



# How to Build a Winning Employee Engagement Strategy

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Santiago Jaramillo | CEO & Founder, Emplify







Adaptability is King  
in Times of Change





# 1995

- Don't get into strangers cars
- Don't meet people from the internet



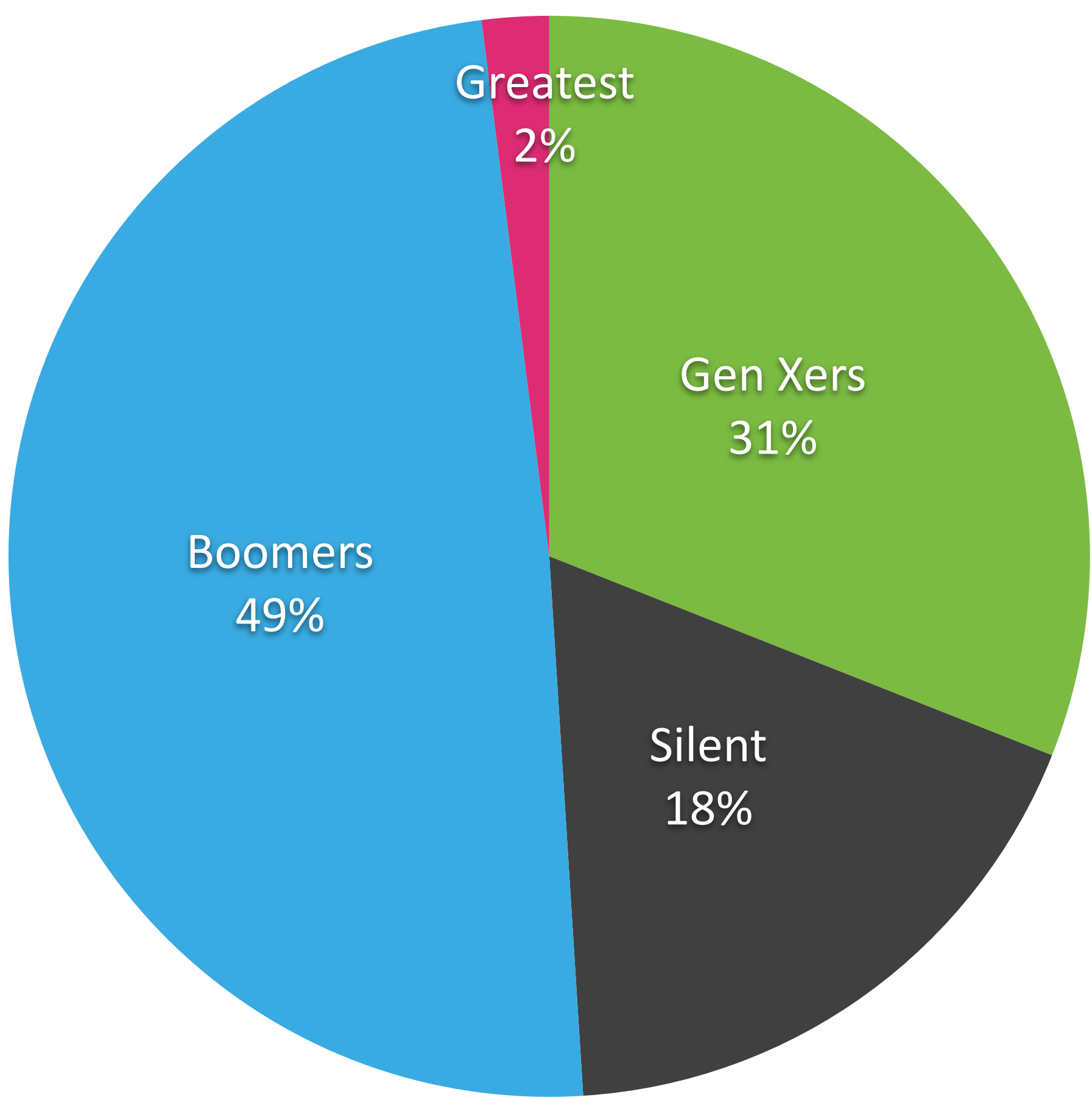
# Today

- Literally summon strangers from the internet to get into their car.

