



# DNA of Engagement: 8 Key Elements of Highly Engaging Cultures



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# Speakers



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Executive Vice President, Knowledge  
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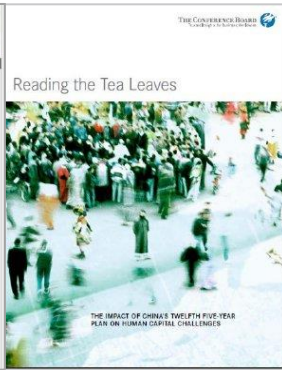


**David Dye, PhD**  
Director, Human Capital  
**Deloitte Consulting**

# The Conference Board Human Capital Practice



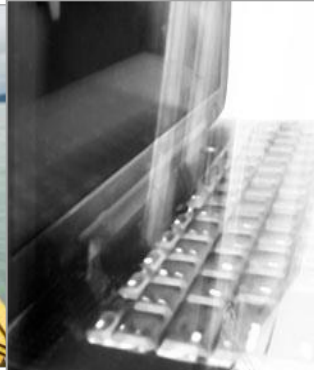
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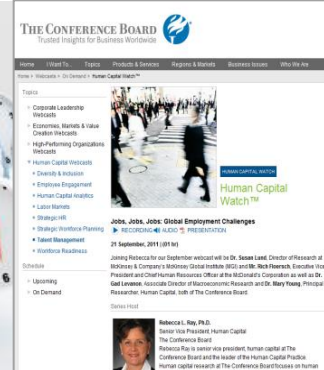
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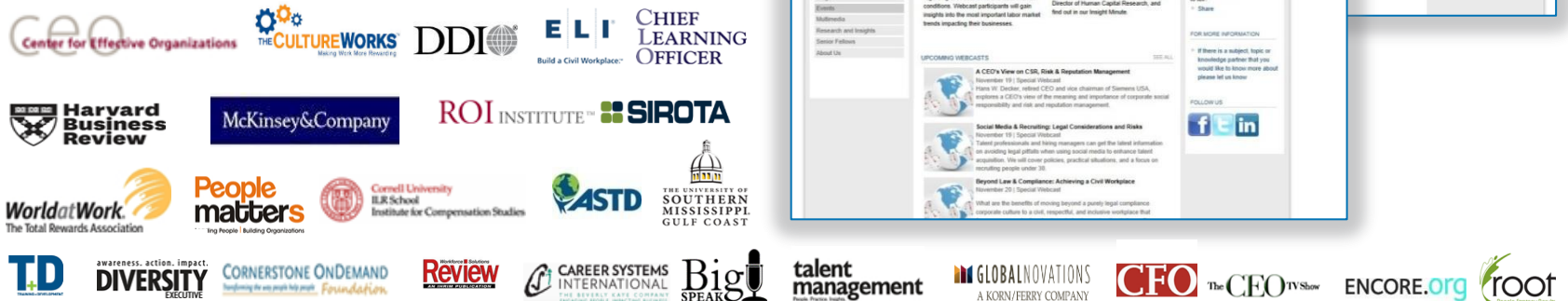
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- ▶ Member Information
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How Organizations Create and Sustain Highly Engaging Cultures

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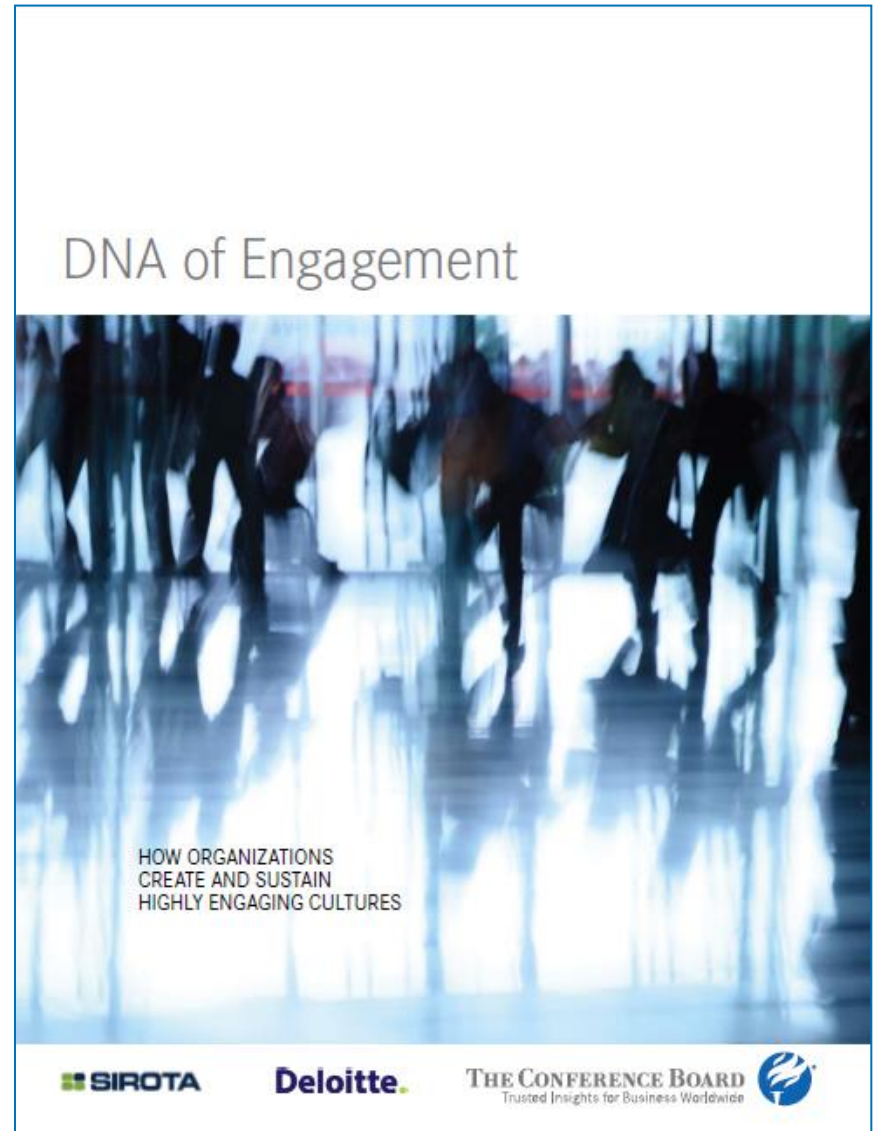


The Engagement Institute™



# Agenda

- Our Research Team
- Origins and Methodology of the “DNA of Engagement” Report
- Key Findings
- Examples from Profiled Organizations



# The “DNA of Engagement” Team

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Director, Human  
Capital



**Joseph Kaplan**  
Senior Manager,  
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**Patrick Hyland, PhD**  
Director, Research &  
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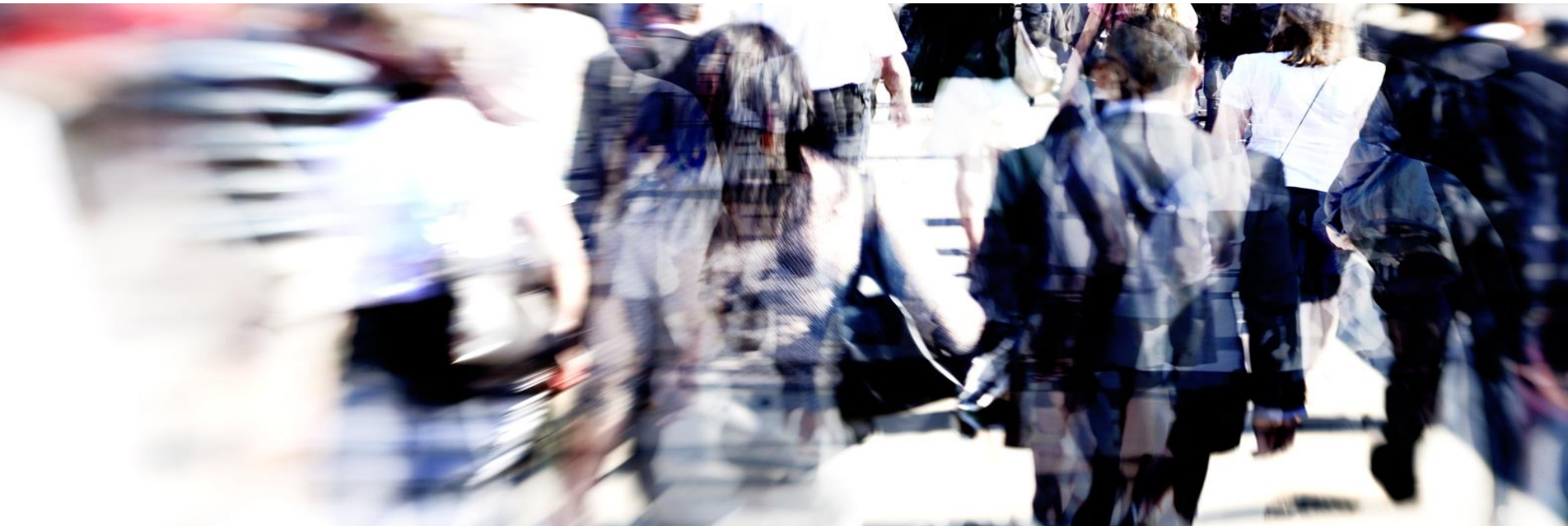
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**With the 2014  
Research Fellows  
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## Origins and Methodology



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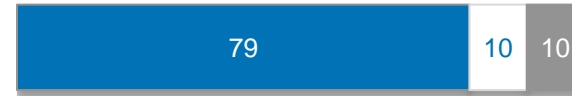


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# In context: Why did we explore strategies to build a culture of engagement?

