



What the C-Suite Cares About

What's top of mind for employers when it comes to engaging staff and driving performance

#HRWINS surveyed more than 1,600 employers in North America in three surveys. These surveys focused on the usability of their HR technology and data, their perspective on company culture and employee engagement, and their current performance management approaches and technology. We also surveyed employees in similarly sized firms about their view on many of the same issues.

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#HRWINS

George LaRocque is recognized as one of the top influencers and thought leaders in the world of B2B Human Resources and workforce technology. Globally. He has amassed more than 20 years in the field as a Recruiter, Talent Management professional, and HR practitioner, HR Technology executive, analyst and consultant.

George is available as an advisor for those firms who understand that marketing and sales success requires a deep knowledge of the HR Buyer and substantial go-to-market experience with HR tech products and services. For a few select vendors per year, George delivers actionable insight, strategy, and plans, aligned with their strategic business goals, empowering them to drive better business results.

As an analyst he is focused on the HR Technology space and involved in some of the most comprehensive and current research on trends impacting HR and HR Technology.

George speaks where people are passionate about the connections between technology, talent, and work. George also founded, is conference chair of, and regularly speaks at InfluenceHR, the industry's first ever marketing symposium focused on helping HR Technology and Service marketers be more effective in engaging with the HR Buyer.

AFTER A RECENT ONSLAUGHT OF ENGAGEMENT-FOCUSED TECHNOLOGY ENTERING THE MARKET, EMPLOYERS ARE LEFT WITH VEXING QUESTIONS:

Which employee issues represent an opportunity to engage and have a bigger impact on individual, team or company performance?

As a manager, how should I engage my team regarding the issues that have been discovered?

What tools and technology are available that go beyond hindsight analysis and help identify a productive path forward for leaders, managers and staff?



87%

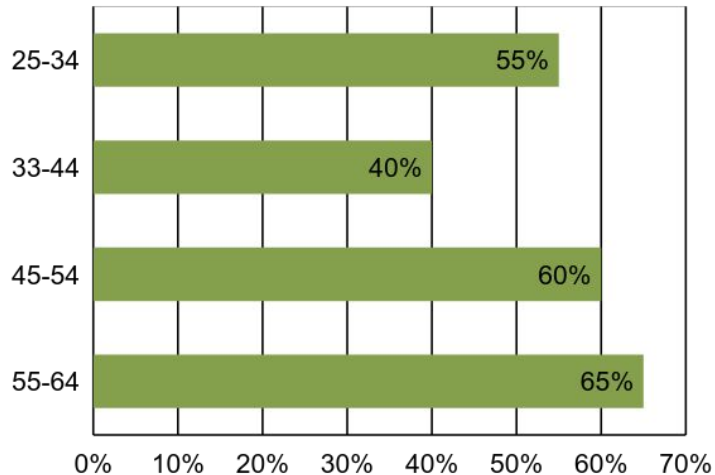
of executives rate culture and engagement as their biggest HR related challenge.

Business leaders and HR practitioners have looked to employee engagement as a measure of successful corporate culture, but first even defining employee engagement presents a challenge. There have long been efforts to standardize its definition and measurement, and the result has been just the opposite. We've seen a proliferation of science and methods narrowly looking at everything from happiness to community embeddedness, social network analysis, motivation and incentives, collaboration, personality and culture assessments, and more.

