

THE 2019 EMPLOYEE ENGAGEMENT REPORT

The End of Employee Loyalty



This report is about a powerful weapon in business - one that only the most successful leaders know how to wield. The truth is, many organizations only scratch the surface when it comes to harnessing employee engagement to reach their team's potential. Here at TINYpulse, we're on a mission to change that.

We created this report to bring you the insights you need to unlock the passion, drive and loyalty of your employees. Whether you're a CEO, HR manager or an entry-level culture champion, our goal is to deliver data-driven strategies that get results.

Here's who our research will benefit:

▶ **Employee Engagement Novices**

Understanding the tie between engagement and performance will transform your organization. Get employee engagement right and you'll be able to increase productivity, reduce turnover and boost your bottom line. In fact, a **Hay Group study** found that companies with high engagement bring in 2.5x more revenue than companies with lower levels.

▶ **Employee Engagement Enthusiasts**

You might have already spearheaded some changes in your work environment, like a new ping pong table or beer on tap. But we're here to help you take it a stage farther. With the right mindset and processes, you can drive initiatives that truly create an impact for your business.

▶ **Employee Engagement Experts**

If you're an analyst, consultant or business journalist writing in this field, you need access to the latest research. This report has been updated for 2019 with the freshest, most robust data around for the benefit of industry experts.

Why you should read this report

With one of the largest databases in the world for employee feedback, TINYpulse research offers an unrivaled glimpse into employee engagement trends year over year. This report includes data from over 25,000 thousand employees across 20 industries from January to December 2018. The size of organizations surveyed range from 10 to 10,000 employees, with companies spread across Northern America, Europe, Asia, and Australia.



200,000+ responses



1,000+ companies



20 industries

What you will learn

Our goal is to empower leaders to propel their organizations forward by unleashing their team's talent potential. In reading this report you will:

- ▶ Discover industry-leading insights into the most common areas of people management that companies struggle with. By arming yourself with this knowledge, you can tackle these issues and gain a major competitive advantage as a business.
- ▶ Leverage this data to drive organizational change. These insights serve as tools to empower managers, HR professionals, and employees to fight for investment in cultural initiatives.
- ▶ Gain a deeper understanding of your company's health. Leaders can use these results as benchmarks to inform strategic decisions when measuring and analyzing engagement in their own teams.

The Findings

- ▶ **Employee loyalty is decreasing**
43% of workers would be willing to leave their companies for a **10% salary increase**, and weak company cultures are to blame.
- ▶ **Leadership teams lack self-awareness**
While **39% of managers** strongly agree that management within their organization is transparent, only **22% of employees** feel the same way.
- ▶ **Workers need better direction**
Less than half of employees feel that their promotion and career path is clear to them. Furthermore, a staggering **44% of employees** don't feel they have sufficient opportunities for professional growth in their current positions.
- ▶ **Employees aren't getting the recognition they deserve**
Only a third of workers received recognition the last time they went the extra mile at work and **just a quarter** feel highly valued at work.
- ▶ **Employees care deeply about their coworkers**
91% of people rate their coworkers positively, and yet just **9% of people** think their average coworker is very happy.
- ▶ **Most cultures are decidedly mediocre**
We found that **less than one third of people** believe they have a strong culture.
- ▶ **The #1 factor that predicts performance is the level of support provided by managers.**
While high performers rate the level of support they receive at an **8/10**, low performers rate it at a **6.8/10**.

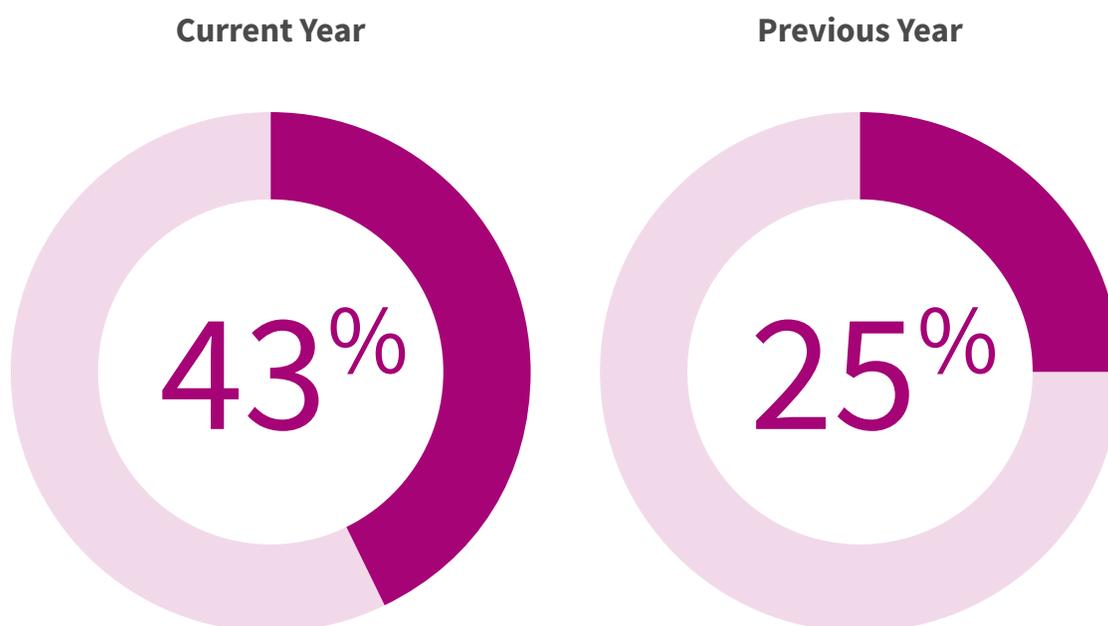
1 The Secret of Employee Engagement in One Word

The biggest driver of employee engagement boils down to one thing: **culture**. Let me explain...