Engagement is regarded as a **Key Business Driver** and **Performance Indicator**

Senior leaders in my organization consider engagement to be a key business driver and performance indicator.



Results from a Recent Study Conducted by The Engagement Institute™

**Organizations are committed** to Employee Engagement

- 8 out of 10 organizations have a formal Employee Engagement program
- 60% of organizations have had a formal Engagement program for over 5 years

**\$720 million Invested** Annually on Engagement Programs

Employee Engagement: Market Review, Buyer's Guide and Provider Profiles, Bersin by Deloitte 2012

Companies doing a “best-in-class” job managing talent outperform their industry’s mean return to shareholders by 22% (Axelrod et al., 2001)

But...Organizations are Still **Struggling to Build a Culture of Engagement**

Our senior leaders and managers know how to build a culture of engagement.



Results from a Recent Study Conducted by the Engagement Institute™

## Research Question:

**How can organizations build a culture of engagement to drive business impact?** Over the past decade, an increasing number of organizations have focused on creating work environments that build and sustain employee engagement to drive business impact and improve employee performance. But despite the widespread interest in employee engagement, there is a growing concern that engagement programs, practices, and efforts are not improving bottom line results. To help engagement practitioners and specialists maximize the impact of their engagement efforts, it is critical to identify the key factors needed, and best practices required, to create and sustain a culture of engagement.

- ✓ Title: “DNA of Engagement: How Organizations Create And Sustain Highly Engaging Cultures”
- ✓ Release date: October 15, 2014

# “Highly Engaging” Organization Selection

The Research Fellows identified ~80 highly engaging organizations from a larger pool of organizations which had appeared at least once during the current and previous two lists on these six seminal rankings for highly engaging organizations:

1. Fortune: Great Place to Work: 100 Best Companies to Work For (2014, 2013, 2012)
2. Fortune: Great Place to Work: 50 Best Small & Medium Workplaces (2013, 2012, 2011)
3. Achievers: 50 Most Engaged Workplaces (2013, 2012, 2011)
4. Gallup: Great Workplace Award (2013, 2012, 2011)
5. Partnership For Public Service: Best Places to Work in the Federal Government (2013, 2012, 2011)
6. The Chronicle of Higher Education: Great Colleges to Work For (2013, 2012, 2011)



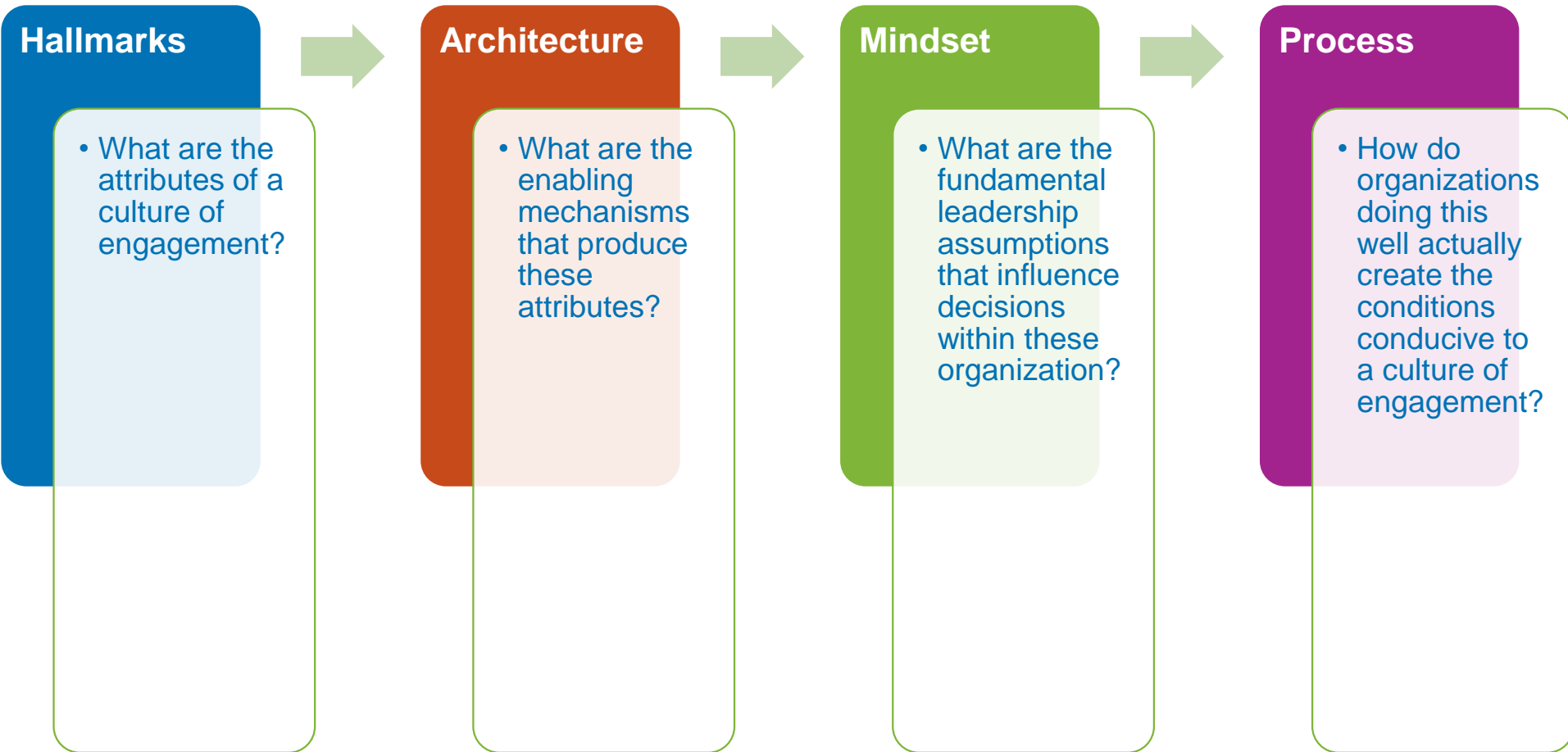
# Research Methodology

## How Do Organizations Create And Sustain Highly Engaging Cultures?

Actions consisted of:

- ✓ Selecting research question
- ✓ Scoping research project
- ✓ Discussing and accepting definitions of “employee engagement” and a “culture of engagement”
- ✓ Finalizing survey questionnaire
- ✓ Identifying “highly engaging” organizations
- ✓ Requesting participation from ~80 organizations
- ✓ Administering survey to 12 organizations
- ✓ Conducting interviews and completing profiles of 10
- ✓ Writing report

# How Do Organizations Create And Sustain Highly Engaging Cultures?





# Defining *Employee Engagement & A Culture of Engagement*

## Employee Engagement:

- “Employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that, in turn, influences him/her to apply additional discretionary effort to his/her work.”

The Conference Board (2006)

## A Culture of Engagement:

- “A set of accepted organizational values, behaviors, and practices that promotes increasing levels of engagement as a cultural norm.”