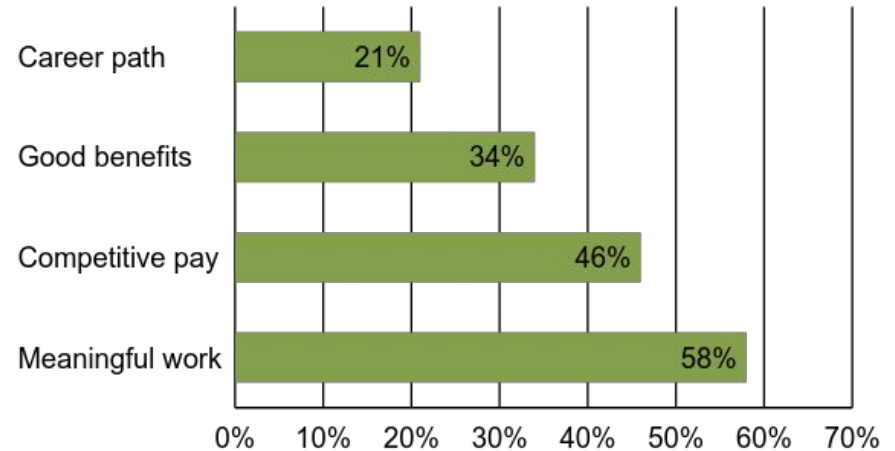
MORE COMPLETE DATA MEANS FASTER, BETTER DECISIONS

Meaningful work is the number one driver of engagement for employees. Every organization has meaning and purpose. Don't confuse meaningful work with philanthropy. Employees want to understand how a company's product or service impacts the customer, consumer, or world in a positive way. And, how their individual effort contributes.

IMPORTANCE OF MEANINGFUL WORK, BY AGE



KEY ENGAGEMENT DRIVERS



A surprising number of GenXers, millennials, and baby boomers would all choose meaningful work with less pay. The desire to understand the meaning of your work transcends generations in the workforce. When understood by employers, it has clear ties to recruitment, retention and performance and engagement.

MANAGING FOR ENGAGEMENT AT WORK

Consider the top four factors behind employee engagement. After satisfying the basic contract an employer has with an employee: providing competitive pay and benefits, **the common thread running through all factors affecting engagement is the communication and leadership in and around work itself.**

Do I understand:

The meaning and impact of my work?

My career path?

How my pay compares internally and externally?

What benefits I have access to?



3 TRENDS

TO LOOK FOR

We expect to see employers continue to evolve approaches to engaging employees to drive business performance through tools and strategy.



3 TRENDS TO LOOK FOR

1. Continued movement away from annual-only performance reviews and engagement surveys.

Employers are already changing areas like performance management with 43.2% surveying their employees more frequently than once per year. And, in employee engagement, with 36% using some form of employee engagement measurement and analytics.



3 TRENDS TO LOOK FOR

2. Strong alignment of performance and engagement baseline measurements emerge.

As employee feedback and engagement input(s) become more continuous, companies will improve their ability to align these two processes and the data capture through it.

Employers are increasingly correlating HR data to business results, with 2/3 of them tying some form of HR data to business outcomes. Look for employers to continue to progress in the correlation between performance, engagement and business results.



3 TRENDS TO LOOK FOR

3. Increased HR support of supervisors & managers with innovative process and technology.

As the ability to capture and correlate performance and engagement related data improves, HR will increasingly be in a more consultative role. Interpreting results and metrics, and providing guidance to managers and supervisors with the goal of ensuring they are prepared to engage in the right conversation about the right issues, in the right manner, in a way that will have the most impact and be in alignment with the company's culture and values.

Look for companies to continue to invest in opportunities to support managers by developing creative ways to distribute content and expertise to managers and supervisors in a context sensitive way, based on data. Technology has a big role to play here.

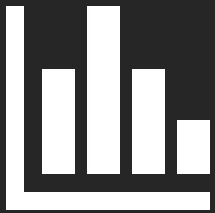
RECOMMENDED EMPLOYEE ENGAGEMENT TOOLKIT

As employers look to improve engagement while better supporting managers, technology will play a critical role.

We've narrowed the employee engagement toolkit down to five critical capabilities for employers focused on engagement. As an employer, you may find each of these capabilities in a distinct product or app, or you may find them all in one employee engagement platform. As with any technology purchase, it's important to start with understanding your culture and which capabilities will support your firm reaching its goals.

While other HR processes and technology segments can have some impact on engagement, like wellness, performance management (as discussed in the report), benefits, compensation, etc. this toolkit is focused on core employee engagement measurement, facilitation and support. The components of this toolkit help employers prioritize those corollary capabilities while empowering managers and supervisors to engage with employees directly.

