



Understanding the elements of employee engagement

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Presenters



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Travis Poppleton comes to Terryberry with over 20 years navigating the ever-evolving product landscape. He's driven innovation with industry leaders such as Great Place to Work, Ultimate Software, and UKG, shaping leading employee engagement, retention, and recruiting software. Travis holds a degree from BYU and is completing another from Harvard University. He has also been an active voice in the film community, writing and broadcasting as a film and culture critic out of KSL, WHUS, and WICC studios. Travis currently lives in the New England area where he hosts the popular Connecticut Show.



Agenda

- Understanding engagement drivers
- The pros and cons of eNPS
- Engagement throughout an employee's lifecycle
- Our six employee engagement elements
- Measuring meaningful change
- Having the right tools

Magic mirrors and perfect conversations



Managing social circles

- If we could see the world through pulse surveys

A perfect conversation

- Sense of purpose
- Belonging and community
- Mentor or leadership
- Are things fair
- The power or tools to make meaningful change
- A sense of wellbeing

“When people feel valued at work, they're more satisfied, more creative, and more likely to take risks to contribute in positive ways.”

--Isaac Prilleltensky, PhD

What is the eNPS score?

eNPS (Employee Net Promoter Score) is a metric used to measure employee satisfaction and loyalty. It's based on a simple question: "How likely are you to recommend this company as a great place to work?" Employees rate their likelihood on a scale of 0 to 10.

The eNPS is calculated by subtracting the percentage of detractors from the percentage of promoters.



“The only way to grow a company is to build a cult-like following of promoters.” Fred Reichheld, the creator of the Net Promoter Score (NPS)

Google's eNPS breakdown

Where This Score Ranks Google's eNPS

TOP 15% In the Top 15% of 1261 Similar Sized Companies on Comparably

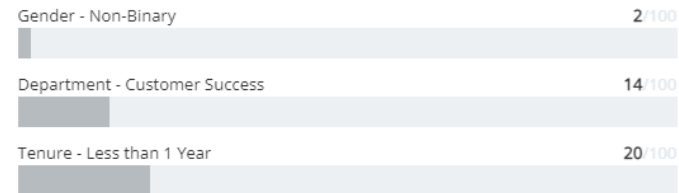
TOP 40% In the Top 40% of 792 Nearby Companies in San Francisco

2nd 2nd place versus [5 competitors](#) rated on Comparably

Who Ranks Google's eNPS the Highest?



Who Ranks Google's eNPS the Lowest?



Google's eNPS Rank Against Similar Sized Companies on Comparably

TOP 15% Google ranks in the Top 15% of other companies on Comparably with 10,000+ Employees for eNPS Score.

	Chick-fil-A	32
	Enterprise Rent-A-Car	32
	Outback Steakhouse	32
	Google	31
	Fidelity Investments	31
	TTEC	31
	Ferguson Enterprises	31

Problems with the eNPS score



Why would employees recommend (or not recommend) their workplace?

- eNPS does not provide context
- Does not break down leadership behaviors, programs, policies, or benefits
- Does not identify promoters, passives, and detractors

Which employees are more or less likely to recommend their workplace?

- eNPS doesn't consider demographic groups like age, race, gender, tenure, managerial level, or business unit.
- eNPS doesn't reflect the nuances of your workforce or help you identify differences in employee satisfaction across groups.
 - **Example:** If you don't know how likely women or [Gen Z employees](#) are to refer your workplace to their friends, how will you be able to create a referral program that hires for diversity?
 - What is your eNPS for Asian frontline managers? Millennial hourly employees?

What is influencing passive respondents?

- eNPS actively ignores your passive employees who are often referred to as the “[moveable middle](#)“
- While detractors and promoters are usually the focus of attention, passives represent a substantial portion of the workforce. Their opinions are a valuable source of insight into ways to improve [employee engagement](#) and retention.

Magic mirrors and perfect conversations



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A perfect conversation

- Sense of purpose – **purpose**
- Belonging and community – **belonging**
- Mentor or leadership - -**leadership**
- Are things fair – **equity**
- The power for change -- **empowerment**
- A sense of wellbeing -- **well-being**

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What is an engagement model

An employee engagement model is a framework organizations use to make sure their employees are happy, safe, healthy, valued, supported – and engaged. Such a model ensures that employees are treated as human beings first and foremost, with lives beyond work. And when business becomes more human, guess what? Valued and appreciated employees are more productive, and less likely to leave their jobs.

“An employee engagement model measures engagement in a scientifically validated way. Because when something can be measured, it can be analyzed, then actions taken to improve lacking areas.”

