

# The State of Employee Engagement

How the UK is approaching engagement and an action plan for change



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Steve is passionate about helping companies become better and more effective places to work. His focus is always on the end goal - driving positive change and performance rather than moving the needle on your engagement survey.

Each month, Steve shares his expertise through Smith & Henderson's blog and regularly through webinars and conferences. Amongst Steve's clients are some of the biggest names in retail, food and professional services.

Smith & Henderson helps organisations become better and more effective places to work. What makes us different from other employee engagement consultants is we focus on the end goal – driving positive changes and measurable improvements in performance. Whether you are looking for a partner to help you develop your employee engagement strategy or a bespoke employee engagement survey, we can help. Since we were founded in 2011, we've doubled in size every year.

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Experienced in software engineering, professional services, product strategy and customer support combined with an earlier background in Management Consultancy, Amar is globally responsible for Saba's brand, product, technology, and client evangelism.

Saba is a global leader in intelligent cloud solutions for learning and talent management. Saba helps organisations transform the way they work by enabling the continuous learning, engagement and development of everyone in their people network, including employees, partners, and customers. Supporting the new world of work, Saba delivers learning, performance, succession, career development, workforce planning, recruitment and compensation solutions that incorporate modern technologies such as social, collaboration, mobile and gamification. Saba solutions are based on the Saba Cloud platform, a highly scalable architecture that exceeds industry scalability, performance, and security standards. The company currently supports over 31 million users from 2,200 customers across 195 countries and in 37 languages.

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## Robert Bridges, Communications Manager at **Engage for Success**

Rob Bridges is currently on a full time secondment at Engage for Success from his substantive post in the Learning & Development team at Boots. Fascinated with how and why people do the things that they do, Rob is passionate about working with teams and people to enable them to maximise their performance, as well as exploring how better understanding and engagement of people as individuals can make every manager, leader and organisation more successful.

Engage for Success is a movement committed to the idea that there is a better way to work, a better way to enable personal growth, organisational growth and ultimately growth for Britain by releasing more of the capability and potential of people at work. The movement aims to grow awareness about the power and potential of employee engagement and provoke people to think and to learn more about it. Above all, they want individuals and organisations to take action, secure in the proof that engagement is a force for good. Organisations supporting the movement account for more than 2,000,000 people.

 [www.engageforsuccess.org](http://www.engageforsuccess.org)  @Engage4Success

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Making a difference to employee engagement levels has never been more important. Research shows that organisations with more engaged employees are more innovative, have lower levels of employee turnover, are more profitable and perform better for their customers. As the country continues on the path of economic recovery we need to ask ourselves how we, as HR professionals, use the engagement lever to contribute to the business performance of our organisations.

This report sets us some challenges; organisations that have a clearly documented strategy to improve employee engagement that is built on a strong business case and linked to business metrics are almost twice as likely to be satisfied with the results of their engagement efforts. On the other hand we see that organisations with localised action plans are more satisfied with the results than those with a central plan coordinated by HR. How then do we enable local action plans within a clearly defined strategy?

Buy-in from our senior leaders can make a world of difference, with organisations whose leaders have a good or excellent understanding of employee engagement being twice as likely to be satisfied with the results of their employee engagement programme.

Organisations that don't have that buy-in cite it as the main reason for not focussing on improving employee engagement. With an upward shift in employee engagement scores likely to yield a benefit of £26bn to the UK economy we have to ask ourselves why leaders aren't already bought into employee engagement (I suspect if you start talking about a figure that big that you will soon get their attention!).

Leaders can do two things to support the employee engagement agenda. Firstly, senior leaders can ensure the organisation has a clear strategic narrative that everyone in an organisation can understand and buy into. Secondly, all leaders need to be consistent and lead by example; nothing switches people off more than leaders who say one thing and do another.

Managers are often the lens through which an employee views the organisation and through which the organisation views an employee. This means that good managers need to be both engaged with what the business is trying to achieve and able to engage their people with it. The survey tells us that the four key areas that tend to be a focus after an employee survey are communication, employee development, performance management and career development; a good manager is critical to all these.

Finally we need to consider our people. In organisations with a high level of engagement we find that not only are there

engaged and engaging managers but also that all employees have a voice and are listened to. In a society that has so many new and different ways to connect we are increasingly 'always on'.

As potential employees become more aware of websites such as Glassdoor (an employer review site, for those of you who haven't seen it yet) there will be nowhere to hide – spin and glossy corporate brochures will be trumped by unvarnished employee opinions. The tide of transparency is lapping at our feet, driven by social media. We can choose to ignore the problem and hope it goes away (it won't!), we can try to control it and ban it (impossible – smartphones and WiFi have removed our ability to control access) or we can embrace it as a way to hear about how things really are.

So where do we go next? At the start of this introduction I asked how HR professionals use the engagement lever. In an ideal world we won't have to; being engaging and engaged is just how things will be. This begs the question about what we do.

I believe that the role of engagement specialists in any organisation is to make sure that engagement is everyone's business – not the responsibility of HR or communications, or an 'initiative', but a core internal business strategy. Support leaders to create a clear narrative around the strategic direction of your organisation; telling stories has been part of our society since we drew our histories on the walls of caves at the dawn of time. Call out the inconsistencies in our organisations between what we say and what we do. Allow managers to be great managers; give them time, tools and development that enable them to be engaging.

Finally, our organisations must listen to our people and act on the information and insight that they give us. As engagement specialists, the message to our organisations needs to be: understand the power of people at work – to deliver great customer service, to innovate, to achieve high quality outputs. Surely that has to be the way forward both for private sector prosperity and to ensure the high-quality public services we all rely on.

# Introduction

HR professionals have long embraced the link between good people practices and the bottom line. In recent years, a spiralling interest in employee engagement has been bolstered by the MacLeod Report<sup>1</sup>, which effectively summarised the link between employee engagement and performance, and the Engage for Success movement.

It seems that no HR conference is complete without a seminar dedicated to employee engagement and in 2013 employee engagement was a key priority for 62% of businesses<sup>2</sup>.

Despite a growing body of research, many organisations are approaching employee engagement in different ways, with different levels of success. This report examines how UK businesses are focusing on improving employee engagement, the key barriers they are facing and shares strategies for overcoming these.

The ultimate aim of the report is to give HR professionals a clear indication of the ideas and initiatives that are currently improving engagement in UK companies and a roadmap for change.

## Methodology

During February and March 2014, HR professionals across a broad range of industries were invited to complete an online survey about how their organisation is approaching employee engagement. If they were not focused on improving this, we also wanted to understand the reasons why. A small number of follow-up interviews were conducted by phone to expand on the key themes.

