

# Everything You Need to Know About Employee Engagement

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# What is Engagement?

For the purposes of this research, we are using this definition of employee engagement:

**The emotional state of mind that causes people to do their best work, sustainably.**

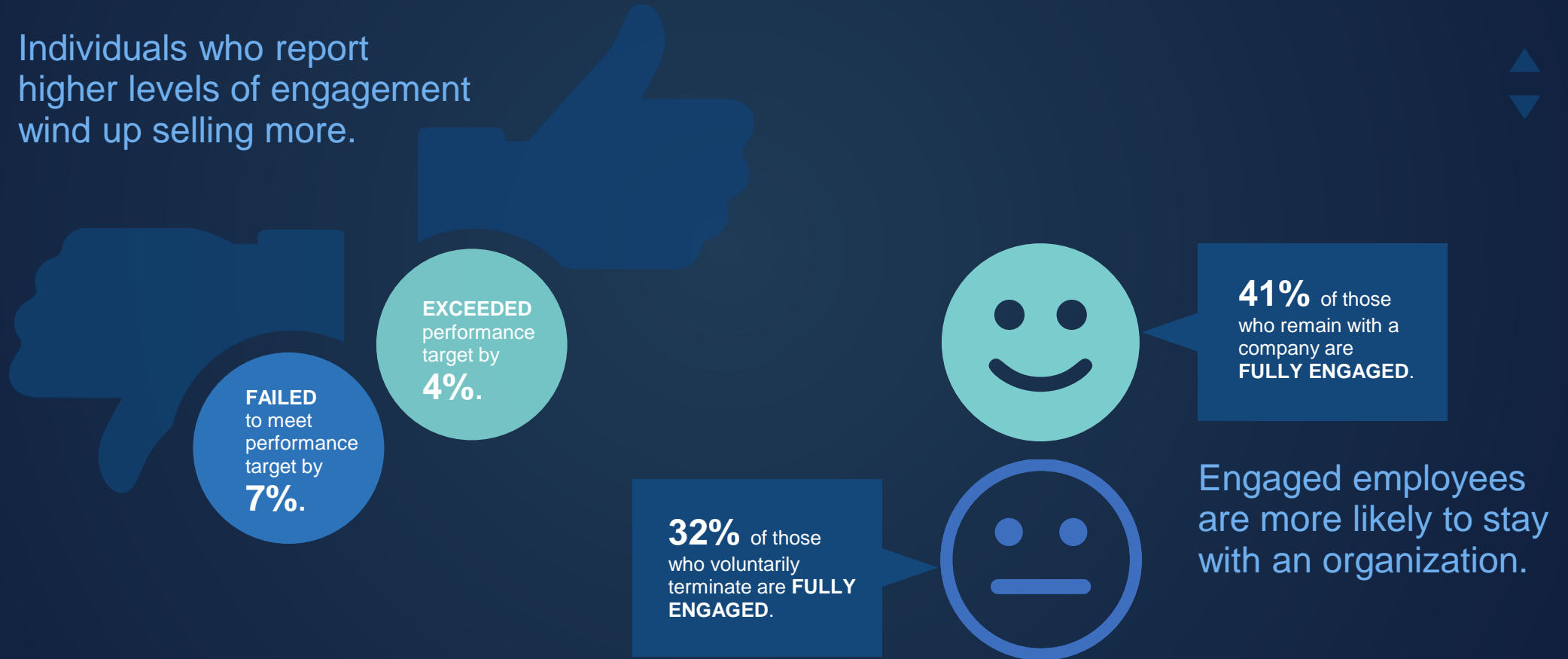
The  
**Top 10**  
Discoveries of  
Employee  
Engagement



# 1

## Engagement drives performance and retention.

Individuals who report higher levels of engagement wind up selling more.

