



The State of Engagement

Trends to Inform Your
2022 Listening and Talent
Management Strategy

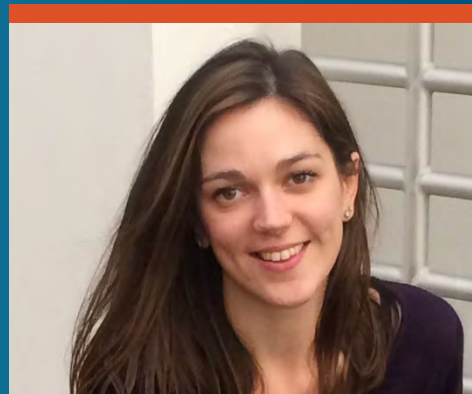
March 15, 2022



Together,
we make
transformation
happen

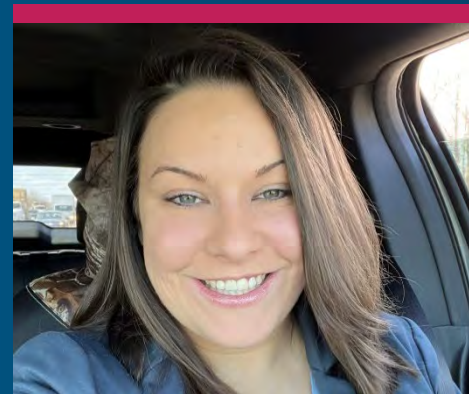
Introduction to Your Dedicated Team

Working with you side by side, everyday



Colleen Casey

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Director, Engagement
and Culture Strategy



 Your **trusted** workforce transformation partner

- The 2022 Norm
- Engagement Trends: Key Takeaways
- Listening Strategy Best Practices
- Taking Action

Agenda

Transform with us



The 2022

Workforce Dynamics

Norm

Turbulent Times

External factors

- Pandemic (fatigue)
- Movements for racial, social justice
- Domestic, international politics
- Climate change
- Market factors

