaged, Almost Engaged, Satisfied & Not Contributing, Contributing & Not Satisfied, and Disengaged. Through our survey, we ask questions that will plot workgroups and your organization on the X Model of Engagement.

Shared Responsibility
We believe that each level in the organization has an accountability to employee engagement. To support accountability, our core survey construct is structured by individual, manager, and executive items and indices.

• Individuals own their own engagement, as they know what drives their satisfaction and contribution.

• Managers must build trust and relationships with their teams, know what motivates each of their employees, and align those drivers with the goals and strategy of the team and the organization as a whole. Managers have an impact on their team and need to be engaged themselves.

• Executive leaders play an important role in building your organization’s culture – only they can make engagement a daily priority and an integral part of the organization’s strategy. Leaders are also individuals and managers themselves and need to be aware of their own engagement in order to stay focused and inspire others.

• Organization – Organization refers to aspects that are unique to your culture such as your values, mission, and current strategic priorities. These factors impact how your employees feel about the organization as well as the Individual, Manager and Executive dimensions.


Best Practices
Our most successful employee engagement initiatives use a multi-faceted approach:

• Demonstrate Senior Team commitment – in deeds and in words – to building a culture of engagement.

• Provide a clear and practical working definition of employee engagement (not to be confused with mere job satisfaction).

• Establish roles for executives, managers, and individuals in making the engagement of each employee a daily priority.

• Run an engagement survey on a regular cycle with a focus on continuous improvement of internal results (not a report card against external benchmarks) and achievement of strategic priorities.

• Develop Engagement Champions throughout the organization to support the initiative during and in between survey cycles.

• Communicate findings and organization-wide action plans in an open and honest fashion.

• Equip managers to involve their teams in understanding and taking action on the findings within their control and influence.

• Have a well-planned organizational cascade strategy.

• Use pulse surveys (full census or target population) to measure strategic items and actions in between full engagement surveys.
**Differentiating Features of Our Approach**

- Short, focused, actionable survey (27–40 items for full engagement survey, 7–12 items for pulse survey).
- An intuitive engagement definition and framework.
- Summative indices that reflect our exclusive model of shared responsibilities (executive, manager, and individual).
- High-touch, consultative scoping and reporting process.
- Customizable to focus on specific organizational concerns.
- Cascade strategy – after presentations to senior leadership, BlessingWhite recommends cascading results down to each manager team to drive local understanding and action. The ultimate goal is to have managers communicating the survey results to their team and working with employees to decide on actions for increasing engagement.
- An online dynamic portal to download reports, support local communications and hold managers accountable for working with their teams to increase engagement.
- Write-in categorization.
- Robust normative database with over 1.2 million responses collected from over 400 companies. The following benchmarks are available: high-performing, global, professional services, financial services, insurance, technology, manufacturing, energy, retail, healthcare, distribution, government, nonprofit, higher education.

**Survey Implementation**

**Set Up**

- Creation of survey implementation and rollout timeline based on best practices and client needs.
- Assist the client team in senior leadership understanding and commitment.
- Consulting on survey construct and custom items.
- Provide templates to support client communications strategy.
- Consult on configuration of employee demographics file and assist in building of organizational hierarchy.
- Decide on appropriate benchmarks.
- Optional: Transition support from another vendor.

**Data Collection**

- BlessingWhite sends, via email, a unique survey link that ensures data accuracy and protects employee anonymity link.
- Mobile-enabled, multi-lingual platform.
- Optional: Generic link accessible to employee population without emails.
- Response rates are provided daily.
- BlessingWhite sends out 3-4 reminder emails to those who have not completed.

**Analysis & Reporting**

BlessingWhite provides a preliminary overview of the findings to you and confirms the focus and design of a presentation to your senior leaders. Together we identify elements to focus on as an organization and recommendations that suit your specific culture and strategic imperatives.

BlessingWhite senior consultants lead an interactive presentation of the findings and recommendations for the senior team, with the goal of creating organization-wide action and communications plans.