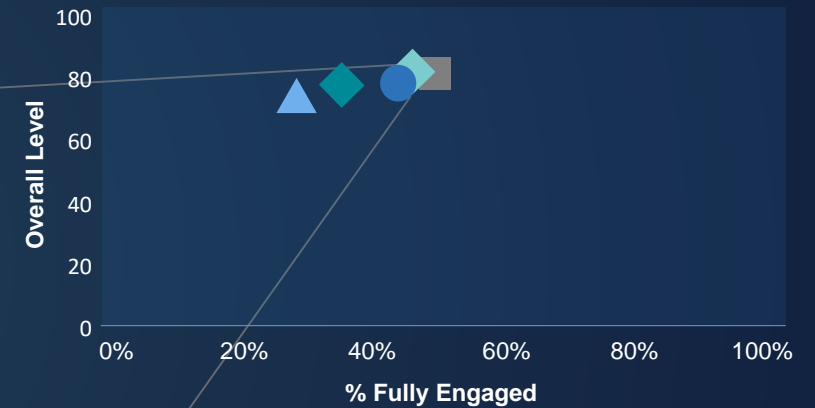


# 2

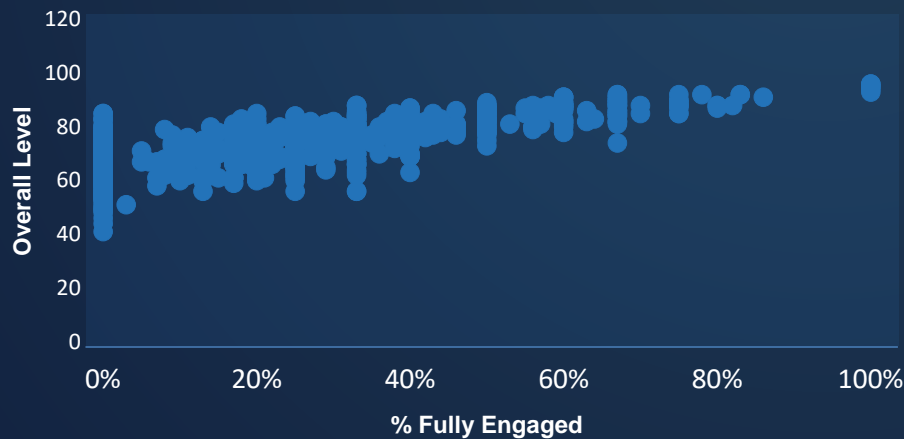
Engagement varies most *within* an organization, team-by-team.

To drive engagement, an organization will be best served by focusing on where engagement is created or destroyed: **the team.**

Aggregated engagement levels of five companies



Aggregated engagement levels of each team within Company 1



There is **greater variation** inside one particular organization than between two different organizations.

# 3

Engagement questions that do not have the four crucial characteristics have limited measurement value.





I have a chance to  
use my strengths  
every day at work.



My current role  
utilizes my skills  
and talents.

