

The Chemistry of Employee Engagement

**How highly successful organizations
use real-time people data to drive
high engagement**



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Reformulate your company's future.

Learn the science of creating high-engagement organizations.

At some organizations, engagement seems to happen naturally. Employees feel it. They're committed, energetic, attached. Positive attitudes and behaviors are transmitted to each new hire. A virtuous cycle.

At other organizations, engagement is uneven and difficult to sustain. Employees feel this, too. Some do only what's necessary to get by. Why go the extra mile when others are coasting? Energy ebbs. People leave. Momentum never takes hold.

On the surface, you may not be able to tell these two organizations apart. They may even be the same organization at different times. Disengagement isn't always visible.

What if both organizations had the same opportunities to drive high levels of engagement consistently? A composition of elements motivates every employee in every department in an organization throughout the year. When you know the unique composition of elements for your specific company, you can use this data to reformulate the future. In real time.

The chemistry of engagement =

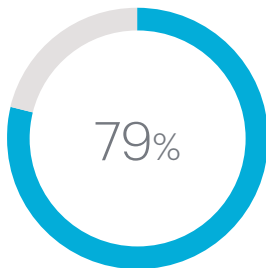
Leaders using real-time people data to consistently drive employee engagement.

This white paper reveals the data-driven strategies of innovative organizations who have adopted the emerging technology of **real-time employee engagement.**

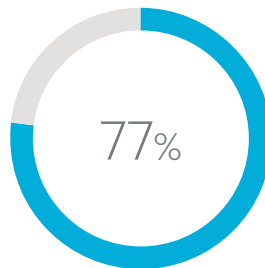
Reformulate your company's future.

All organizations have the potential for high engagement.

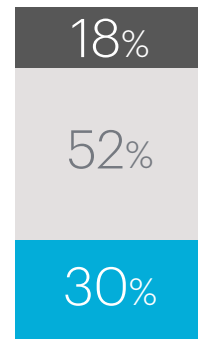
But very few organizations actually know how to systematically create it. In most cases, leaders don't know they have an engagement problem until they have a retention or performance problem. Insights come. But they're too little, too late.



79% of CEOs believe they have a significant retention and engagement problem. (Deloitte)



77% of CEOs feel they don't have the right systems to address the issue. (Deloitte)



Only 30% of employees are engaged. 52% are not engaged. 18% are actively disengaged. (Forrester 2012)

GROWTH!

And other surprising causes of disengagement.

After recruiting top performers, building exceptional products, and gaining customers, many organizations are surprised to find that winning the war for talent doesn't inoculate them against engagement and retention challenges.

In fact, growth can trigger problems with engagement, productivity, and retention.

Here are three common challenges associated with disengagement, as related to us by seasoned HR leaders who shared their experiences in their own words.

In their own words:

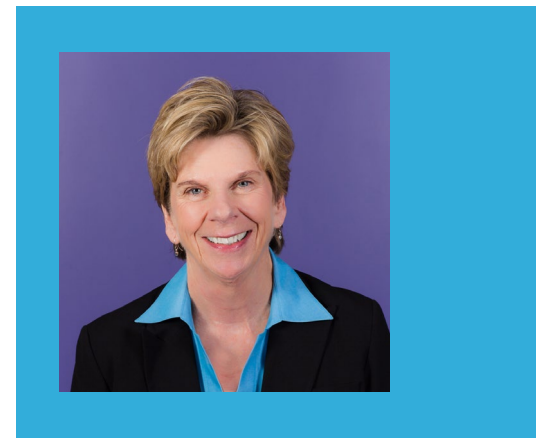
1. Challenges staying connected.

"We were getting bigger and wanted to sustain a great culture. But as our company grew, it got harder to get a handle on how people are feeling."

—**Danny Shader,**
CEO, PayNearMe

"In 12 months, many of the people here will be new because of our rapid growth. Annual surveys weren't working. We wanted to take a more frequent pulse of employees, without weighing down the HR team."

—**Joan Burke,**
SVP Human Resources, Marketo



GROWTH!