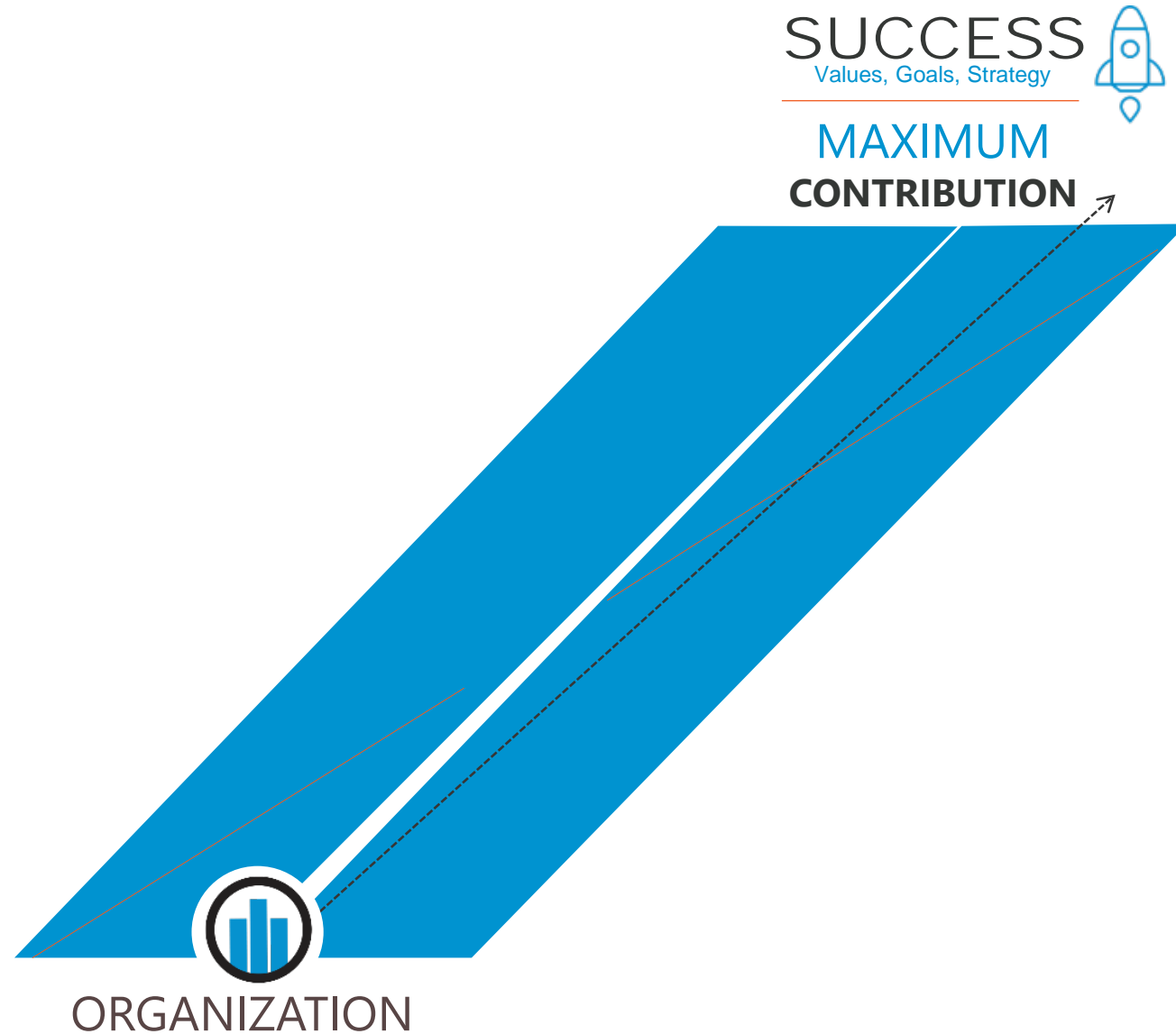
Business as unusual

- Public health policy
- Flexible working arrangements
- Corporate activism
- Talent attraction and retention