**Data Reports Provided**

- Organizational Summary Report and Presentation for senior leaders, which provides a comprehensive narrative and analysis of findings, insights and recommendations.
- High-Level Engagement Report (HER), which provides a summary of findings for the organization as a whole.
- Snapshot Analysis Reports for agreed-to demographics (e.g., departments) and for managers with a team of 6 or more direct reports. These reports include actionable insights, interpretation guidelines, and guidelines for conducting team meetings.
- Stoplight Reports, which provide favorability scores across demographics (e.g., departments), are color-coded to easily spot trends across items.
- Stoplight Drilldown Reports are identical in format to the standard Stoplight Reports. These reports are intended for manager of managers to explore trends within the workgroups below them through the organizational hierarchy.
- Write-in Reports show open-ended verbatim comments that are categorized by theme allowing you a quantitative view of your qualitative data.

**NOTE:** Data for demographic categories fewer than 6 will not be included in reports to protect employee anonymity.
Post Survey Actions

- Optional: online Engagement Portal that equips managers with their reports, micro-learning assets, and tools and resources to take action on results.

- Admin site will allow project owners to track team meetings to ensure accountability.

- Town Hall templates to assist in the cascading of results and next steps.

- Your managers conduct team meetings to drive local accountability and action using the Team Meeting Agenda provided by BlessingWhite.

- Managers summarize the outcomes of the meeting and provide feedback on their experience through the online Engagement Portal.

- Tools for managers to conduct one-on-one engagement conversations to identify individual drivers and obstacles.

- Individuals at all levels take identified action to maintain momentum in between measurement cycles.

Creating a Culture of Engagement

BlessingWhite can also help you chart a course of action to equip key members of your workforce to effectively own their pieces of the engagement equation. The plan is based on the survey’s key findings, your strategic priorities, your other talent management initiatives, and any organizational constraints. We continue our support through an ongoing cycle of measurement (engagement surveys and strategic pulse surveys) and management (targeted solutions including programs and training based on your organization’s data) to ensure a holistic impact to driving engagement within your organization.

Sample implementation flow that will be customized to meet your organization’s needs.

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# Employee Engagement Reporting Capabilities

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Employee Engagement Reporting Capabilities
Organizational Summary Report and Presentation

This Report / Presentation is designed for senior leaders and provides a comprehensive narrative and analysis of findings, insights, and recommendations. This will be a highly custom engagement story based on our analysis of your organization’s data. This PowerPoint will include key findings as well as data analysis.
Dynamic Reporting

Dynamic Reporting provides managers and administrators the ability to analyze assigned results and to access action planning and engagement micro-learning resources. This allows managers to access their assigned data from the survey, including write-ins, historical data, and organizational hierarchy data, where appropriate.
**High-Level Engagement Report (HER)**

The HER contains the overall organization’s scores compared to a benchmark chosen by the client. This contains all high-level company information asked on the survey with the exception of write-ins (if applicable). This PDF report contains results that reflect both favorability (strongly agree and agree) as well as a detailed breakdown of data across all response options.

**INDEX SCORES**

**CORE 22 & CUSTOM QUESTIONS**

**SATISFACTION, CONTRIBUTION, & RETENTION FACTORS**

**ENGAGEMENT LEVELS**
The SAR contains a manager’s results (for all data except write-ins) compared to the organization or department as a whole. Managers who have 6 or more respondents will receive a SAR. This PDF report contains data, interpretation guidelines, and recommendations for taking action. A SAR will also generate for every option within a demographic category (e.g., Tenure 1-2 Years, Location New York, etc.)
The STP is a comparative data report that allows you to analyze data across a single demographic category (e.g., Department, Tenure, Manager, Location, etc.). It is delivered in Excel and reflects favorability (agree and strongly agree) scores across all items. Data is color-coded to allow you to easily identify areas of strength and opportunity across workgroups.
The SDD reports are identical in format to the standard Stoplight Reports (STP). These reports are intended for managers to explore trends within the workgroups below them through the organizational hierarchy. It is delivered in Excel and displays managers’ workgroups in a comparative format.
Write-in reports are generated for high-level demographics (e.g., Department, Location, etc.). This Excel report shows open-ended verbatim comments that are categorized by theme allowing you a quantitative view of your qualitative data.
Resource Library

The Resource Library is a site that is accessible to managers and leaders throughout your organization. This site contains a multitude of videos and PDF documents that help you to embed the engagement fundamentals, assist in understanding data, and provide best practices for next steps and how to take action.