And other surprising causes of disengagement.

2. Increasingly diverse, distributed workforces.

“Our company is geographically dispersed. We’ve grown via merger and acquisition and have not required employees to migrate to centralized locations. We felt fragmented. The management team wanted more cohesiveness and more engagement.”

—**Richard Deal**,
SVP, Chief HR Officer, FICO

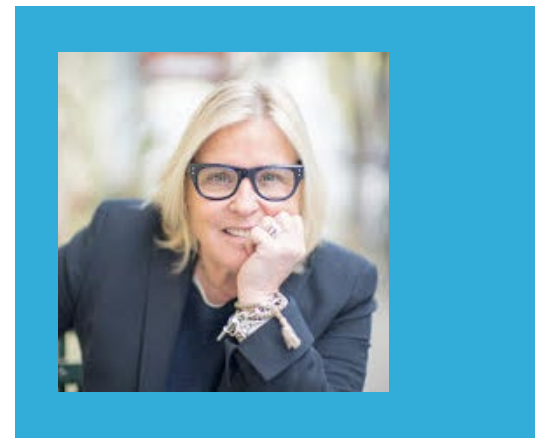
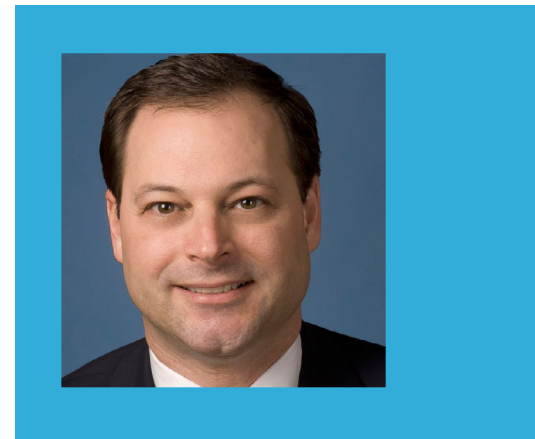
“We have a variety of employees, some hourly, some salaried, some technical, some customer-facing, some in the main office, some remote. Executive leadership is often the last to know what’s really going on. We get a watered-down version of the truth. We wanted to keep everyone engaged across a diverse workforce.”

—**Amy Errett**,
CEO and Co-Founder, Madison Reed

3. Being agile.

“Managers were rarely managing the same team a year later, so it was difficult to compare results. Too much time was passing between measurements.”

—**Richard Deal**,
SVP, Chief HR Officer, FICO



REACTIONS.

Why disengagement happens to good people.

A breakdown in engagement is often the result of a reaction to change. Reactions happen at work when elements mix, sometimes leading to undesirable outcomes.

A pattern of reactions can hurt engagement and pull people off track.

FOR EXAMPLE:

Strategy du jour.

The boss changes direction often and the team loses motivation. People are reluctant to act, fearing their hard work will be wasted.

Accounting is exhausted.

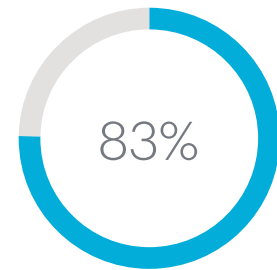
Their workload has steadily increased, but they're committed, so they put in the extra hours. No one asked, so no one knows. Three accountants just quit. Leadership didn't know until the exit interviews.

You're the best! (at your old job)

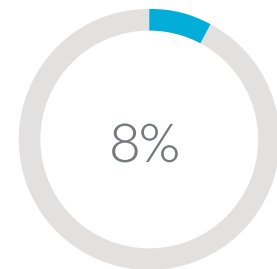
An employee's strong decision-making leads to a promotion. Now, the team is required to run every decision by her, resulting in delays and frustration.

These changes aren't new, and they're just a fraction of the possible reactions that can cause disengagement.

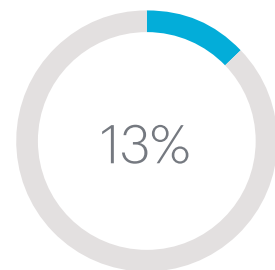
NO ENGAGEMENT, NO FUTURE.



