

3radical

The Little Book of Employee Engagement



Welcome to
our little book
on the big subject of

Employee Engagement



Why read this book?

Many organisations have changed the way they operate to adapt to the growing complexity of the marketplace and the increasing expectation of consumers.

However, these changes in complexity have also impacted employees and their ability to deliver value to the business.

This Little Book will give you vital information about Employee Engagement in today's complex modern workplace and what to do to create a high performing organisation.

Contents



-  What is Employee Engagement?
-  10 things you need to know about Employee Engagement?
-  The current state of Employee Engagement
-  6 ways Employee Engagement impacts your organisation
-  Employee Engagement in today's complex modern workplace
-  Key drivers of Employee Engagement in the modern workplace
-  Recommendations for improving Employee Engagement
-  About 3radical
-  Case studies



What is Employee Engagement?



“ A highly engaged workforce means the difference between a company that outperforms its competitors and one that fails to grow. ”

Source: Gallup

What is Employee
Engagement?

Employee Comms ≠ Employee Engagement

Many organisations communicate to their employees.

The problem is that these communications are often not relevant to the needs of the individual, not delivered in a timely manner, are one-way (i.e. not interactive), are often sent in isolation and not considered as part of a wider engagement journey.

This **poor communication** is resulting in employees feeling **dis-engaged** and **un-motivated** as they struggle to find what they need, when they need it, leaving them ill-equipped and under informed to be able to do their job effectively.

An Employee Engagement Mindset

The key to overcome this is to move away from a mindset that every employee is the same and move to an Employee Engagement mindset where every employee is treated as an individual.



Employee Engagement
is not simply an activity,
it is a way of thinking
and behaving for
both employee and
employer.

It is all about the
individual.

Employee Engagement is

the extent to which employees feel passionate about their jobs, are committed to the organisation, and put discretionary effort into their work.



**Engaged
Employees
bring
significant
business
benefits**

What is Employee
Engagement?

“ High performing organisations recognise that a **highly engaged workforce** can **increase innovation, productivity,** and bottom-line performance **while reducing costs** related to hiring and retention in highly competitive talent markets.” ”

Source: **HBR Report:** The Impact of Employee Engagement on Performance
source: firetext



10 things
you need to
know about
Employee
Engagement



The role of Employee Engagement is to ensure organisations can attract the best talent, onboard them efficiently, skill them up quickly, motivate them to work effectively and give them a compelling reason to stay.

When you create an environment that promotes high Employee Engagement it creates a win:win for both employer and employees, providing the bedrock for a high performing organisation.

Here's why:



Engaged Employees outperform
disengaged employees by

20-28%

Source: The Conference Board

10 things you need to
know about Employee
Engagement



Organisations with **Engaged Employees** showed a

19% increase

in operating income over a 12-month period, compared to a

33% decrease

in companies with disengaged employees

Source: Towers Perrin



Businesses with more engaged
employees have

51%
Higher
productivity

Source: Harter, Schmidt & Hayes

10 things you need to
know about Employee
Engagement



Companies with the most effective employee communication had

**47% higher
shareholder
returns**

over the last five years

Source: Towers Watson



Almost two-thirds of all employees are **only 33% as productive** as they could be because they don't understand what they are being asked to do

Source: The Conference Board

10 things you need to
know about Employee
Engagement



80%

of employees with a high degree of trust in management are committed to the organisation, compared with only 25% of employees with a low degree of trust

Source: Center for Creative Leadership



In organisations with highly engaged employees, **share prices rose** by an average of **16%** compared with an industry average of **6%**

Source: Serota Consulting



87%

of employees worldwide are not
engaged at work

Source: Gallup Employee
Engagement Research



Companies with highly engaged
workforces outperform their
peers by

147%

Source: Gallup Employee
Engagement Research

10 things you need to
know about Employee
Engagement



Businesses with high levels of
Employee Engagement have

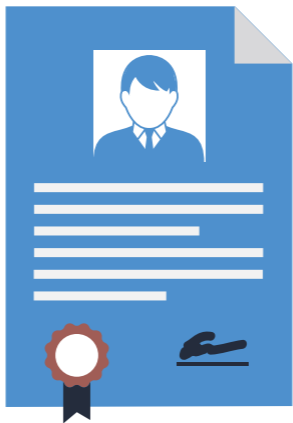
70%

fewer safety incidents compared
with businesses with low levels of
Employee Engagement

Source: Gallup



The Current state of Employee Engagement



**It is evident
that Employee
Engagement
is vital for
the success
of any
business.**

The current state
of Employee
Engagement

But what is the current state of employee engagement within the workplace?