The Conference Board (2012)



## Key Findings



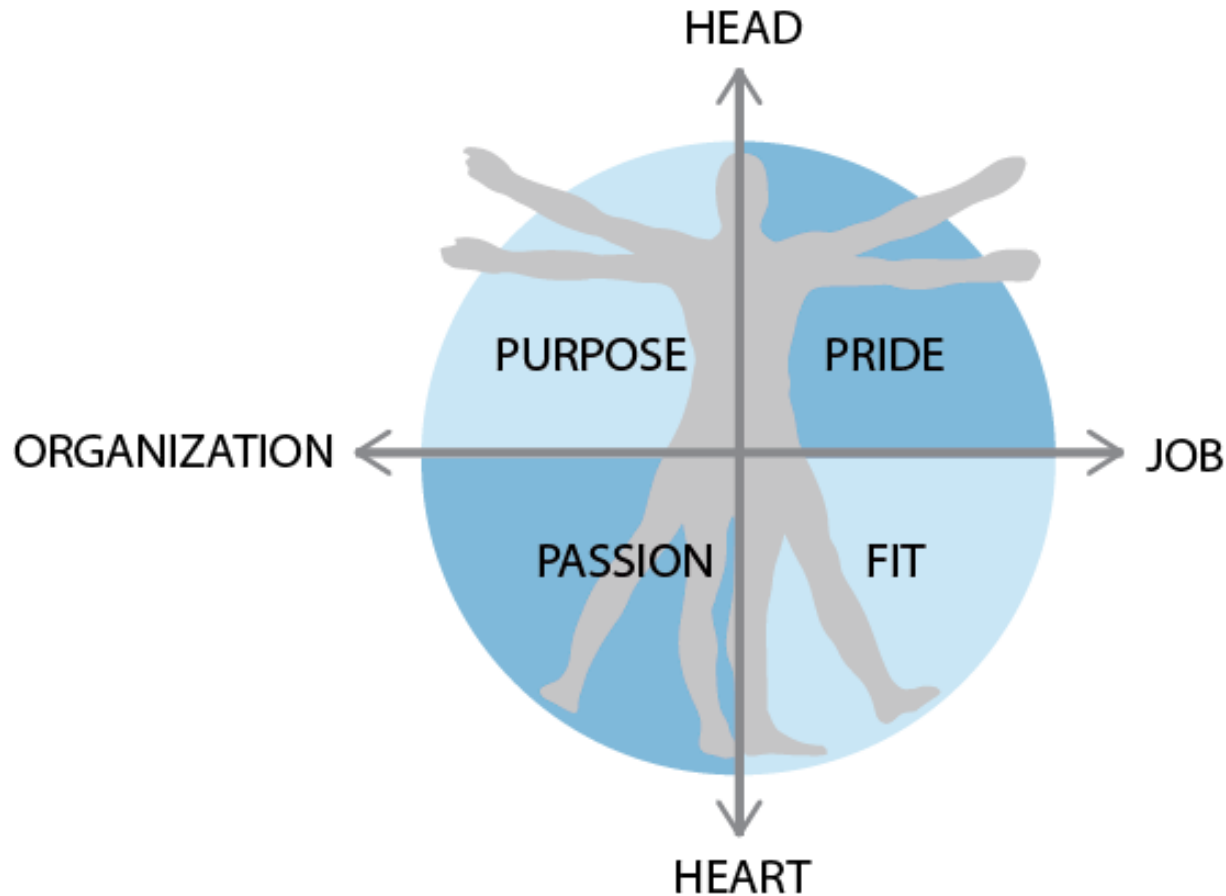
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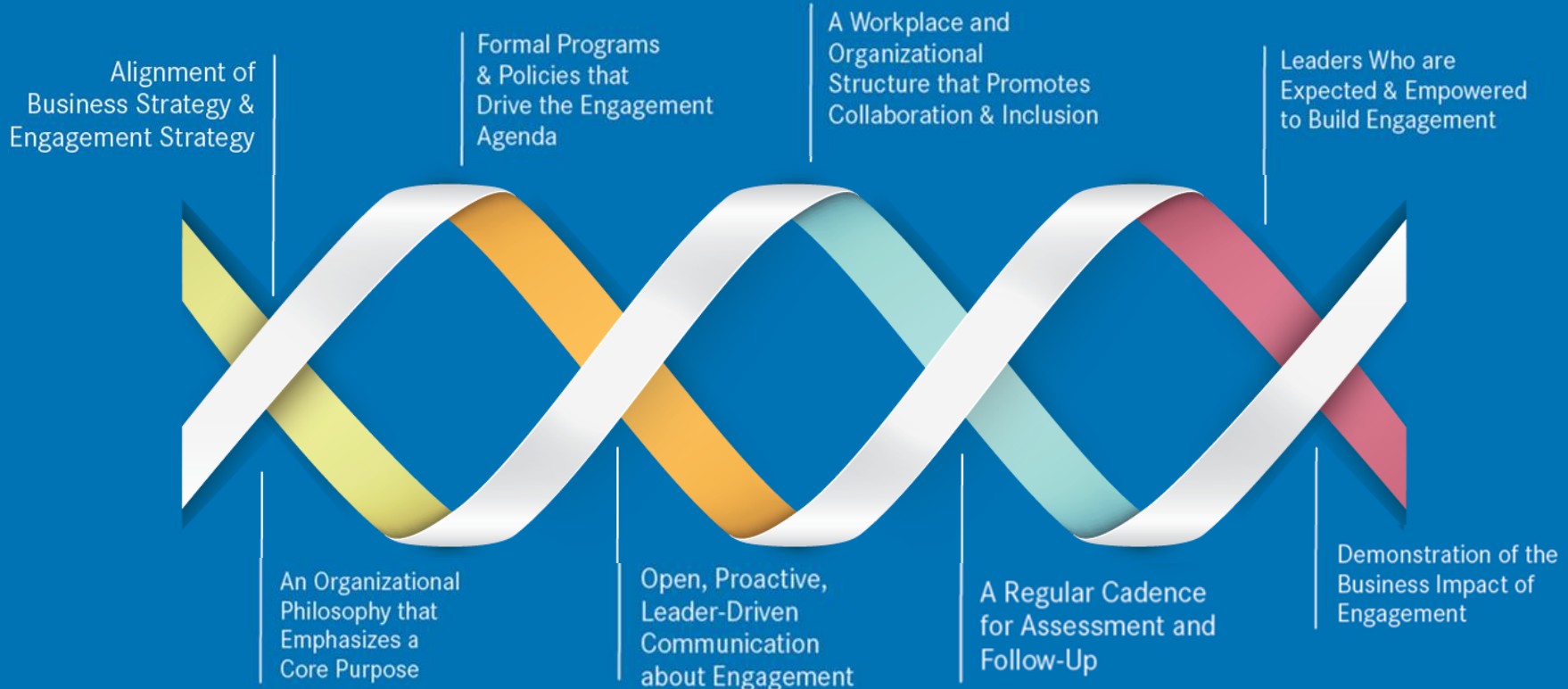
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## Model for Engaging Cultures

High levels of alignment of employees with all four of these dimensions



# Sequencing the Eight Key Elements of a Highly Engaging Culture



[Next Slide](#)



# Sequencing the Eight Key Elements of a Highly Engaging Culture

Alignment of  
Business Strategy &  
Engagement Strategy

Formal Programs  
& Policies that  
Drive the Engagement  
Agenda

A Workplace and  
Organizational  
Structure that Promotes  
Collaboration & Inclusion

Leaders Who are  
Expected & Empowered  
to Build Engagement

## 1. Strategy

- Specific business case for employee engagement has been determined and is embraced by senior leaders, managers, and employees
- Industry leading investment of time, money, and resources in engagement activities
- Engagement is integrated with all business functions and helps shape business strategy

An Organizational  
Philosophy that  
Emphasizes a  
Core Purpose

Open, Proactive,  
Leader-Driven  
Communication  
about Engagement

A Regular Cadence  
for Assessment and  
Follow-Up

Demonstration of the  
Business Impact of  
Engagement



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## 2. Organizational Philosophy

- Mission, vision, and values take precedent
- Engagement is seen as means to accomplish mission
- Widespread basic assumption that organization exists to benefit employees, customers, stakeholders and communities

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## 3. Programs & Practices

- Robust and integrated series of Human Capital programs and practices that are designed to promote engagement throughout the employee lifecycle
- The organization, leaders, managers and employees themselves consistently recognize and reward the demonstration of valued cultural behaviors as well as the accomplishment of individuals, teams and the organization itself in both formal and informal ways

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## 4. Communications

- Robust, consistent, aligned communication strategies are deployed on a regular basis
- Leaders and managers are engaged in regular two way dialogue with employees through town halls and skip level meetings
- Communication flows effectively from all levels (up, down, and across); communication is consistent and transparent
- Symbols, stories, artifacts help emphasize the organization's engagement culture

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## 5. Space & Structure

- Physical space is designed with employee engagement and performance in mind
- Organizational structure allows for highly effective levels of teamwork and coordination
- Virtual networks and infrastructure have been established to build community for virtual workers

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## 6. Assessment

- Organization has a robust, regular and integrated process for measuring, analyzing, and actioning employee engagement data across the employee lifecycle
- Data is integrated and provides an understanding of employee experience across the employee lifecycle
- A workforce analytics practice has been established to develop a deep understanding of the employee experience at work

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## 7. Leaders, Managers, Employees

- Leaders and managers are accountable for embracing and driving engagement efforts
- Organization focuses on supporting leaders and manager to have impactful dialogues
- Strong support, guidance, and coaching are provided for leaders and managers to help them create a culture of engagement
- Employees are expected to bring their full selves to work

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## 8. Impact

- Relationship between engagement and a wide range of critical business outcomes (service, innovation, etc.) is managed on a regular basis
- Organization has a track record of improving performance and driving business results based on Engagement data and employee feedback

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# Descriptors of the Elements of Engagement

- For each of the 8 “Elements of Engagement,” we determined the levels of employee engagement as an organization moves from “below average” to “average” to “engaged” to “highly engaged”