83% of companies are seriously worried about their leadership pipelines. (Deloitte)



Yet, only 8% of companies have strong programs to build leadership skills in their millennial populations. (Deloitte)



13% of the global workforce is highly engaged. (Deloitte)



EUREKA!

Recent innovations in the field of measuring engagement.

You can't optimize what you don't measure. This is just as true for employee engagement as it is for other industries. Many other industries have already modernized the way they measure engagement by using real-time technologies. For example:

- **Marketers** use real-time solutions like Marketo and Google Analytics to measure website visitor engagement and campaign effectiveness. They use these insights to course-correct and optimize quickly across a portfolio of campaigns.
- **Politicians** constantly pulse voters to fine-tune strategy throughout a campaign, emphasizing different messages for each constituency. They don't wait until election day.
- **Developers and application managers** use application performance monitoring technologies like New Relic to identify bottlenecks in real time and diagnose issues, right down to the line of code.

Real-time
measurement isn't
the future. It's now.



EUREKA!

Recent innovations in the field of measuring engagement.

If we can frequently measure other types of engagement to quickly diagnose problems and course-correct, why not do the same for employee engagement?

Three factors have traditionally kept organizations from measuring, diagnosing, and improving employee engagement in real time:

1. The annual survey is still, well, annual.

Measuring employee engagement started with the paper-based survey. Surveys required significant time to formulate questions, administer, analyze results, and provide recommendations. They could only be done once a year, at best. Every possible question needed to be asked, 60, 80, even 100 questions. Along came digital. Paper surveys moved online. Yet survey design, data collection, analysis, and recommendation are still predominantly annual.

2. It's not just an HR thing.

Because Human Resources is responsible for the humans, HR has traditionally been seen as the owner of the engagement survey and the driver of change based on its findings. But engagement

drivers vary by industry, by organization, by location, and by manager. While HR has worked valiantly to carry the engagement banner, HR alone cannot consistently drive engagement across a large, geographically-dispersed organization. Managers, who are closest to employees, have the best opportunity to take action based on local results. Receiving a static report with a diagnosis and recommendations once a year is drastically insufficient.

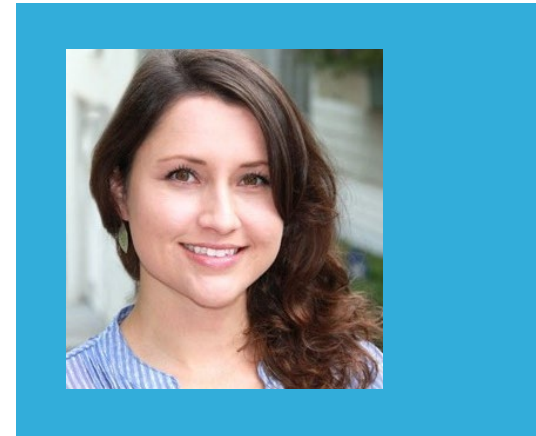
EUREKA!

Recent innovations in the field of measuring engagement.

3. Money or time? You pick.

Those seeking to measure employee engagement and to respond to the results have traditionally had two options:

- i. **Money? Hire a consulting firm to implement the survey.** The firm brings expertise, benchmarking, analysis, and recommendations—at a price. Many organizations are forced to limit consulting-based surveys to once a year, or every other year, as the cost can reach hundreds of thousands of dollars per survey.
- ii. **Time? Use a survey technology to design and implement an engagement survey.** The price is much lower, but the time invested to design the survey, analyze the data, and communicate results can cost teams weeks or months of effort.



“We used other surveys in the past—response rates were often low, data was painful to analyze and benchmark, and actionable insights were limited. The process was too manual and time consuming.”