Leaders today are facing a loyalty crisis in their organizations. Our research shows that 43% of employees would likely leave their companies for just a 10% pay rise elsewhere. The **last time we conducted this analysis**, that number was just 23% - almost half of what it is today. With so many employees ready to exit at a moment's notice, organizations face an uphill battle to prove their value, or else risk losing out to competitors.

When we dug into the key themes behind this trend, we discovered that **a huge number of respondents cited culture as the most important factor in their decision**.

Percent of people who would leave their companies for 10% salary increase



When asked whether they would leave for a 10% salary increase, one employee said:

“It would depend; if the other company had a strong culture and good benefits, such as work from home, casual Fridays, or a more flexible schedule, I would leave. But I wouldn’t just leave for money alone.”

For employees that were likely to leave, many were in search of more than a salary bump - they hoped for better work environments too. On the other end of the spectrum, employees who were deeply committed to their companies were confident their work culture was a cut above the rest.

“Although financial compensation is very important in terms of building for the future, my current happiness with the mission, day-to-day work, sense of team, and quality of work/life balance is worth more than a 10% increase somewhere else.”

“The environment and culture are more important to me. I took a 10k cut to come here and it was the best decision of my life.”

“From what I’ve seen so far of this company we really value the employees. It would take a lot larger increase to get me to even think about leaving.”

The message is clear: Organizations must differentiate themselves in terms of culture in order to retain their workforce. In today’s strong economy, people have more job opportunities available to them. And when employees view their culture as average, or on par with competitors’, they are more likely to either demand higher pay or simply resign.

The Drivers of Happiness

It’s clear from the results above that culture is important for retention and employee happiness. But what aspects of culture should leaders focus on? To help answer this question, we analyzed the top factors that correlate to overall employee happiness. Here are a few highlights from our findings:

- ▶ **Employee-manager relationships have a big impact.** How comfortable employees feel about providing upward feedback to their supervisors is a major indicator of overall happiness.
- ▶ **Boredom wreaks havoc on engagement.** Employees who feel challenged at work on a daily basis are more likely to be happy.

- ▶ **First impressions affect long-term happiness.** Effective onboarding is a crucial part of the employee experience, and correlates to how employees feel about their companies overall.

Our results show that tangible factors such as benefits and compensation have a much lower correlation to employee happiness. While employees expect to be paid fairly, **happiness hinges on two key components: mental stimulation and emotional security.** In short, workers need a safe space to interact with their coworkers, while at the same time provided opportunities to learn and grow.

The Enemies of Engagement

No workplace is perfect. Employees have different preferences and expectations for their office environment. This means that some conflict between coworkers is inevitable. Too much conflict, however, can lead to reduced productivity and a drop in engagement. To uncover the biggest problems people experience in their professional lives, we asked employees:

What drives you crazy at work and decreases your productivity?



Here are the top 10 biggest pain points employees reported:

1. Technical issues with software, and other tools
2. Interruptions and disruptions from Slack, emails and noisy office environments
3. Poor communication from management / lack of training and information
4. Disorganized and time-wasting systems and processes
5. Misguided decisions from management / bad leadership
6. Lack of flexibility / no opportunities to work from home
7. Overworked / under resourced team
8. Office politics / favoritism
9. Difficult customers
10. Too many meetings

The results presented a wide variety of pet peeves, from slow Wi-Fi to a lack of training materials. But here's what's striking about the results: the top complaints are easy fixes. **Some of the most demoralizing aspects of work for your team are actionable items that leaders can resolve.**

As a manager, you can't please everyone. But you can identify what the key issues are in your workplace and address them before it's too late. Employees want to be heard. So go ahead and ask them how you can unblock barriers to success. **Check out the TINYpulse platform to learn how to collect anonymous feedback in real-time.**

2 The Startling Differences in How Managers and Employees Perceive Culture

A **Study by Gallup** found that managers account for “at least 70% of variance in employee engagement scores across business units”. In plain English: leaders make or break motivation within their team. Our own findings align with this research: Past TINYpulse reports discovered that managers play a critical role in retention - a big priority for U.S. businesses in today’s thriving economy.

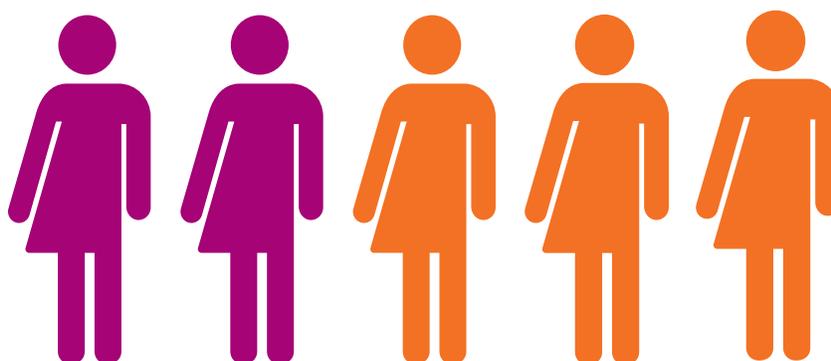
The goods news is that most employees think very highly of their managers. **Nearly 60% of people rated the performance of their direct supervisor as excellent.** Only 14% of people rated their boss’s performance as poor.

How would you rate the performance of your direct supervisor?