[Ruth D’Alessandro](#) & [Laura Harding](#)



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[Qualtrics analytics and research on employee engagement models](#)

Employee Engagement Frameworks

Aon Hewitt's Engagement Model

Aon Hewitt's model focuses on four key dimensions of engagement:

- Say:** employees' willingness to speak positively about the organization
- Stay:** employees' intention to remain with the organization
- Strive:** employees' willingness to put in extra effort
- Share:** employees' inclination to advocate for their company as a great place to work

Gallup's Q12 Engagement Model

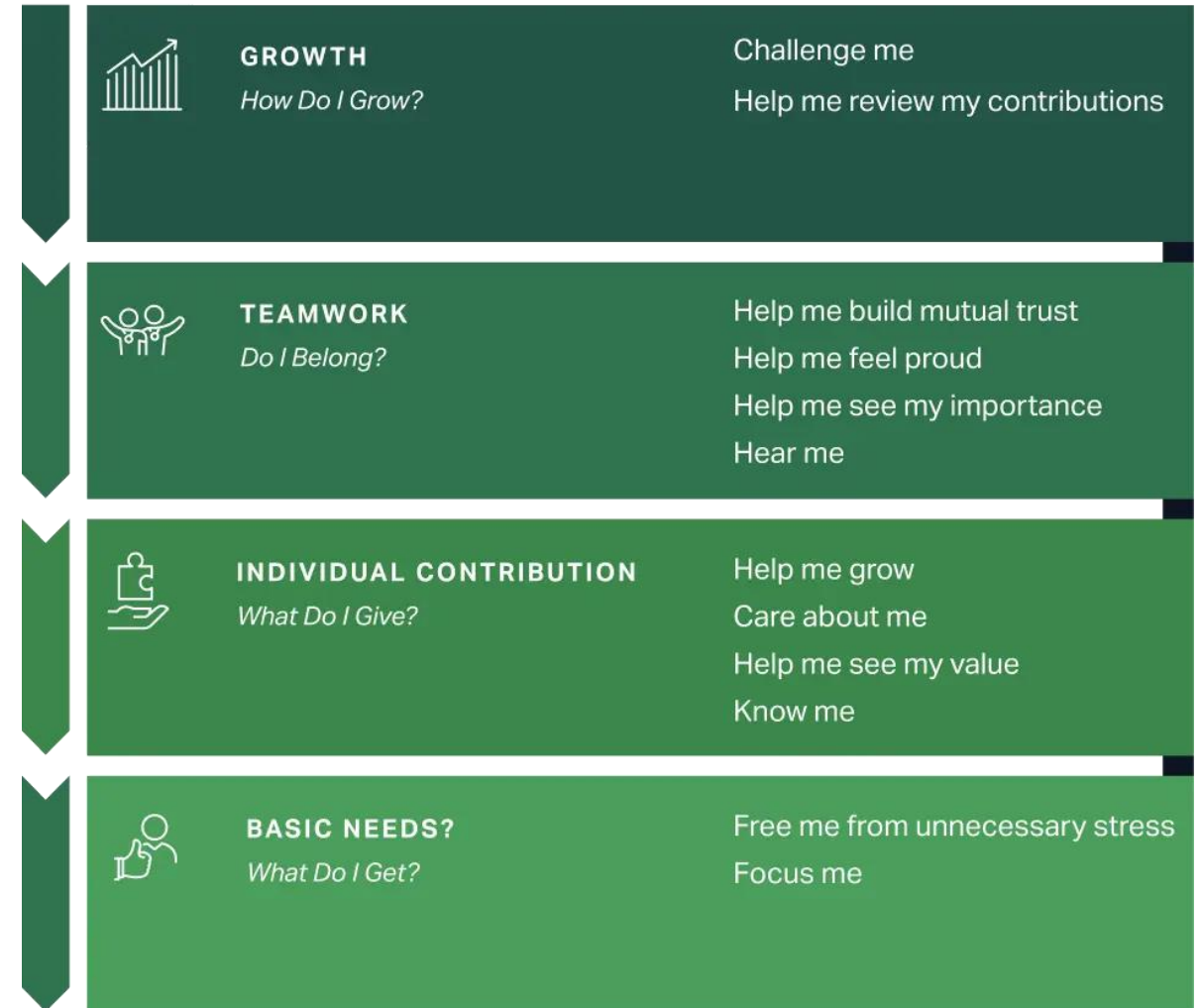
Gallup's Q12 model consists of 12 survey questions that assess different aspects of employee engagement. The questions cover topics such as clear expectations, recognition, development opportunities, and the presence of a best friend at work.

Deloitte Employee Engagement Model

Deloitte's model leverages five engagement-driving elements, including:

- Meaningful work:** autonomy, select to fit, small & empowered teams, time for slack
- Hands-on management:** clear & transparent goals, coaching, manager development, modern performance management
- Positive work environment:** flexibility, humanism, recognition, DEI
- Growth opportunity:** training & support, mobility, learning culture
- Trust in leadership:** mission & purpose, investment in people, transparency, inspiration

The Four Levels of Employee Engagement- Gallup's Q12



Engagement Model Breakdown

Belonging: Fostering a sense of belonging helps employees feel both seen and validated. Promoting an inclusive workplace advances collaboration, mental health, creative problem solving, and overall engagement.