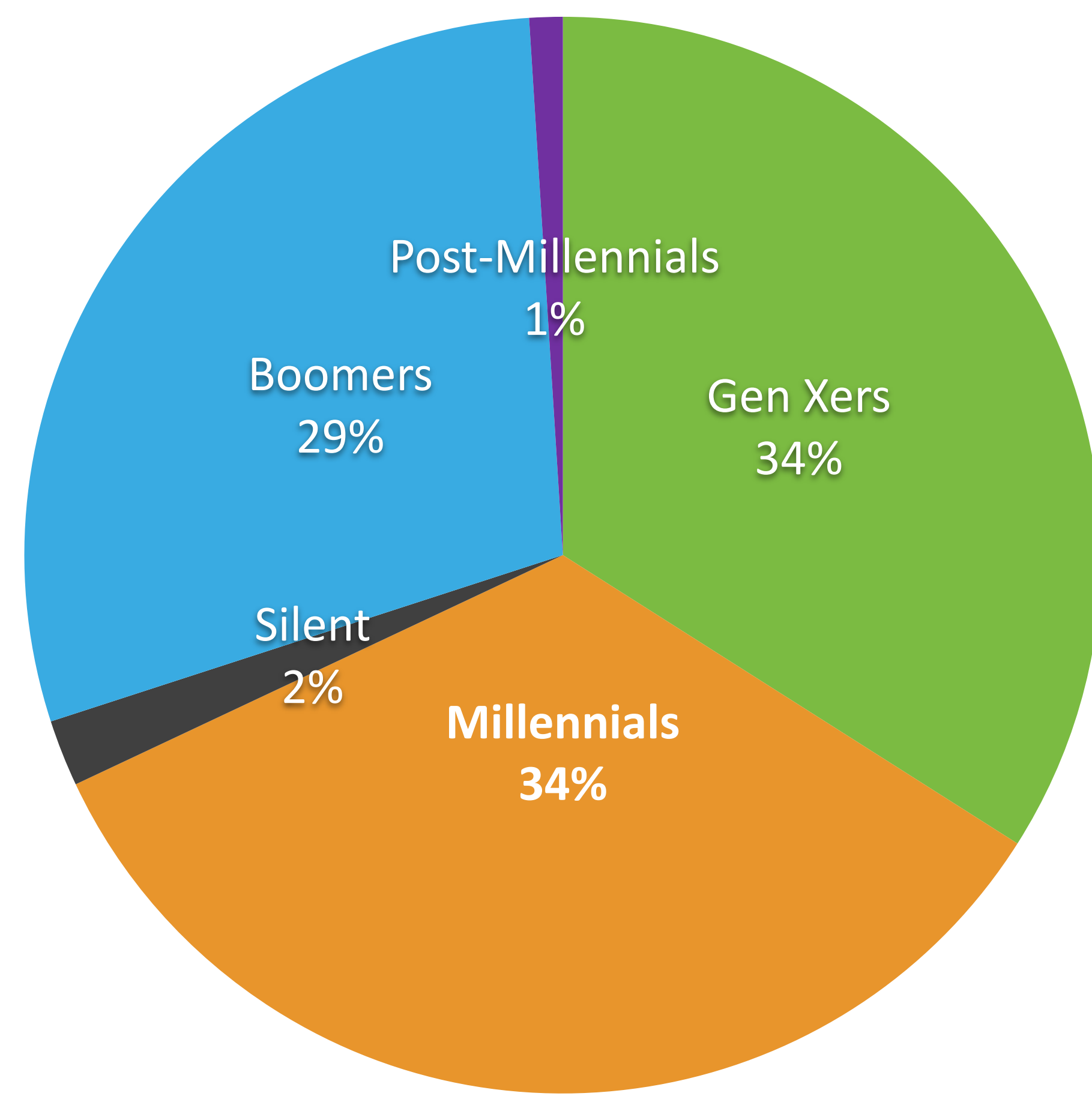


# Multi-Generational Workforce

1997



2017



# Avg. Job Tenure By Generation

 Baby Boomers

 Generation X

 Millennials

Years



# Why Does Turnover Matter?



## Cost

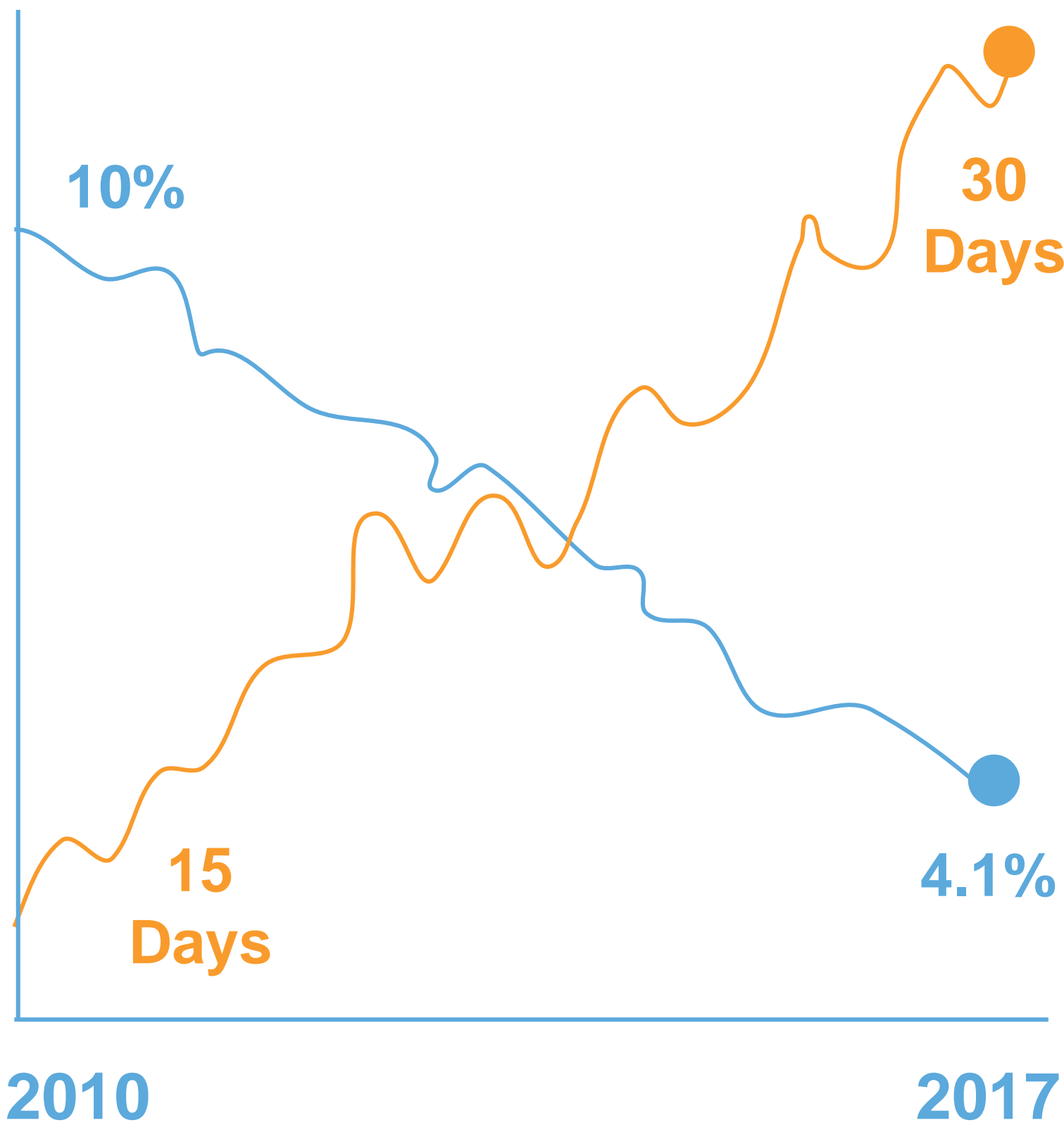
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“For the average employee, it costs upwards of 150% of their annual salary to replace them.”

