

The greatness gap: The state of employee disengagement

Achievers 2015 North American workforce survey results



Greatness doesn't happen by chance—it's the accumulation of daily successes. "True greatness consists in being great in little things."

— Charles Simmons

Scale that across your workforce: Business greatness is the sum of employee successes, day in and day out.

What makes employees successful? It's the same set of requirements for engaging employees. Employees are truly engaged when their needs beyond the basics of compensation and equipment are being met: the less tangible but critical needs for recognition, direction, inspiration and purpose.

Research shows that business success is driven by engaged employees. Engaged employees are the ones who know why they get up each morning to come to work.

But the data shows us there are a few things missing. Our 2015 Workforce Survey asked employees in North America about their level of connection with core engagement factors, such as their company's mission, their perceptions and experience of recognition at work, and their workplace culture.

The results show that there's a dramatic split. For example, while close to half of today's workforce might be passionate about their company's mission, the larger half (57 percent) doesn't find it inspiring at all. And that could explain why the survey also shows half of employees expect to be working for a different employer when looking just one year into the future.

Let's see what employees told us.

51% are not happy at work
49% are happy at work

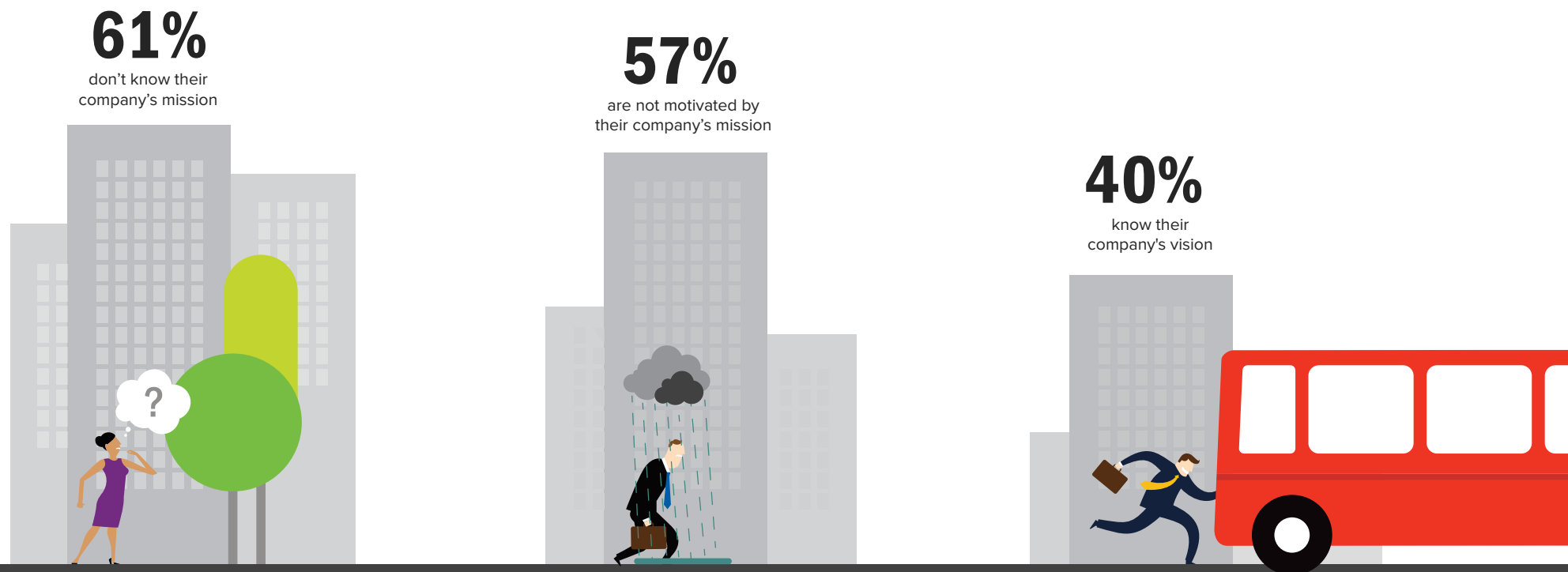


**Perspective is everything.
Having a sense of purpose ignites
employees' intrinsic motivation.
But for employees today, the bigger
picture isn't resonating.**

Mission, vision and values

Most—57 percent—don't find their company's mission statement motivating. Which could be because they don't know their company's mission. Just 39 percent said they did. And only 40 percent knew the vision their company is striving toward.