## Elements of Engagement: The Attributes Associated with Increasing Levels of Employee Engagement

Element	Below Average	Average	Engaged	Highly Engaged
Strategy	<ul style="list-style-type: none"> <li>Business case for employee engagement is not understood</li> <li>Minimal investment of time, money, and resources in engagement activities</li> <li>Engagement is not integrated with any business functions</li> </ul>	<ul style="list-style-type: none"> <li>General business case for employee engagement is understood</li> <li>Average investment of time, money, and resources in engagement activities (comparable to industry average)</li> <li>Engagement is integrated with some human capital functions</li> </ul>	<ul style="list-style-type: none"> <li>Specific business case for employee engagement has been determined and is understood by senior leaders</li> <li>Above-average investment of time, money, and resources in engagement activities (above industry average)</li> <li>Engagement is integrated with all business functions</li> <li>Engagement strategy is explicitly linked to business strategy</li> </ul>	<ul style="list-style-type: none"> <li>A specific business case for employee engagement has been determined and is embraced by senior leaders, managers, and employees</li> <li>Industry-leading investment of time, money, and resources in engagement activities</li> <li>Engagement is integrated with all business functions and helps shape business strategy</li> </ul>
Organizational Philosophy	<ul style="list-style-type: none"> <li>Mission, vision, and values are not widely understood or championed</li> <li>Focus on profit or other organization outcomes over people</li> </ul>	<ul style="list-style-type: none"> <li>Mission, vision, and values are understood and supported</li> <li>Engagement is a core part of mission, vision, and values</li> <li>Widespread basic assumption that attracting and engaging human capital is critical to organization's success</li> </ul>	<ul style="list-style-type: none"> <li>Mission, vision, and values are understood and widely championed</li> <li>Engagement is a core part of mission, vision, and values</li> <li>Widespread basic assumption that empowering human capital is critical to the organization's success</li> </ul>	<ul style="list-style-type: none"> <li>Mission, vision, and values take precedence</li> <li>Engagement is seen as the means to accomplish the mission</li> <li>Widespread, basic assumption that the organization exists to benefit employees, customers, stakeholders, and communities</li> </ul>

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Element	Below Average	Average	Engaged	Highly Engaged
Programs and Policies	<ul style="list-style-type: none"> <li>Limited programs and practices that are focused on promoting employee engagement on an ad-hoc basis</li> <li>There are few, if any, efforts to recognize behaviors or accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>Basic employee engagement programs (manager training and new hire onboarding) designed to make employees and leaders aware of importance of engagement</li> <li>The organization has begun to recognize employee behaviors or accomplishments</li> </ul>	<ul style="list-style-type: none"> <li>Integrated employee engagement programs and practices based on unique organizational business strategy, mission, and engagement findings</li> <li>The organization has programs and practices to regularly recognize employee behaviors or accomplishments in both formal and informal ways</li> </ul>	<ul style="list-style-type: none"> <li>Robust, integrated series of human capital programs and practices that are designed to promote engagement throughout the employee lifecycle</li> <li>The organization, leaders, managers, and employees consistently recognize and reward valued cultural behaviors, as well as the accomplishment of individuals, teams, and the organization itself, in both formal and informal ways</li> </ul>
Communication	<ul style="list-style-type: none"> <li>Communications are inconsistent and unaligned</li> <li>Symbols, stories, and artifacts reveal a history of disengaging behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Consistent and aligned communication strategies are deployed on an as-needed basis</li> <li>Communication flows effectively from the top down; communication becomes more consistent and transparent</li> <li>Symbols, stories, and artifacts help articulate the organization's engagement culture</li> </ul>	<ul style="list-style-type: none"> <li>Consistent and aligned communication strategies are deployed regularly</li> <li>Communication flows effectively through all levels (up, down, and across); communication is consistent and transparent</li> <li>Symbols, stories, and artifacts help articulate the organization's engagement culture</li> </ul>	<ul style="list-style-type: none"> <li>Robust, consistent, aligned communication strategies are deployed on a regular basis</li> <li>Leaders and managers are engaged in regular two-way dialogue with employees through town halls and skip-level meetings</li> <li>Communication flows effectively from all levels (up, down, and across) and is consistent and transparent</li> <li>Symbols, stories, and artifacts help emphasize the organization's engagement culture</li> </ul>
Space and Structure	<ul style="list-style-type: none"> <li>Physical space is not well designed</li> <li>Organizational structure is bureaucratic and mechanistic</li> <li>Reporting lines are unclear</li> </ul>	<ul style="list-style-type: none"> <li>Physical space is designed with business performance in mind</li> <li>Organizational structure promotes efficiency</li> <li>Reporting lines are clear and well understood</li> </ul>	<ul style="list-style-type: none"> <li>Physical space is designed with employee engagement and performance in mind</li> <li>Organizational structure promotes high levels of teamwork and coordination</li> <li>Reporting lines are clear and well understood</li> </ul>	<ul style="list-style-type: none"> <li>Physical space is designed with employee engagement and performance in mind</li> <li>Organizational structure promotes highly effective levels of teamwork and coordination</li> <li>Virtual networks and infrastructure have been established to build community for virtual workers</li> </ul>

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Element	Below Average	Average	Engaged	Highly Engaged
Assessment	<ul style="list-style-type: none"> <li>Little to no assessment</li> </ul>	<ul style="list-style-type: none"> <li>Organization has a process for measuring, analyzing, and acting on employee engagement data, but data are not integrated and don't provide an understanding of employee experience across the employee lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Organization has a process for measuring, analyzing, and acting on employee engagement data</li> <li>Data are collected across multiple points in the employee lifecycle: onboarding, engagement, exit</li> <li>Leadership development assessments (e.g., 360-degree feedback) are used to understand effective leadership and management practices</li> </ul>	<ul style="list-style-type: none"> <li>Organization has a robust, regular, and integrated process for measuring, analyzing, and acting on employee engagement data across the employee lifecycle</li> <li>A workforce analytics practice has been established to develop a deep understanding of the employee experience at work</li> </ul>
Leaders, Managers, and Employees	<ul style="list-style-type: none"> <li>Leaders and managers have no clearly defined roles and responsibilities for creating a culture of engagement</li> <li>No support, guidance, or coaching is provided for leaders and managers to help them create a culture of engagement</li> <li>Employees are expected to do what they are told</li> </ul>	<ul style="list-style-type: none"> <li>Leaders and managers have clearly defined roles and responsibilities for creating a culture of engagement</li> <li>Limited support, guidance, and coaching is provided for leaders and managers to help them create a culture of engagement</li> <li>Employees are expected to work hard and perform</li> </ul>	<ul style="list-style-type: none"> <li>Leaders and managers have clearly defined roles and responsibilities for creating a culture of engagement</li> <li>Ample support, guidance, and coaching is provided for leaders and managers to help them create a culture of engagement</li> <li>Employees are expected to work hard and perform</li> </ul>	<ul style="list-style-type: none"> <li>Leaders and managers are accountable for embracing and driving engagement efforts</li> <li>Organization focuses on supporting leaders and managers to have effective dialogues that lead to understanding and action</li> <li>Strong support, guidance, and coaching are provided for leaders and managers to help them create a culture of engagement</li> <li>Employees are expected to bring their full selves to work</li> </ul>
Impact of Engagement	<ul style="list-style-type: none"> <li>Relationship between engagement and critical business outcomes is not understood</li> <li>Track record of ignoring engagement data and employee feedback</li> </ul>	<ul style="list-style-type: none"> <li>Relationship between engagement and critical business outcomes is assumed</li> <li>Inconsistent track record of learning and creating change based on engagement data and employee feedback</li> </ul>	<ul style="list-style-type: none"> <li>Relationship between engagement and critical business outcomes is explored on a regular basis</li> <li>Organization has a track record of learning and creating change based on engagement data and employee feedback</li> </ul>	<ul style="list-style-type: none"> <li>Organization has a track record of improving performance and driving business results based on engagement data and employee feedback</li> </ul>

Source: The Engagement Institute™, 2014

## Elements of Engagement: The Attributes Associated With Increasing Levels of Employee Engagement

Instructions: For each of the eight elements below, assess the level of engagement at your organization using the descriptions as a guide and put a ✓ in the column that best describes where your organization is on that element. Then, to the right of each element, indicate what strengths or challenges your organization may have on its journey to becoming "highly engaged."