-Zen Workplace

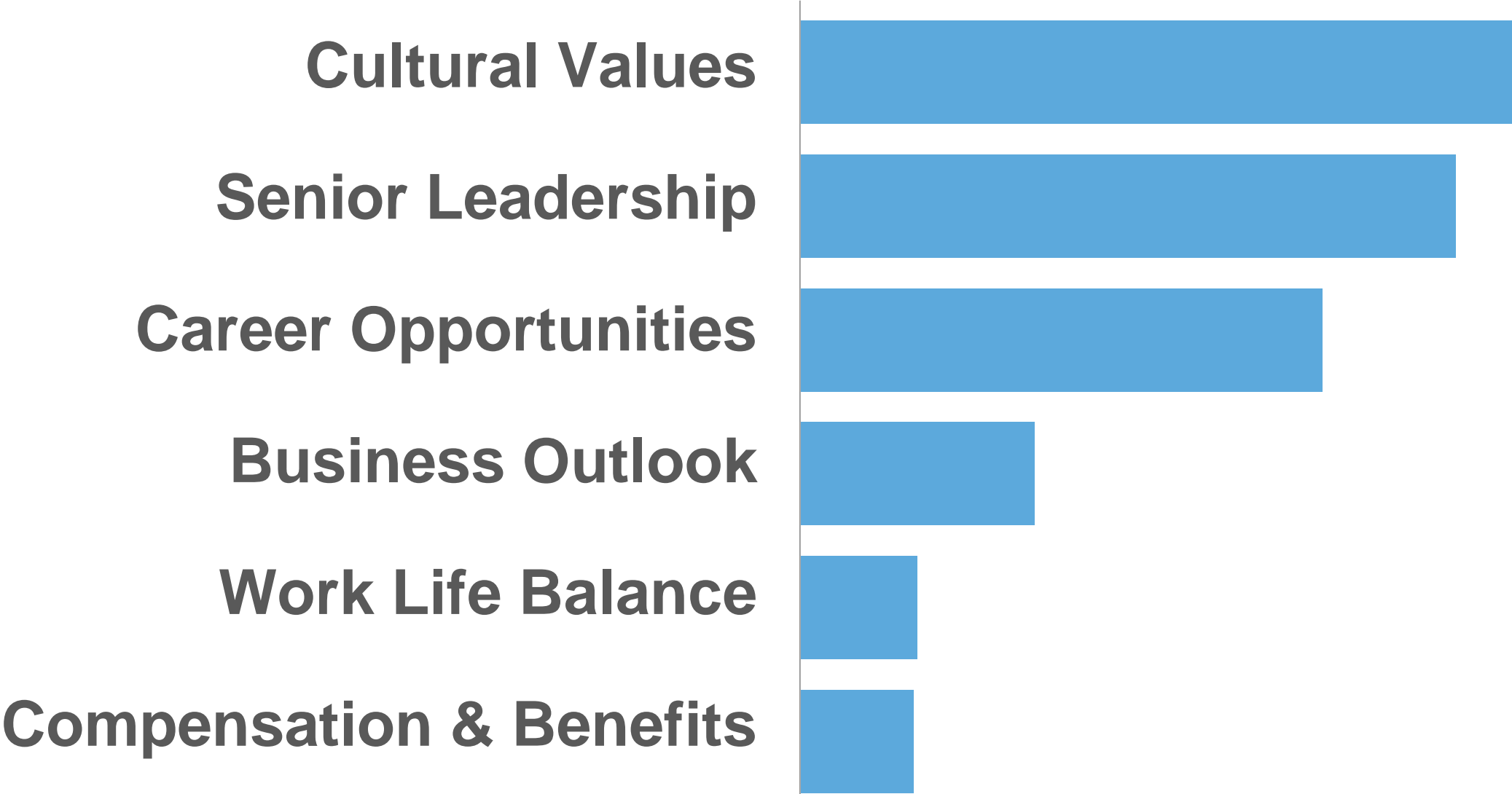
# Employees Have Options & Expectations

(2017, 2X) US Mean Job Vacancy Duration  
US Unemployment Rate Drop



Source: US Bureau of labor Statistics DHI-DFH

Workforce Factors that  
Matter Most to Employees



Source Glassdoor Economic Research ([glassdoor.com/research](https://glassdoor.com/research))





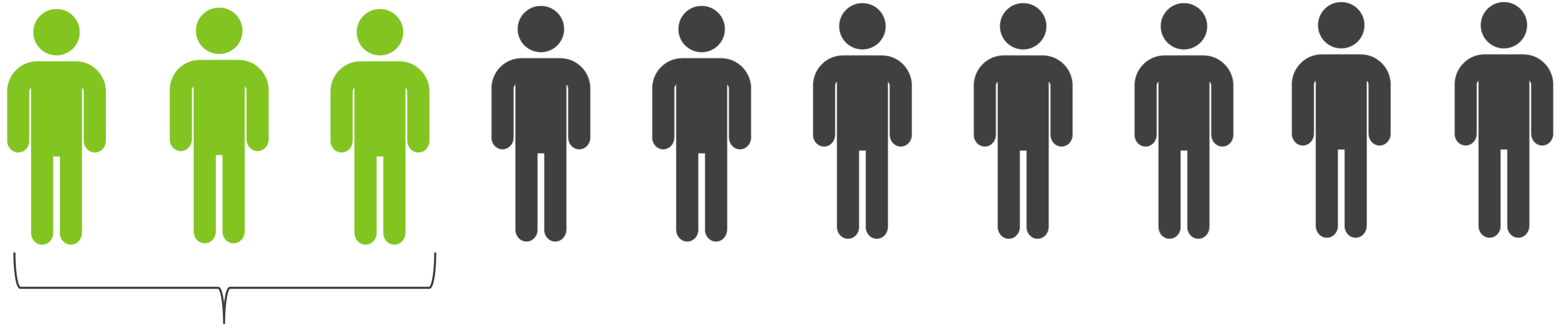
# Employees Will Stay **IF** They Are Engaged

”

“Highly engaged employees are **87%**  
**less likely** to leave their companies  
than their disengaged counterparts.”

- Corporate Leadership Council

30% of employees  
are engaged



30%

\*Emplify Insights Data Index



# What is Employee Engagement?

An employee's intellectual (head) and emotional (heart) connection with an employer, demonstrated by motivation and commitment (hands) to positively impact the company vision and goals.





