

# 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.

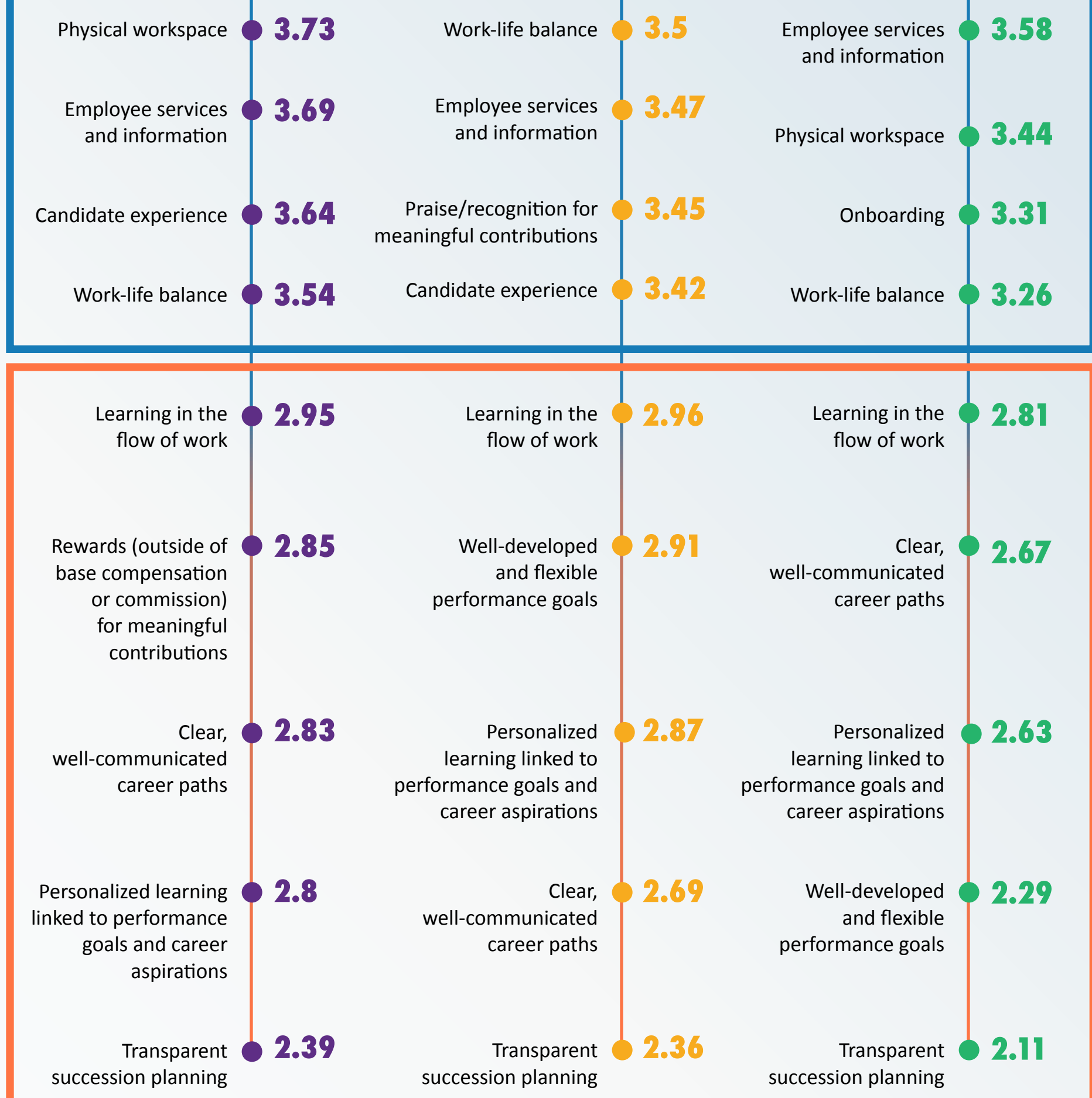
## CURRENT STATE

● Small Organizations (100-999 employees) ● Mid-Size Organizations (1,000-4,999 employees) ● Large Organizations (5,000+ employees)

### Percentage of Workforce Considered Highly Engaged



### Highest-Rated Employee Experiences (Average rating on 5-point scale)



### Lowest-Rated Employee Experiences (Average rating on 5-point scale)



## COMPLEXITIES

### Organizations Define Employee Engagement in Many Different Ways

76% An employee's emotional commitment to the organization and its objectives

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

63%

An employee's willingness to consistently give his or her best at work

74%

59%

An employee's state when his or her personal values and goals are aligned with the organization's goals