Element	Strategic	Organizational	Support	High Impact
<b>Strategy</b> • Business vision and strategy • Mission statement • Organizational structure	• Business vision and strategy • Mission statement • Organizational structure	• Business vision and strategy • Mission statement • Organizational structure	• Business vision and strategy • Mission statement • Organizational structure	• Business vision and strategy • Mission statement • Organizational structure
<b>Strategy</b>				
Strengths:				
Challenges:				
<b>Organizational Philosophy</b> • Business culture • Organizational values	• Business culture • Organizational values	• Business culture • Organizational values	• Business culture • Organizational values	• Business culture • Organizational values
<b>Organizational Philosophy</b>				
Strengths:				
Challenges:				
<b>Programs and Policies</b> • Compensation • Performance management • Training and development	• Compensation • Performance management • Training and development	• Compensation • Performance management • Training and development	• Compensation • Performance management • Training and development	• Compensation • Performance management • Training and development
<b>Programs and Policies</b>				
Strengths:				
Challenges:				
<b>Communication</b> • Internal communication • External communication	• Internal communication • External communication	• Internal communication • External communication	• Internal communication • External communication	• Internal communication • External communication
<b>Communication</b>				
Strengths:				
Challenges:				
<b>Space and Structure</b> • Physical environment • Organizational structure	• Physical environment • Organizational structure	• Physical environment • Organizational structure	• Physical environment • Organizational structure	• Physical environment • Organizational structure
<b>Space and Structure</b>				
Strengths:				
Challenges:				
<b>Measurement</b> • Employee engagement	• Employee engagement	• Employee engagement	• Employee engagement	• Employee engagement
<b>Measurement</b>				
Strengths:				

Diagnostic Tool  
(beta version)

# 23 attributes of the DNA of “highly engaging” cultures

## The Genome of Highly Engaging Cultures

So what is in the DNA of organizations with high levels of engagement? Just as no two DNA strands are exactly the same, no two approaches to creating and sustaining high levels of employee engagement are exactly the same. And, yet, there are similarities in their approaches, programs, and initiatives. Below are the 23 attributes commonly found to be part of the DNA of the “highly engaging” cultures profiled in this report.

### HIGHLY ENGAGED ORGANIZATIONS HAVE CULTURES THAT ARE...

- 1 **Strategically aligned** A specific business case for employee engagement is clearly articulated and embraced by senior leaders, managers, and employees.
- 2 **Strongly resourced** Engagement-related activities are given the necessary time, money, and resources to deliver impact; levels are either above average or approach industry-leading levels.
- 3 **Integrated** Engagement is not only linked to business strategy, but is highly integrated with business functions and, thus, begins to shape business strategy.
- 4 **Strongly connected to mission, vision, and values** Not simply understood or championed, engagement enables the living embodiment of the mission, and employees serve as ambassadors.
- 5 **A key input to the decision-making process** When engagement is seen as the means to the mission, it is a key ingredient to decision making and strategic intent, and it is ultimately one of the key assessments of impact for the organization.
- 6 **A platform for shared success** There is a wide-spread basic assumption that the organization exists to benefit employees, customers, stakeholders, and communities.

- 7 **Supported by people processes** A robust and integrated series of human capital programs and practices promote engagement throughout the employee lifecycle.
- 8 **Team focused** Whether the team's input is simply sought and valued, their successes trumpeted, or their direct decisions about new hires, terminations, and working conditions is required, the influence of teams is strong.
- 9 **Supported by active leaders and managers** Leaders at all levels are regularly involved in two-way dialogue with employees through a variety of channels, including town-hall meetings, skip-level meetings, team “huddles,” and informal exchanges that lead to understanding and action. CEO and senior leadership involvement is a major component.
- 10 **Informed and connected** Communication flows through all levels (up, down, and across); it is consistent and transparent. It is both formal and informal, with an emphasis on continual informal channels. Rather than periodic pronouncements, robust, consistent, and aligned communications are deployed regularly through appropriate channels. In many cases, that flow extends outside the organization to include important stakeholders.
- 11 **Visible** Symbols, stories, and artifacts tangibly capture, emphasize, and reinforce the organization's engagement culture. Onboarding programs impart culture and articulate standards.
- 12 **Supported by physical space choices** Employee workspace is designed with engagement and performance in mind.
- 13 **Supported by organizational design choices** Organizational structure is a deliberate reflection of the organization's purpose and conducive to highly effective levels of teamwork and coordination.

- 14 **Supported by technology** Virtual networks and infrastructure have been established to build community for offsite workers.
- 15 **Agile** When highly engaged cultures operate as one, reporting lines are clear, well understood, and dynamic; their strategic advantage is that they are capable of changing with the needs of the organization or customer.
- 16 **Analytical** The organization has a robust, regular, and integrated process for measuring, analyzing, and acting on engagement data across the employee lifecycle.
- 17 **Built together** Leaders and managers embrace and drive engagement efforts; with employees, they work to build and sustain a culture of engagement.
- 18 **A fun place to work** While this may look vastly different from one organization to another, there is a pervasive sense of enjoying the work, each other's company, and the workplace.
- 19 **Inclusive** Employees are expected to bring their full selves to work and are valued not only for their contribution, but also for who they are. Diversity and inclusion play a large role in engagement efforts.
- 20 **Accountable** The relationship between engagement and a wide range of critical business outcomes (e.g., business goals, service levels, innovation) is explored regularly, and appropriate actions are planned and executed. These organizations have a track record of taking action on engagement data and employee feedback.

- 21 **Celebrated** The organization, leaders, managers, and employees consistently recognize and reward the demonstration of valued cultural behaviors, as well as the accomplishment of individuals, teams, and the organization itself, both formally and informally.
- 22 **Constantly looking to improve** While organizations have achieved much in this area, they are very aware of the many challenges that lie ahead and are actively working to address them.
- 23 **Humble** Executives at these organizations consistently talked about the many people, teams, and stakeholders who are part of the success story. Many cited the organization, as a whole, as a key factor in the success. They are also quick to point out where they are working to improve, given that the journey never ends.





# Examples From Profiled Organizations



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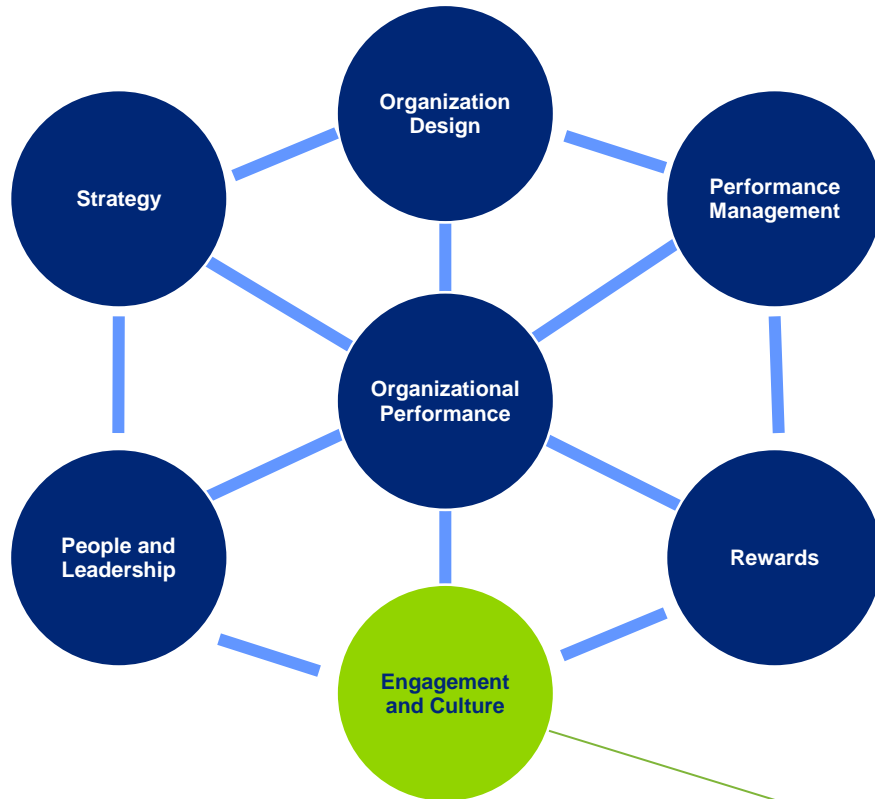
Deloitte.

# Profiled Organizations Include:



# 1. Alignment of Business Strategy and Engagement Strategy

Engagement is integrated with all business functions and helps shape business strategy.