# Personal Action Summary



1. Circle the outcomes of disengagement your organization is experiencing.

# Personal Action Summary



2. Which segment of your organization is struggling the most in the above area(s)?





**Satisfaction**  
good

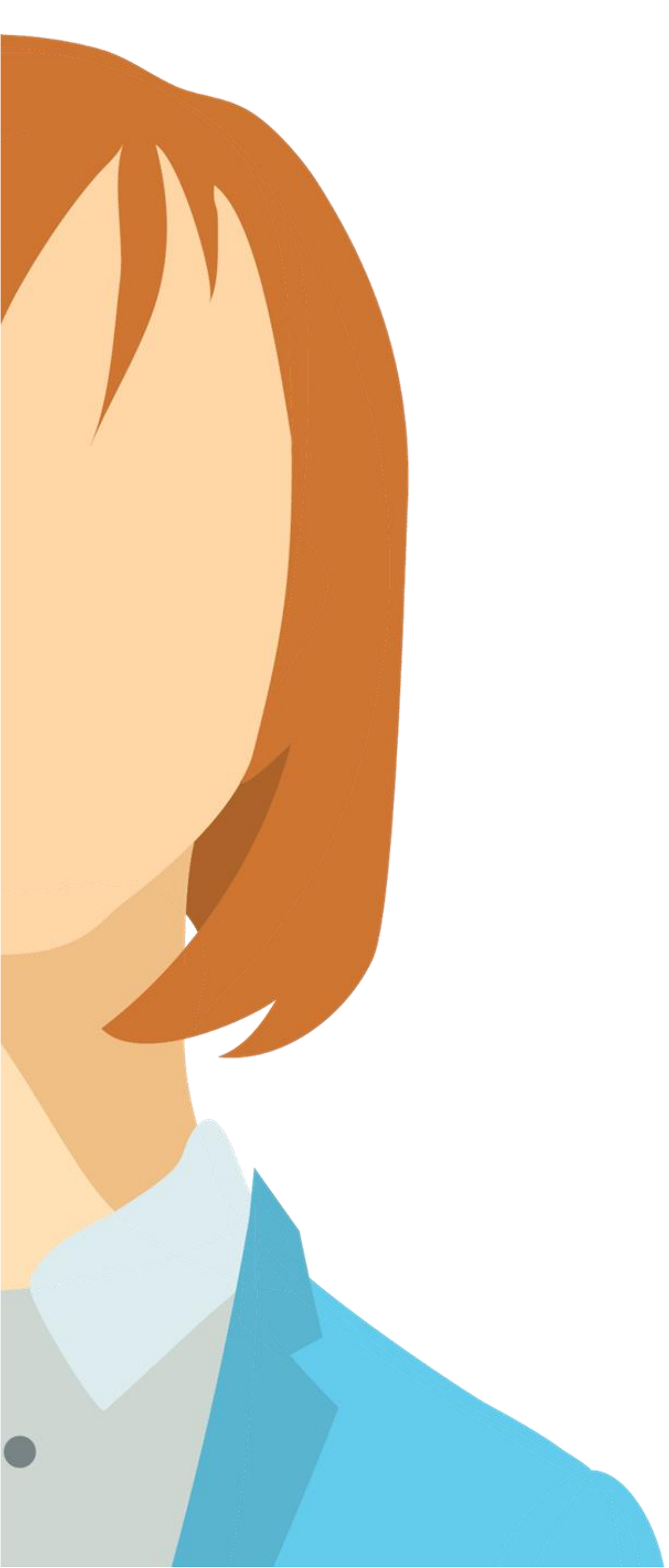
Am I comfortable and am I  
going to stay?

I work only enough to meet  
basic expectations

**Engagement**  
great

How can I drive the business  
forward?

My heart and mind are in  
it and I give 115%  
everyday.



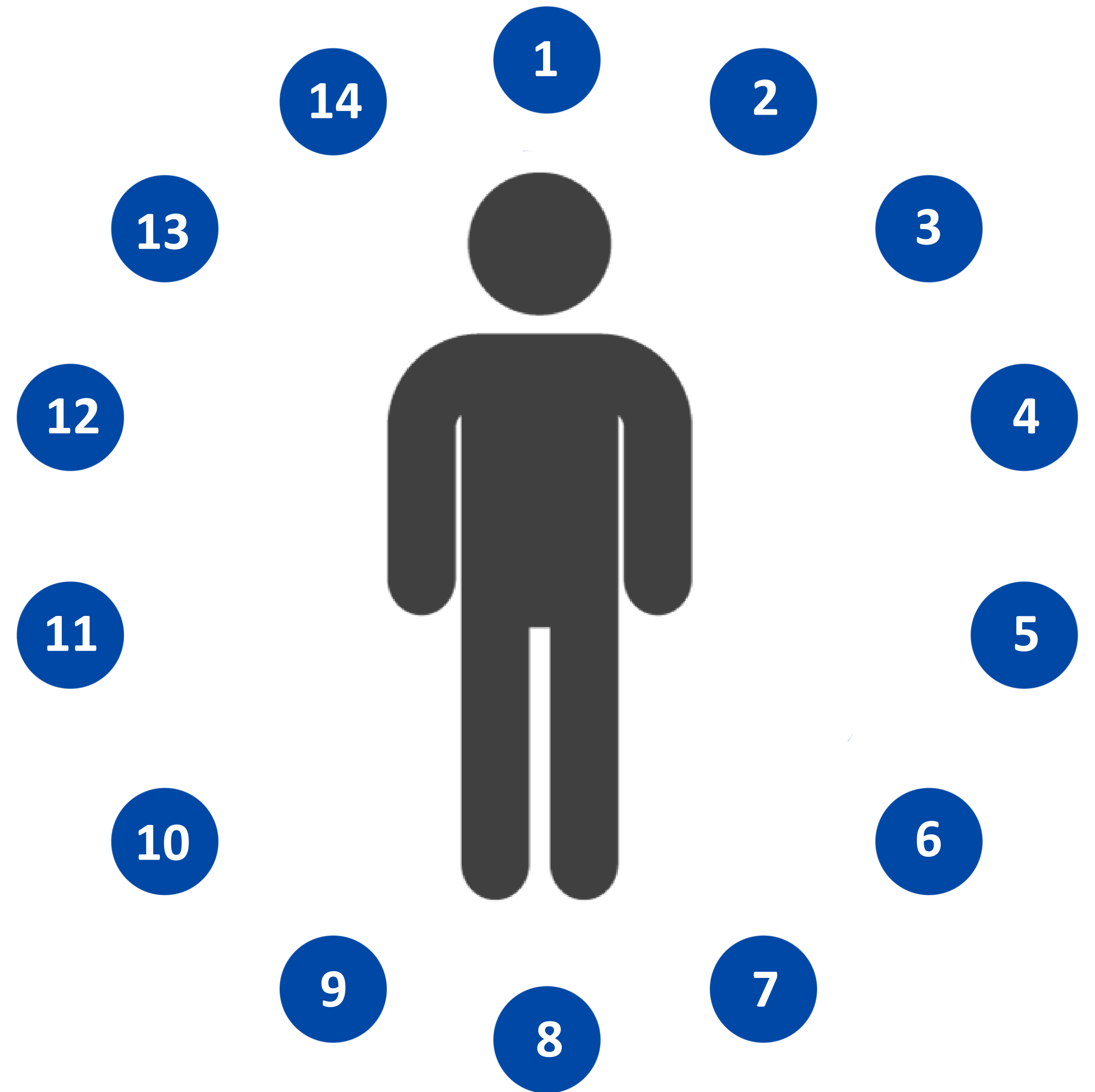
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Engaged staff is 44% more  
productive than satisfied staff.