59%

An employee's degree of happiness while in the workplace

An employee's positive impact on business results

51%

An outcome driven by the quality of employee experiences across the talent lifecycle

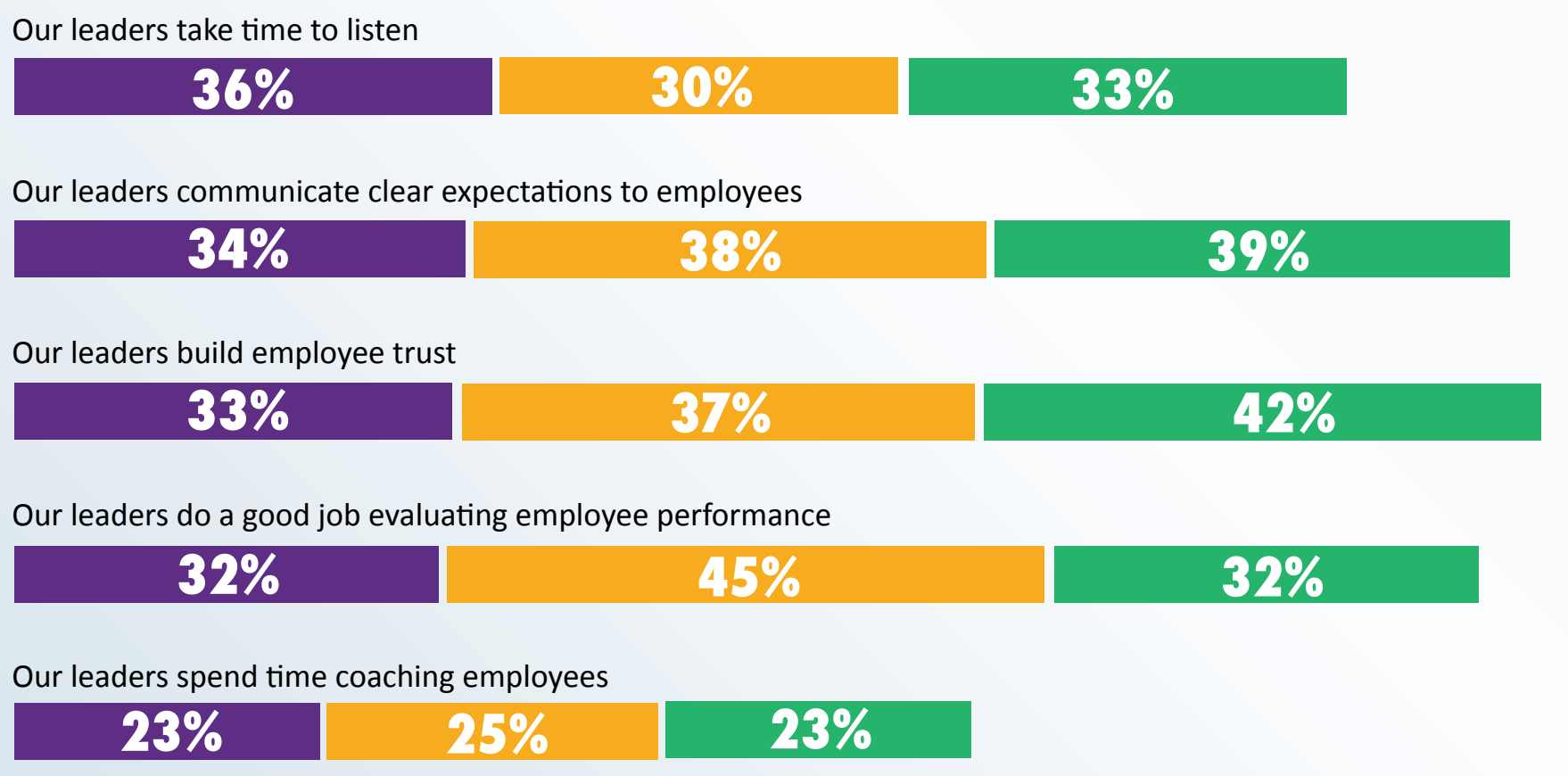
54%



### Less than Half of Organizations Give High Ratings\* for Key Leadership Behaviors (Average rating on 5-point scale)

● Small Organizations (100-999 employees) ● Mid-Size Organizations (1,000-4,999 employees) ● Large Organizations (5,000+ employees)