## Leading Organizations:

- Invest a substantial amount of time, money, and resources to engagement activities
- Develop a specific business case for employee engagement that is embraced by senior leaders, managers, and employees

# 1. Alignment of Business Strategy and Engagement Strategy

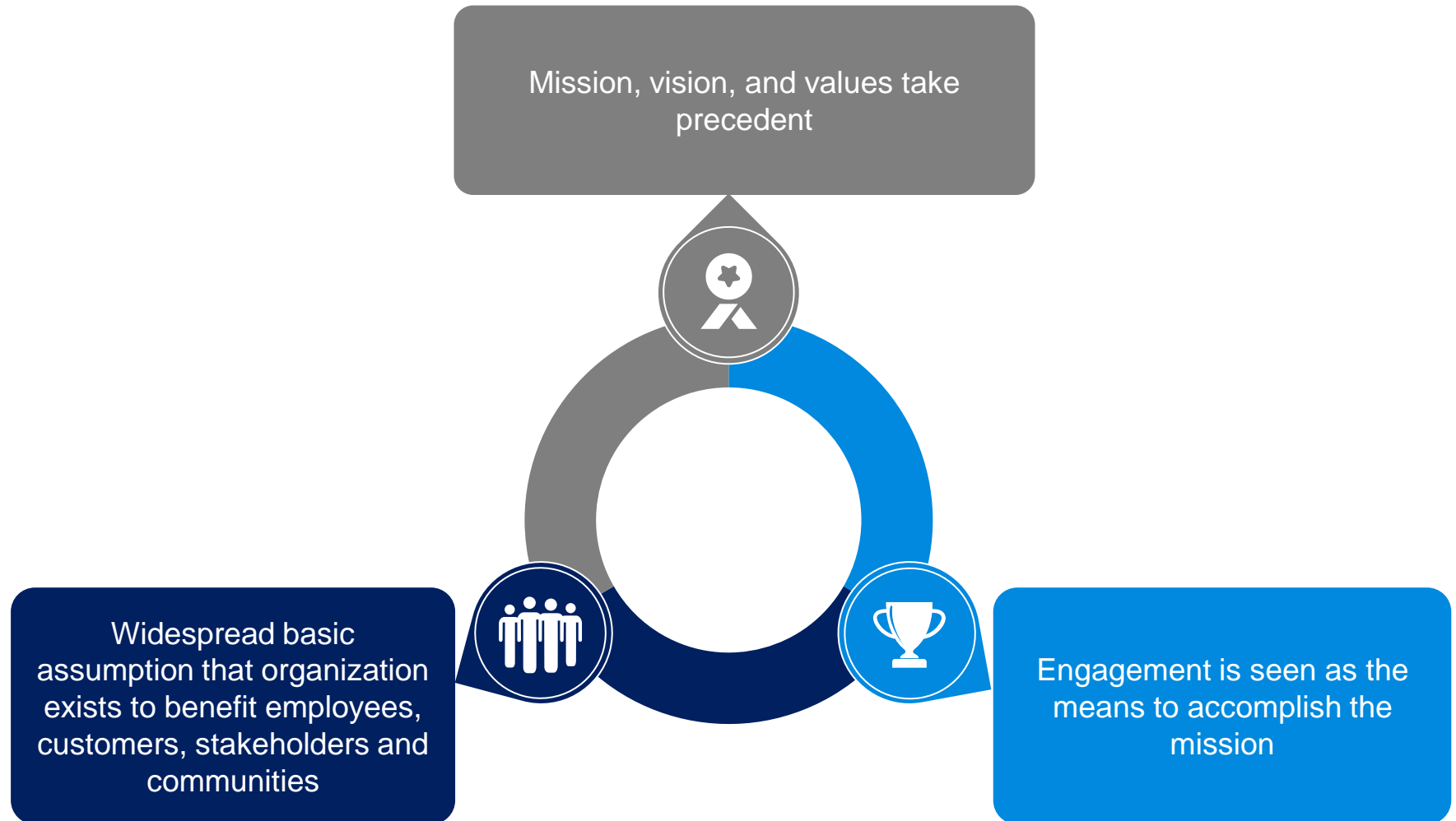
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## SOUTHERN NEW HAMPSHIRE UNIVERSITY (SNHU)

- Southern New Hampshire University **invests** in additional compensation for faculty members who best exemplify the practice of creating an **engaging culture**, not only for themselves and other employees but also for students. For the second year in a row, 14 full-time faculty members were awarded \$3,000 **bonuses** for implementing ways of **engaging students** in the education experience above and beyond the traditional course curriculum.



## 2. An Organizational Philosophy that Emphasizes a Core Purpose



## 2. An Organizational Philosophy that Emphasizes a Core Purpose

### QUICKEN LOANS

- Quicken Loans has a set of “**ISMs**,” the name the company uses for values that it espouses as a guiding framework for all employees. ISMs are the company’s way of defining and communicating a philosophy regarding the **values and behaviors** required to achieve core **organizational purpose**. Every new employee is introduced to the ISMs within his or her first 30 days via an eight-hour session led by founder and chairman Dan Gilbert and CEO Bill Emerson.
- This highly visible aspect of company **culture and values is present across the organization** (e.g., in communications, artifacts, such as books and posters, and talent development practices) and is heavily emphasized in terms of the role it should play in everyday interactions on the job. **Engagement** is seen as the **means to accomplish the mission**.



## 2. An Organizational Philosophy that Emphasizes a Core Purpose

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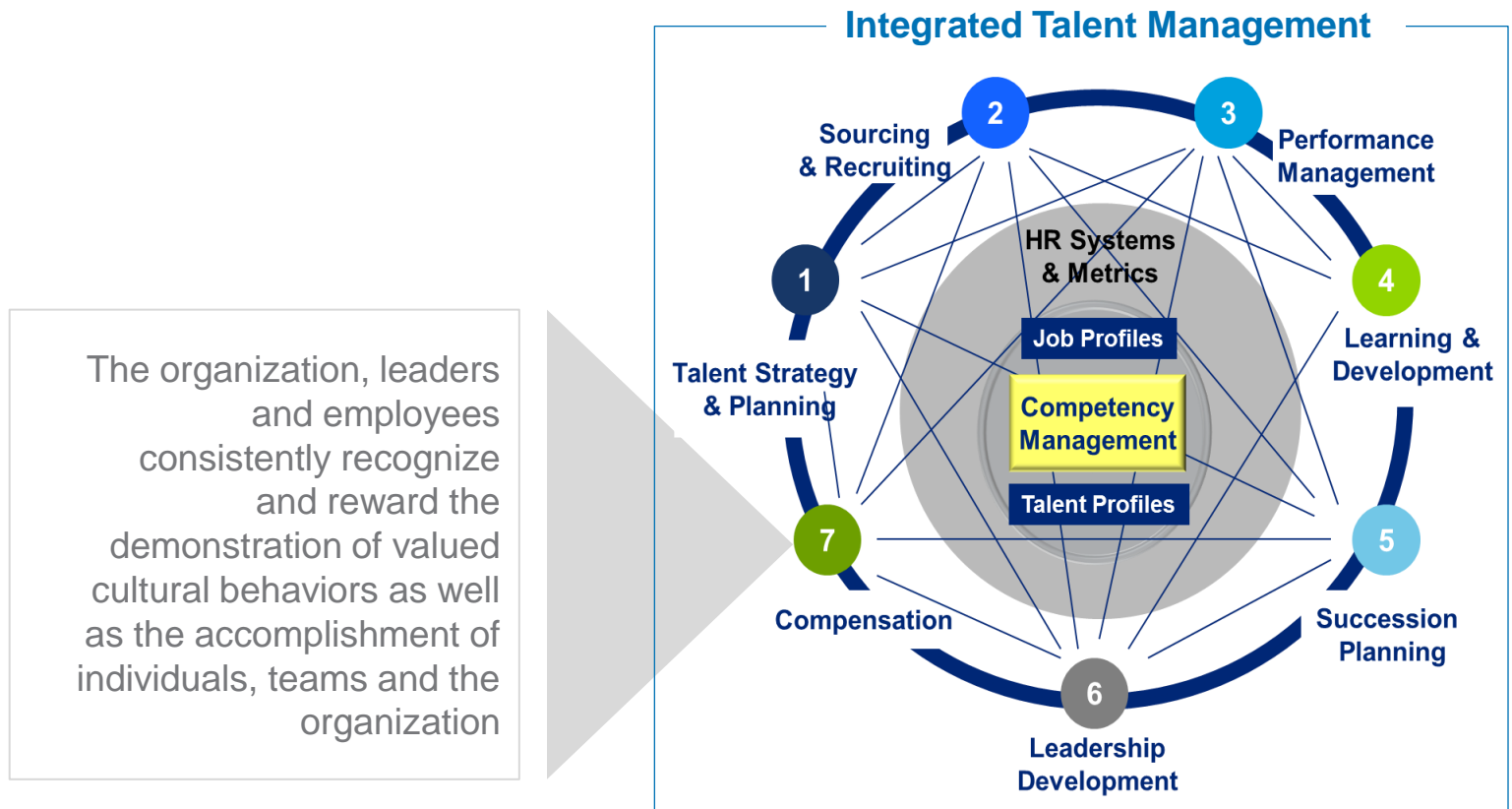
### TEACH FOR AMERICA

- Teach For America aims to contribute additional leaders to the growing movement to end educational inequity, and executives regularly emphasize the importance of **retaining engaged and committed employees, invested leaders, and active community partners**. Managers in the organization are tasked with making a clear connection between employees' daily activities and the greater mission of benefitting children and communities.



### 3. Formal Programs and Policies that Drive the Engagement Agenda

Robust and integrated Human Capital Programs that promote engagement throughout the employee lifecycle





### 3. Formal Programs and Policies that Drive the Engagement Agenda

#### Development Dimensions International (DDI)

- At DDI, the engagement strategy is integrated into employees' experiences even before they officially join the organization. The company hires **“engagement ready” employees**. Cultural fit is a key determinant during candidate selection, with a balanced focus on **behavioral competencies** as well as **technical proficiency**, so that new hires are brought into an environment with which they are compatible.
- DDI's vision and values are emphasized throughout new hire orientation and are explained through scenario-based learnings. Following orientation, employees engage in conversations about how their roles directly contribute to organizational outcomes, and employee engagement objectives are **integrated into individual development plans and the performance management goals** of their managers.