- Gallup/Bain & Co



# What Drives Employee Engagement?



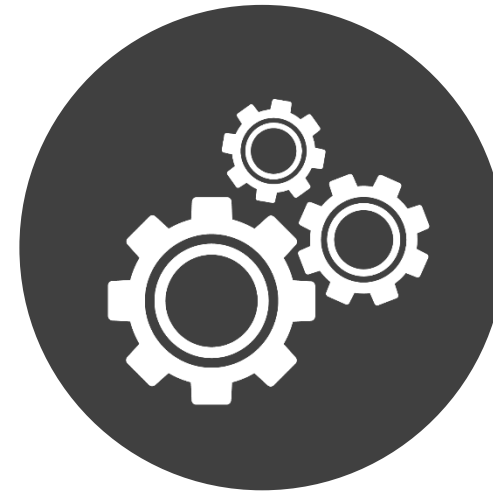
# Engagement Drivers in Services



Purpose



Role Clarity



Utilization



Autonomy



Shared  
Values



Friendship



Trust



Authenticity



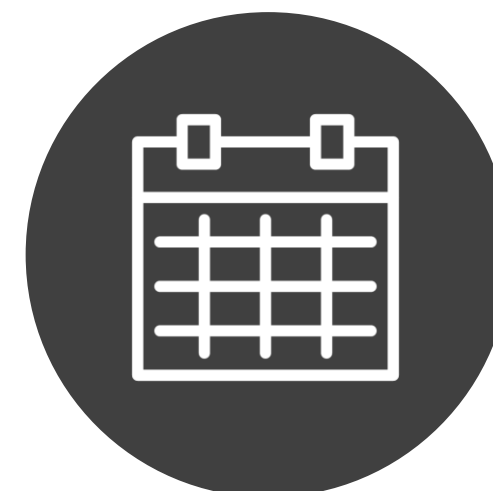
Fairness



Feedback



Manager



PTO



Competency



Prof. Dev.

# Personal Action Summary



3. Which employee engagement driver do you think is the lowest for the segment you listed in #2?



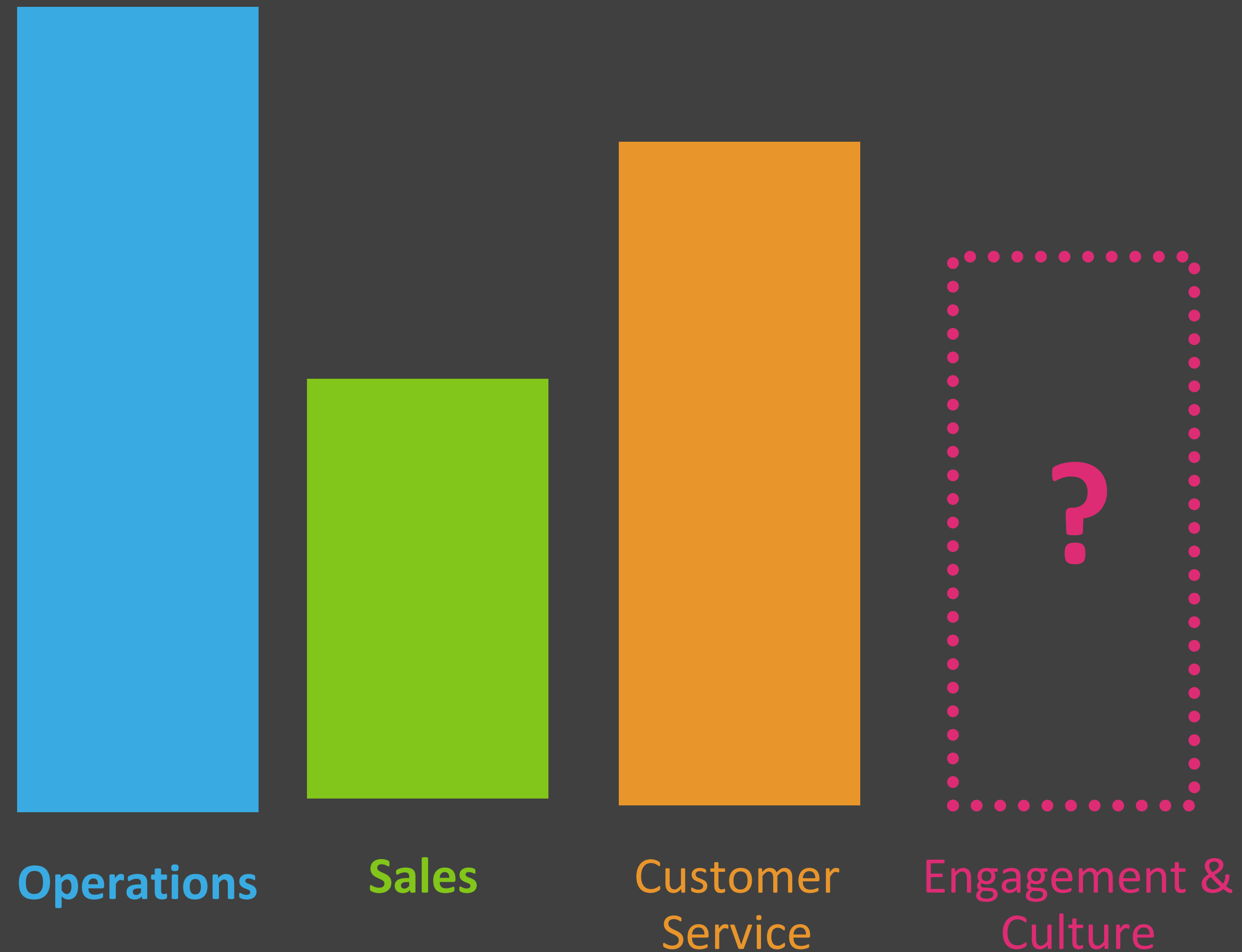
Why isn't it working?