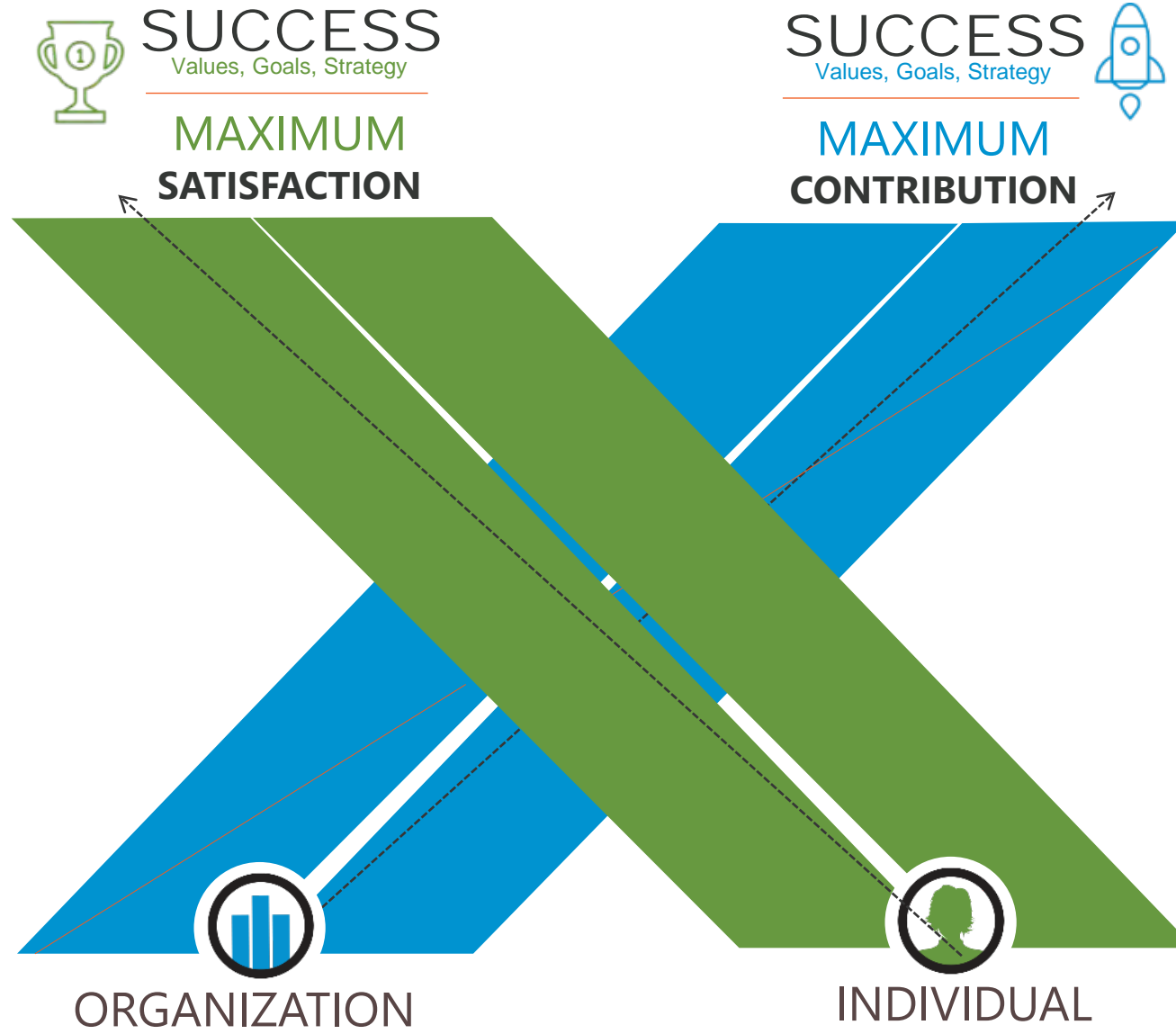
The X Model

Organizational performance, employee satisfaction



The X Model

Organizational performance, employee satisfaction



The X Model

Organizational performance, employee satisfaction



Great Days at Work



Poll

How is your organization working to maintain and improve employee engagement?

- Providing development opportunities
- Training leader to improve their management skills
- Communicating our purpose
- Providing greater flexibility
- Improving compensation and or benefits
- Conducting surveys
- Nothing