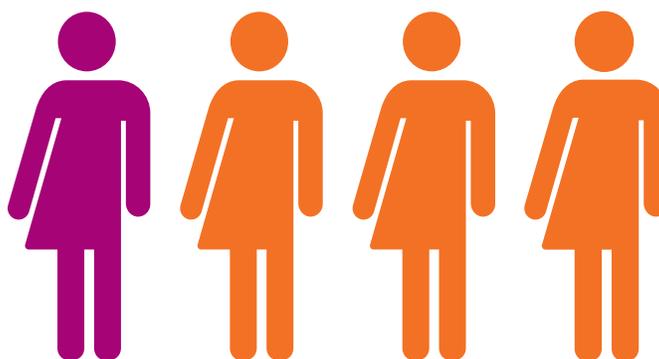


The bad news, however, is that when we drill down into specific actions that drive engagement, the picture becomes bleaker. **Only two in five people strongly agree that their managers have clearly defined their roles and responsibilities, and how they contribute to the success of the organization. Furthermore, only one in four employees strongly agree with the statement, “My company takes my feedback and suggestions seriously and effectively”.**

Only **two in five** people strongly agree that their managers have clearly defined their roles and responsibilities

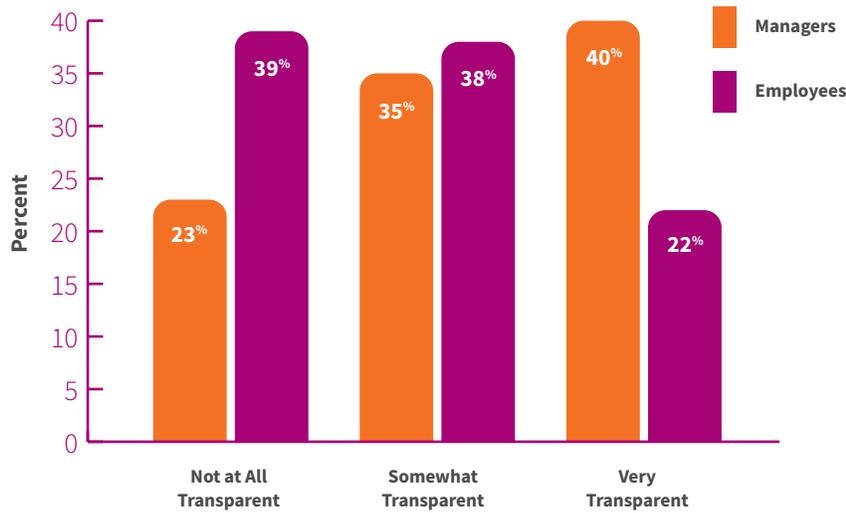


Only **one in four** employees strongly agree that their company takes their feedback and suggestions seriously



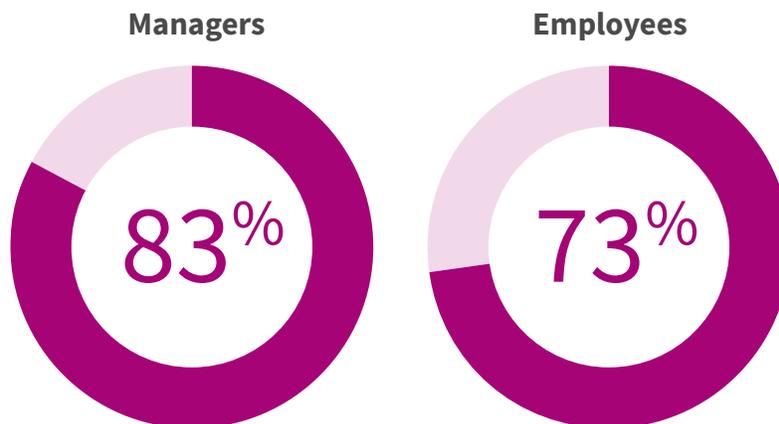
Even more concerning is the gap in perception between how managers and employees experience their company culture. **While 40% of managers strongly agree that management within the organization is transparent, only 22% of employees feel the same way.** This pervasive blind spot must be addressed in order for employees to function effectively in their roles. Taking proactive steps such as sending regular leadership updates, and including training during onboarding for how to access important resources can help close the information gap between managers and employees.

How transparent do you feel management is?



Low levels of transparency can have wide-ranging consequences in an organization. Among these is ambiguity around company performance. Although employees and managers were aligned when asked if their management team set clear company goals, we discovered that managers have a much better understanding of whether the company is meeting those goals. **Overall, managers are 11% more likely to have a clear idea of how their company is performing than regular employees.** This is hardly surprising - managers are supposed to have a better view of the big picture. Nevertheless, the finding does present an opportunity for employers to boost engagement and productivity in their team: Employees who understand how their impact drives the success of the business overall are much more likely to know how to optimize that impact.

Percent of people who have a clear idea on how their company is performing





How to turn empathy into a management superpower

Building a culture of listening can increase transparency and lower turnover

Kevin McMullin is the founder and CEO of CollegeWise, the world's largest college admissions agency. Over the last four years, Kevin has enjoyed a near 0% turnover rate for his company and scored in the top 99th percentile of the Gallup employee engagement surveys. One way he has achieved this is by encouraging meaningful conversations during one-to-one check-ins. "We make it part of every manager's responsibility to sit down and have one-to-ones with employees where the manager comes only with questions, and it's the managers job to empathize and to learn."

While Kevin acknowledges that it's important for employees to receive frequent feedback and coaching, it's also important to give employees the opportunity to speak their minds. For Kevin, it's crucial that managers take the initiative to ask these questions, rather than waiting for employees to make the first move. "The worst thing you can do is to just say 'I have an open-door policy', because that puts all the onus on the employees. If the manager goes first, most people will walk through that door and share their feedback."

Simply telling managers they need to listen more isn't enough. By putting formal processes like this in place, **Kevin guides his managers to become better leaders** and more in tune with employee needs.