—**Tiffani Ingham**,
Senior Director, People
Operations, Sojern

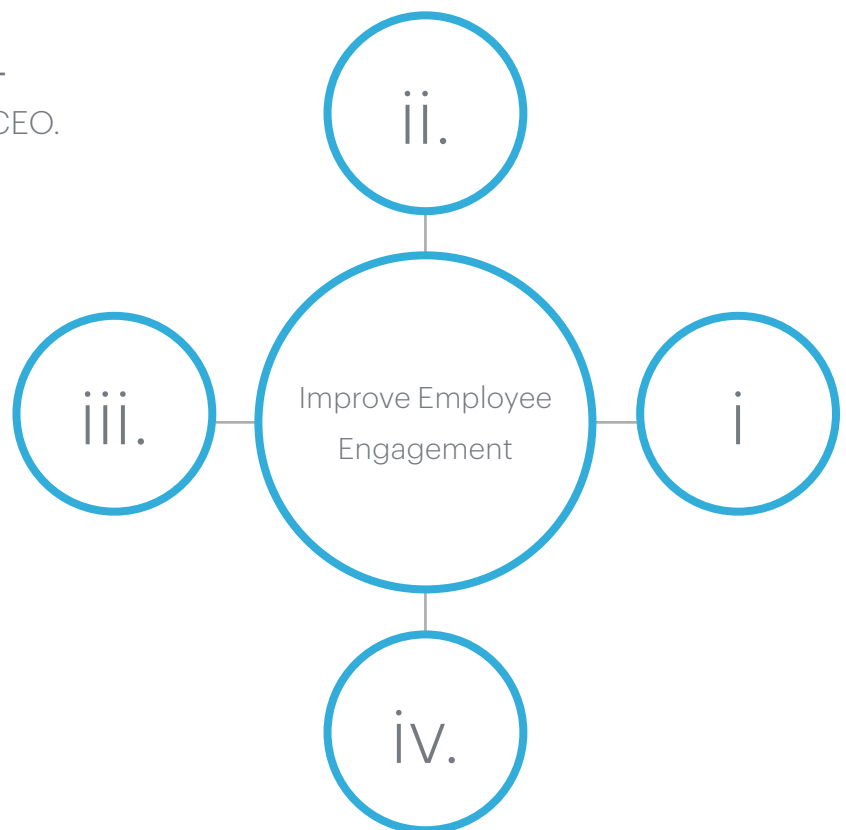
FREQUENT, ACTIONABLE, RELEVANT, TIMELY.

Taking measure of traditional solutions to measure employee engagement.

What drives engagement? The answer varies widely between individuals, departments, organizations, and even within the same company from year to year as it grows.

A solution to improve employee engagement is only as effective as its ability to:

- i.** Measure the right things at the **right frequency**.
- ii.** Deliver **actionable insights** based on the data collected.
- iii.** Deliver insights to the **right people—managers**, and not just HR and the CEO.
- iv.** Equip leaders to **act quickly**.



FREQUENT, ACTIONABLE, RELEVANT, TIMELY.

Taking measure of traditional solutions to measure employee engagement.

SURVEYING THE SURVEYS

Let's compare the options to measure engagement, which have traditionally been annual surveys and do-it-yourself (DIY) polls, to evaluate their effectiveness in each of these four categories:

| | ANNUAL SURVEYS (Consultants) | DIY SURVEYS (Survey Tools) | EXIT INTERVIEWS |
|--|---|---|----------------------------------|
| 1. Measure the right things at the right frequency. | C- | D | F |
| Bases questions on proven drivers to ensure relevance and quality of insights. | Usually. | Sometimes. Can copy from standard engagement question templates. | Sometimes. |
| Allows you to survey employees frequently enough to keep a pulse on the organization and to see the impact of actions. | No. Pulsing frequently is not cost effective. | Yes, but requires the HR team's time investment for each pulse. | Only collected upon exit. No. |
| Easy to implement and run, without significant effort from HR. | Somewhat. Still requires time to build the 80-question survey. | No. | No. |
| Confidential, so people feel confident enough to share the truth. | Yes. | Low perceived confidentiality hurts participation rates and data quality. | No. |
| Compelling survey experience for employees, encouraging high participation rates. | No, long surveys result in lower completion rates. | No, user interface experience often results in survey fatigue, poor data quality. | n/a |
| Fast, easy survey experience on mobile devices. | No. | No. | No. |
| Real-time response rate data and reports. | No. | Yes. | n/a |

FREQUENT, ACTIONABLE, RELEVANT, TIMELY.