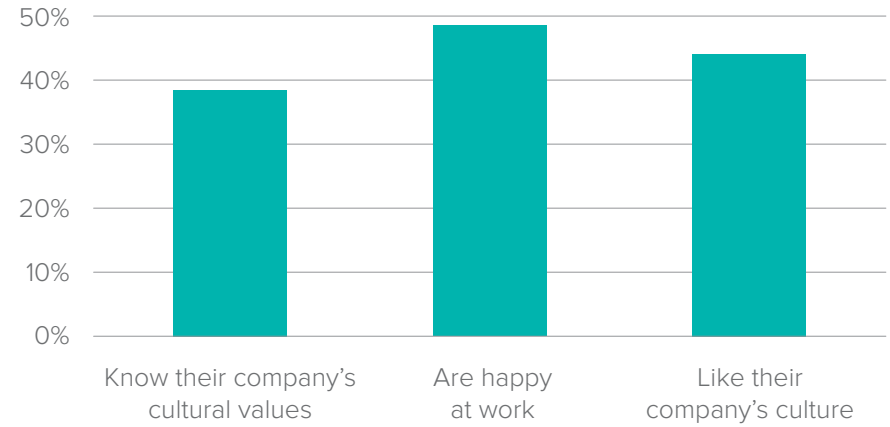
Cultural values fared equally poorly: 61 percent of employees reported not knowing their organization's cultural values.



What about cultural fit?

More than half of employees aren't engaged with the bigger picture and "whys" of the business. What about cultural fit? Is coming to work about the water-cooler culture?

Nope. Only 44 percent of employees say they like their company's culture. Not even half say they're happy at work!





As the old adage goes, people join companies, but leave bad managers. The results don't bode well for retention.

Only 45% trust their company's leadership, and half don't expect to be in their current job just one year from now.

Leadership and recognizing success

And if recognition is any indicator, managers aren't living up to the expectations of their employees. Specifically, 60 percent of employees reported not receiving in-the-moment feedback from their managers, while more than half of employees don't feel recognized for their

achievements at work. And 57 percent don't feel recognized for progress toward achieving their goals.

The deep desire for recognition is always there. Almost all employees hope to be recognized regularly, but just 41 percent said it's occurring at their preferred frequency.

57%

don't feel recognized for their progress at work

53%

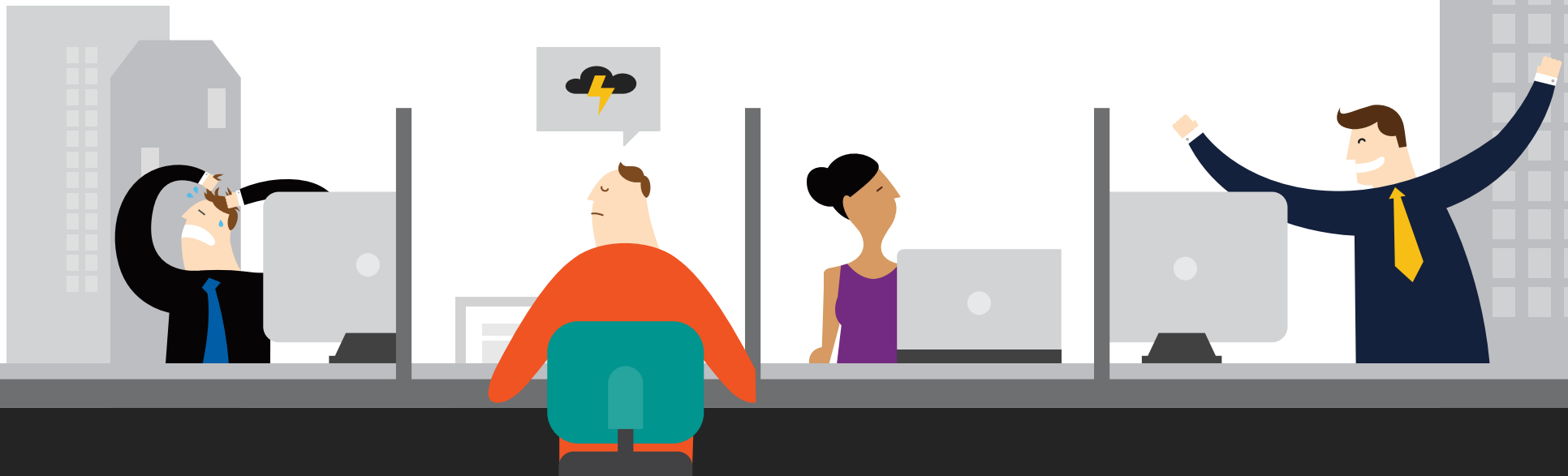
don't feel recognized for their achievements at work