3 The Promise of Career Growth is a Leader's Most Powerful Engagement Tool

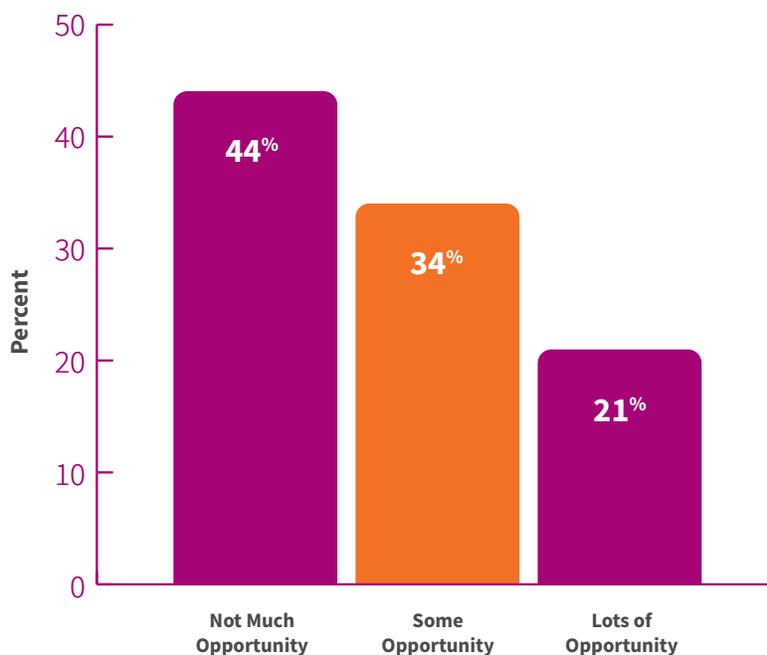
In our 2018 **Employee Retention Report**, we found that people who don't feel supported in their professional development are 3x more likely to be job hunting. Our most recent analysis reinforces the importance of career progression for employees. When we asked what the main reason would be if they were to leave their organizations, a staggering number of workers pointed to a lack of growth opportunities as the most likely cause.

If you were to leave this organization, what would be the primary reason?



Providing opportunities for learning and growth is one of the best ways to retain top performers, and yet many organizations fail to fulfill this need. **A whopping 44% of employees don't feel they have sufficient opportunities for professional growth in their current positions.**

How much opportunity do you have for professional growth in this organization?



Employees should be proactive and take ownership of their own advancement, but it's also the responsibility of the employer to guide those efforts. Entry-level employees, in particular, need extra help identifying ways to earn promotions and progress in their chosen fields. Unfortunately, most people don't receive the support and information they need to set useful goals: **When we asked employees if their promotion and career path were clear to them, more than half of them (54%) said 'no'.**

54% of employees are unclear about their promotion and career path

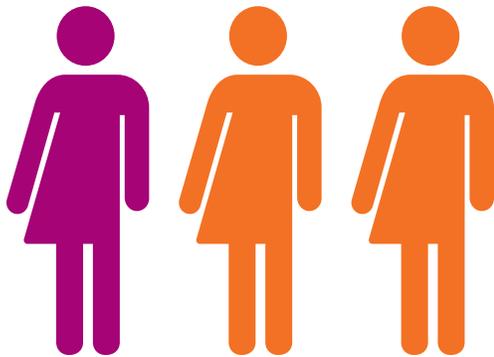


Showcasing career paths, investing in learning opportunities, and holding goal planning sessions are all steps that managers can take to release hidden potential within their team. For companies that succeed in utilizing the full potential of their workforce, this could mean a massive advantage against their competitors - as it currently stands, **less than one-third of people strongly agree that they can reach their full potential at their organization.**

“

“The single greatest motivator is making progress in one’s work. The days that people make progress are the days they feel most motivated and engaged.”

- Daniel Pink, Author of Drive: The Surprising Truth About What Motivates Us



Only **one in three people** strongly agree that they have the opportunity to reach their full potential at their organization

This is a surprising statistic considering another of our findings: **84% of people agree they feel challenged at work**. So what's going on? How can employees find their work challenging and yet experience a lack of opportunities to grow and fulfill their potential? This disconnect is likely due to a lack of tools and resources available to help workers perform at a high level. To combat this dangerous trend, managers must invest in learning opportunities and discover what additional materials employees need to achieve the maximum they are capable of.

84% of employees feel challenged at work on a daily basis



When we look at the qualitative data, it's clear that a lack of support for professional development leads to frustration and resentment amongst workers:

“The annual review process is a joke. Getting one book to read is not what I call career growth. All of my training requests have been rejected despite them being aligned with my career path. Also, when was the last time someone internal was promoted? And are there any people here serving as mentors? If you won't be proactive in supporting my growth, or react positively to suggestions, what is there?”

On the other end of the spectrum, many of the positive responses cited internal promotion opportunities as a major workplace benefit and even a deciding factor during the initial job search.

“There is so much room for growth. One of the reasons I was so interested in this company was the penchant for promoting within. Employees are able to grow as people and acquire new skills as they transfer departments.”

But achieving a title bump isn't the only concern for employees. Even when managers aren't able to promote employees, they can still offer growth opportunities within existing positions.

“I want to say how I like that I can grow within the position I have. Every time I get an evaluation I learn something new and something I can improve upon. So many today believe in order to grow you have to be going up the ladder but I believe that you can grow right where you are. I like the fact that supervisors are willing to help and nurture the talent I have for the position I am in.”

Here's the takeaway:

Different employees have different wants, needs and expectations of professional growth opportunities. Before embarking on a new set of initiatives, the first step a leader should take is to ask employees, both face to face and in an anonymous setting, how they can better cater to these needs.

4 Why Recognition is The Secret Sauce of Employee Engagement

Providing recognition for excellent work is one of the best things an organization can do to maintain employee engagement. Studies have linked employee recognition programs to everything from **customer satisfaction, a belief in core values**, and even employee retention. In the **2018 Employee Recognition Report** we found that employees who receive frequent recognition rate their enthusiasm for reapplying for their job 32% higher than workers who aren't well-recognized.