Wellbeing: Physical, mental, and emotionally healthy employees are more likely to remain focused and motivated, encouraging supportive collaborations and greater capacity for challenging obstacles and problem solving.

Leadership: Credibility and honest communication drives loyalty throughout a workplace culture. Transparent leaders who invest in their employees see higher levels of innovation and intelligent risk taking resulting in successful outcomes.

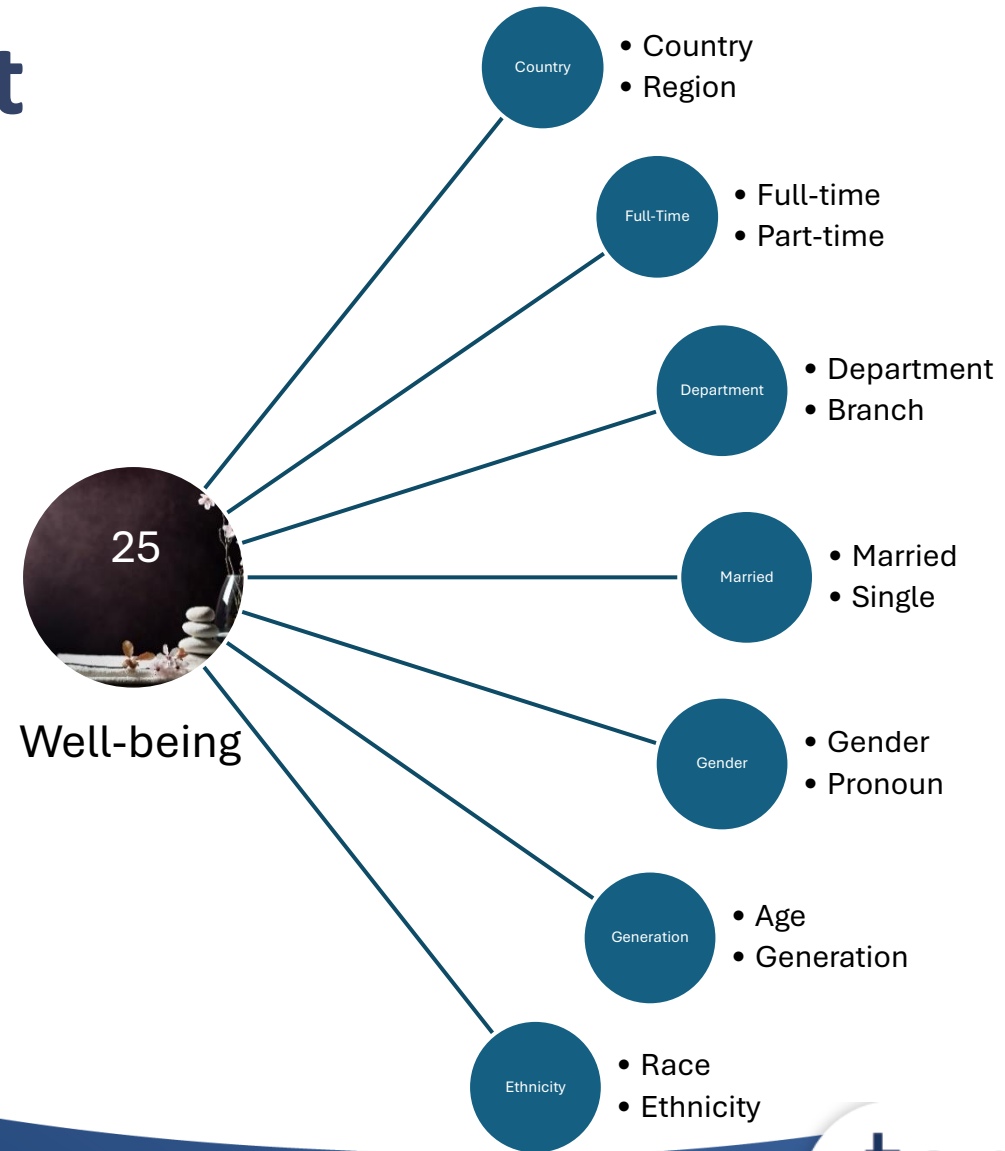
Equity: When employees feel opportunities, promotions, and recognition are awarded based on merit and not favoritism, it translates to a more engaged workforce because employees feel their contributions will be recognized regardless of background.

Purpose: Employees who feel their goals and values align with those of their workplace are more likely to go the extra mile and show initiative. Purpose is one of the clearest indicators of employee retention.

Empowerment: Empowerment gives employees the authority, resources, and support they need to make decisions. This fosters a culture of self-learning and ownership, reducing micromanagement and preparing future leadership.

Breaking down sentiment

- I feel comfortable discussing my mental health concerns with my supervisor or HR.
- My workplace has effective policies and practices in place to support mental health and safety.
- I have access to resources and programs that help me manage stress and maintain my mental wellbeing.



Engagement Model



Thank you