Only 13% of employees are **actually engaged** in their jobs, while **63%** are **not engaged** and **24%** are **actively disengaged.**

Source: Gallup State of the Workplace Report 2013

Low Employee Engagement is costing the economy \$Billions

Low employee engagement is estimated to cost the U.S. economy roughly **\$370 billion a year**, due to low productivity, staff turnover and absenteeism.

Source: Gallup State of the
Workplace Report 2013

The current state
of Employee
Engagement

When Employee Engagement is high the benefits are dramatic.

The top 25% of organisations with Engaged Employees have significantly **higher productivity, profitability, and customer ratings, less staff turnover and absenteeism** compared to those in the bottom 25%.

Source: Gallup State of the Workplace Report 2013

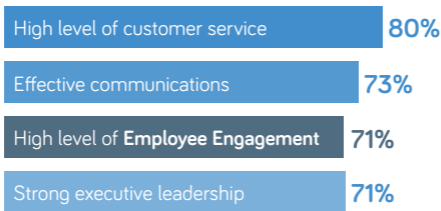
This is why

71%

of business leaders rank
Employee Engagement as **very important** to achieving overall organisational success

The current state
of Employee
Engagement

Factors most likely to bring success for an organisation



Source: HBR Report: The impact of Employee Engagement on Performance

**Yet only 25%
of business
leaders have
an employee
engagement
strategy**

Source: Dale Carnegie

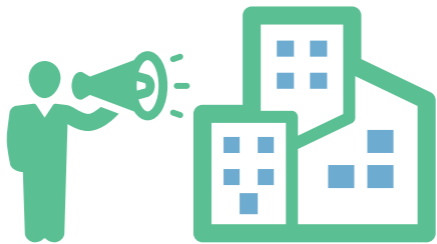
The current state
of Employee
Engagement

With Employee Engagement currently very low within many organisations, it is having a significant impact on employee well-being and business performance

But what are the individual impacts Employee Engagement has on your business?



**6 ways
Employee
Engagement
impacts your
organisation**



A large teal triangle graphic on the left side of the page, pointing downwards and to the right.

Employee Engagement impacts your organisation in 6 key ways

6 ways Employee
Engagement impacts
your organisation

- 
- 1 Lower absenteeism
 - 2 Lower staff turnover
 - 3 The ability to attract new talent more easily
 - 4 Better customer service
 - 5 Higher productivity and education
 - 6 Increased profitability and business performance



6 ways Employee
Engagement impacts
your organisation



Lower Absenteeism

Organisations with high levels of Employee Engagement have lower absenteeism than those that do not.

“Actively disengaged employees report more “unhealthy” days, or days in which health issues limited their activity.

On a monthly basis, actively disengaged employees have 2.17 unhealthy days, compared with 1.25 unhealthy days for engaged employees.”

Source: Gallup Healthways Well-Being Index 2015



6 ways Employee
Engagement impacts
your organisation



Lower Staff Turnover

Engaged Employees are
18% less likely
to change employers in
a 12-month period

Engaged Employees are
59% less likely
to look for a job with a
different organisation in
the next 12 months

Source: Gallup Healthways
Well-Being Index 2015



6 ways Employee
Engagement impacts
your organisation



Attract New Talent

Companies with Engaged Employees have **less employee turnover** and high demand for their jobs, which **significantly reduces recruitment and onboarding costs.**

Some studies predict that every time a business replaces a salaried employee, it costs 6 to 9 months' salary on average.

For an employee making \$40,000 a year, that's **\$20,000 to \$30,000** in recruiting, training and onboarding expenses.

Society for Human Resource Management



6 ways Employee
Engagement impacts
your organisation



Better Customer Service

Companies with high employee well-being enjoy

81% higher customer satisfaction.

Forrester Research 2015

70% of engaged employees indicate they have a good understanding of how to meet customer needs; only

17% of non-engaged employees say the same.

Wright Management



6 ways Employee
Engagement impacts
your organisation



Higher Productivity

Employees' with a high level of psychological well-being have a

48% higher job performance

Forrester Research 2015

Organisations with a high level of engagement report

22% higher productivity

Gallup



6 ways Employee
Engagement impacts
your organisation



Increased Profits

Organisations with **high levels of Employee Engagement** (9.3 engaged employees for every actively disengaged employee) experienced **147% higher earnings per share (EPS)** compared with their competition.