In total, 578 HR professionals participated from 379 different organisations. 77% of these were based in the UK – the remainder tended to work for multinational companies headquartered in the UK. The majority of respondents worked in the private sector, with 11% in education, 10% in not-for-profit and 8% in local and central government. 36% of respondents worked for companies with at least 1,000 staff.

## Key Findings

### 1. Four out of five organisations are committed to improving employee engagement

Four in five organisations are currently focused on improving employee engagement and the primary reasons are to motivate employees to give their best, retain talented employees and improve morale. Although 78% are actively running employee engagement activities, a smaller number (57%) of these are satisfied with the results.

### 2. Companies that are highly satisfied with their engagement programmes have high levels of buy-in from senior leaders and line managers

56% of senior leaders and 40% of line managers have a 'good' or 'excellent' understanding of employee engagement. These companies are twice as likely to be satisfied with the results of their employee engagement programme. Insufficient buy-in from senior management is also the primary reason why other organisations do not focus on improving employee engagement.

### 3. Businesses that are satisfied with their engagement efforts have a robust strategy in place

Fewer than one in five companies have a defined business case which describes the benefits of improving employee engagement for their organisation and only one third of businesses have a strategy or plan for improving engagement. Those businesses that do, report higher levels of buy-in from senior leaders and managers. They are also more satisfied with the results of their engagement programmes.

### 4. The top three priorities for engagement activities are improving communication, employee development and performance management

81% of organisations focused on improving employee engagement conduct an employee survey, with most doing so annually. Following their survey, the top four areas which they focus on improving are communication (33%), employee development (26%), performance management (19%) and career development (18%).

### 5. Budget, lack of internal support and limitations of infrastructure and process are the main barriers to engagement

24% of businesses claim budget constraints are their biggest barrier to improving engagement, with 23% highlighting infrastructure and process constraints and 21% a lack of buy-in from senior management.

<sup>1</sup> MacLeod Report, MacLeod, D and Clark, N (2009), 'Enhancing performance through employee engagement'. London: Office of Public Sector Information  
<sup>2</sup> Kings College London HRM Learning Board & Speechley Bircham (2013), 'The State of HR Survey 2013'

# Chapter 1: Key Findings

## 1. Four out of five organisations are committed to improving employee engagement

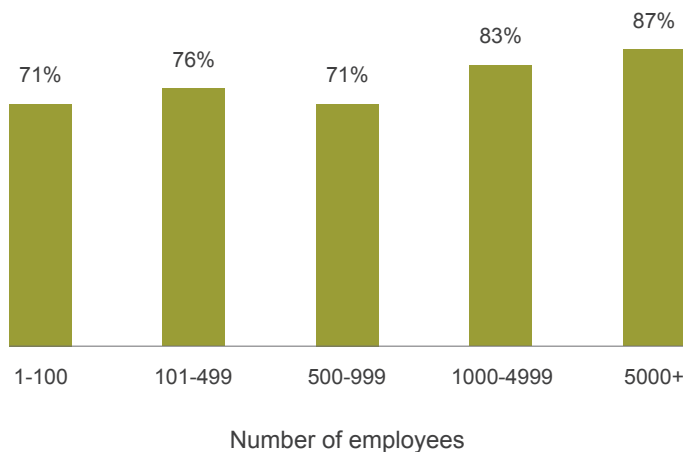
The benefits of improving employee engagement are clear and have been well documented by the Employee Engagement Taskforce<sup>1</sup>. It's therefore very encouraging that almost four in five (78%) organisations surveyed said they are currently focused on improving employee engagement. Although take-up is highest among larger companies, seven in 10 smaller businesses (fewer than 100 staff) surveyed said they are also focused on engaging their people.

The primary reasons for focusing on employee engagement are to motivate employees to give their best, retain talented

employees and improve morale. A third of companies also said they wanted to improve employee engagement in order to attract the best talent and improve their employer brand. In the social media age, with workplace review websites like Glassdoor, it's not surprising employers increasingly recognise the link between engaged employees and positive employer branding.

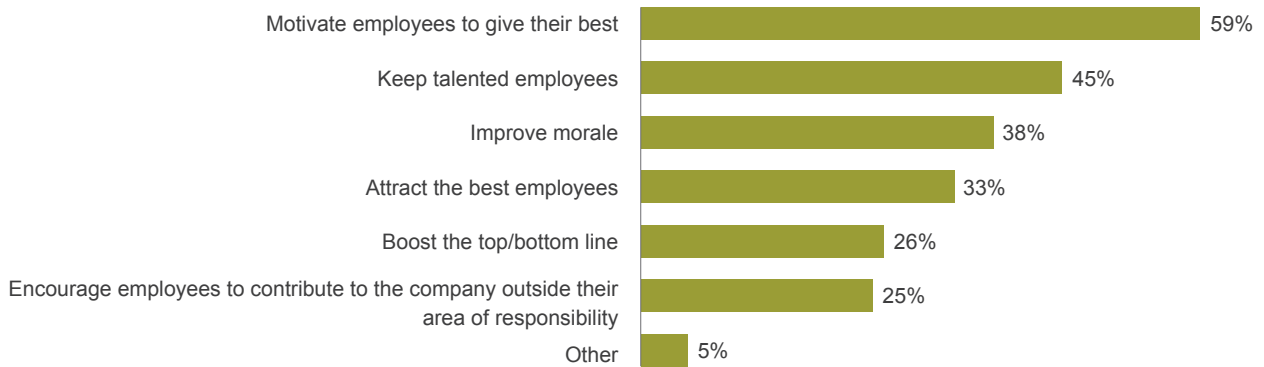
Only 26% of companies recognised a direct link between improving employee engagement and improving bottom-line performance.

Figure 1. Percentage of organisations currently focused on improving employee engagement



<sup>1</sup> Employee Engagement Taskforce (2012), 'The Evidence', Bruce Rayton (University of Bath School of Management) and Tanith Dodge & Gillian D'Analeze (Marks and Spencer plc)

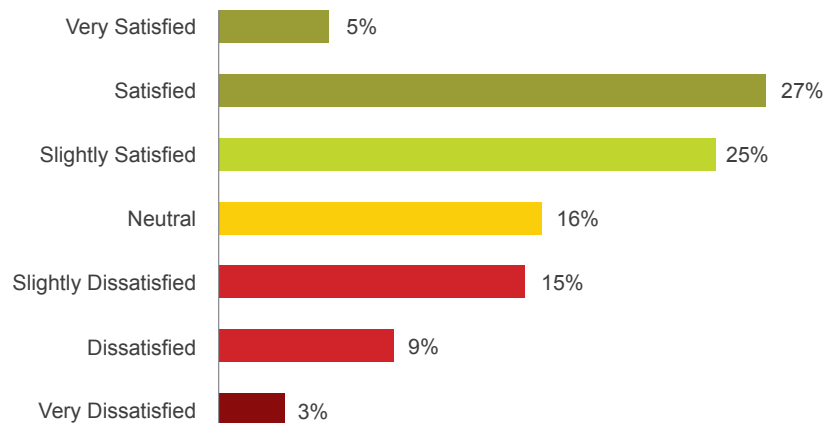
**Figure 2. Reasons for focusing on improving employee engagement**



Most businesses have prioritised four areas which they believe will make the biggest difference to how engaged their workforce is. When they try to focus on too many, beyond six, they report lower levels of satisfaction with the results of their engagement programmes.