The Resource Library is accessible through this link (password – bwpass):
# Research Report

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Research Report:

Forget about engagement; let’s talk about great days at work…
What does engagement mean? And what exactly does an engaged employee look like? There are many different conceptual frameworks used to describe engagement (more about that later). You’ve probably heard a lot about performance, discretionary effort, culture, leadership, etc. – the list goes on and on. A good number of these things are indeed very important.

But before jumping into the concepts and numbers, first think about what engagement feels like. Have you ever had a great day at work? You know what kind of day that is – it was a day that you were happy to be at work, everything was going right. Can you think of the details of that day? Wait, don’t tell me. Did you complete an important task on a current project? Did you get to work on something that you enjoy doing? Did you get to bring your unique set of talents to the table? Did you do work that contributed to something bigger than yourself?
A pragmatic approach to engagement

If you ever had a great day at work, then you’ve had an engaged day at work. The BlessingWhite model of employee engagement is pragmatic: an engaged organization is one where employees reach maximum job satisfaction while at the same time make a significant contribution to the goals of their team and the organization as a whole. True engagement happens when there is a mutually beneficial relationship between the organization and the employee, an alignment between what the organization needs (maximum contribution), and what their employees want (maximum satisfaction). While engagement is an individualized equation, with each employee having their own unique drivers of satisfaction and barriers to performance, it requires the dedication and work of all members of the organization – Individuals, Managers, and Executives – to make it a reality.

We know that highly engaged organizations look different from the rest. According to our research, 63% of employees on average are engaged, but 77% of employees in the best organizations are engaged. The lowest scoring organizations have under half (49%) of their employee population who are engaged.

This paper will explore what distinguishes highly engaged organizations from organizations with average and low levels of engagement, as defined on the two main axes of the BlessingWhite’s employee engagement model – satisfaction and contribution. By examining the factors that impact engagement and the role of each member in the organization (from executive to individual contributor), we will be able to determine what actions and behaviors differentiate highly engaged organizations from the rest.

Contribution

Performance is at the heart of what engagement is and what it means for the organization – engaged employees perform at superior levels compared to other employees. But performing at the highest level is different from putting in a lot of hours on the job. Many factors influence an employee’s ability to contribute to the organization’s mission, and measuring this is more complex than simply looking at time put in at the office. Factors at the Individual, Manager, and Executive level all influence and impact employees’ ability to perform at the highest levels. And there are specific actions that we can identify as having an impact on engagement and where highly engaged organizations excel.
Clear Priorities: At the Individual level, one of the most significant indicators of an employee’s ability to achieve maximum contribution is alignment - whether or not employees are **clear on their immediate work priorities over the next 3-6 months**. If an employee is working hard but without a clear understanding of what needs to be accomplished, valuable time and talent will be wasted on work that does not drive business results. Results on this question tend to be high regardless of the type of organization studied. Organizations with the highest levels of engagement report even higher levels of alignment (92%), while a little less than three quarters of employees with the lowest levels of engagement responded favorably to this item (72%). Despite the favorable results on this item, it does beg the question of how to move the remaining employees who did not respond favorably. How do you help the remaining 28% in low engagement companies to get better clarity on what they need to do? Keep in mind when examining alignment that it is not solely the responsibility of the employee. Manager behaviors impact employees’ ability to recognize and act on their work priorities.