Source: Gallup State of the Workplace Report
2013

Businesses with higher employee engagement have **9% higher shareholder returns**

Source: Towers Watson, 2009



**Employee
Engagement
in today's
complex modern
workplace**

Employee Engagement

Fight for Attention

Recognition

Complexity

Purposeful work

Personal

Always on

Globalisation

Work anywhere

More meetings & emails

Information overload

Fulfilling potential

Reducing attention spans

Communication



Employee Engagement has fallen in today's complex work environment

Employee Engagement
in today's complex
modern workplace

Employee engagement has **fallen** in recent years as **employees struggle to make a meaningful contribution** in this ever complex work environment.

This has arisen because employees spend more time **managing work** than **actually doing work**.



**More meetings &
emails to share
increased
levels of
information**

Employee Engagement
in today's complex
modern workplace



Meetings and emails have always been a drain on employee's time.

But with the need to share an increased level of information and content, employees are having **more meetings and emails than ever before.**

“ 14% of each workweek is spent on emails and 40% of working hours were spent in meetings. ”

Source: The state of Enterprise work report, Workfront



The increasing fight for Employee's attention

Employee Engagement
in today's complex
modern workplace



Private internet usage

Between **60% and 80%** of employee's time on the internet at work has **nothing to do with their job.**

Source: University of Maryland, 2014



eCommerce

46% of Cyber Monday sales happened between 9am and 5pm while most people were at work.

IBM Digital Analytics



Social media

It's estimated that the average American spends nearly **¼ of their work day** browsing social media for non-work activities.

Source: University of Maryland, 2014

Dealing with shorter attention spans

Employee Engagement
in today's complex
modern workplace

“ The average attention span of people has dropped from 12 seconds in 2000 to 8 seconds in 2016, making engaging with employees harder than ever before. ”

Microsoft



**More ways to
communicate
via an
increased
number of
channels**

Employee Engagement
in today's complex
modern workplace

“ Mobile device ownership and usage is growing across generations with 70% owning smartphones, 51% owning tablets, 14% owning wearables and 9% owning all three devices, which all have different communication requirements. ”

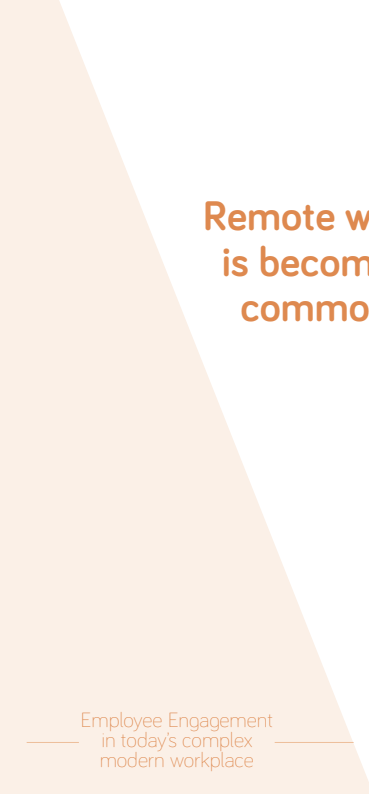
Deloitte 2015, Global Mobile survey

Increased workplace complexity

Employee Engagement
in today's complex
modern workplace

The widespread adoption of new technology has led to more **geographically diverse** teams, a **faster pace** of work, a requirement to **work across multiple projects** simultaneously and rapidly **changing skillsets** and knowledge.

All of which contribute to a **more complex workplace** for employees to navigate.



Remote working is becoming commonplace

Employee Engagement
in today's complex
modern workplace

“ **34%** of business leaders said **more than half** of their company's full-time workforce would be **working remotely by 2020.** ”

Source: Global Leadership

This will significantly impact how connected employees are to an organisation and their colleagues.

Summit 2015

**More Employees
are now working
at different
times and
locations
than ever
before**

Employee Engagement
in today's complex
modern workplace

1 + days a week

2012

2015

12%

17%

Public Places

14%

24%

Commuting

26%

40%

At Home

A few times a month

23%

31%

Public Places

27%

43%

Commuting

39%

61%

At Home

Source: Business technographics Workforce survey 2015

Increased workplace flexibility

Employee Engagement
in today's complex
modern workplace

Widespread adoption of fast mobile internet and smartphones means **work** can now be done almost **anywhere.**

This is impacting **how and where** organisations can **engage with their employees..**

Desire for more purposeful work

Employee Engagement
in today's complex
modern workplace

The single biggest motivator for an employee is to be able to make a **meaningful contribution**.