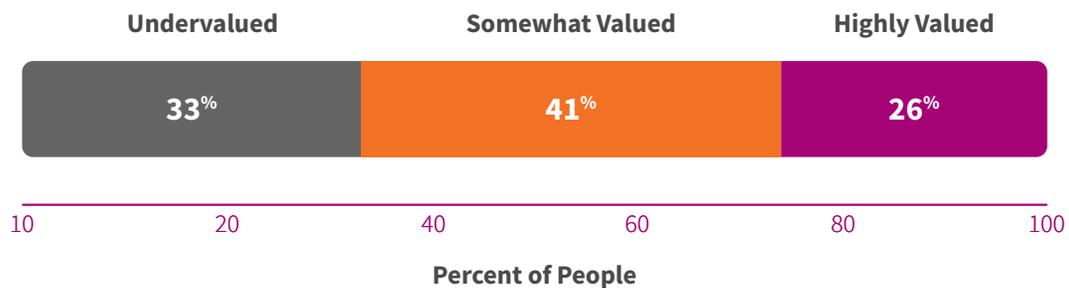
So how effective are organizations today at providing recognition? Unfortunately, efforts have remained stagnant since our last **Employee Engagement Report** in 2017. **Less than one third of employees had not received any recognition in the past two weeks. The same number said they weren't well-recognized the last time they went the extra mile at work.**



Only **one in three people** feel they were well-recognized the last time they went the extra mile at work

When asked more broadly about how valued people feel at work, the results were just as bleak. Only **26% of employees** report feeling 'highly valued' at work. This is outweighed by the **33% of people** who actually feel undervalued. The wide variety of responses we received showed that people feel valued for different reasons. While compensation and bonuses were mentioned by some workers, others emphasised the importance of employee-manager relationships.

How valued do you feel at work?



“I am lucky to have work colleagues who say thank you, and make efforts to appreciate hard work, but I do not feel that I get this at all from my leadership. Whilst there are a variety of genuine reasons as to why this is - largely it is because I have very little direct contact with my manager.”

Responses like this show how critical it is for managers to check in regularly with employees and acknowledge their efforts. These displays of appreciation needn’t come with monetary rewards or standing ovations. Even a quick note to say thank you can go a long way for employees.

Many responses with higher ratings stated how TINYpulse’s Cheers for Peers feature has made a positive impact in their workplace. Cheers for Peers is a tool that makes it easy for organizations to facilitate peer-to-peer appreciation in their workforce.

“Cheers for peers definitely helps employees feel recognized and valued. Prior to this application, I felt as though it was hard to give that same type of recognition that results in someone feeling valued. #TeamTINYpulse!”

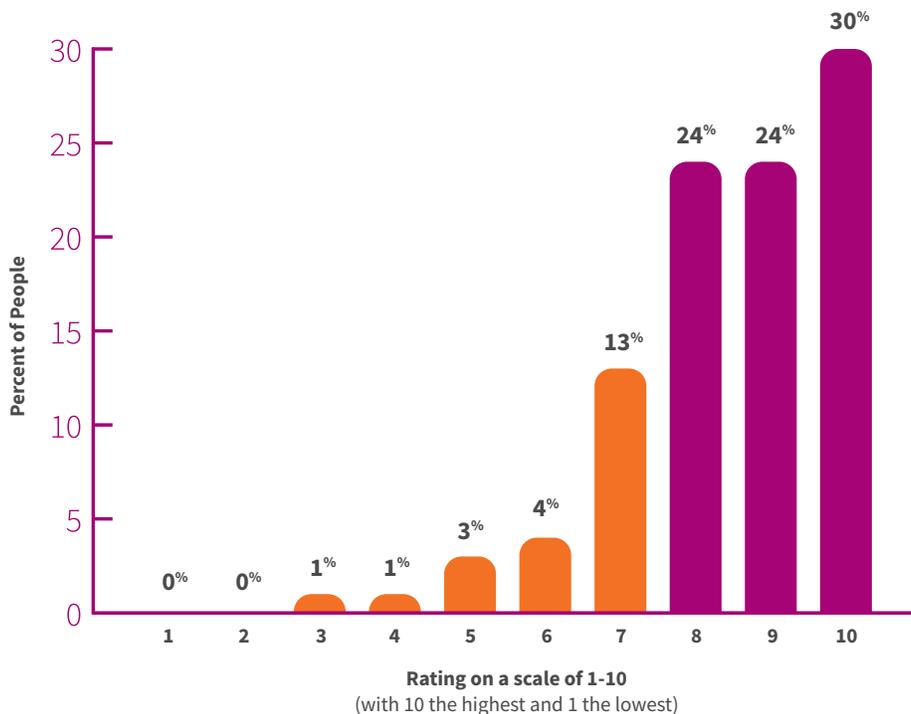
Want to see Cheers for Peers in action? Start a free trial with TINYpulse, and you can start sending Cheers to your team members today.

5 The Surprising Value of Coworker Relationships

The people we work with influence every facet of the employee experience. From work-life balance to growth opportunities, coworkers play a fundamental role in our success or failure. They are also the people we spend most of our time with. A **Globoforce study** found that 78 percent of people who work 30 to 50 hours a week spend more time with co-workers than with their families.

