

THE COMPLEXITIES OF EMPLOYEE ENGAGEMENT AND HOW TO IMPROVE IT

Employees are 146% more likely to be somewhat engaged or actively disengaged than highly engaged, according to new Brandon Hall Group research. High-impact employee experiences get the lowest ratings, while retaining talent is the top concern of most organizations. How can organizations drive higher engagement? Focus on creating great everyday employee experiences and develop leaders who will forge strong connections with employees.

CURRENT STATE



Small Organizations

(100-999 employees)

Mid-Size Organizations (1,000-4,999 employees) **Large Organizations** (5,000+ employees)

Considered Highly Engaged

Percentage of Workforce



Highest-Rated Employee Experiences

(Average rating on 5-point scale)

3.97 Safety and security 3.81 Safety and security Safety and security 3.73 3.58 Work-life balance 3.5 Physical workspace Employee services and information Employee services 3.69 3.47 Employee services and information 3.44 and information Physical workspace Praise/recognition for Candidate experience Onboarding meaningful contributions 3.42 Candidate experience 3.26 3.54 Work-life balance Work-life balance 2.95 2.96 Learning in the Learning in the 2.81 Learning in the flow of work flow of work flow of work 2.85 2.91 Rewards (outside of Well-developed Clear, 2.67 and flexible base compensation well-communicated or commission) performance goals career paths for meaningful contributions 2.83 2.87 2.63 Personalized Personalized Clear, learning linked to learning linked to well-communicated performance goals and performance goals and career paths career aspirations career aspirations 2.69 2.29 2.8 Personalized learning Well-developed Clear,

COMPLEXITIES

well-communicated

succession planning

career paths

Transparent

Lowest-Rated Employee Experiences

(Average rating on 5-point scale)

Employee Engagement in Many Different Ways

linked to performance

succession planning

goals and career

aspirations

Transparent

2.39

An employee's level of satisfaction with his or her work situation

An employee's state when

his or her personal values

and goals are aligned with

the organization's goals

Organizations Define



and its objectives

An employee's emotional

commitment to the organization

An employee's degree

of happiness while in

Create atmosphere of trust

Coach leaders to actively foster

Hold leaders more accountable

for driving the organization's

mission and values

Enable teamwork and

collaboration

2.4 times more likely

to say employees trust the organization

2.3 times more likely

the workplace

and flexible

Transparent

2.11

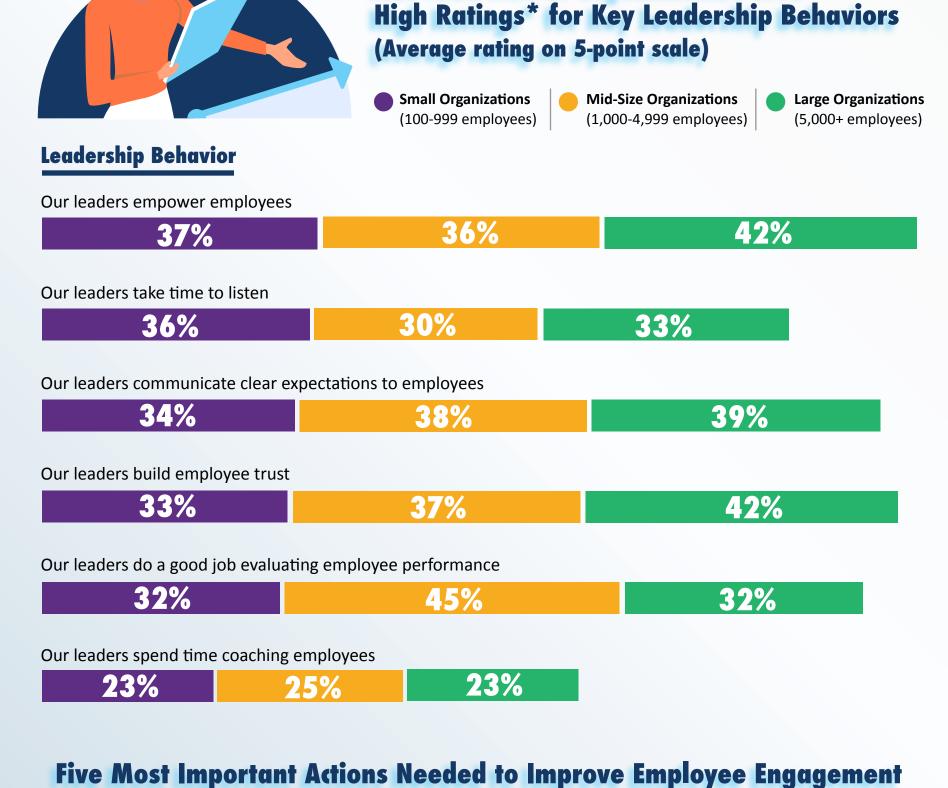
performance goals

succession planning

An employee's positive impact on business results



Less than Half of Organizations Give



for driving the organization's employee engagement mission and values

Enable teamwork and

collaboration

Create an atmosphere of trust

Hold leaders more accountable

for driving the organization's

mission and values



Enable teamwork, collaboration

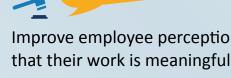
Impact of

Consistently recognize and

appreciate behaviors aligned

Hold leaders more accountable

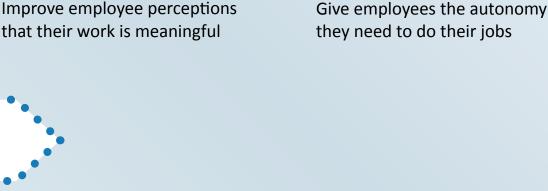
with company values, goals



Improve the effectiveness of

leadership development





to say managers give employees frequent and meaningful feedback

to say employees have affinity with organizational leaders

2.1 times more likely to say employee voices are heard

90% more likely

Organizations with more than half of employees who are highly engaged are, on

average, 55% more likely to rate the following key performance indicators highly:

to say employee goals are clearly communicated

87% more likely more likely to say employees have

(Rated 4 or 5 on 5-point scale)

83%

63%

89%



2 times more likely

69% 68% More than half of employees are highly engaged

58% 43% 43% 40% Less than half of employees are highly engaged **Productivity Employer** Product/ Financial **Employee** retention performance service quality brand

Is your organization focused What is your definition of on improving everyday employee engagement? experiences of employees?

BRANDON HALL GROUP POV

FIVE Critical Questions to Consider

How can technology be

How is your workplace culture impacting the level of employee engagement?

leveraged to improve employee engagement? What is the role of leaders in driving increased employee engagement?

Use Design Thinking to understand the experiences of your workforce and what they require to be successful.

Focus your engagement strategy on creating great

everyday employee experiences.

Hire and develop capable leaders dedicated to creating strong connections with employees.

Leverage technology to foster

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Consistently recognize and praise

FIVE Strategies to Improve Employee Engagement

continuous learning and development, collaboration, communication,

employee behaviors that reflect your organization's values and culture.

Source: 2020 Brandon Hall Group Employee Engagement Study (n=302)

innovation, recognition and inclusion.