High Employee Engagement is reliant on **helping** individual employees **fulfill** their full **potential** and to be **recognised** and **rewarded** for their contribution.

**Increased
workplace
complexity
means an
increased
challenge in
Engaging
Employees**

Employee Engagement
in today's complex
modern workplace

The modern workplace is **more complex** than it has ever been.

The need to Engage Employees has **never been greater**, but neither have the challenges in doing so.

With so much demand for employee's attention, the desire for more purposeful work, more distributed teams and new ways of communication, **how do you engage employees in the complex modern workplace?**



**Key drivers
of Employee
Engagement in the
workplace**



“ To win in the market place you must first win in the workplace ”

Doug Conant, CEO of Campbell's Soup

3

major drivers influencing Employee Engagement



Complexity



Connection



Data & Communication



Complexity

Increased complexity at work with more processes and procedures, can constrain employees from getting their work done and they end up spending more time managing workloads.



Connection

Employees are becoming increasingly distributed and this is resulting in employees being less connected to their colleagues, their company and understanding how their work directly relates to company goals.



Data & Communication

The level of data and communication in companies has exploded exponentially and this has made it difficult for employees to find what they need (information, colleagues, decisions) when they need it.

Investing in employee's as individuals

To improve the level of employee engagement in an organisation, there is a need to invest in the individual employee and this requires a change in the way that employees and employers interact.

The fundamental challenge is:

Helping employees to spend less time managing work and more time actually doing work that is valuable.

The key to success is:

Putting the employee at the forefront and providing them with everything they need to make a meaningful contribution.

Which requires an organisation that will help **guide, connect, develop and enable** each and every employee to succeed in the moment when they need it.

But...

Low employee productivity, high turnover, and poor customer experience all have a common cause:

Mismatches between the demands that employees face in their work and their ability to be able to meet them!



Recommendations on improving Employee Engagement



Transforming Employee Engagement through

3

key
areas

Recommendations on
improving Employee
Engagement



Employee Personalisation



Employee Engagement Drivers



Immersive Employee Journey



1

Employee Personalisation

The first element in transforming employee engagement within an organisation is Employee Personalisation, which is has 4 key areas:

- Enabling resources
- Guiding the culture
 - Establishing Connections
 - Developing skills



Enabling Resources

Do I have all the information
and tools I need to deliver
the right work in the most
efficient way?



Recommendations on
improving Employee
Engagement

Ensure employees know where to find what they need to fulfill their job:

- Finding required information
- Knowing where to go to find support
- Identifying colleagues who can assist

Re-engineer traditional intranets to a live engagement model

- Real-time data feeds
- Personalisation by defining desired notifications and information feeds

Community idea exchange

- Capture ideas (idea bank)
- Post questions for colleagues to answer

Guide Culture

Does the environment and culture support what I am trying to do?



Recommendations on
improving Employee
Engagement

Guiding the culture

- Convey company core purpose in a compelling way
- Promote relevant behaviours
- Introduce fun and downtime
- Reinforce core values
- Reward employees who bring values to life
- Capture employee stories and share
- Bring team events to a wider, distributed audience
- Promote well-being

Establish Connections

Am I connected to the
company's core purpose,
my work, my colleagues
and our customers?



Recommendations on
improving Employee
Engagement

Establish connections

- Connect employees to the company goals and priorities by sharing real-time performance dashboards and information
- Make individual work of employees relevant and connect it to organisational vision
- Help build better connected teams by promoting engagement across teams, offices and geographies
- Support virtual events and innovation workshops

Develop Skills

Do I have the competency and skill sets to get the work done in a way that optimises customer value?



Recommendations on
improving Employee
Engagement

Support learning and development through:

- Knowledge exchange
- Online training
- Guest speakers
- Online Q&A sessions
- Great articles

Share best practice

- Examples of great individual and team initiatives
- Customer success stories

Provide personalised development through:

- Mentoring

2


Employee Engagement Drivers



Recommendations on
improving Employee
Engagement

The second element in transforming employee engagement within an organisation is adopting the Employee Engagement Drivers of **Reward, Fun and Recognition**, that will help drive new behaviours and increase motivation.

These Engagement drivers can be broken down into **Interactive Mechanics** and **Motivational Rewards**.