Overall, 57% of organisations are satisfied with the results of their employee engagement programme and the impact it has on performance. This is as expected, given the differences in how businesses approach engagement. In Chapter 2 of this report, we will outline what high-performing organisations do differently.

**Figure 3. How satisfied organisations are with their focus on employee engagement and the impact on performance**



## 2. Companies that are highly satisfied with their engagement programmes have high levels of buy-in from senior leaders and line managers

Although interest in employee engagement has spiralled in recent years, the understanding and buy-in of those outside the HR profession needs strengthening. 56% of survey respondents describe their senior leaders as having a 'good' or 'excellent' understanding of employee engagement, falling to 40% for managers and 26% for employees. It's no coincidence that a lack of buy-in from senior management is the number one reason, cited by businesses not focused on improving employee engagement, for their lack of action.

For those organisations hampered by a lack of buy-in, one of the reasons for this is failing to explain the link between improving employee engagement and helping the organisation to achieve its objectives. Only 18% of organisations have a defined business case which explains the benefits of improving employee engagement for their organisation.

Figure 4. Understanding of employee engagement in your organisation

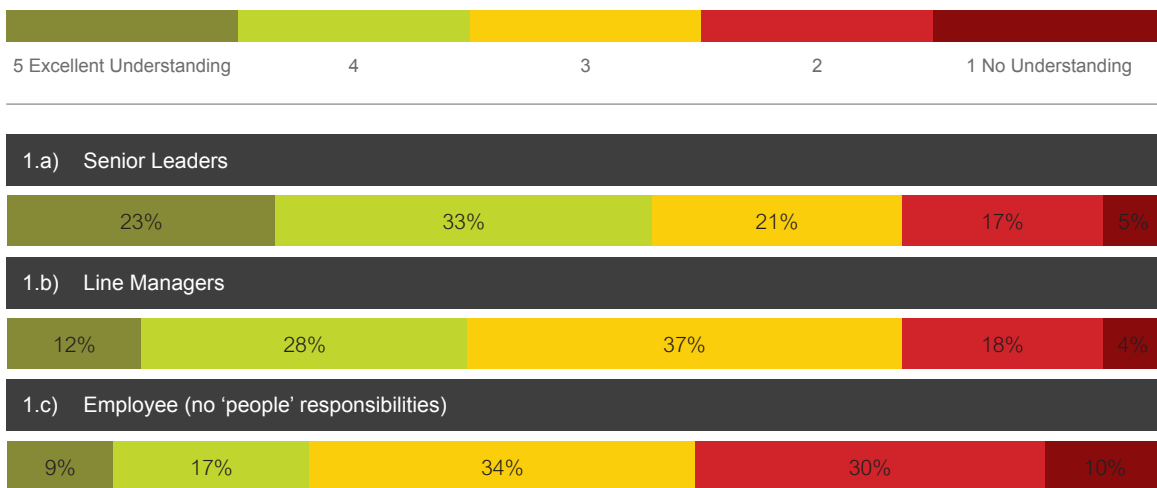
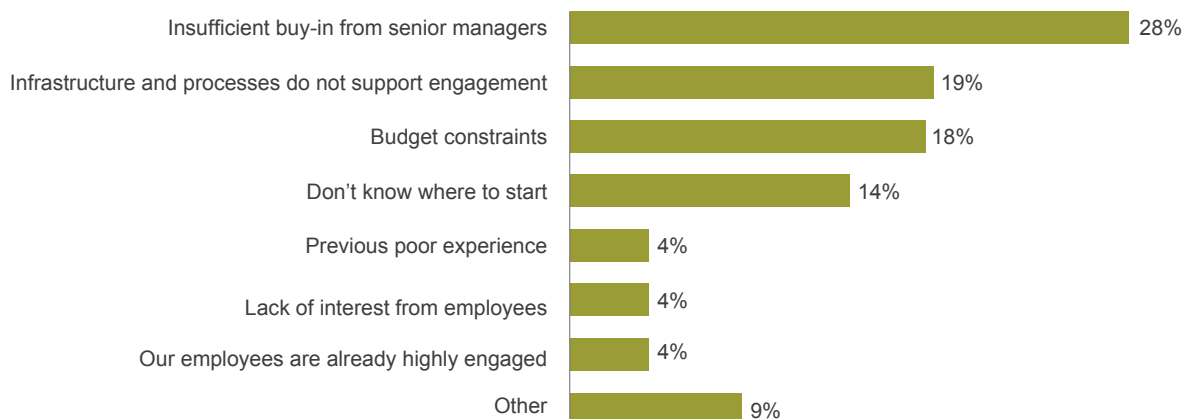


Figure 5. Reasons for not focusing on improving employee engagement



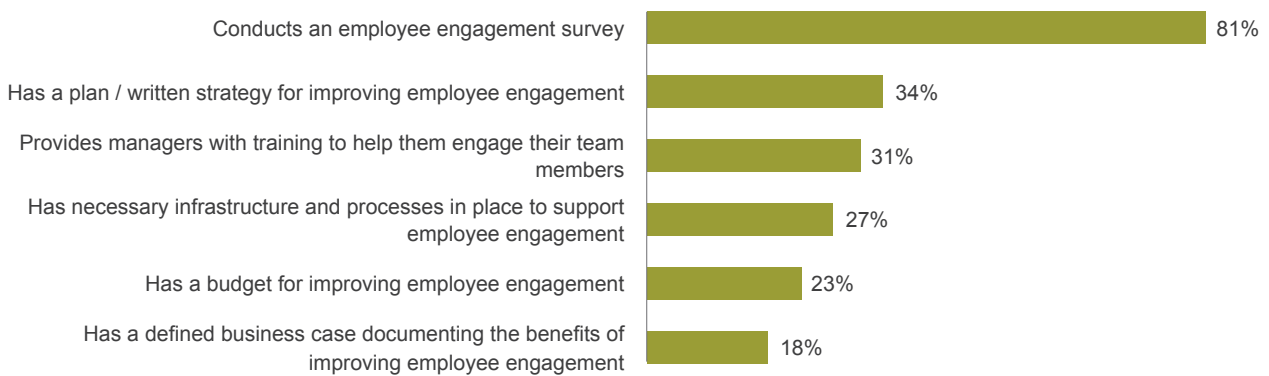


### 3. Businesses that are satisfied with their engagement efforts have a robust strategy in place

Two-thirds of organisations do not have an employee engagement strategy or written plan for improving employee engagement. This undermines leaders', managers' and employees' understanding of employee engagement and

their buy-in. It's therefore no surprise that the HR director (or equivalent) tends to be the primary champion of employee engagement for most businesses.