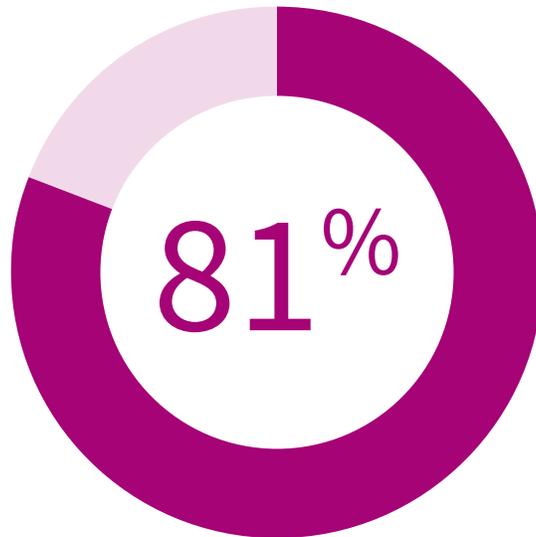
Naturally, we wanted to find out what people thought of their coworkers. And what we discovered was truly heartening: **Over half the respondents rated their team members a 9 or 10 out of 10 and a further 37% rated them at a 7 or 8.** For this question, we analyzed **9,052 responses** from **292 organizations**, and **nobody** rated their coworkers with the lowest possible scores, a 1 or 2 out of 10.

How would you rate your colleagues and team members?



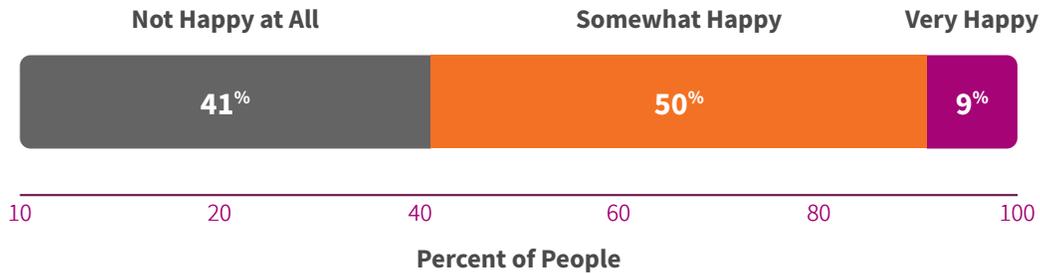
The results speak for themselves: people *really* like their coworkers. Not only do employees rate their coworkers highly, but they also truly believe in their value to the organization. **When asked ‘Do we have the right people on our team?’ 81% of employees said ‘yes’.**

81% of employees believe they have the right people on their team



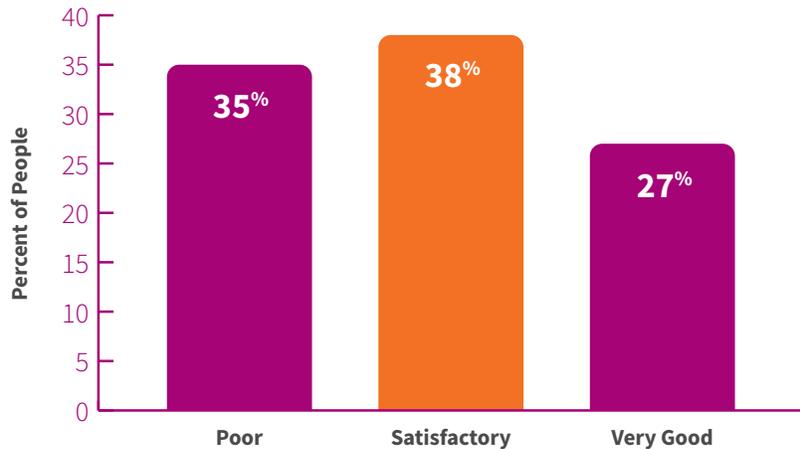
So it's sad news to learn that, although people get along with their coworkers, they don't think they are happy at work. **Only 9% of people think their average coworker is very happy. Half of our survey respondents think their coworkers are only moderately happy and 39% actually think they are unhappy.**

How happy do you think your average coworker is at work?



Relationships are the glue that hold companies together, so it’s vitally important for managers to foster these friendships and encourage employees to form strong social bonds. This is an area that presents opportunities for organizations looking to surpass their competition: we found that **only a quarter of employees strongly believe their organization is doing a good job with team-building efforts.** Companies that invest in creating strong connections between workers could reap rewards in the form of increased collaboration, higher morale, and better retention.

How would you rate our organization’s team-building efforts?



But every organization is different, and before leaders decide where to channel their efforts, they need to learn what the key areas for improvement are. Read the case study below to learn how one company leveraged their employee engagement platform to solve a nagging people problem.



Building a Stronger Community through Employee Feedback

How anonymous feedback sparked a conversation about diversity and inclusion

Sometimes workplace problems aren't said out loud, and bubble away quietly under the surface. This was the case at digital marketing agency, Wheelhouse DMG where employees felt concerned about the underrepresentation of certain communities. "They were worried that we weren't doing anything deliberate enough to improve representation or improve how welcome people feel in our company." says **Aaron Burnett, founder and CEO at Wheelhouse DMG.**

By collecting anonymous feedback through TINYpulse, however, these issues were brought to light and Aaron was able to address them before they became toxic. "TINYpulse was a platform where people were able to express their passion and desire and their worry about diversity and inclusion: doing it anonymously gave us insights into sentiments we wouldn't have been able to get in any other way."

Want to learn more about how TINYpulse is helping +1,000 leaders get a pulse on their organization's health? **Get in touch** with one of our employee engagement specialists or simply **start a free trial** of the TINYpulse platform.