## 4. Open, Proactive, Leader-Driven Communication about Engagement

Communication strategies are deployed on a regular basis

Leaders and managers are engaged in regular two way dialogue with employees through town halls and skip level

Engagement



Symbols, stories, artifacts help emphasize the organization's engagement culture

Communication is consistent and transparent

## 4. Open, Proactive, Leader-Driven Communication about Engagement

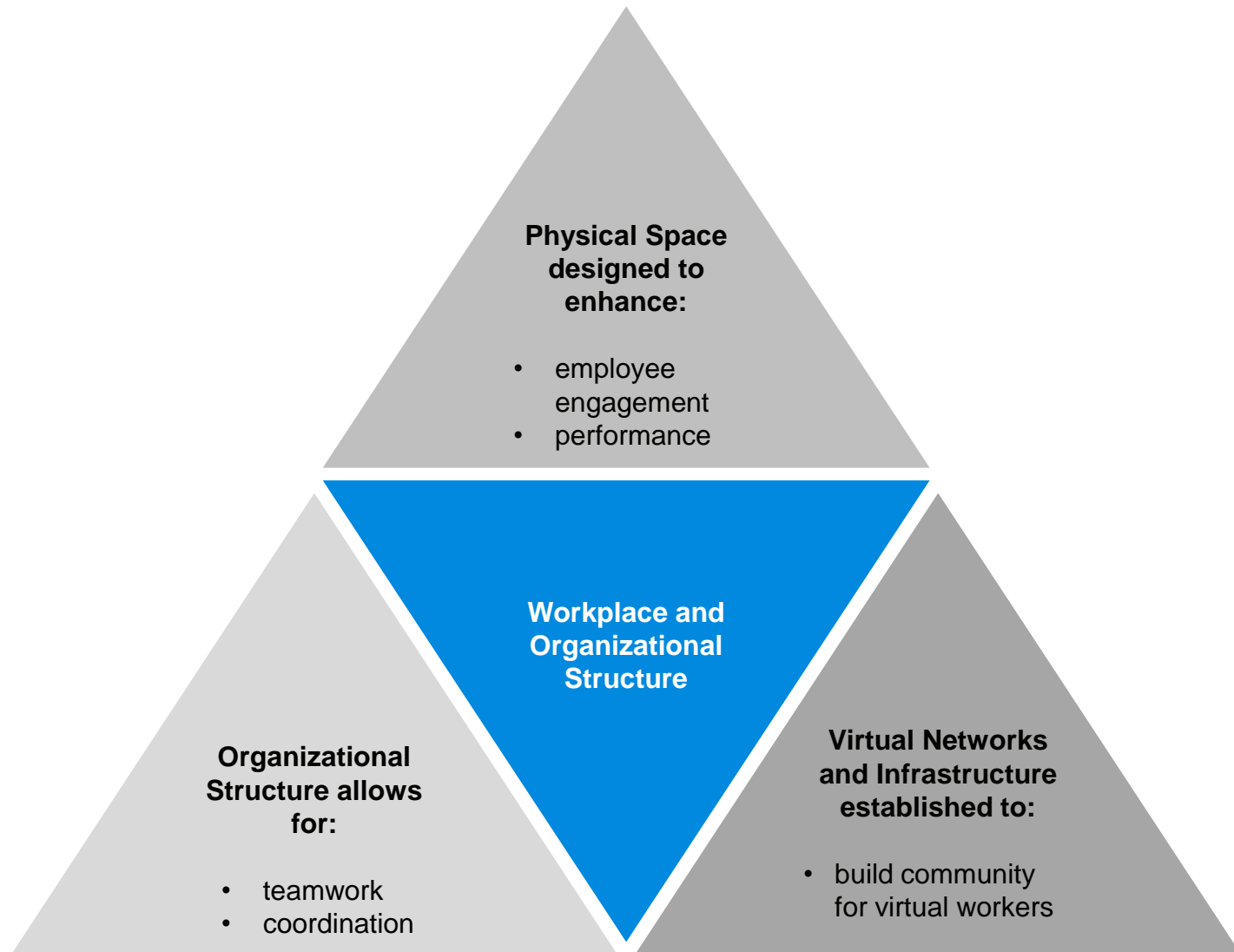
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### ALCOA

- At Alcoa, the CEO hosts **regular town-hall meetings** in which engagement survey results are featured. These organization-wide forums present top drivers of engagement, and, during these meetings, the **CEO chooses** the next **focus areas** for building engagement.



## 5. A Workplace (Physical and Virtual) and Organizational Structure that Promotes Collaboration and Inclusion



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### ZAPPOS

- Zappos is pioneering a new approach to building greater teamwork and coordination through a **Holacracy<sup>®</sup> structure**. The company has chosen to depart from traditional team structures and embrace a new model that **de-emphasizes titles, roles, and levels**, and emphasizes agility. The goal is to make it much easier for teams to collaborate and make decisions in a more inclusive way. This does not mean that Zappos's approach eliminates structure. When issues or decisions need to be elevated, there is a defined series of **decision rights "circles"** that can approve or override decisions made at the level below, and this structure flows up to the executive level.

## 5. A Workplace (Physical and Virtual) and Organizational Structure that Promotes Collaboration and Inclusion

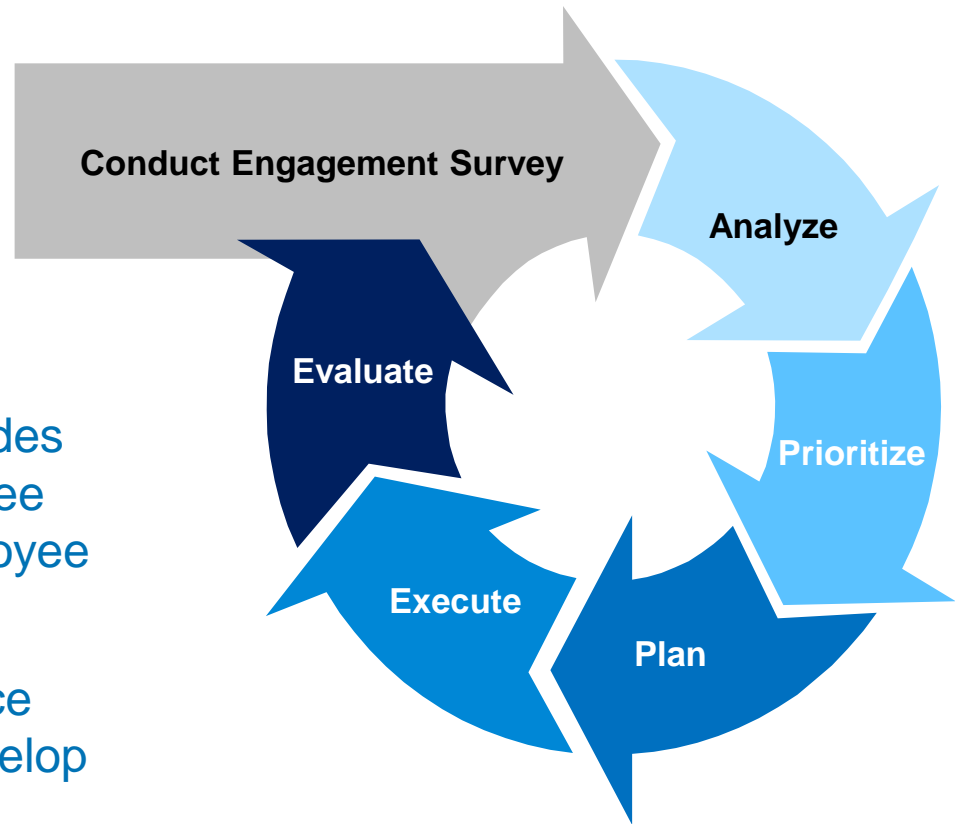
### UNITED STATES PATENT AND TRADEMARK OFFICE (USPTO)

- At USPTO, corporate programs are always offered with a virtual option to ensure the large telecommuting population has access. The organization endeavors to build engagement and inclusion of this population through **formal infrastructure, such as virtual collaboration technology and manager training**, and informally through efforts like encouraging teams to include virtual workers in fun activities—for example, by sponsoring remote workers to order their own refreshments locally during a team “pizza day.”



## 6. A Regular Cadence for Assessment and Follow-Up

Organizations have robust and integrated process for measuring, analyzing, and taking action on employee engagement data across the employee lifecycle.