Key Engagement Trends Takeaways

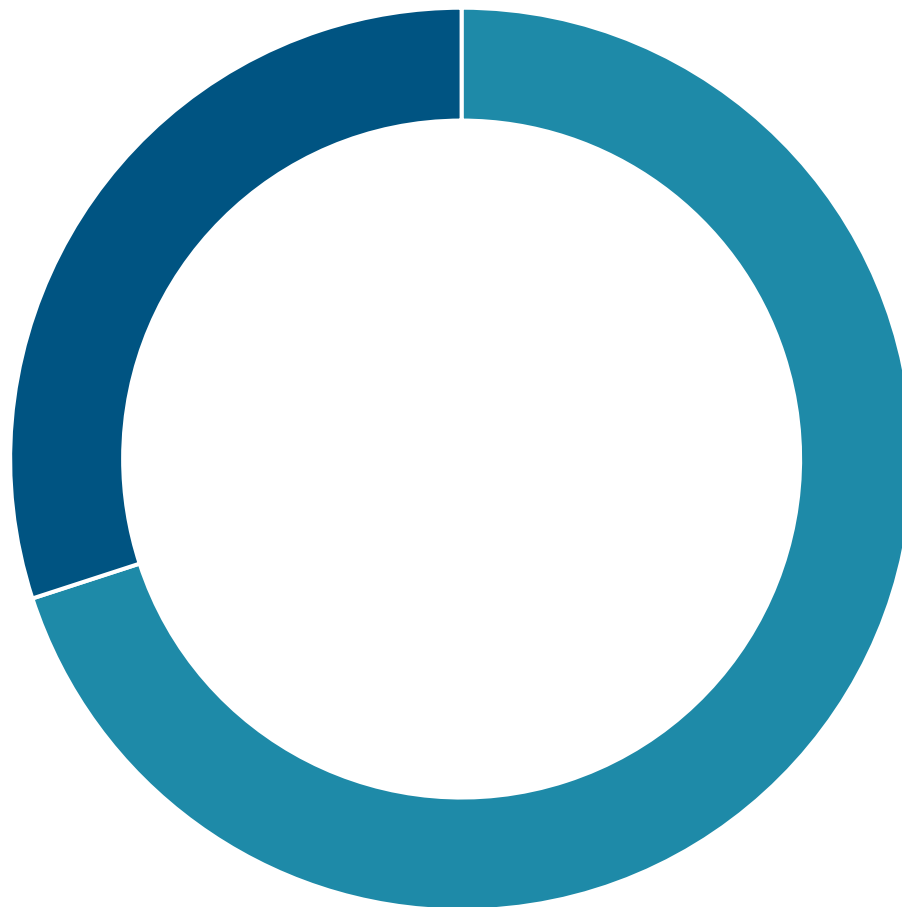
••• Key Takeaway #1: Engagement Risks

Engagement Risk

30%

-3

- Not aligned
- Burnt out
- Not achieving success



High Engagement

70%

+3

- Clear on priorities
- Giving discretionary effort
- Reaching their personal success
- Delivering success to organization

Burnout



Burnout is on the rise. **52%** of survey respondents experiencing burnout in **2021**—up from the **43%** who said the same in pre-Covid-19 survey.

79% of employees experienced **work-related stress** in the month before the survey.

Nearly 3 in 5 experience negative impacts of work-related stress

- **26%** lack of interest, motivation, or energy
- **19%** Lack of effort at work
- **32%** emotional exhaustion
- **44%** physical fatigue.

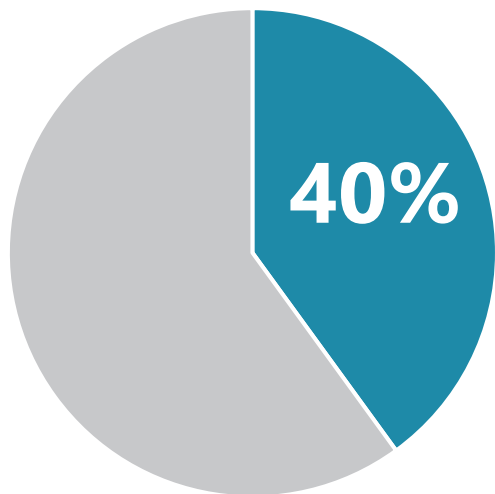
Indeed Study Shows That Worker Burnout Is At Frighteningly High Levels: Here Is What You Need To Do Now

<https://www.forbes.com/sites/jackkelly/2021/04/05/indeed-study-shows-that-worker-burnout-is-at-frighteningly-high-levels-here-is-what-you-need-to-do-now/?sh=572cba8623bb>

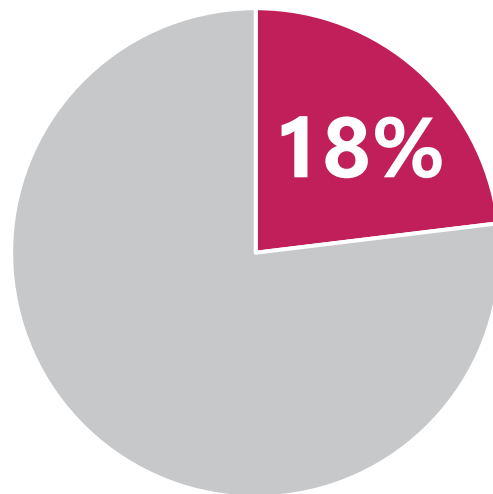
Burnout and Stress Are Everywhere

<https://www.apa.org/monitor/2022/01/special-burnout-stress>

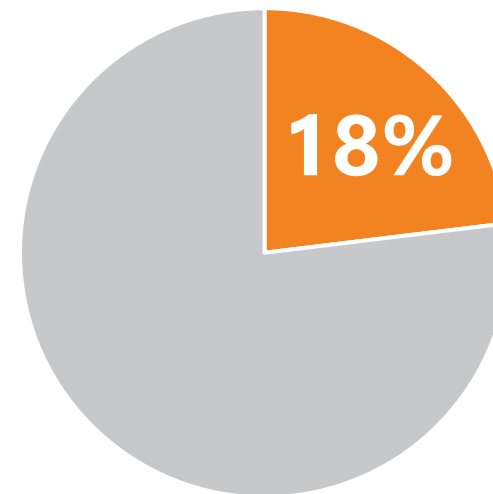
Addressing Burnout



40% of respondents cited professional development as what would improve their satisfaction