”

“The essence of strategy is that you must  
**set limits** on what you're trying to  
accomplish.”

Michael Porter

“What gets measured gets managed.”  
- Peter Drucker







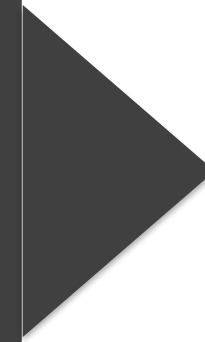
How do we decide on and measure  
the impact of solving the **most  
impactful, highest-ROI**  
engagement problems?

# AGILE ENGAGEMENT



How to Drive Lasting Results  
by Cultivating a  
Flexible, Responsive, and  
Collaborative Culture

SANTIAGO JARAMILLO | TODD RICHARDSON



Quantitatively Measure

Qualitatively Diagnose

Iterate Strategy

**AGILE  
ENGAGEMENT**

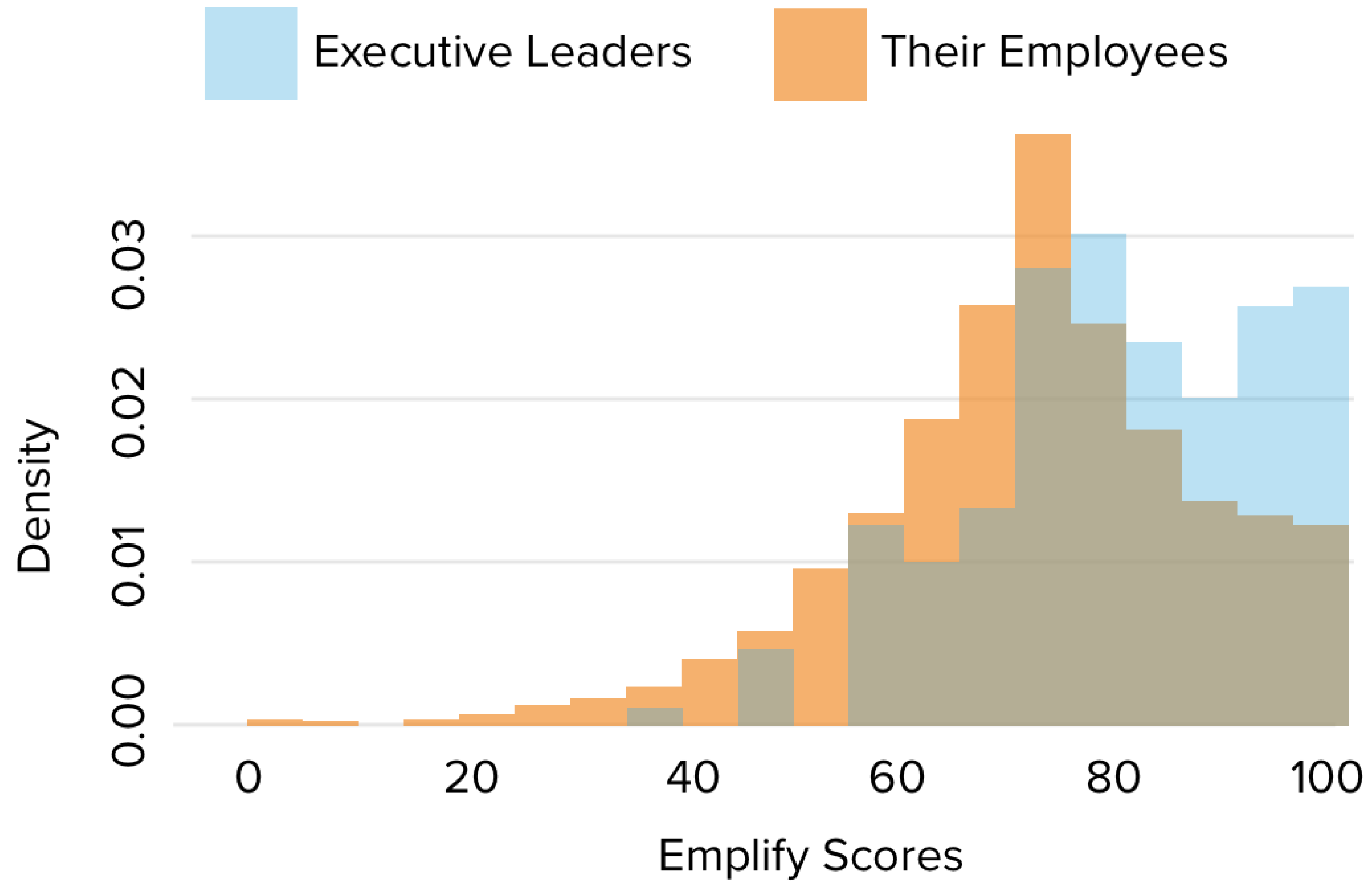
Analyze Results

Focused Action



**Quantitatively  
MEASURE**

1. Surface engagement reality



\*Emplify Insights Index





## Quantitatively MEASURE

1. Surface engagement reality
2. Set baseline measurement score
3. Select a few areas to qualitatively diagnose

We Know  
Gut Instincts  
Can be Wrong

# Measurement Best Practices



**Data-Driven**



**Measure the  
Right Thing**



**Confidential**

# Measurement Best Practices



**Data-Driven**



**Measure the  
Right Thing**



**Confidential**



**Segment**



**Frequency**



**Right Channel**



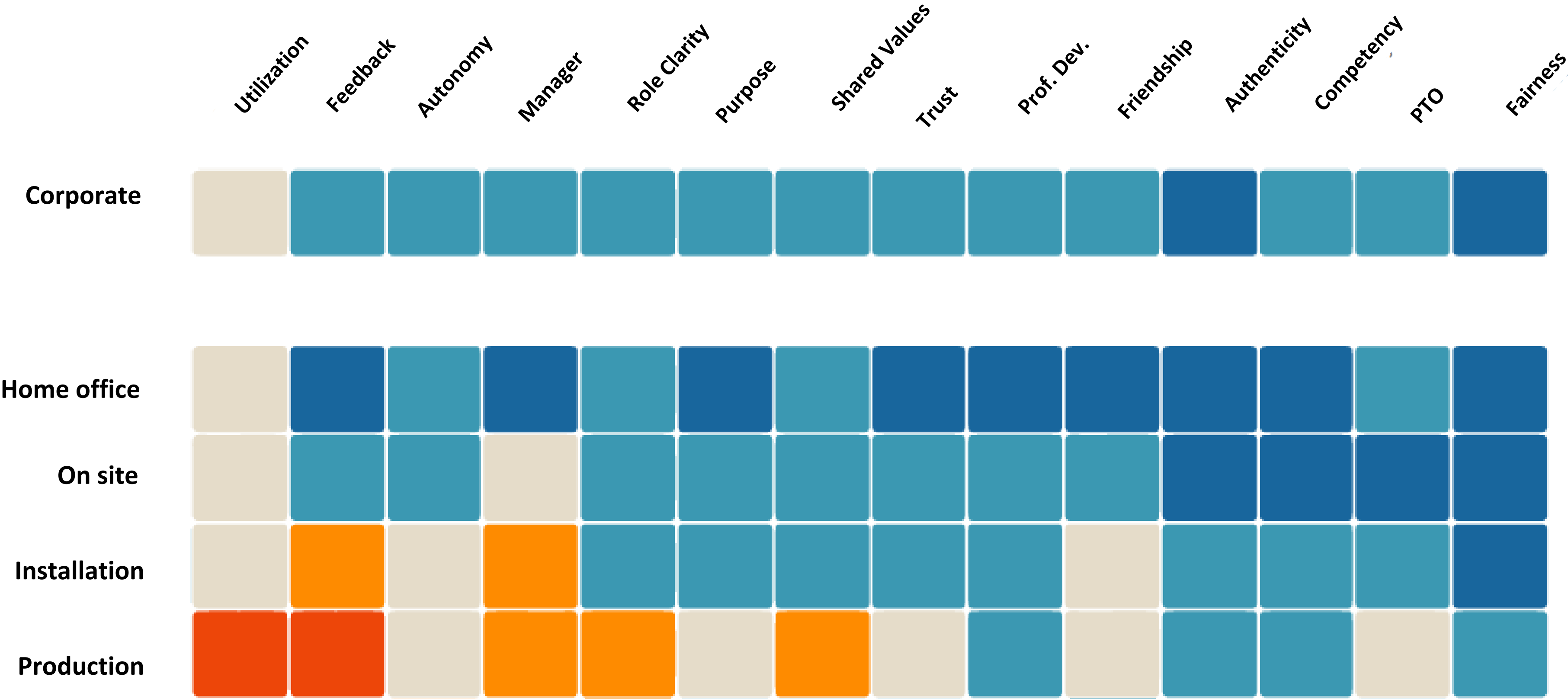
SCORES

DRIVERS

CONDITIONS

ENGAGEMENT DRIVERS

☐ show numerical values



 Extremely Low

 Low

 Normal

 High

 Extremely High

# Personal Action Summary

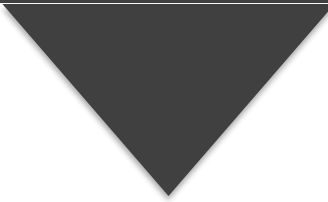
## On a Scale of 1-5



4. We quantitatively measure engagement.

# Personal Action Summary

On a Scale of 1-5



5. Employees are confident of the complete confidentiality of their responses.

# Personal Action Summary

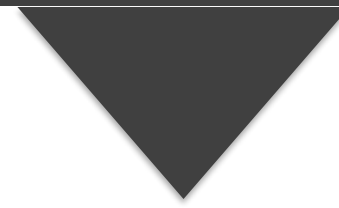
On a Scale of 1-5



6. I can segment employee engagement insights in a way that is meaningful to my business.

# Personal Action Summary

On a Scale of 1-5

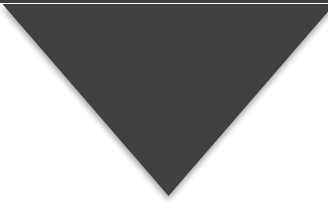


7. We receive analysis of results in a timely way



# Personal Action Summary

On a Scale of 1-5




8. We measure frequently enough  
to get ahead of engagement issues  
before they fester



## **Qualitatively DIAGNOSE**

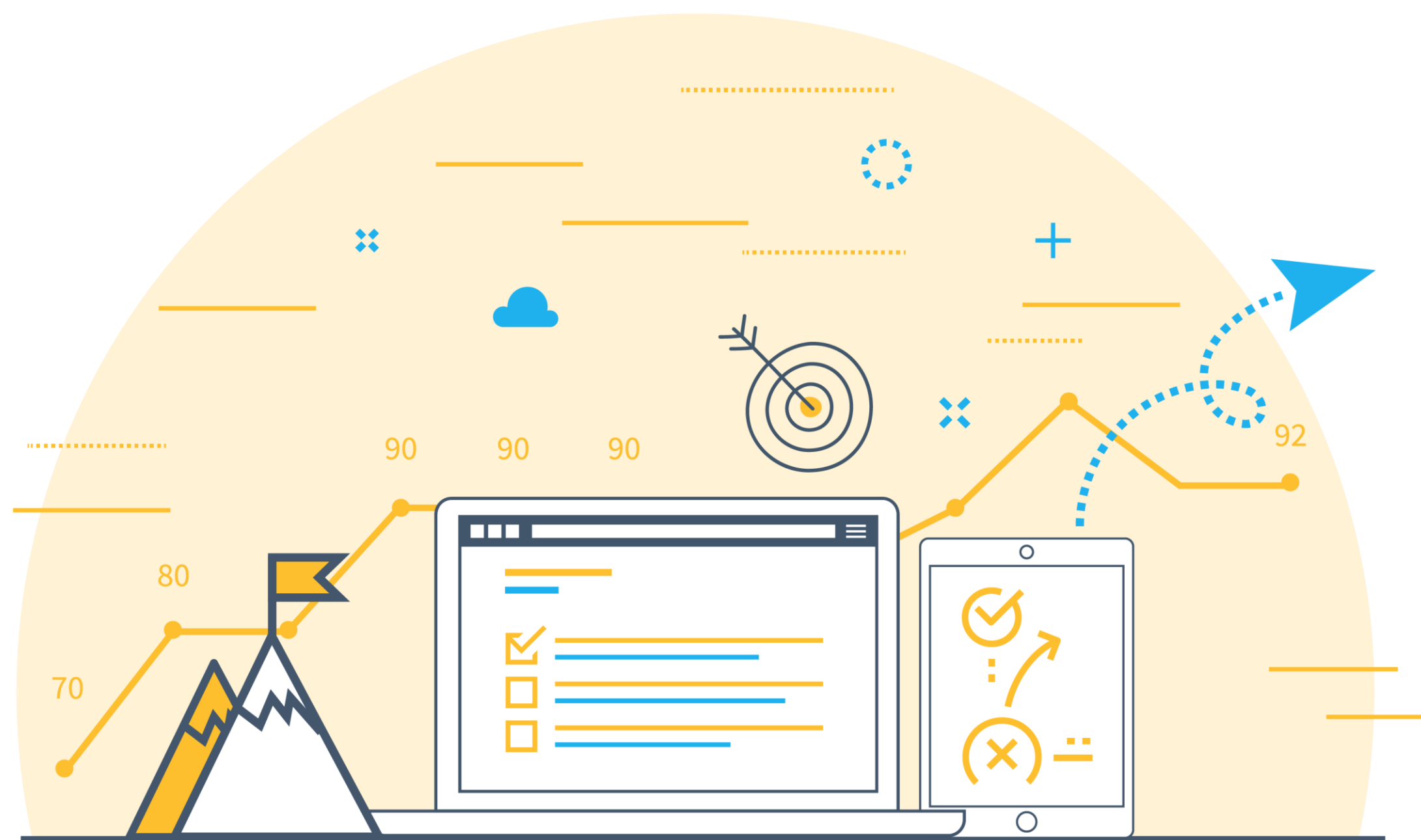
1. Seek input from those closest to the problem
2. Narrowly define the problem: what (driver), where (group) and why (root cause)