Figure 6. Employee engagement activities – my organisation:



81% of organisations focused on improving employee engagement conduct an employee survey, with most doing so annually. For some organisations lacking a wider strategy and buy-in, their employee engagement efforts are limited to conducting the survey, with little or nothing in the way of follow-up.

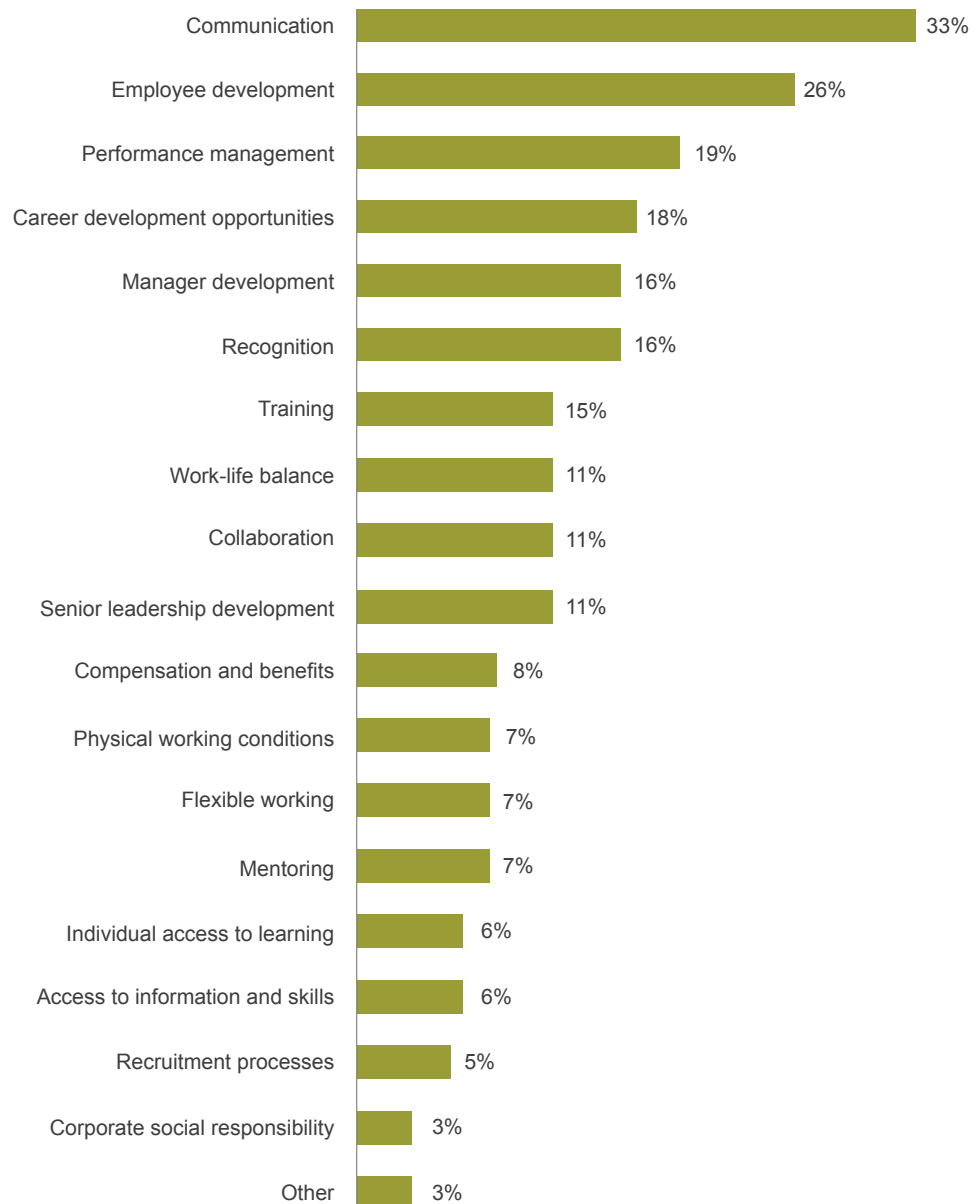
For other organisations the survey provides important feedback that allows them to identify factors blocking high performance, evaluate the impact of their engagement initiatives and empower managers and employees to take positive action.

## 4. The top three priorities for engagement activities are: improving communication, employee development and performance management

Following an employee survey, most companies focus on improving four areas – the most common are communication (33%), employee development (26%), performance management (19%) and career development opportunities (18%). When businesses focus on tackling more than six areas, their action plan becomes diluted and less effective

– these companies are less satisfied with the results of their employee engagement programmes. However as demonstrated by the British Cycling team example at the end of the report, understanding and making slight adjustments and improvements to all components of engagement will greatly multiply the effect.

Figure 7. What organisations focus on following their employee survey



## 5. Budget, lack of internal support and limitations of infrastructure and process are the main barriers to engagement

Businesses focused on improving engagement cite three main barriers:

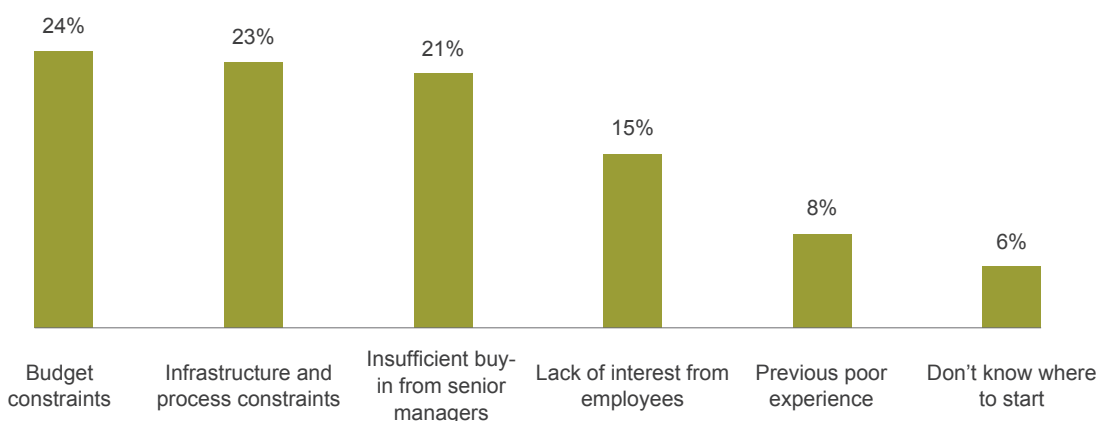
**1. Lack of budget:** 24% of organisations claim budget constraints are holding them back. However, those organisations that do have a dedicated budget for employee engagement are, on average, only 2% more satisfied with the results of their engagement programmes.