Taking measure of traditional solutions to measure employee engagement.

| | ANNUAL SURVEYS (Consultants) | DIY SURVEYS (Survey Tools) | EXIT INTERVIEWS |
|---|--|--|-----------------|
| 2. Deliver actionable insights based on the data collected. | B | D | D- |
| Results provide comparisons to historical, benchmark, and company-average data (so you know whether a score is good or bad). | Yes. | Sometimes. | No. |
| Automatically assesses the relative impact of various engagement drivers to help prioritize response. | Sometimes. | No, though HR could run and publish correlation analyses. | No. |
| Tracks success over time with on-demand reporting across a wide range of employee attributes (business unit, location, tenure, gender, etc.). | No. Many reports must be requested, at a cost. | No. | No. |
| 3. Deliver insights to the right people, empowering managers to act. | C | F | F |
| Easy to empower managers with drill-down data by team. | Sometimes, but the reports cost extra. | No, significant manual effort. | In a way, yes. |
| Allows managers to compare their results against company and group averages. | Sometimes, with additional charges for custom reports. | Not without manual effort. HR parses and distributes the data, or managers run their own pulses. | No. |
| Ability to create custom pulses for specific teams, topics, or situations. | Yes, at significant cost and delay. | Yes, but requires design and implementation effort to create and deploy. | No. |
| Easy to adapt as departments and managers change throughout the year. | No. | No. | No. |

FREQUENT, ACTIONABLE, RELEVANT, TIMELY.

Taking measure of traditional solutions to measure employee engagement.

| | ANNUAL SURVEYS (Consultants) | DIY SURVEYS (Survey Tools) | EXIT INTERVIEWS |
|--|---------------------------------|-------------------------------|-----------------|
| 4. Equip leaders to act quickly. | F | F | F |
| Allows leaders and managers to explore data to uncover additional insights on demand. | No. | No. | No. |
| Automatically alerts leaders and managers to significant changes in engagement scores and drivers for their teams. | No. | No. | No. |
| Ability to configure dashboards to watch key metrics. | No. | No. | No. |
| Quickly creates attractive results presentations for executives and employees. | No. | No. | No. |

Overall scores — letter grades:

Annual survey:

= C-

DIY online surveys:

= D-

Exit interviews:

= F




REAL-TIME, REALLY.

Introducing a new platform for measuring (and improving) employee engagement.

What if you could receive people data with actionable intelligence on demand, while still ensuring confidentiality? An emerging technology meets the criteria for an effective solution to measure and improve employee engagement in our always-on, need-it-now, constantly pulsing world. It's called a real-time employee engagement platform. Innovative organizations like FICO, Marketo, and Sojern are using it to:

- Create sustainable programs for measuring and improving employee engagement
- Take frequent pulses of their employees
- Understand which factors really drive employee satisfaction and retention
- Empower managers with interactive dashboards and insights to lead them to action
- Be alerted to significant changes or outlier scores across an enormous number of potential employee attribute combinations
- Find and fix any disengagement loops before they become major problems
- Retain more top employees
- Build stronger teams and deliver better results

Glint is the first real-time employee engagement platform. Why shouldn't we have software to keep a pulse on engagement? Customers include Marketo, FICO, Sojern, PayNearMe, and Madison Reed.



ADVICE AND BEST PRACTICES

From Organizations Who've Adopted Real-Time Employee Engagement

1. PULSE MONTHLY OR QUARTERLY.

“With Glint, we have more frequent longitudinal data and an environment where managers can analyze it in real-time. It’s proven invaluable in increasing awareness and energy around the topic of workforce engagement.”