#### Leadership Behavior



### Five Most Important Actions Needed to Improve Employee Engagement



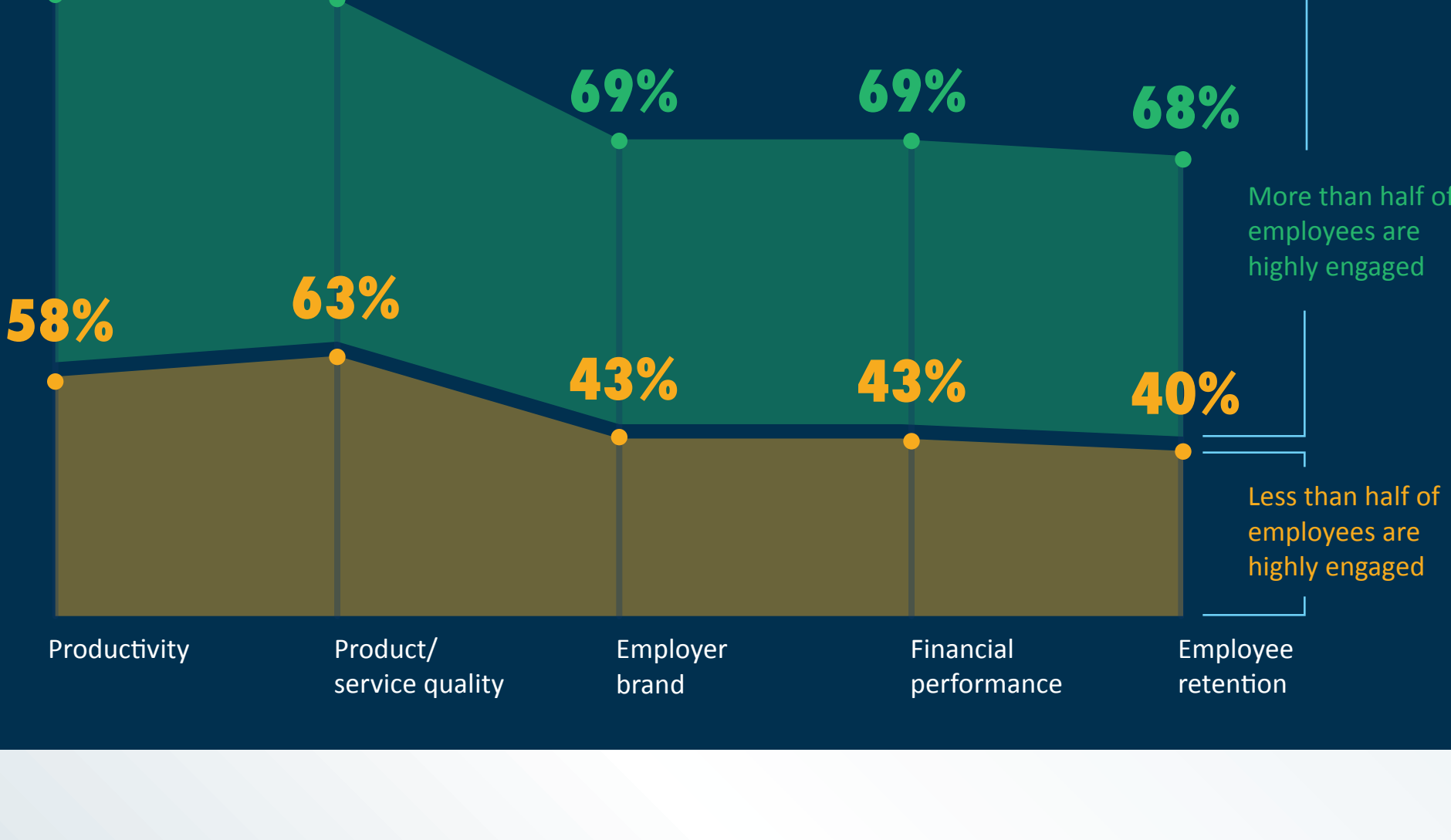
## CONSEQUENCES

### Impact of High Engagement

### Respondents whose organizations have more than half of employees perceived as highly engaged are:



Organizations with more than half of the employees who are highly engaged are, on average, 55% more likely to rate the following key performance indicators highly: (Rated 4 or 5 on 5-point scale)



## BRANDON HALL GROUP POV

### FIVE Critical Questions to Consider

- What is your definition of employee engagement?
- Is your organization focused on improving everyday experiences of employees?
- How is your workplace culture impacting the level of employee engagement?
- How can technology be leveraged to improve employee engagement?
- What is the role of leaders in driving increased employee engagement?

### FIVE Strategies to Improve 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 continuous learning and development, collaboration, communication, innovation, recognition and inclusion.
- Consistently recognize and praise employee behaviors that reflect your organization's values and culture.