18% cited flexibility as what would improve their satisfaction

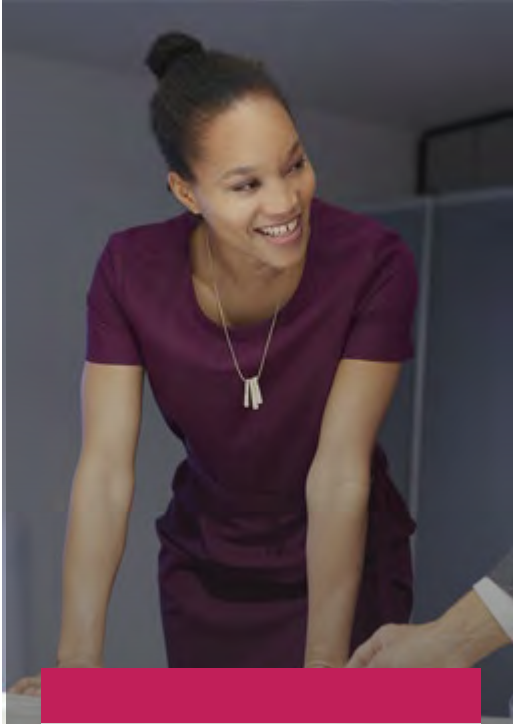


18% would leave their current position **for higher compensation**

"Employees come first. If you take care of your employees, they will take care of the clients."

-Richard Branson, founder of the Virgin Group

Key Takeaway #2: Leadership Gains



I have a great working relationship with my manager

85%, +4



My manager has built a strong sense of belonging within our team

76%, +6



My manager asks for and acts on my input

81%, +5



My manager provides regular, specific feedback

73%, +7



Key Takeaway #2: Leadership Gains



Senior leaders link the work of the organization to a larger purpose

72%, +5

Senior leaders communicates honestly

65%, +5

Senior leaders created a high performance work environment

65%, +5

Key Takeaway #3: Talent Retention

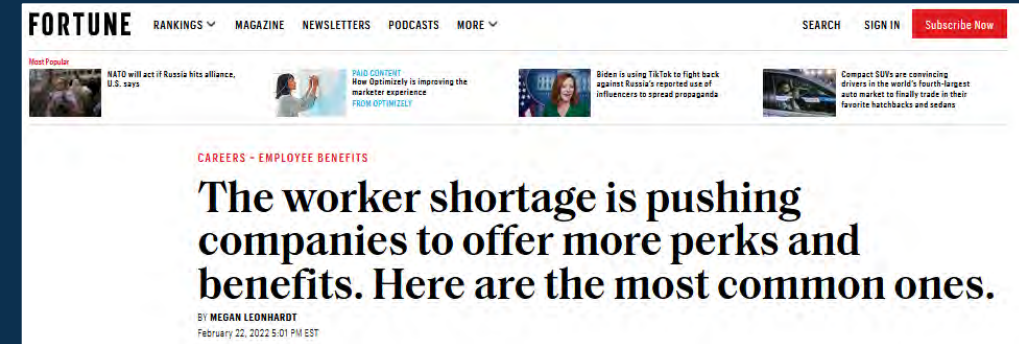


FAST COMPANY

03-13-22 | 4:00 AM | POV

The employee-employer disconnect that's fueling the Great Resignation

Workers are sending a very loud and clear signal that organizations better hear if they want to attract and retain top talent, this corporate lawyer and former DNC chairman says.



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CAREERS - EMPLOYEE BENEFITS

The worker shortage is pushing companies to offer more perks and benefits. Here are the most common ones.

