Engaging and Enabling Employees to Improve Performance Outcomes
Hay Group Insight, Hay Group’s survey research division, has been a global leader in employee and customer opinion research for over 30 years.

Through customized survey programs focused on client objectives, we help enhance individual, team, and organizational effectiveness.

Hay Group Insight is staffed by consultants with extensive applied research expertise.

- We have conducted customized research projects for hundreds of clients.
- Our thought leadership on workplace issues is guided by our original research leveraging data collected from over 350 organizations and more than four million respondents.
Gauging employee motivation: A brief history

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What is employee engagement?

In our view, engagement is comprised of two components:

- **Commitment**: Affective attachment to, and intention to remain with, an organization.

- **Discretionary Effort**: The willingness to go above and beyond formal job requirements.
Why engagement is important today

- Knowledge-based economy
- Fast-changing environments
- Lean organizations
- Employee emphasis on personal fulfillment
Engagement alone is not enough

- Many organizations are focused on employee engagement – with good reason.
- But engagement alone is not sufficient to sustain high levels of individual, team, and organizational performance.
- Leaders must also enable employees to channel their extra efforts productively and deliver superior results.
Hay Group Insight’s Employee Effectiveness Framework

Engagement
- Commitment
- Discretionary effort

Employee Effectiveness

Enablement
- Optimized roles
- Supportive environment

Financial success
Customer satisfaction
Employee performance

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Engagement and enablement: Implications for action

Engagement and enablement are both important determinants of employee performance.

Organizations are unlikely to sustain one without the other.

Frustrated employees will breakthrough barriers, disengage, or leave the organization.
Hay Group Insight’s Employee Effectiveness Framework – Common Drivers

Drivers

- Clear & promising direction
- Confidence in leaders
- Quality & customer focus
- Respect & recognition
- Development opportunities
- Pay & benefits

Employee Effectiveness

- Performance management
- Authority & empowerment
- Resources
- Training
- Collaboration
- Work, structure, & process

Engagement

- Commitment
- Discretionary effort

Enablement

- Optimized roles
- Supportive environment

Financial success

Customer satisfaction

Employee performance
“I need support, and my manager and his boss are not doing their best to provide it. I am inundated with work, and I end up staying here late each night. I root for the company and I think we are one of the good guys in the industry. I like my job despite this situation and I think things will change for the better eventually. But waiting for that time to come is very challenging. I'm almost ready to throw in the towel.”

-- Hay Group Insight employee survey respondent
Suffering in silence

Unfortunately, Frustrated Employees are often unnoticed in organizations

- “We’re not asking:” Motivation-focused employee surveys often fail to highlight support issues
- “We can’t hear you:” Highly committed Frustrated Employees may be disinclined to voice their concerns
- “We don’t want to know:” Your motivation may be your problem – but supporting you is our responsibility
- “Enablement isn’t sexy:” While leadership is often the recipe for improving engagement, enhancing enablement involves more effective management
Negative consequences of engagement without enablement

The business case for addressing frustration at work

- When most organizations are straining to do more with less, they can’t afford to squander the energy of motivated employees by poorly positioning them for success.

- Frustrated Employees are unlikely to persist over the long term in that state.

- Organizations can succeed on employee motivation alone in the short term – but over the long haul adequate support is necessary to avoid burnout.
The business case for engaging and enabling employees

- **Employee Performance**
  - Increase in employees above performance expectations
  - High Engagement only: 10%
  - High Engagement + High Enablement: 50%

- **Employee Retention**
  - Reduction in turnover rates
  - High Engagement only: -40%
  - High Engagement + High Enablement: -54%

- **Customer Satisfaction**
  - Customer satisfaction rates
  - High Engagement only: 71%
  - High Engagement + High Enablement: 89%

- **Financial Success**
  - Revenue Growth
  - High Engagement only: x2.5
  - High Engagement + High Enablement: x4.5

Based on linkage case studies using Hay Group’s global normative database
Recommendations for monitoring and managing employee effectiveness

- Recognize that employee engagement and enablement are significant business concerns.
- Undertake strategic workforce reviews to determine where engagement and enablement may be particularly critical and/or lacking.
- Monitor enablement levels on an ongoing basis to give employees a voice.
- Address engagement and enablement issues in managerial development programs.
- Identify organizational programs and initiatives out of alignment with key engagement and enablement drivers.