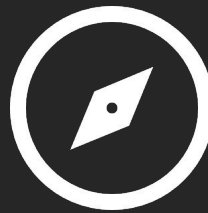
KEY COMPONENTS FOR EMPLOYEE ENGAGEMENT



Measurement &
Analytics



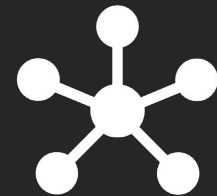
Feedback tools



Practical
Guidance for
Managers



Recognition



Company-wide
Communication

Measurement & analytics provide validated views to you team's level of engagement and trigger **practical guidance for managers** with needed context. Modern employee engagement solutions empowers leaders and managers to better give and receive feedback. **Feedback tools** are delivering insight to everything from feelings about a project to daily sentiment to requests for Friday's team lunch. The ability to **recognize performance** at both the team and peer to peer level further reinforces the impact and meaning of work. **Company-wide communication** brings everyone together, whether it's to celebrate the latest company milestone or for directions to the company outing.



MEASUREMENT & ANALYTICS

A large part of your success with employee engagement measurement will come from your ability to set a baseline measurement with your teams, and then measure against that on an ongoing basis. This baseline measurement actually increases the value and efficacy of your ongoing pulse surveys.

This also requires that analytics are available to you. Your organization's ability to work with the analytics tool provided can make or break the return on investment here. Does your team have the analytics chops to work with a data tool that represents a blank slate, or do you need a partner that provides more structure and/or service around analytics?





FEEDBACK TOOLS

Pulse surveys, polls and quizzes can have incredible utility for your teams. At their most strategic level they put a finer point on engagement and other key insights. At a more tactical level they provide on-demand check-ins on everything from status or sentiment on the work at hand to crowdsourcing the theme for the next team offsite meeting.

Today, these tools are mobile. Don't let this be a limit to the depth of features to your selection. You must be able to align the frequency of your feedback, and the autonomy of question creation or topics to your team and culture.





GUIDANCE FOR YOUR MANAGERS

The engagement baseline you establish, and any further insights via pulse surveys and analytics set the stage for the actual engagement between managers and their teams.

- Which metrics should be followed up on?
- What questions should be asked?
- What messages should be delivered?
- What keys should managers be listening for?

Look for systems that come with some established workflow for triggers and alerts, and some core library of content. They should also offer the capability of adding or editing content to fit your team or culture.





RECOGNITION

Along with understanding the meaning of their work, employees and employers both benefit when the impact or value of work of an individual or team is recognized.

Don't confuse recognition with "rewards." Implementing a recognition program and tool does not have to have a financial or merchandise component to it.

Look for products that support both manager initiated and peer-to-peer recognition.





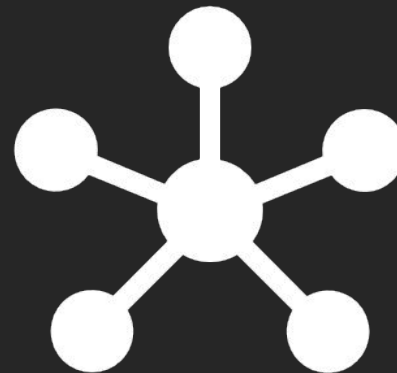
COMMUNICATION

Communication is a fundamental part of leadership.

We communicate and interact with information differently today than just a few years ago. Whether this is driven by compressed business cycles, digital disruption, generational shifts or all three is irrelevant. We know that people now expect more transparency and on-demand access to information.

We've become accustomed to benefiting from other's questions on a discussion thread. Our eyes are now trained to gravitate towards highlighted "posts."

Employers have a big opportunity to leverage the changes in how we work to their advantage, starting with communication. Whether embedded in an engagement platform, or integrated into tools like Jive, Slack, or SharePoint, creating a forum for communication can foster big wins in engagement.



ABOUT TEMBOSOCIAL

Since 2002, TemboSocial has been a leading provider of employee engagement solutions. Today TemboSocial reaches more than 1,000,000 employees each day.

Leading companies turn to TemboSocial's hosted suite of tools to foster collaboration, innovation and recognition.

Learn more about the work we do for BMW, State Street, TD Bank, Ricoh, DTE Energy and others by visiting us online at www.tembosocial.com or speaking to someone from our Customer Success Team at 416.588.7324.