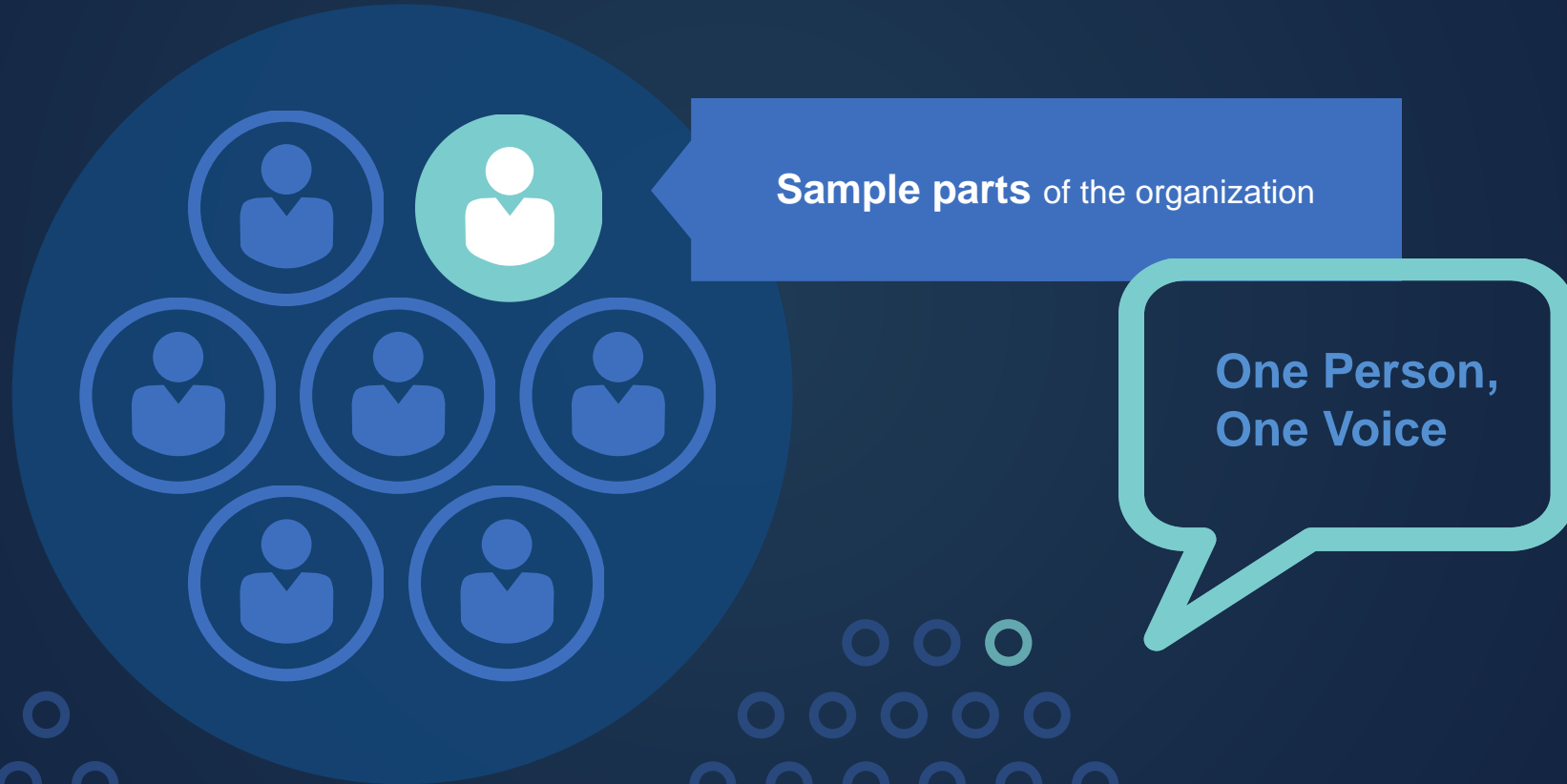
# Engagement Pulse

- 1 | I am really enthusiastic about the mission of my company.
- 2 | At work, I clearly understand what is expected of me.
- 3 | In my team, I am surrounded by people who share my values.
- 4 | I have a chance to use my strengths every day at work.
- 5 | My teammates have my back.
- 6 | I know I will be recognized for excellent work.
- 7 | I have great confidence in my company's future.
- 8 | In my work, I am always challenged to grow.