**2. Infrastructure and process constraints:** (23%) of organisations refer to infrastructure and process constraints which fail to support or prevent key components of employee engagement. These are referred to in Figure 8 and include performance management and recognition, employee and management development, career development, and training, collaboration and access to information. Organisations that lack, or have inadequate, HR IT systems and applications to support these processes can impact on the organisation's ability to support and drive employee engagement. This is becoming more critical when considering the generational demographics of the workforce and the increasingly collaborative way we work.

**3. Buy-in:** 21% of businesses highlight a lack of buy-in from senior management and a further 15% point to a lack of interest from employees as the main barriers they face. Chapter 2 explores the steps which businesses can take to maximise support from senior management and involve employees in their employee engagement programmes.

Chapter 2 also explores the premise that many of the initiatives to improve employee engagement do not require significant investment, relying more on management focus, time and commitment. Some initiatives do require investment, such as those designed to address the barriers arising from HR infrastructure and process to provide a strong foundation for employee engagement. The same is also true for the employee survey.

Figure 8. The main barriers to improving employee engagement





Senior management have become acutely aware of the importance of their employees and how their engagement and way of working can dramatically improve organisational fortunes. As a consequence, they are now looking at how to ramp up employee engagement as quickly as possible. Never has the HR function been given such a strong mandate and opportunity to make a significant contribution to organisational success and yet, as we have seen, there are still some fundamental challenges in making this happen.

While many challenges can be attributed to leadership and culture, a significant barrier arises from not having suitable infrastructure and processes in place. This has been in part due to traditional top-down command-and-control structures as well as the approach HR took to simply automating processes in learning and in talent and performance management.

However, the technology and solutions available at the time were also limited in their ability to support the emerging working styles, levels of engagement and career aspirations that newer generations of employees have come to expect and now demand.

But advances in mobile and collaborative technology as well as internet speeds have enabled people to access information and connect and collaborate at any time from anywhere. This, coupled with recent developments in intelligent 'machine-based' applications that use data about the employee and their role/function to suggest and predict help and direction for the employee, has created a new and exciting opportunity for HR to reassert its authority and contribute to organisational performance.

In Figure 7, the survey detailed a long list of the areas where respondents focused their activity after an employee survey. The majority of these can be supported by recent developments in HR technology.

For example, recognition is an important contributor to employee engagement and the ability to easily and instantly recognise another employee's contribution provides immediate feedback to that employee. Similarly, to be able to identify a suitable mentor and provide an easy route for mentoring programmes to take place can also contribute to employee engagement.

If an employee can increase their learning from other employees as well as on the job and have relevant learning and information recommended based on their job function and role, then this will also help with their engagement and performance.

As highlighted in the British Cycling Team example in the back of this report, the principle of marginal gains is pertinent to employee engagement.

Demonstrating ROI is an important component of any employee engagement initiative. Too often these measurements provide trailing indicators – metrics that only reveal insight when it's too late – of employee engagement, the most problematic of these being employee turnover. The ability to measure engagement continuously and in real-time is cited as the best way to gauge engagement. This is possible using HR technology that supports employee collaboration and contribution and which provides immediate feedback and metrics on each employee's engagement with the organisation. Being able to identify employees who are either not connected or contributing or where there is a deviation from their normal level of activity will provide a leading indicator of employee engagement and therefore offer far greater opportunity to correct this.

HR leaders must become more aware of what technology can do for their function and their organisation. In many cases they are already using and aware of this in their home lives when they log into Facebook, update their information on LinkedIn or make a comment on Twitter. Why should the work environment be any different? Recent advances in HR technology can bring this experience into the working environment by providing irresistible applications that truly support an engaged and connected workforce.

For more information on what Saba can do for your organisation using the Saba Cloud visit: [www.saba.com](http://www.saba.com)

# Chapter 2: Developing an effective employee engagement programme

Not all employee engagement programmes are created equal. For some organisations, employee engagement is nothing more than conducting a survey, with little follow-up activity. In these businesses, senior managers typically have a low level of understanding about what employee engagement is and why it matters, line managers pay lip service to their survey feedback and over time, employees become disillusioned with the rhetoric. In stark contrast, in high-performing organisations, employee engagement is not an event, but a way of working that's embedded in company culture. Let's examine what top-performing organisations do differently.

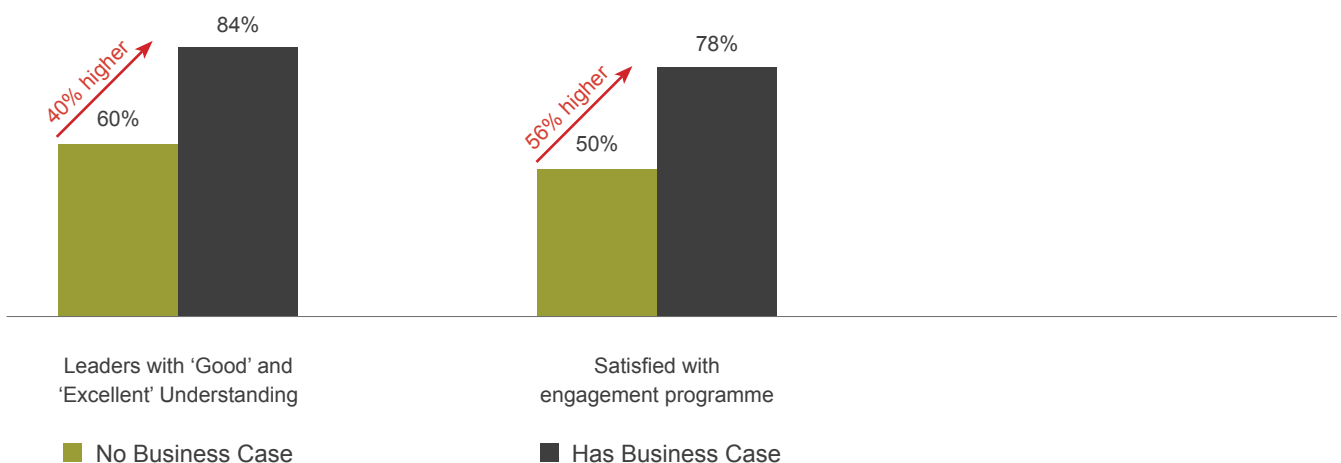
## Start with the business case

No leadership team will commit time and money to a plan to increase employee engagement unless they believe it will improve performance and profitability. Every engagement programme needs the CEO's support to ensure its credibility. The research underscores this.