Regular Feedback: The most common and influential manager behavior to achieve greater clarity on work priorities is **regular performance-based feedback**. While the majority of respondents feel that they know what they need to get done, far fewer agree that they get the feedback they need from their manager. The graphs below indicate the gap between having alignment on work priorities and receiving feedback from the manager.

The data indicates that employees are more commonly aligned on their immediate work priorities than receiving feedback from their manager, with highest levels of feedback occurring in highly engaged organizations. Providing feedback can be a daunting task for managers, many of whom have not been equipped to do so. BlessingWhite’s research into feedback has uncovered that this essential activity is more likely to occur when there is an organizational belief in the value of feedback and when senior leaders model this behavior by having regular coaching conversations with the managers who report to them.

The Role Senior Leaders Play: Manager and employee behavior alone are not enough. Leaders at the highest level play a crucial role in creating and maintaining an environment that facilitates and supports contribution. However, the average American worker agrees only a little over half of the time when asked if their senior leaders have created an environment where their performance can thrive (55%), compared to 75% of employees in highly engaged organizations.

Access to Resources: What does a high-performing environment look like and what are the steps that senior leaders need to take in order to establish this? The strategic position of senior leaders puts them in a unique situation where they have the opportunity to remove barriers to contribution through the articulation of organizational goals and strategy, even more concretely through funding and employee investment. A little over half of employees in average organizations agree that they have the training and resources to do a good job, compared to 75% of employees in highly engaged organizations and just 40% of employees in organizations with the lowest levels of engagement. The most highly engaged organizations have an equally favorable view on the allocation of resources and training and leaders’ ability to create a high-performing culture.

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<td><strong>TOP</strong> 92%</td>
<td><strong>TOP</strong> 75%</td>
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<td><strong>AVERAGE</strong> 82%</td>
<td><strong>AVERAGE</strong> 55%</td>
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<td><strong>AVERAGE</strong> 66%</td>
<td><strong>AVERAGE</strong> 61%</td>
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<td><strong>BOTTOM</strong> 51%</td>
<td><strong>BOTTOM</strong> 46%</td>
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1 BlessingWhite, The Coaching Conundrum 2016, Coaching in the post-performance-assessment era
Contribution plays a crucial role in engagement, but it is impossible to reach sustainable maximum contribution without achieving maximum satisfaction. Examining the factors that impact employee satisfaction and the subtle way satisfaction influences contribution will provide a thorough view of what truly drives employee engagement.

**Satisfaction**

Engagement isn’t just about what the organization gets from their employees; of equal importance are the factors that energize and motivate employees to give their best work and discretionary effort, in other words what allows them to achieve maximum satisfaction.

We observed a 23-point range between highly engaged organizations and those with the lowest levels of engagement on the question “more often than not, I am satisfied to work here.” How can the gap between highly engaged organizations and average or low scoring organizations be explained? What do great organizations do differently to drive employee satisfaction?

Satisfaction is an individualized equation. The factors that influence satisfaction look different for different people. For some employees, job conditions are the determining factor. For others, relationships with colleagues or the manager are paramount. Satisfaction varies from employee to employee, as each individual brings his or her own unique set of aspirations, values, and life circumstances to the job. However, our research shows that one factor above all else plays a determining role in employee satisfaction – job fit.

**Liking the Work You Do:** The foundation for job fit, first and foremost, is liking the work you do. Enjoying what we do is a critical component of being satisfied. How could anyone be satisfied and engaged at work if they don’t like what they do on a daily basis? Highly engaged organizations do a better job at aligning employee interests with the work performed. 93% of employees in highly engaged organizations agree that they like the work they do compared to an average of 86%, and 76% in organizations with the lowest levels of engagement.

**More than “Just a Job”:** But liking the work alone does not determine job fit. One can like the work without ever feeling like what they do is more than just a job. Feeling like the work is more than “just a job” speaks to the degree to which the work performed gives the employee a sense of purpose. In organizations with the highest levels of engagement, the data shows that the work is often more meaningful and purpose driven, with 88% of employees who agree that the work they do is more than just a job.