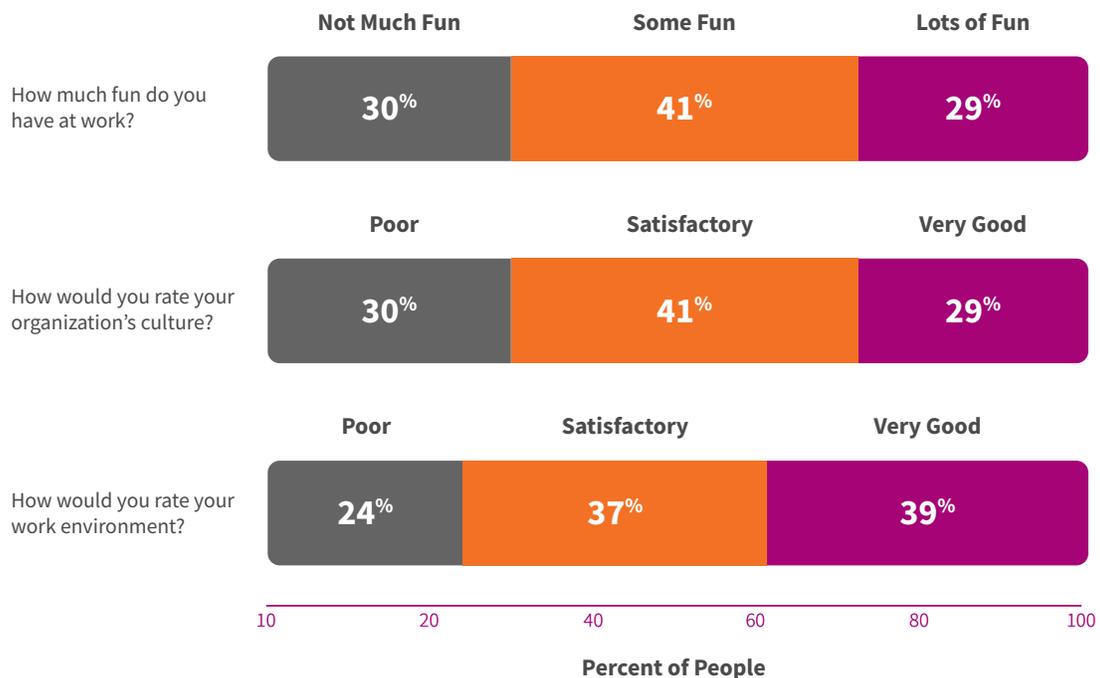
6 How to Turn Your Culture into a Talent Magnet

In decades past, company culture didn't factor into decisions candidates made about where to work and it didn't matter much to consumers either. But times have changed. A wrong move by the CEO or controversy over poor treatment of workers can lead to public outcry, boycotts and a serious dent in a company's finances.

Organizations that get culture right, however, can expect a larger pool of job applications and greater confidence from investors in terms of long term prospects. In fact, a **GlassDoor study** found that being named a Best Place to Work is associated with a 0.75% stock increase.

Here's the bottom line: how people perceive your culture really matters. Your culture not only impacts the performance of your employees, but also how effectively you can market your organization to clients, partners and customers.

So what do employees really think about their company cultures? **We found that only 29% of people believe they have a strong culture.** When we asked about fun in the workplace, the results were very similar: **less than one third of people said they had a lot of fun at work.**



These findings are somewhat concerning when we learn just how important culture is in relation to engagement: **a whopping 75% of employees agree that their company culture drives their active engagement at work.**

For some leaders, company culture means bean bags and ping-pong tables. It's easier to improve the tangible aspects of culture than the intangible, and so this is naturally where organizations start. It's not surprising then to learn that **employees rate their work environment slightly higher than their culture. 39% of employees believe they have a strong work environment.**

While many businesses claim to differentiate themselves on the basis of culture, it's clear they still have a long way to go. According to a **Deloitte study**, 94% of executives believe a strong workplace culture is important to business success. And yet, our research shows that less than a third of companies actually get it right. This presents a shining opportunity for savvy leaders to capture top talent and stave off the competition.



Attracting new hires with a top-notch culture

How a superintendent leverages data to showcase her culture

When **Dr. Rebecca Good, founder of the Legacy Preparatory Charter Academy**, came face to face with a turnover crisis at her school, she knew she couldn't compete on compensation. "When you're a charter school in Texas you don't get paid as much as an ISD. Our teachers realized that they could go work somewhere else for a few thousand more."

Instead, Dr. Good decided to compete on culture. She implemented TINYpulse to help employees feel heard, valued and supported. And she used the platform to track how her culture was progressing.

These insights not only helped reduce turnover, but also proved to be a valuable recruiting tool.

"When we want to market our organization to potential staff, we want to be able to clearly state how it is that we know that our culture is successful." Because of TINYpulse, Good is able to provide hard data on how happy her employees are and show how the numbers have increased over time. "It's a way of making future employees feel like we care about that."

As more organizations hone in on the benefits a strong culture can bring, competing in this arena becomes more challenging than ever. It's no longer enough to *tell* potential hires that you have a great culture, leaders have to find ways to *prove it* to them too. By using tools like TINYpulse, leaders can access the hard evidence they need to backup their claims and attract top talent.