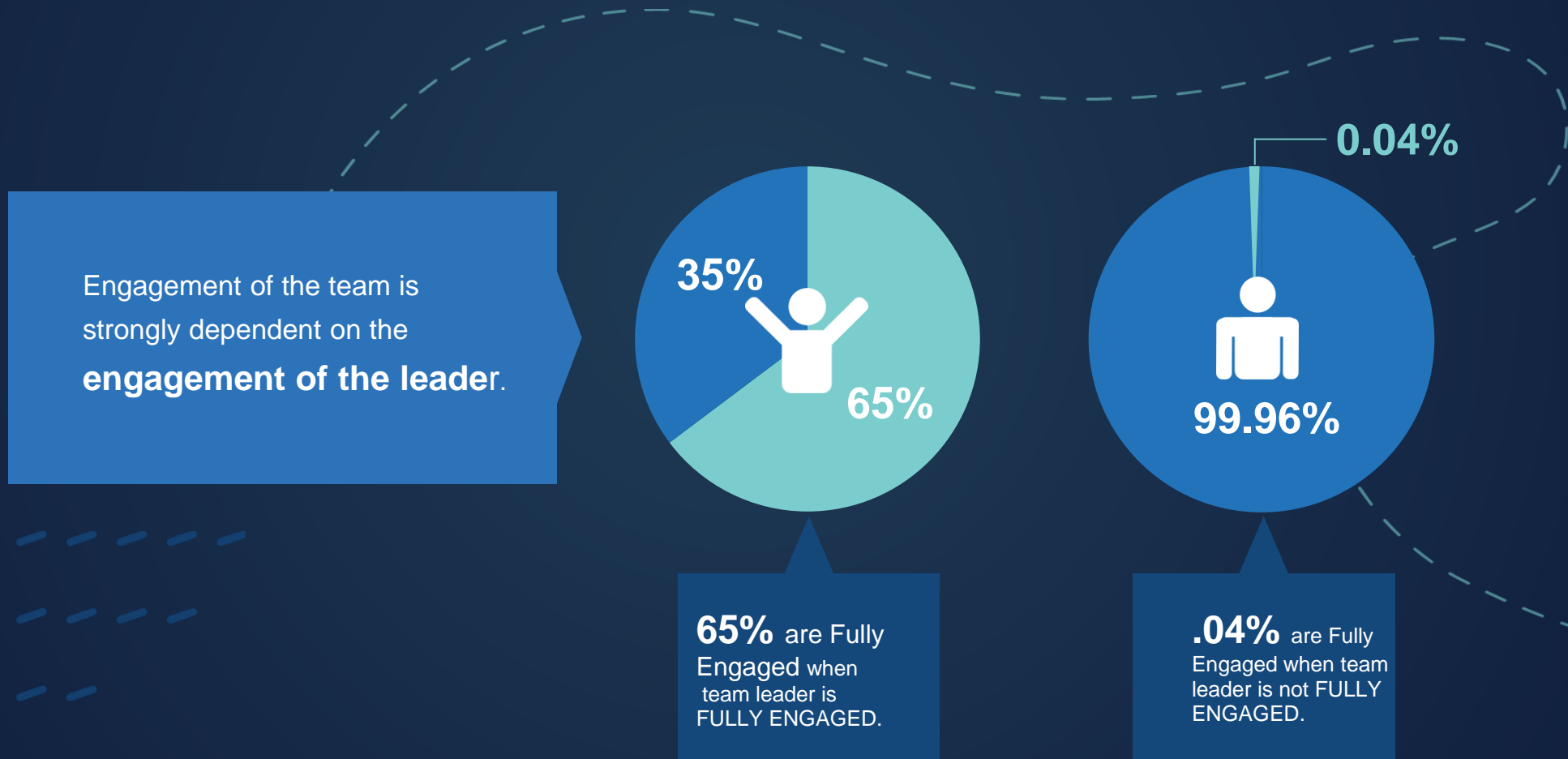
# 4

Organizations should not use sampling methodology to measure engagement — there is too much variance inside a particular organization for sampling to be helpful. It serves only to mask what is actually happening.



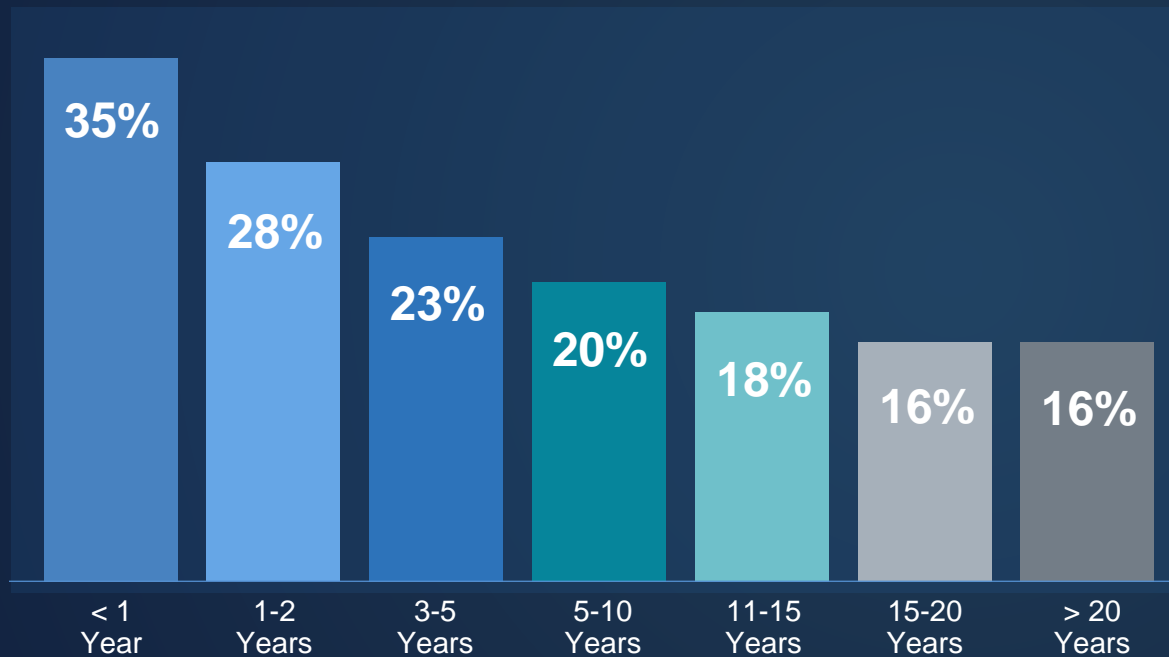
# 5

Efforts to engage the workforce should focus first not on the workforce, but on the **team leaders** of the workforce. Their level of engagement is paramount because it greatly influences engagement downstream.