Employees are more likely to perform at higher levels when they feel like the work they do is more than just a job, which is why this particular item drives not only satisfaction but discretionary effort and contribution as well.
The Importance of Manager Relationships: It may appear as though individual contributors are solely responsible for determining if their work aligns with their unique interests and gives them a sense of purpose. However, managers and senior leaders can still play a role in helping employees articulate these two key elements of job fit and satisfaction. For managers, understanding what employees enjoy doing and what motivates them comes down to building solid and personalized relationships. When managers have relationships with their employees, they are better equipped to understand their areas of professional interest and identify appropriate opportunities for them. The quality of relationships with the direct manager varies within the organizations studied, with a 21-point gap between organizations with the most highly engaged workforce and those with the lowest levels of engagement.

Understand How I Fit Into the Big Picture: Senior leaders on the other hand, are in a unique position to instill the work being done in the organization with a sense of meaning by regularly linking the work of the organization and each individual employee to a larger purpose, i.e. communicating the overall vision, goals and strategy of the organization to all employees regularly. Clearly connecting the work being done with the larger mission of the organization transforms even the most mundane of tasks into substantial and meaningful contributions to the organization. We observed a 27-point range between highly engaged organizations, 80%, and those with the lowest levels of engagement, 53%, on the ability of the leader to link the work to a larger purpose.

Identifying Growth Opportunities: Finally, when thinking about job fit it is important to consider professional growth opportunities that are available to employees. Professional growth can mean both vertical and horizontal growth within the organization. When potential for vertical growth through promotion and career advancement exists in the organization, employees can project themselves into the future with the organization and see the alignment between their personal path to success and the organization’s success. Horizontal growth through training and stretch assignments allow employees to expand their knowledge and skill set, preparing them for the next steps in their career or satisfying a desire for growth when there are few opportunities to move up the ladder in the organization.

On average, employees perceive opportunities for growth within their current job position six points more favorably than having career opportunities. On questions related to professional growth, there is a particularly large gap between organizations with the highest and lowest levels of engagement regarding opportunities for growth (30 pt. gap) and career (31 pt. gap).
Conclusion
The data shows that organizations with the highest levels of engagement look different in terms of the key factors that impact satisfaction and contribution. Highly engaged organizations rely on behaviors and actions at the Individual, Manager, and Executive levels to create a working environment that supports maximum contribution and maximum satisfaction.

Now that you know the specific factors and behaviors that distinguish highly engaged organizations, how can you begin to make engagement part of your organizational culture? Our work with clients who are dedicated to make a difference on engagement shows a clear three-step strategy to put into place – first measure, then commit, and finally act.

Assess: The first step in creating an engaged organization is implementing a measurement strategy. How can you address engagement if you don’t know what the current state of engagement is within your organization? Using an engagement survey as a diagnostic tool to regularly assess your organization’s engagement levels will provide you with insights on where to most strategically direct your attention, energy, and resources.

Commit: But making engagement part of the fabric of your organization does not end with assessment. At the end of the assessment cycle, it is crucial to demonstrate the organization’s commitment to engagement by sharing survey results and setting expectations for what is to come – continued dialogue and the articulation of a strategy to address the results.

Take Action: Finally, you need to act on the results, by equipping employees at all levels (from executives down to individual contributors), with the tools they need to manage and take control of engagement.

This final step, while the most significant, is probably the most difficult one for many organizations. On average, the majority of employees do not respond favorably when asked if they think taking a survey will result in changes to the organization. However, employees in highly engaged organizations are three times as likely as employees in organizations with the lowest levels of engagement to agree that change will result from the survey.

Believe real change will come from the survey

- **TOP 60%**
- **AVERAGE 39%**
- **BOTTOM 19%**

Our research and extensive work with clients demonstrate just how important it is to act on survey results. Inaction only drives dissatisfaction and leads to lower levels of engagement within your organization.

Now that you know what great organizations do, what is stopping you from creating a highly engaged workforce? It’s time to stop talking about average and start talking about how to create more great days at work!