

Clear Vision of the Corporate Direction

Understanding the Issue

This theme measures how employees feel company decisions and changes that affect its direction are being communicated to them from above.

It does not measure the frequency or content of communication but rather employees' own personal sense of their understanding based on the communication they receive.

Factors that Influence

- + Company Hierarchy
- + Cross Communication
- + Ease of Sharing Information
- + Complexity of Goals

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Consistent Communication

Increase the frequency of communication, especially during periods of uncertainty. Even if the messaging changes, communicating again will increase trust and engagement.

2 Communicate from All Angles

Standardized newsletters are useful, but over time they can become routine and easily dismissed. Vary the avenues of communication by using town-hall meetings, video announcements, team discussions, and adjust the schedule to reach all staff.

3 Engage Leaders and Managers

Meet separately to communicate important messages to team leaders so they are prepared to discuss them with their teams. Enlist their opinions and prepare them to accept feedback so communication is more than one-way.

4 Connect Long-Term Vision

Ensure routine communication explicitly aligns itself with the high-level goals of the company. Periodically personalize communication to a team or group that connects their work to the larger picture. Communication that strictly responds to survey feedback or immediate circumstances can easily become clutter or just "one more thing" to consider rather than reinforcing high level priorities.

Why is this Important?

Employees' feelings of engagement and value are strongly connected to their sense of being stakeholders in the organization.

When decisions that affect the company's direction are unclear or made without transparency, employees can feel alienated from upper management.

This makes it much more difficult to acquire employee commitment or buy-in when enacting new policies or changes.

Top-down communication, especially on high level corporate values and direction, is essential to keep employees aligned and on-track to strive for and reach strategic goals.

During periods of transition, effective communication is even more critical.

This material may not be reproduced in any form without written permission from Flex Surveys

Powered by:



FlexSurveys.com

Keeping Staff Well Informed

Understanding the Issue

This theme examines how informed staff feel about decisions and changes that specifically impact them.

This may contrast with how they feel about [Sharing a Clear Vision of the Direction in Which We Are Going](#).

Though respondents may be informed by other staff or unofficial channels, this theme measures staff opinions of how well they are informed of matters that impact their work through top-down communication.

Factors that Influence

- + Company Transparency
- + Information Sharing
- + Seniority of Staff
- + Proximity to Leadership

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Information Sharing Resources

Share regular information through newsletters, meetings, and training sessions. More importantly, create a platform where information can be stored and shared. Provide staff & leaders with processes to regularly share and review new information.

2 Consult Staff on Decisions

Employees are less receptive to decisions that affect them when they are made without discussion. The process behind decisions should also be transparent, with clearly stated objectives. Decisions should be communicated through channels where staff can express opinions.

3 Share Difficult Decisions

Difficult decisions and initiatives need to be communicated clearly and with advance notice. When staff feel they are being manipulated or that information is being withheld, their trust and level of commitment to an organization plummet. Difficult conversations are opportunities to demonstrate a company's values and integrity which can reap dividends, over the long term.

4 Train & Trust People Leaders

Decisions that impact staff will likely be communicated through their direct leaders. How this information is received by staff will depend directly on how well the message is delivered. Prior to any major announcement, gather team leaders and closely review the main objectives and points for them to share. Not all managers will be equally comfortable sharing information with staff so training and support should be part of the process.

Why is this Important?

When decisions are made and changes are implemented that impact specific staff, it can be a pivotal point in their engagement.

When handled well, staff feel not only informed but that they have been consulted and their concerns have been heard.

Even decisions that negatively impact them can be met with understanding and staff buy-in.

Changes not well communicated can cause staff who are impacted to feel less valued and out of alignment with the company's direction and high-level goals.

This can lead to creating a lack of trust between team members and management and discouraging staff from supporting new initiatives or policies.

This material may not be reproduced in any form without written permission from Flex Surveys

Powered by:



FlexSurveys.com

Teamwork Within Teams

Understanding the Issue

This theme measures employees' feelings towards teamwork within teams as well as their perceptions of how team members interact with each other.

Strong working relationships within teams do not translate or transform into strong relationships between teams. The results for this theme can often contrast with results for: [Teamwork & Cooperation Between Teams](#)

Factors that Influence

- + importance of teamwork in daily tasks
- + proximity of team members
- + flatness or hierarchy of team

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

- 1 Set clear goals**

It's not enough for team members to work together, they must work together towards a common aim. Clearly defined team goals make it easier for teammates to align their work in complementary ways. Additionally, defined individual goals for team members helps increase enthusiasm and attention.
- 2 Define roles and expectations**

For teammates to successfully depend on one another they must properly understand what each member is accountable for. This reduces confusion and prevents conflicts of responsibility or ineffective work delegation. Team member responsibilities should align with their strengths to maximize productivity, efficiency, and engagement.
- 3 Model from the top**

To effectively coordinate a team's efforts, direction must come from the top. In addition to setting goals and targets, managers need to model the communication and behavior they expect from the team. Knowing team members' strengths and regularly checking in are vital to ensure team members are individually engaged and operating effectively as a team.
- 4 Celebrate and team build often**

Like any exercise, team building exercises are most successful when done frequently. Small casual activities like ordering in coffee as a group or having a quick weekly roundup before the weekend can help strengthen bonds within the group. They are also opportunities to recognize and celebrate individual performers in a team environment. When team milestones are reached, the group should celebrate as a team with dinner or drinks.