The background of the image is a blurred office environment. In the upper half, two people in business attire are standing and talking near a large window. The foreground shows a desk with a bar chart, a pen, and a calculator. The text is overlaid on a semi-transparent dark rectangle on the left side of the image.

What are the top root causes of my organization's low engagement right now?





## Focused ACTION

1. Use insights to create a focused action plan with clear ownership & accountability
2. Execute and communicate

# Personal Action Summary

On a Scale of 1-5



9. What is one action I can take to improve engagement for the segment listed in question 2





Nan Haver  
President & CEO

- Nonprofit, human services firm
- Reading, PA
- 500+ employees
- Distributed workforce across two office locations
- 1+ year Emplify customer





## Analyze RESULTS

1. Measure results progress
2. Celebrate and recognize progress
3. Iterate strategy based on lessons learned

# Personal Action Summary



10. My single **greatest** takeaway:

Q&A





Emplify

## PERSONAL ENGAGEMENT ACTION SUMMARY

1. Circle the outcomes of disengagement your organization is experiencing.

- |                                    |                                    |                                             |
|------------------------------------|------------------------------------|---------------------------------------------|
| <input type="radio"/> Turnover     | <input type="radio"/> Low Energy   | <input type="radio"/> Poor Customer Service |
| <input type="radio"/> Productivity | <input type="radio"/> Adaptability | <input type="radio"/> Lack of Innovation    |
| <input type="radio"/> Absenteeism  | <input type="radio"/> Burn Out     |                                             |

2. Which segment of your business is struggling the most in the above area(s)?  
(i.e. department/team/role/location/manager)

3. Which employee engagement driver do you think is the lowest for that segment?

Self-evaluate the following questions on a scales of 1-5.

1 = strongly disagree 2 = disagree 3 = unsure 4 = agree 5 = strongly agree

4. We quantitatively measure employee engagement (not satisfaction or happiness).

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

5. Employees are confident of the complete confidentiality of their responses.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

6. We can segment employee engagement insights by department, team, location, tenure, generation and any other grouping that is meaningful to my business.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