Interactive mechanics that increase Employee Engagement

Recommendations on
improving Employee
Engagement

- Rewards for consuming content
- Rewards for completing surveys, tests or quizzes
- Rewards for achieving targets
- Rewards for attending classes, training, seminars and events
- Rewards for playing educational and motivational games
- Rewards for completing tasks
- Rewards for sharing content
- Rewards for engaging in team tactics/competitions
- Rewards for custom tactics
- Rewards for being somewhere specific or with someone specific
- Individual/team Leader boards

Motivational Rewards that increase Employee Engagement

Recommendations on
improving Employee
Engagement

- Virtual Points
- Badges
- Financial Prizes
- 3rd party vouchers
- Access to Fun Games
- Access to Team Game and Competitions
- Qualifications
- Key Performance Indicator (KPI) points upon achievement



3

Immersive Employee Journey

Recommendations on
improving Employee
Engagement

The third element in transforming employee engagement within an organisation is by developing an **immersive Employee Journey**, just like you would for customers.

Whether employees are being recruited, onboarded, trained or promoted, they are always on an **evolving journey** that needs to be mapped and understood in order to engage them.



Recruitment

Induction

Team Building

Development

Role Change

Journey elements

Recommendations on
improving Employee
Engagement

Employee Engagement needs to be an ongoing investment to **help employees succeed.**

This is why you need an **immersive employee journey map** to support them through every stage of their working journey.



About 3radical

3radical

About 3radical

3radical is a technology company that has created a new way for organisations to connect and **build deep relationships with their employees and customers** in highly relevant, interactive and valuable experiences that will gain and keep their attention over time.

Our core purpose

To transform how organisations
build deep, meaningful and
valuable relationships with both
employees and customers, through
the use of contextually relevant,
interactive and immersive
experiences.

How we do it

The powerful **3radical Voco platform** combines best-practice engagement principles with highly interactive mechanics to create exceptionally **immersive experiences**, delivered via existing digital channels such as web, email, mobile app, social and chat.

Why we do it

To help leading organisations to **emotionally engage employees** and customers by directly addressing their motivations, desires, and aspirations in order to **create strong company** and brand advocates.

The 3radical
Voco Employee
Engagement
platform
comprises
of 3 key
elements

1



Employee
Personalisation Module

2



Employee Engagement
Drivers

3



Immersive Employee
Journey

Our platform comes with

Proven **templates** that allow you to engage with your employees.

Integrations into other key technologies to provide a seamless experience.

Services to help transform business objectives into results.

Which results in

a growing audience of highly engaged individuals with a strong emotional affiliation and connection with the organisation.

Employees who

are highly motivated to continue interacting with the organisation exhibit the behavior that the organisation is seeking to promote positively impact business results.

**The Employee
Engagement
platform that
provides a
win:win for
all**

Employees

- Improved well-being
- More committed to the company
- Happier at work
- Better understanding of company purpose, goals and priorities
- More productive (more time spent doing work)
- More supportive of colleagues
- Help develop skills of other colleagues
- Demonstrates positive behaviours and company culture

**The Employee
Engagement
platform that
provides a
win:win for
all**

Employers

- Able to recruit the best talent
- Improved work outcomes
- Improved team working
- Less rework
- Higher levels of innovation
- Reduced costs through better utilisation of resources
- Improved people retention
- Improved networking and transfer of people IP
- Talent mapped to the right roles



Case Studies





DBS Bank

DBS Bank Ltd is a Singapore based multinational banking and financial services company.

The Problem

DBS wanted all their 1,500 senior staff members to be aware of and familiar with the vision of the bank and what the strategic priorities were, but knew conventional methods of engagement were not practical

What we did

DBS Bank engaged 1,500 Vice Presidents with the 3radical Voco platform by delivering a week-long virtual conference that made relevant content available via a web portal.

How we did it

Each day new content in the form of video, quizzes and fun challenges were made available for their VPs to engage with

The 3radical platform allowed DBS bank to give their employees fun calls to action, things that really engaged them, made them feel rewarded and have an enjoyable experience rather than a chore

The Benefits

It was fully mobile optimised and allowed employees to engage when and where was best for them, with points and incentives that rewarded engagement

It allowed a conversation

Crucially it was a way for employees to engage directly with the DBS business leaders, share ideas and give feedback

It enabled much clearer communication between all levels of the business to help improve their services.

“

**It was an innovative
way to engage so many
people in one go. ”**

DBS, Chief executive

Result

Employees said they felt senior management was really making an effort to **listen** to them.

And that the experience was **interactive, accessible, engaging and fun, significantly increasing their level of Employee Engagement.**

For more information on this, you can see a short video at **3radical.com.**

Get in touch

About
3radical



Call us

UK

+44 117 344 5008

US

+1 312 646 2542

Singapore

+65 6407 1390

Australia

+61 289 737 506



Email

info@3radical.com

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