7 The Tie Between Engagement and Performance: 4 Tips for Creating a High-Performing Team

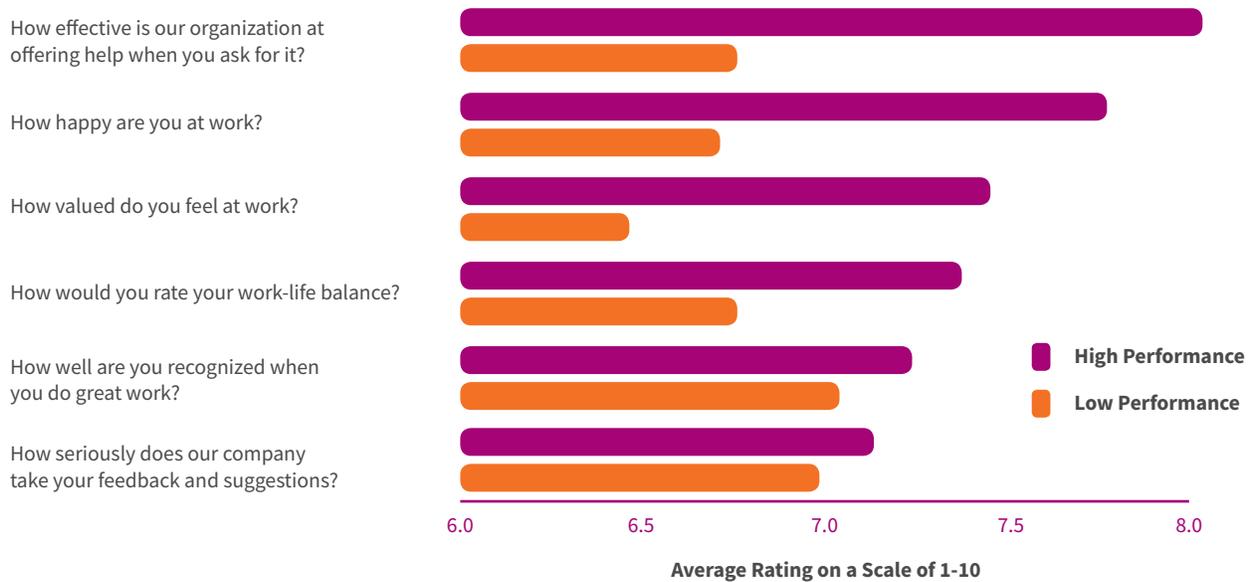
In this report, we've shown that culture, recognition, and professional development are all areas of opportunity in 2019. But how do these elements correlate to what managers really care about: performance?

Research has shown that people are remarkably accurate when self-assessing their own attainment. So we asked employees to rate their performance over the last six months. We then broke them into two categories: employees who rated their work highly (a 9 or 10/10) and those who rated their work poorly (a 6 or below). We then looked at how people in both categories responded to a variety of questions surrounding their employee experience.

What we discovered were some interesting links between performance, company culture and engagement. Here are the highlights:

- ▶ **Lack of support correlates to low performance**
High performers are far more likely to get the help they need. When asked 'How effective is our organization at offering help when you ask for it?' high performers provided a rating 22% higher than low performers.
- ▶ **Happy workers are high achievers**
High performers are roughly 15% happier at work than low performers. This result aligns with **research conducted by the University of Warwick** that found happiness increases productivity by 12%.
- ▶ **High performers report feeling 15% more valued by their organization, but not much better recognized**
The average rating high performers provide when asked the question "How well are you recognized when you do great work?" is only 2% higher than low performers.
- ▶ **High performers enjoy a better work-life balance**
While low performers rated their work-life balance a 6.8/10 on average, high performers rated it a 7.4/10, an 8% difference.

How employee engagement affects performance



These findings lead to some interesting questions about causation and correlation: are employees high performing because they feel happy, or do they feel happy because they are high performing? Regardless of the answer, the result is a self-perpetuating cycle that can either speed up or slow down depending on the employee experience. And it’s up to managers to shape a positive experience and motivate their team to reach even higher. Here’s how:

▶ **Provide support and encouragement**

It’s no surprise that low performers are less likely to get the help they need. Be proactive about asking employees about any roadblocks you can help remove, additional training or resources they might need to be more successful in their roles.

▶ **Focus on recognition**

Making sure employees feel valued is one of the best ways to keep employees loyal and engaged with your company mission. Be sure to maintain visibility into the work employees do, both for your team and other departments so you can offer recognition where it’s due.

▶ **Keep a pulse on happiness**

It's hard to improve something without measuring it. So gather data around how your employees are feeling and keep track of how sentiment changes over time. This will help you identify trends and discover what may be negatively impacting the performance of your team.

▶ **Encourage a healthy work-life balance**

It's official: a poor work-life balance does not lead to higher performance. In fact, our findings show the opposite. This is a good place to lead by example: don't stay too late in the office, take advantage of your PTO, and don't answer emails after hours. Your employees will follow suit.

Conclusion

We've shown in this report just how many opportunities are available for leaders looking to fulfill their team's potential. In this final section, you'll discover how to take advantage of those opportunities to level up your business' performance.

We'll be honest: boosting engagement takes time. Both leaders and employees must work together to create initiatives that will propel the passion, commitment and motivation of your workforce.

And one of the most difficult challenges that leaders face is how to sustain momentum to keep our employees continuously engaged.

To help our community tackle this challenge, we've broken down the process into five clear stages in our **Pulse Framework**. We hope that leaders can use the framework below to kick-start a cycle of continuous improvement and growth.

1. **Pulse employees to collect as much feedback as possible**

All teams are different, which means employee engagement initiatives should be grounded in unique data from your organization, and tailored to the needs of each department. Keep a pulse on your organizational health by sending short, frequent surveys to help you gather insights on a regular basis.

2. Understand trends and identify areas for improvement

An employee engagement tool will help you analyze your survey data and understand the strengths and weaknesses of your company culture. TINYpulse, for example, enables managers to segment respondents by department and reach out to employees anonymously to gain additional insights.

3. Launch into action by creating initiatives to act on feedback

This is the time to take the feedback and turn it into results. But you can't go it alone: make sure you have leadership buy-in for your initiatives and team members willing to help turn your vision into reality. It's a good idea to involve employees at each stage of the process to spread cultural change organically.

4. Shareback what you heard by sending reports to employees

Employees will only take the time to voice their thoughts if they feel emotionally invested in your journey towards a better culture. By empowering them to engage in a discussion about the best course of action, workers will feel included in the process, and more likely to become champions for the mission.

5. Evangelize Wins by showcasing positive change

It's not enough for leadership teams to take action and implement solutions. These solutions need to be marketed effectively and made visible to employees. That way, employees can take full advantage of the opportunities available to them and feel supported in their professional goals.





Get in touch with one of our employee engagement specialists or simply start a **free trial** of the TINYpulse platform.

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