BY MEGAN LEONHARDT
February 22, 2022 5:01 PM EST



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PEOPLE MANAGERS

Boss Loss: The Great Resignation Is Spilling Over into Management

By Brian O'Connell
March 7, 2022



McKinsey & Company

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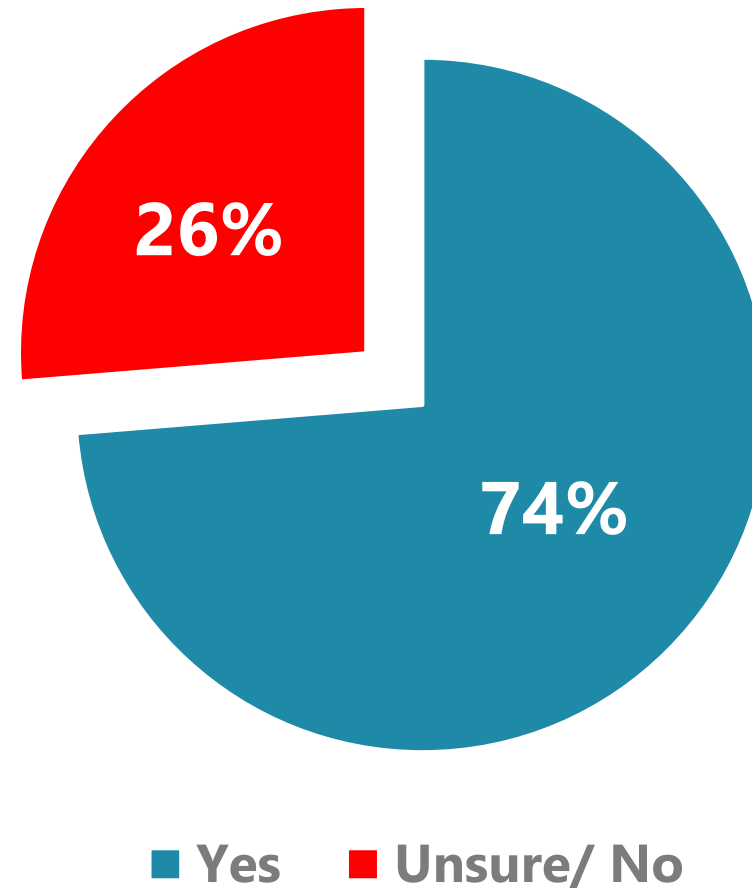
< Back to Charting the path to the next normal