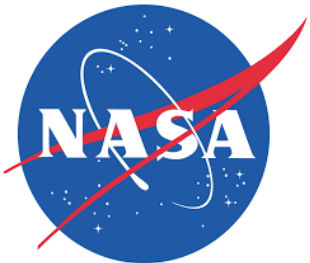


- Data is integrated and provides an understanding of employee experience across the employee lifecycle
- A workforce analytics practice has been established to develop a deep understanding of the employee experience at work

## 6. A Regular Cadence for Assessment and Follow-Up

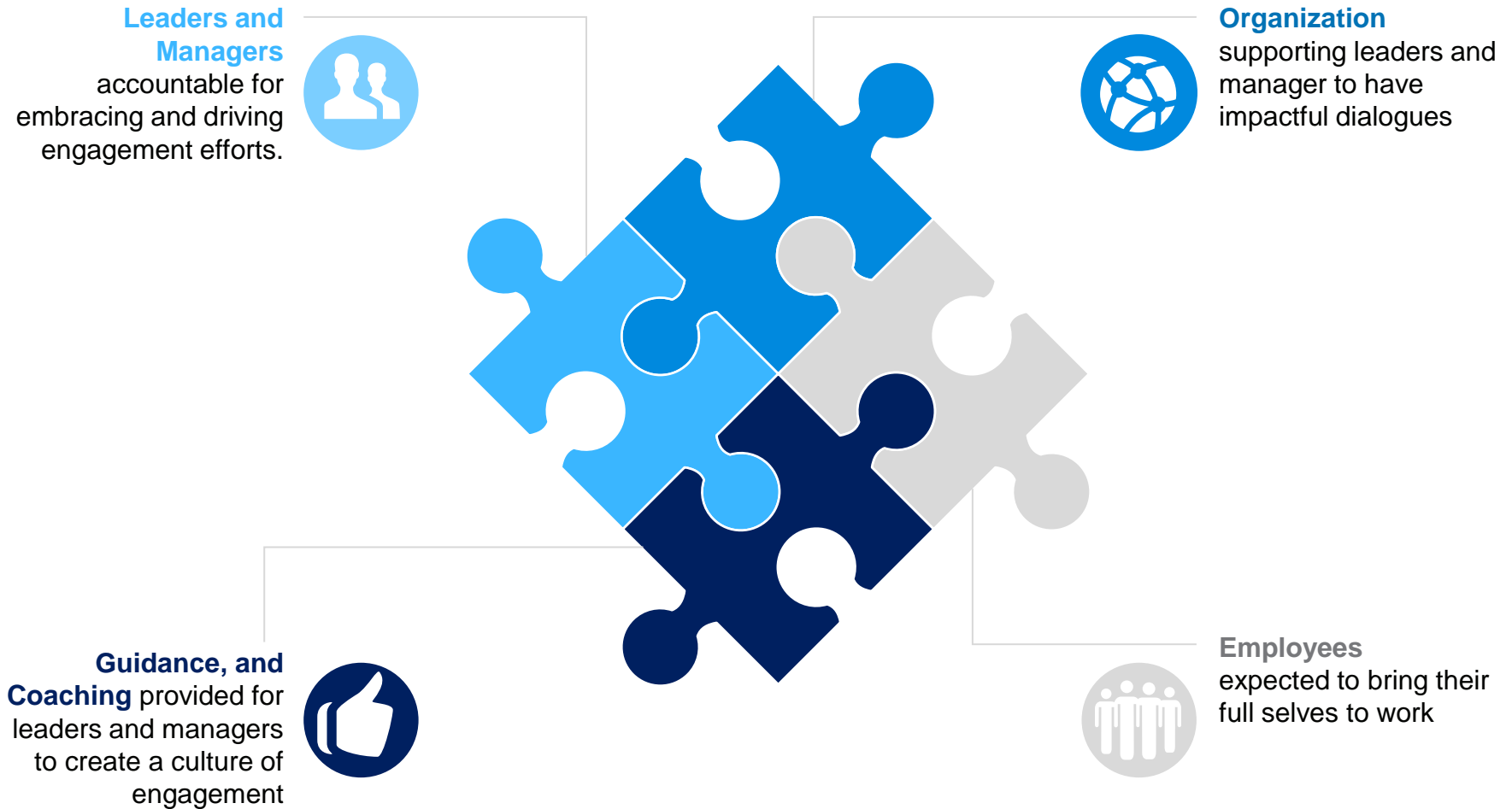
*“We encourage employees to fill out the employee viewpoint survey, and we promote it as each individual employee’s opportunity to tell the NASA administrator how things are going. Our administrator takes the survey very seriously, and we make sure that our employees know that their individual voice matters in that respect. **This year we had employees suggest additional questions for the survey.** Then we allowed the NASA workforce to **vote on which questions they would like to see included.** That was a good way to get feedback from the workforce about what they think is important and what agency leadership should focus on. We’re really trying to create more virtual collaboration and virtual interaction between agency leadership and the workforce.”*

Jeri Buchholz, Chief Human Capital Officer, NASA





## 7. Leaders Who are Expected and Empowered to Build Engagement



## 7. Leaders Who are Expected and Empowered to Build Engagement

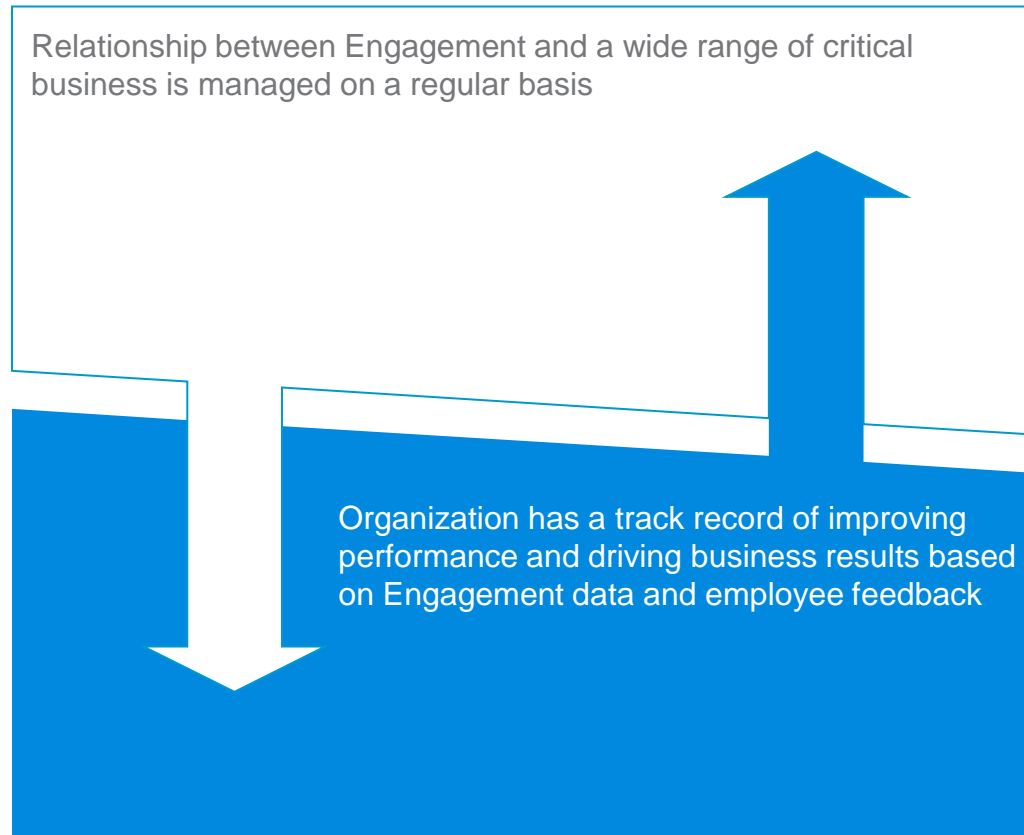
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### Deloitte

- Deloitte has invested in initiatives that help professionals **stop “covering”** in order to be able to better **bring their “whole selves”** to work every day. These initiatives encourage professionals to feel comfortable being themselves in the workplace and stress the organization’s inclusive culture. Numerous Business Resource Groups are established to provide an outlet for networking and mentorship among people of various affinities. Deloitte believes that this enables professionals to become more engaged as members of the organization and ultimately deliver a stronger client experience as a result.

The Deloitte logo, consisting of the word "Deloitte" in a bold, blue, sans-serif font, followed by a small green dot.

## 8. Demonstration of the Business Impact of Engagement



## 8. Demonstration of the Business Impact of Engagement

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### WHOLE FOODS MARKET

- At Whole Foods Market, the employee experience at work is tracked through an annual morale survey. Through the survey results and robust analytics tools, the organization is able to identify the **drivers of morale at the store level** versus the team level, and the company has used the data to identify specific aspects of high morale that correlate to high performance. **Internal survey results have demonstrated a strong connection to performance outcomes**, including higher productivity and sales metrics. This data then can be used to develop engagement interventions specifically based on how the store or team culture actually contributes to business performance.





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# DNA of Engagement: 8 Key Elements of Highly Engaging Cultures



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