



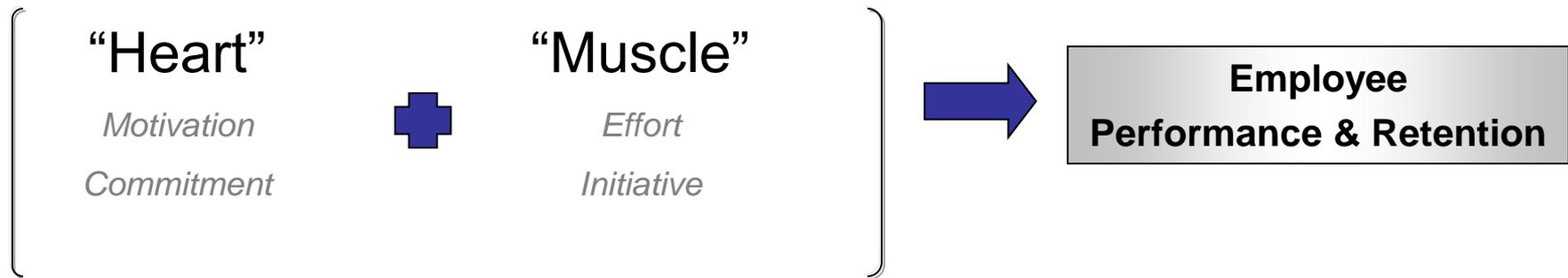
# Moving the Needle on Engagement

*Howard Morgan*  
*Managing Director*



**Engagement = When Individuals Are Personally Committed, Motivated, and Contributing**

## Employee Engagement



**Employees within the same organization, business unit or team typically demonstrate significant "within group variance." It is not unusual to a range of employees' engagement scores from 0 to 100 on a 100-point scale, even within a single business with consistent policies/ programs. This is evidence that engagement is personal.**



**Why the Difference? The OD Field has emphasized the Importance of Hygiene Factors on Employee Engagement (e.g., Compensation and Perks)...**

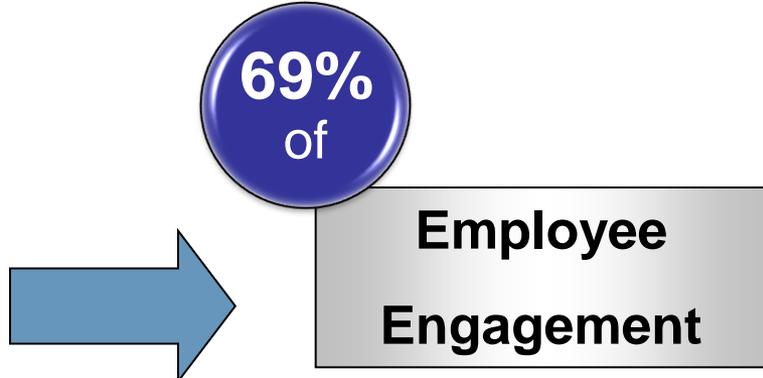


**...But LRI's Research Demonstrates Their Impact is Marginal at Best**



# Engagement is an Attitude - Personal Factors Dwarf Programmatic Efforts in Driving It

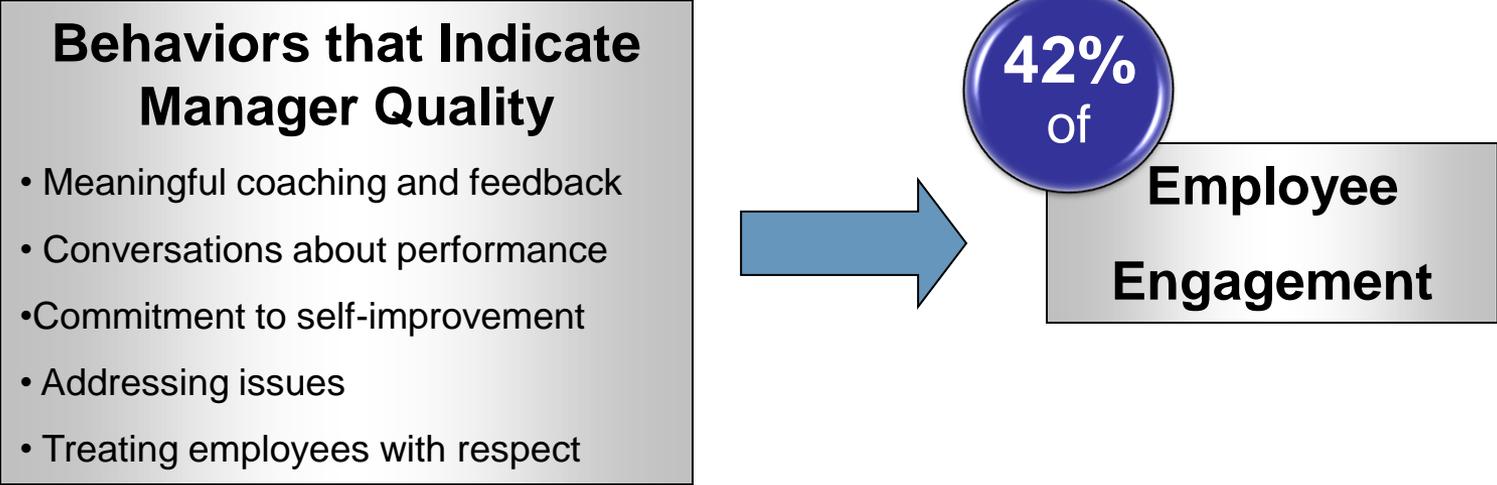
- Top Drivers:**
- **Manager Quality**
  - **Alignment with Values**
  - **Skill Use**
  - **Work-life Balance**