—**Richard Deal,**


SVP, Chief Human Resources Officer, FICO

“We see how new processes or initiatives in our business can cause stress (through lower scores), but because of the driver data, we see why, making it more actionable,”

—**Eric Hutchinson,**

COO, Madison Reed





ADVICE AND BEST PRACTICES

From Organizations Who've Adopted Real-Time Employee Engagement

2. EMPOWER DEPARTMENT HEADS TO TAKE ACTION LOCALLY.

"I love the granularity—the ability to drill down and identify where we need to take immediate action. We analyzed the driver scores from our first pulse and identified work-life balance issues specific to certain groups. We are partnering with those groups to develop a response plan that in some cases will include delivering more resources to support the team."

—**Joan Burke,**


SVP Human Resources, Marketo

"Giving leadership actionable data they can slice and dice is hugely impactful."

—**Tiffani Ingham,**

Senior Director, People Operations, Sojern





ADVICE AND BEST PRACTICES

From Organizations Who've Adopted Real-Time Employee Engagement

3. SHARE RESULTS AND RESPONSE PLANS WITH EMPLOYEES.

“More importantly, we sent a very clear message: we care about how you’re feeling.”

—**Richard Deal**,
SVP, Chief Human Resources Officer, FICO

“We believe deeply in understanding people and helping them enjoy work—it’s the difference between a successful company and one that fails. Glint gives us a pulse on our company. We can spot issues, respond and see corresponding score increases monthly.”

—**Amy Errett**,
CEO, Madison Reed





ADVICE AND BEST PRACTICES

From Organizations Who've Adopted Real-Time Employee Engagement

4. DELIVER A GREAT EXPERIENCE. EMPLOYEES AND MANAGERS WILL RESPOND.

"For the employees, Glint has been a big step forward. We didn't appreciate the importance of the user interface until that first pulse—it's a really great UI."

—**Richard Deal,**

SVP, Chief Human Resources Officer, FICO

"I filled out the Glint pulse on my phone. The responsive interface was formatted perfectly with nice animation and clear buttons. It was clearly thought-through and delightful—a very well designed experience. The little touches make all the difference. It made the task pleasurable."

—**Glen Lipka,**

VP User Experience, Marketo

"With Glint I feel like I literally have my finger on the 'pulses' of the various groups within the company. It's fast, intuitive, and I can see results immediately."

—**Mark Rabe,**

CEO, Sojern



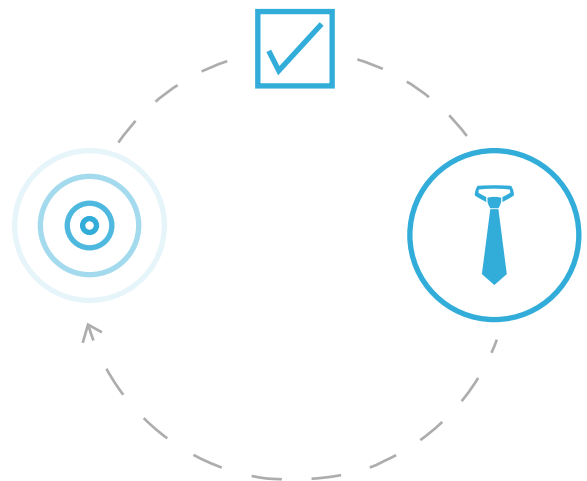
WHAT'S YOUR ORGANIZATIONAL CHEMISTRY QUOTIENT?

Learn how to consistently formulate high engagement levels.

UNCOVER YOUR ORGANIZATION'S FORMULA FOR INCREASED EMPLOYEE ENGAGEMENT.

Follow 4 simple steps:

1. PULSE FREQUENTLY.
2. EVALUATE RESULTS.
3. EMPOWER LEADERS AND MANAGERS TO ACT.
4. REPEAT.



You can improve engagement by knowing each department's specific, unique drivers of engagement throughout the year, and by using those insights to develop creative, pragmatic solutions to the real reasons people become disengaged at work. **Request a demo of Glint.**

<http://www.glintinc.com/>