# 6

All first-year engagement data should be removed from an organization's overall engagement scores.



The high levels of engagement in the first year of service can best be explained by the **“honeymoon effect.”**

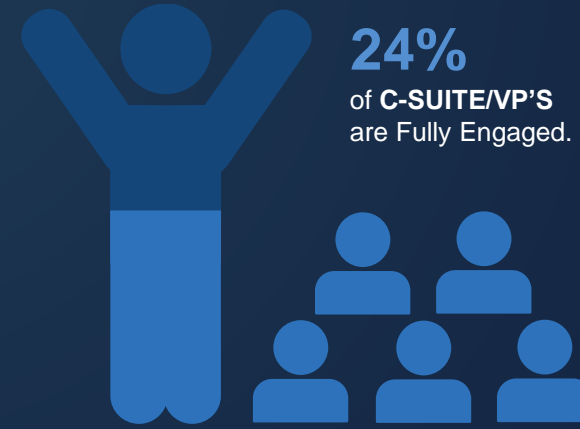
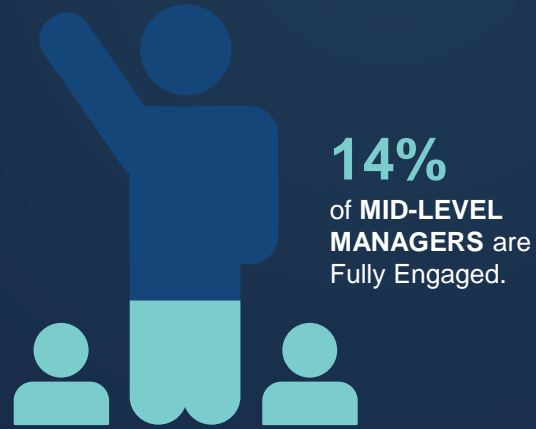
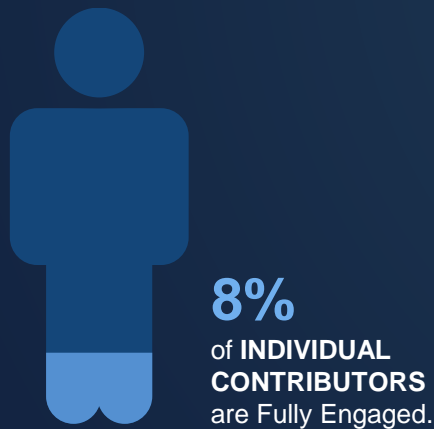
These “Honeymooners” should be removed to have a more accurate measurement of engagement across the organization.

# 7

Engagement will increase if an organization explicitly offers to its frontline employees many alternative paths to prestige.