For those organisations that have a defined business case, 84% describe their senior leaders' understanding of employee engagement as good or excellent, while this is 55% for line managers. In contrast, for companies without a business case, the figures are 60% and 43% respectively. Moreover, organisations with a business case are 56% more likely to be satisfied with the impact of their employee engagement programme on performance.

The business case should explain the benefits for improving employee engagement for your organisation – essentially, how engaged employees contribute to established business goals and objectives and how improved people performance can improve business performance. Consider the organisation's goals. If the number one priority is customer experience, focus on the link between employee engagement and customer satisfaction - engaged employees provide better customer service because they are committed to going the extra mile, believe in your mission and take personal pleasure in their work. Support this with external research studies and empirical evidence.

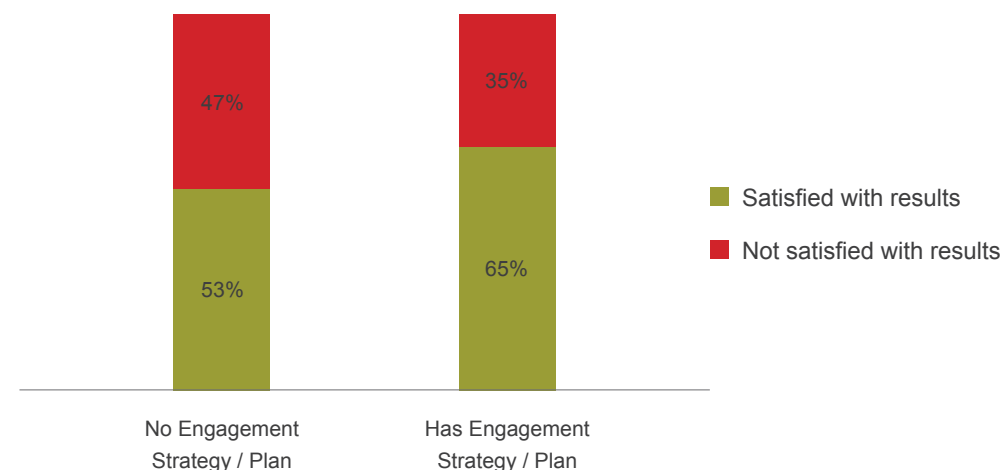
Figure 9. Importance of the business case



## Develop your employee engagement strategy and plan

We mentioned earlier that only a third of organisations have a documented strategy/plan for improving employee engagement. These businesses have higher levels of satisfaction with their engagement programmes.

Figure 10. Importance of having an engagement strategy / plan



Your engagement strategy provides the foundations for improving employee engagement. To have a truly engaged, committed and innovative workforce, organisations should strive for a culture of continuous, genuine engagement. This is more than simply addressing explicit problems highlighted by your employee survey. It is about creating the right environment for high performance.

When developing your employee engagement plan it's important to consider what drives engagement and the full range of initiatives that can help your business become a better and more effective place to work. The MacLeod Report recommends four key enablers of engagement that can help us structure our ideas:

**1. Strong strategic narrative** – employees must be clear about the organisation's vision, key objectives and strategy for achieving them. They must understand how their role contributes towards this.

**2. Engaging managers** – employees themselves need managers who are engaged and committed to the organisation. Engaged and engaging managers 'know' their team members, their career ambitions, strengths and weaknesses. They coach and inspire them.

**3. Employee voice** – this is about ensuring there is two-way communication at all levels, where employees feel they can raise concerns, issues or improvements and directly contribute to decisions that affect them or are related to their work.

**4. Organisational integrity** – leaders and managers walk the talk. Their decisions, behaviours and day-to-day actions are consistent with the organisation's values.

Once the strategy and plan is developed it should be assessed against the organisation's ability to support the processes and the information required to implement it. With organisations citing infrastructure as the second largest obstacle to employee engagement, this is clearly a significant area of focus. For example, if a more collaborative and open environment is needed to promote engagement, then how well IT systems support employee collaboration and information access and retrieval will directly impact the degree to which the organisation can move to the new way of working. Similarly, if you need to manage your employees for improved performance, then relying on a single, annual performance appraisal will be unsuitable. More often than not, HR systems are focused around providing a basic system of record rather than employee support tools that can increase engagement and performance. Fewer still are focused on career development.

## Develop effective employee surveys

To help identify key priorities for improving employee engagement, 81% of organisations conduct an employee survey. Before conducting an employee survey it's crucial to secure buy-in from leaders and managers to champion the thinking behind the survey and to get them on board for post-survey improvements.

The majority (60%) of organisations conduct their survey annually, with 18% surveying more than once a year and 4% using a system of continuous feedback. For one leisure

company with a seasonal workforce, its main employee engagement survey is complemented with onboarding surveys designed to measure how new hires understand its values, the effectiveness of the training and support from their supervisor. A large organisation going through a period of change conducts quarterly pulse surveys to track key trends. A minority of organisations conduct their survey every other year. So what works best?

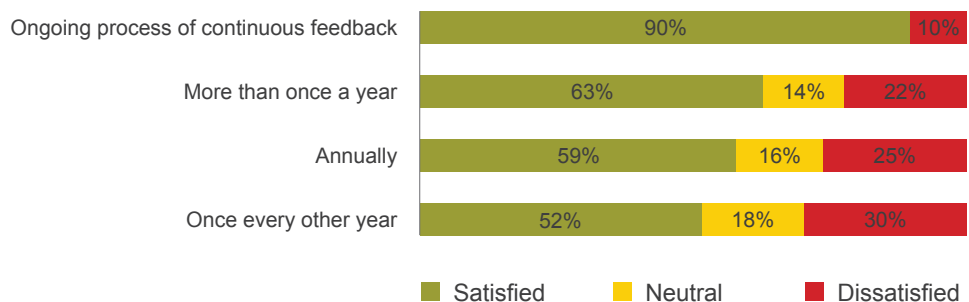
**Figure 11. How often do you run an employee survey**

Once every other year	18%
Annually	60%
More than once a year	18%
Ongoing process of continuous feedback	4%

It appears that the more often an organisation surveys its employees and asks for feedback the better – those with a system for continuous feedback, alongside those conducting an employee survey more than once a year, were most satisfied with their engagement efforts. This keeps the organisation focused on measuring and improving employee

engagement – it is harder to maintain momentum and focus in companies where surveys are conducted every other year. However, there is a risk of 'surveying out' employees because we are asking for their feedback too often and there is not enough time between surveys to act on their feedback.