7. We receive analysis of results in a timely way.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

8. We measure frequently enough to get ahead of engagement issues before they fester.

|   |   |   |   |   |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|

9. What is one action I can take to improve engagement for the segment listed in question 2?

10. My single greatest takeaway is:

# KEY ENGAGEMENT DEFINITIONS

Employee Engagement - An employee's intellectual and emotional connection with an employer, demonstrated by motivation and commitment to positively impact the company vision and goals.

**The 14 Key Engagement Drivers go deeper into what the problem is and help point you in the right direction on what you can do to improve engagement.**

1. **Purpose** - Employees know why the business exists beyond making a profit.
2. **Role Clarity** - Employees can connect their daily work tasks to the purpose of the business and have clarity about what that work is.
3. **Utilization** - Employees feel that the organization effectively uses their abilities and skills in their role.
4. **Autonomy** - Employees are trusted to use their expertise to make decisions about how to do their jobs.
5. **Shared Values** - Employees share common work attitudes and personal values with their coworkers.
6. **Friendship** - Employees have close relationships and feel cared for by another person (or persons) at work.
7. **Trust** - Employees feel there is trust and respect in the working environment, specifically between people they work most closely with.
8. **Authenticity** - Employees have a sense that leadership is honest about the business and themselves.
9. **Fairness** - Employees feel that rewards and treatment of individuals is fair within the organization.
10. **Feedback** - Employees feel that they receive adequate and helpful feedback.
11. **Manager** - A broad assessment of the relationship between the employee and his or her manager that looks at respect, feedback, fairness, development, and advocacy.
12. **PTO** - Employee's sense that they can take PTO when needed.
13. **Competency** - The match between the employee's ability and the challenge of their work.
14. **Professional Development** - If there is someone who promotes and encourages the employee's professional development.