



Four Ways to Improve Employee Engagement

From the whitepaper “Four Key Lessons for Improving Employee Engagement”



Through long-term relationships with clients and through the use of workforce science combined with analytics, IBM has gained a deep understanding of how employee engagement in organizations changes over time.

From conducting repeat surveys, we learned these four key lessons for improving employee engagement.



Long-Term Problem? Use a Long-Term Solution

Improving employee engagement is a recurring process rather than a one-time event. Organizations should take a long-term approach to the measurement and improvement of employee engagement. For example, ensure over time that you:

- Refine, replace or add survey items.
- Make improvements to the survey administration and action planning process.

Additionally, use experience from previous survey administrations to:

- Improve the organizational initiatives undertaken as a result of the survey to ensure they are effective at improving employee engagement.



Act Upon Feedback

Acting upon feedback is not only important for improving employee engagement but also for preventing its decline.

The perception of positive change as a result of the survey can lead to increased engagement in two ways:

- It suggests positive changes have indeed taken place within the organization, and in areas that matter for people's engagement.
- Employees feel they have been listened to and have had involvement in decision making in the organization through the survey process.



Achieving Change – Does Organizational Size Matter?

There is no consistent relationship between organizational size and either changes in employee engagement or employee feedback regarding whether positive changes have taken place as a result of the survey.

While the largest changes achieved may be observed in smaller organizations, change is achievable for small, medium and large organizations.

It is more likely the implementation of change rather than organization size will determine change outcomes.



Engagement Survey Results Better Reflect the Here and Now, but Perception Matters

A common question asked by organizations - To what extent are employee responses in the survey affected by the 'here and now' versus the past?

- Data suggests that employee engagement levels in any given time have a stronger relationship with employee attitudes and perceptions in the present rather than in the past.
- It is employees' perceptions that will impact their engagement, and perception does not always completely align with reality.
- Because perception matters, to drive engagement in your organization simply executing change is not enough. The changes must be clearly communicated and evident so that employees can visibly see the change.





Learn how to improve
employee engagement.

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