**Figure 12. Survey frequency and levels of satisfaction**



Ultimately the best approach depends on the organisation in question. For a business in a very stable market where changes are gradual, where employees work offline and have to complete paper questionnaires, where the survey process takes many months (from initially sign-posting the survey is coming to managers receiving their results), a survey every

other year may work best. Surveying more often would simply give too little time between receiving the results from the previous survey and taking positive action. On the other hand, for a company in a fast-paced market and undergoing change, conducting a survey annually is more appropriate.

## Create an action plan

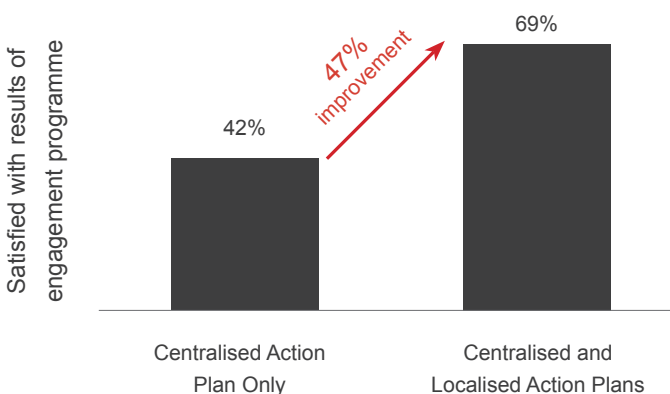
To contribute towards improving employee engagement, employee surveys must help identify areas for improvement and drive positive change. Effective action planning is the foundation of this.

### There are two levels of action planning:

1. A centralised action plan which is often coordinated by HR and aimed at tackling the organisational-wide key survey themes, and
2. Localised action plans which are developed at a department or team level.

In our study, a similar number of organisations relied exclusively on a centralised action plan compared to those which also had localised action plans in place. The results are clear: businesses with local action plans are 64% more likely to be satisfied with the impact of their engagement programmes on performance. This is not surprising. Firstly, a one-size-fits-all approach to action planning ignores differences between departments and local factors. Secondly, by involving managers and employees in determining areas for improvement and the resulting actions, they're much more likely to buy-in to the process, feel a sense of ownership and remain optimistic about the future.

Figure 13. Action planning approach





## Use all available channels of communication

Effective action planning needs to be combined with authentic communication that emphasises how the organisation is acting on the survey feedback to ensure employees feel like they have been heard.

Following an employee survey, the most common ways to share the survey results and key actions are through team meetings (35%), email (32%) and employee portals (15%). For every additional communication channel used, the effectiveness of the employee engagement programme

increases: 56% of those businesses relying on two communication channels to share their survey results are satisfied with their engagement programme's impact on performance compared to 64% using three communication channels, and 73% using four. In these organisations, employee engagement is better understood by employees, managers and leaders and there is a stronger commitment to listening to employee feedback and working together to become better places to work.

Figure 14. Communication channels used following employee survey

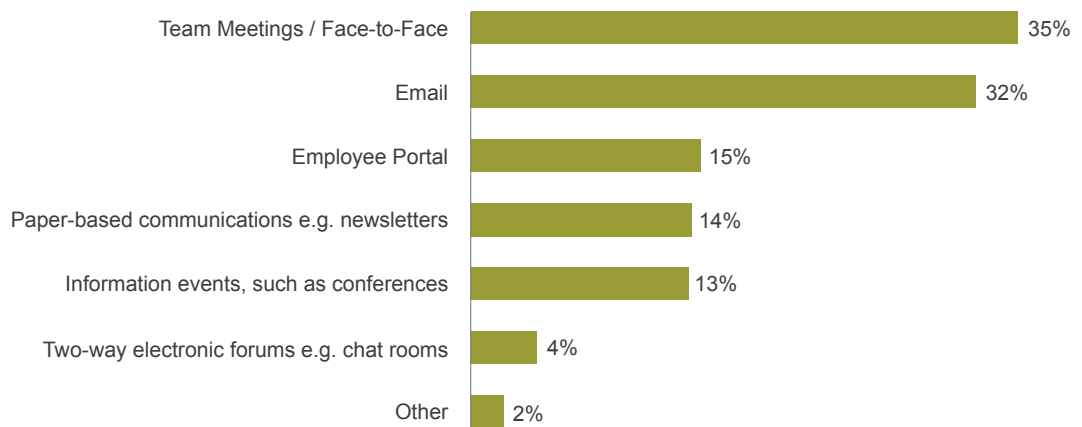
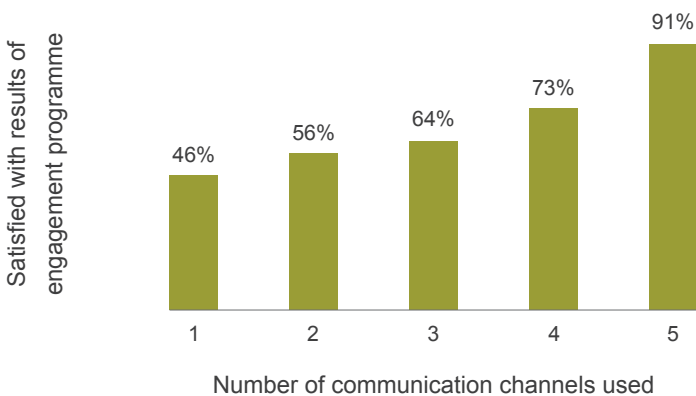


Figure 15. Number of communication channels used following employee survey



## Demonstrate the return on investment

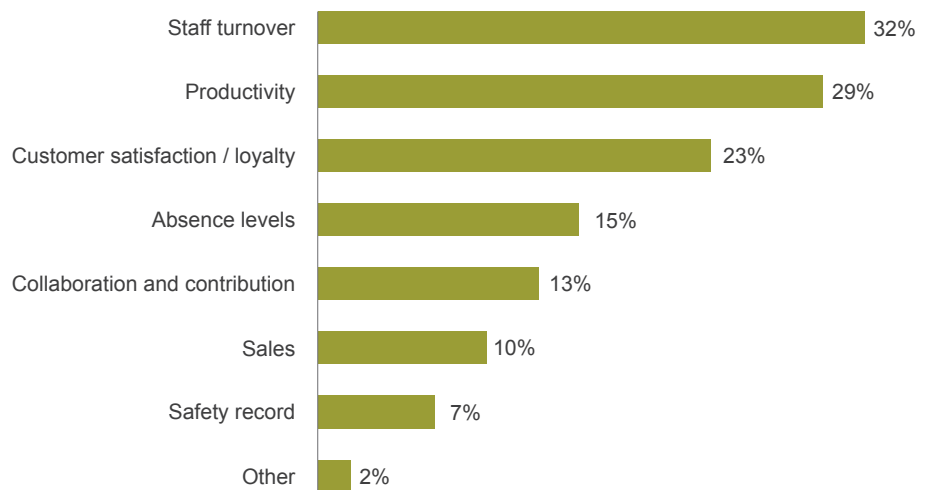
We previously highlighted that one of the biggest barriers to improving employee engagement is a lack of buy-in from senior management. To help overcome this, organisations need to demonstrate the return on investment. Linking employee survey results to business results can help. For example, a retailer could look at the correlation between employee engagement results and customer satisfaction scores at the store level.