**Compensation only contributes an addition 1% in explaining Employee Engagement**



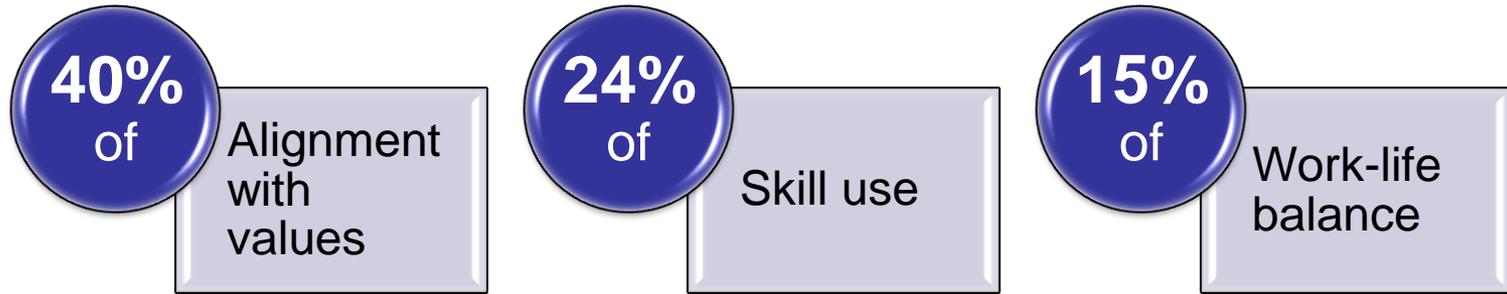
# Nearly Half of Engagement Explained by Manager Quality Alone, Far More than Other Factors