Why is this Important?

Teamwork is critical for the success of an organization. When teammates form strong relationships, they are more likely to work harder, cooperate, and support each other. This provides improved efficiency and productivity as well as greater learning opportunities within their team.

Conversely, even a team of strong performers can struggle when individual members focus on their own goals without aligning them to address any higher objective. A weak sense of teamwork in their direct team also diminishes employees' commitment to the organization overall.

This material may not be reproduced in any form without written permission from Flex Surveys

Powered by:



FlexSurveys.com

Teamwork Between Departments/Teams

Understanding the Issue

This theme measures employees' feelings towards other teams and/or departments as well as their perceptions of how departments interact across the organization.

Strong working relationships within teams do not translate or transform into strong relationships between teams.

The results for this theme can often contrast with results for: [Teamwork & Cooperation Within a Team](#)

Factors that Influence

- + Conflicting incentives across teams (e.g. sales vs service)
- + How closely departments work together
- + Frequency of interaction
- + Knowledge of each other's responsibilities

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

- 1 Improve Top-Down Communication**
Actively share teams' objectives, challenges, and successes across the company. When teams understand what their counterparts are working towards and how it relates to their own goals, they are more likely to build rapport and support.
- 2 Facilitate Communication from Team-to-Team**
Develop formal channels of communication between teams and create opportunities to use them. Ensure there are numerous opportunities/spaces for teams to interact - through use of software, routine multi-team meetings or organized out-of-office events.
- 3 Foster a Culture of Empathy**
Beyond communication, create opportunities for teams to "walk a mile in each other's shoes" through cross-training and team building activities. Curiosity and understanding the pressures and constraints other teams face will lead to better processes and collaboration.
- 4 Lead from the Top**
Supervisors and managers must lead by example. By blaming other teams or ignoring their concerns, you cultivate an atmosphere of "us vs them" that employees will tend to mirror.

Why is this Important?

Interdepartmental teamwork and a sense of cooperation can have a significant impact on overall Employee Engagement.

The correlation is usually derived from the negative impact that internal politics and 'red tape' can have on the workplace environment.

This material may not be reproduced in any form without written permission from Flex Surveys

Powered by:



FlexSurveys.com

Dept / Team Meetings are Efficient & Effective

Understanding the Issue

This theme measures employees' perceptions on the effectiveness of team meetings.

It captures responses that indicate whether they consider meetings are useful and/or if there are too many meetings.

Factors that Influence

- + Strong communication.
- + Clear expectations and definition of roles.
- + Employee involvement

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Set Agendas

Effective agenda sets clear expectations for what needs to occur before and during a meeting. It helps team members prepare, allocates time wisely, quickly gets everyone on the same topic, and identifies when the discussion is complete.

2 Use Meetings to Set Expectations

Meetings scheduled on a regular basis ensure that employees are informed about important matters. Communicate agenda items in advance so participants have sufficient time to prepare in advance. Meetings can be both brief and informative. Feedback and discussion help foster accountability and improve alignment.

3 Use a meeting facilitator

A meeting facilitator helps lead discussions towards productive topics and themes. By receiving relevant information and topics before the scheduled meeting, a facilitator can ensure that all important information is properly discussed and shared with the team. The facilitator does not need to facilitate the entire meeting, but simply keep it on track.

4 Follow-up with an Action Plan

Summarize the key meeting take-aways and follow-up the meeting with an action plan on next steps towards achieving specific business objectives. Ideally, this will include a description of the task, the responsible party, when the task will be completed, and how the task will be carried out.

Why is this Important?

Employees have assigned tasks along with expectations to complete them to meet targeted deadlines.

When meetings they attend run long or do not provide useful information, it puts unnecessary pressure on them to make up for the lost time to complete their work.

When employees are required to attend unproductive meetings, it can add undue stress and generate negative feelings and may lead to a general decline in satisfaction and engagement levels.

Effective meetings ensure that everyone's expectations are aligned, and that useful information is shared.

Managers need to find the right balance when scheduling meetings – have sufficient meetings to ensure relevant parties are involved and invite those who need to be present.

A cautionary note to consider - excluding key individuals from meetings that impact their work can negatively affect engagement.

This material may not be reproduced in any form without written permission from Flex Surveys

Powered by:



FlexSurveys.com