Only 40% of organisations do this and those that do report higher levels of buy-in and satisfaction. The most common metrics that survey results are linked to are staff turnover

(32%), productivity (29%) and customer satisfaction (23%).

When measuring ROI, a company must also understand the difference between 'leading' and 'trailing' indicators as a means of judging whether a programme of engagement is effective or not. Staff turnover is a trailing indicator because it suggests a potential problem around engagement when it's too late to take action. Conversely, employee collaboration and contribution is a leading indicator. If you are able to measure this on a continuous basis, then declines will provide a good indication of lower levels of engagement, enabling you to take action.

Figure 16. Metrics that employee survey results are linked to



# Summary - the principle of marginal gains

One of the success stories in world sport has been the British Cycling Team, which has come to dominate the velodrome. The principle of 'marginal gains' has been the driving philosophy behind its success. Sir David Brailsford, former Performance Director, explained to the BBC:

*"The whole principle came from the idea that if you broke down everything you could think of that goes into riding a bike, and then improved it by 1%, you will get a significant increase when you put them all together".*

The same is true for employee engagement. We've outlined individual steps that can improve the effectiveness of an organisation's employee engagement programme. When these are applied together the overall impact is far greater. When organisations have a defined business case, a clear engagement strategy and link the results of their employee

survey to business results, 89% are satisfied with the results. Under half of organisations (45%) that don't do these things are satisfied with their engagement results.

Embedding engagement into organisational culture is about doing the right things in multiple areas, all of which have a synergistic effect on improving buy-in from key stakeholders. Ultimately, you need your people to be on board, and if they are sufficiently bought-in, your engagement efforts will be far more successful.

# Additional resources

If you'd like to delve deeper into employee engagement, you may find these resources useful.

## From HRZone:

- [Employment engagement – practical, academic-led toolkit](#)
  - [Employee engagement video series, filmed with leading UK academics](#)
  - [“The history of employee engagement.”](#)
  - [“Five ways neuroscience can improve your engagement results.”](#)
  - [“Senior leader buy-in is fundamental to employee engagement.”](#)
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## From Smith & Henderson:

- [7 Employee Survey Mistakes and How to Avoid Them](#)
  - [Action Planning Guidelines](#)
  - [Smith & Henderson Blog](#)
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## From Engage for Success:

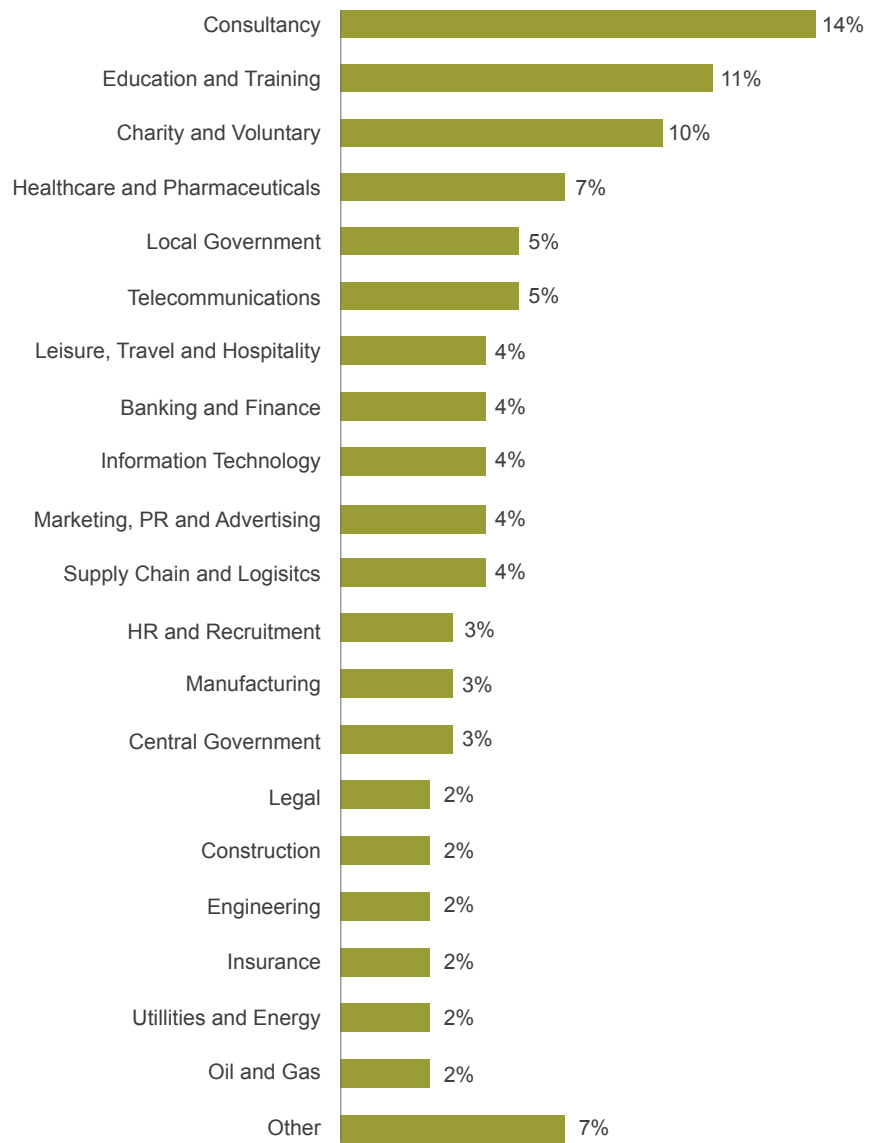
- [Tools and Ideas](#)
  - [Community and Events](#)
  - [Blog](#)
- 

## From Saba:

- [Better engagement means a better workplace: five ways to get employees more involved](#)
- [Case study from The Educe Group](#)

## Survey Information

### Business Sectors



### Business Size