**Alignment to values, skill use, and work-life balance combined explain additional 27% on top of Manager Quality**

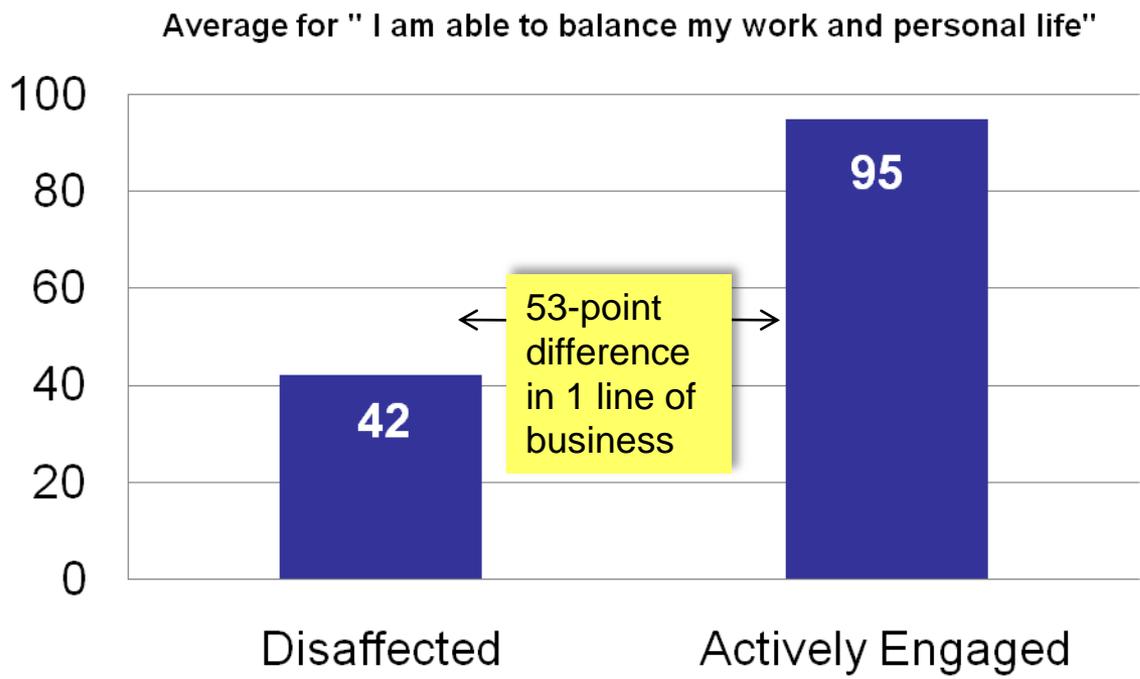


## Furthermore, Managers Strongly Impact Other Drivers of Engagement





## Work-Life Balance is Highly Subjective, Better Addressed by Managers



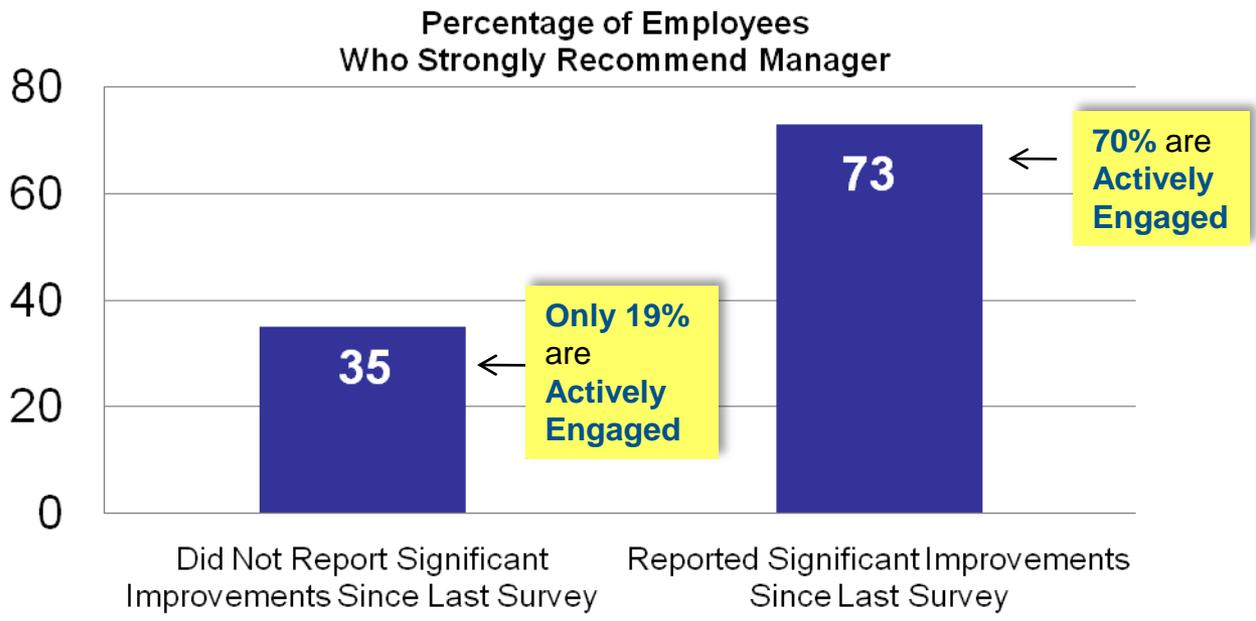
Qualitative analysis of survey comments indicates that engaged employees point to **their manager** giving them the flexibility to get their work done and manage their lives



## When You Drive Engagement from Manager Level, Follow-up Has More Impact

Companies are increasingly rolling down engagement survey results from HQ to managers.  
Why?

- To target audience in the best position to move the needle on engagement - managers
- To build a more engaged workforce - one person at a time
- To provide managers with actionable feedback on their effectiveness and foster growth





## 4 Key Levers Managers Can Pull on a Daily Basis to Better Engage Employees

By linking managers' 360 ratings to direct reports' survey results and performance ratings, LRI identified the manager behaviors that made the largest difference in employee engagement

### Here's what we learned:

- ✓ Trust and authenticity are fundamentals that matter immensely
- ✓ Managers who intentionally develop individual employees get more from their people
- ✓ Future focus and related communication skills motivate people to step up – and stay longer
- ✓ The broader a manager's service mindset, the more engaged their people