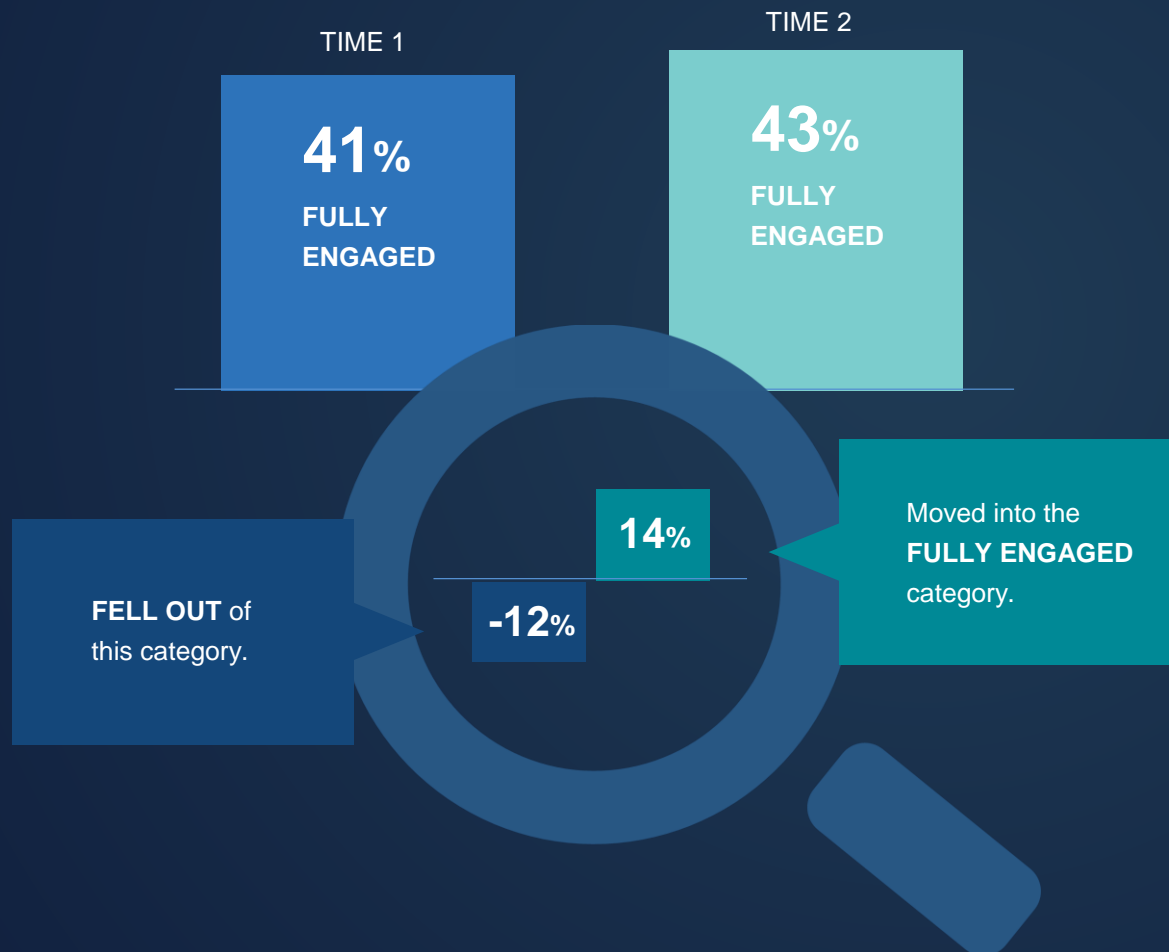
The most forward-thinking organizations will be creative in how they use level to satisfy employees' desire for title, prestige, and compensation while not necessarily promoting them into management.

Multiple career tracks and individual contributor 'mastery' tracks **are examples of this.**



# 8

Engagement should be reported at the level of the individual to reveal precisely the true nature of movement up or down with an organization. When reported at the aggregated organizational level, similar scores may well hide significant shifts up or down.



Examining changes over time at the individual level will help organizations see the real changes that are occurring.

# 9

Engagement is a state that moves frequently, and this movement precedes changes in performance/retention.



Therefore, if organizations want to increase performance/retention, they will need to measure engagement frequently, while not over-surveying the workforce.

Quarterly **4x** a year.

# 10

Engagement is the responsibility of the **team leader**. Any effort that honors, enables, and reinforces this responsibility is more likely to succeed in building engagement.

Engagement is not an organizational measure but one that happens at the level of the team.



**Trust** is key to engagement.

If you fully trust your team leader (Strongly Agree) you are **14x more likely** to be Fully Engaged.

- 1 | Engagement drives performance and retention.
- 2 | Engagement varies most *within* an organization, team-by-team.
- 3 | Engagement items that do not have the four crucial characteristics will have limited measurement value.
- 4 | Organizations should not use sampling methodology to measure engagement.
- 5 | Efforts to engage the workforce should focus first not on the workforce, but on the team leaders of the workforce.
- 6 | All first-year engagement data should be removed from an organization's overall engagement scores.
- 7 | Engagement will increase if an organization explicitly offers to its frontline employees many alternative paths to prestige.
- 8 | Engagement should be reported at the level of the individual to reveal precisely the true nature of movement up or down with an organization.
- 9 | Engagement is a state that moves frequently, and this movement precedes changes in performance/retention.
- 10 | Engagement is the responsibility of the team leader.





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