The great attrition stems from a great disconnect



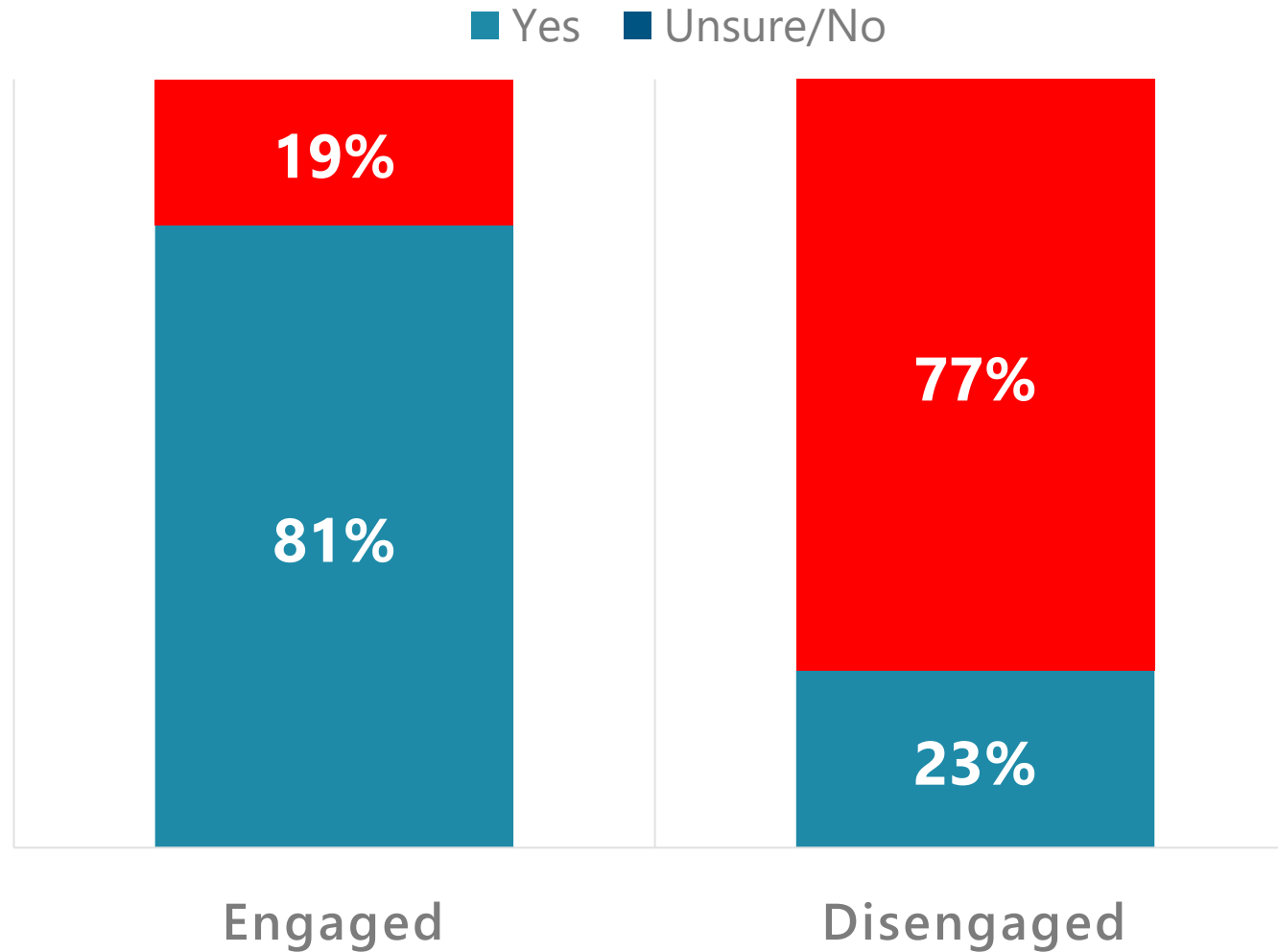
Key Takeaway #3: Talent Retention

- Do you plan to remain with the organization through the next twelve months?



Engagement Retention Connection

Do you plan to remain with the organization through the next twelve months?



What Hasn't Changed?

- Satisfaction and contribution drivers remain the same
- Leader behavior continues to be crucial
- Engagement and retention are still linked



A photograph of three business professionals in an office setting. On the left, a woman with dark hair tied back is seen in profile, wearing a white top. In the center, a man with dark hair and a beard, wearing a light blue shirt and a patterned tie, is smiling and looking towards the woman on the left. On the right, an older man with grey hair and a beard, wearing a grey suit jacket, a light blue shirt, and a striped tie, is smiling and gesturing with his right hand while holding a tablet computer. The background is a blurred office environment with large windows.

You'll Only Know If You Ask

Listening Best Practices Strategies

Best Practices

Design



- Survey construct
- Demographic data

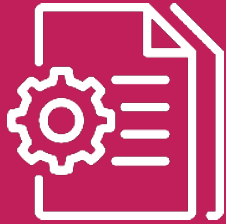
Best Practices

Design



- Survey construct
- Demographic data

Measure



- Accessibility
- Communication strategy

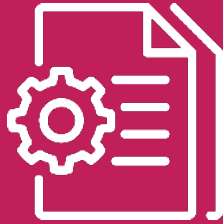
Best Practices

Design



- Survey construct
- Demographic data

Measure



- Accessibility
- Communication strategy

Analyze



- Global and local data
- Benchmarking
- Statistical analysis

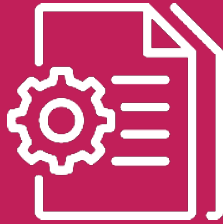
Best Practices

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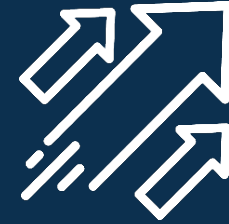
- Accessibility
- Communication strategy

Analyze



- Global and local data
- Benchmarking
- Statistical analysis

Act



- Distributing data
- Dialogue with employees
- Action plans

Poll

How is your organization taking action to address survey results?

- Dedicated tools and resources
- Employee committees
- Establishing success metrics
- Communicating results
- Involving managers
- Nothing

Taking Tools Action

People Insights Platform



Welcome, Scott Sadowsky

Hear what Matt Varava has to say about engagement. Read more... @

[Click here](#) to access the Manager User Guide.



Analyze Results

Use this section to explore and analyze your latest pulse results.



Reports

Use this section to review and print your reports.



Action Planning

Use this section to plan your team meeting, create an action plan, and learn how to talk to your employees about engagement.



Resources

Use this section to help you act on results and learn about best practices for managers.

Listening
is just the start



Q&A

Let's work together



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