60%

don't receive in-the-moment feedback from their managers

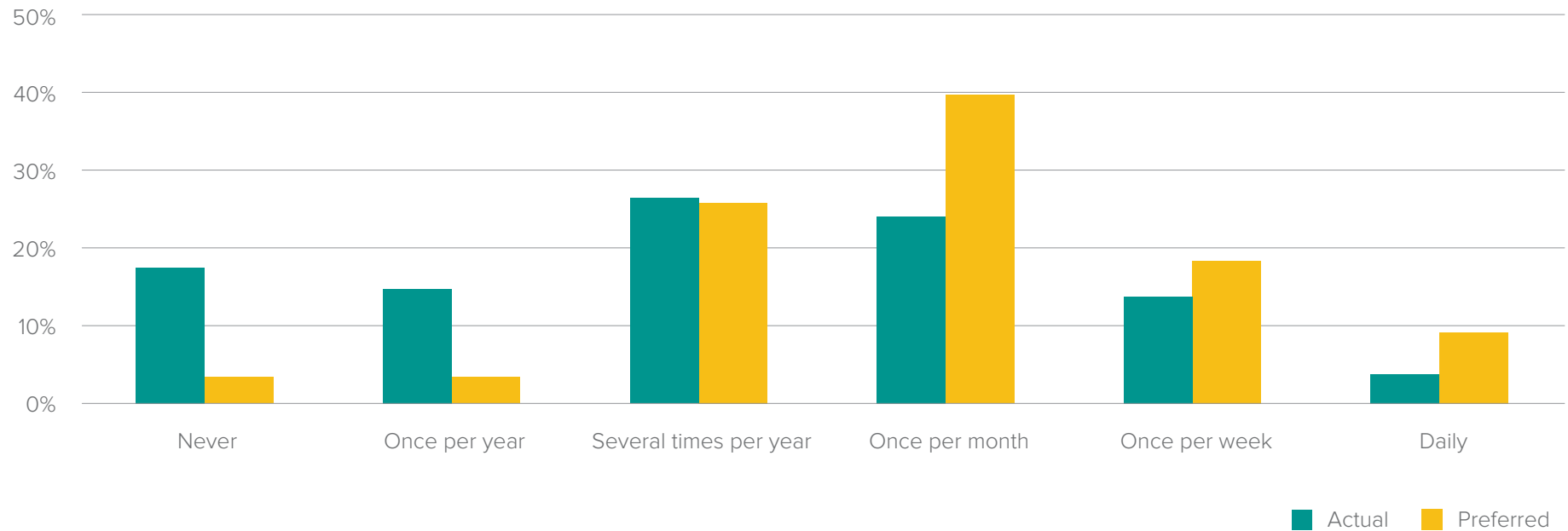
41%

are recognized at their preferred frequency



Tip: Managers who engage their employees can be a secret weapon.
Download our *Manager's E-book* to learn more.

Actual vs. preferred rate of recognition for work contributions



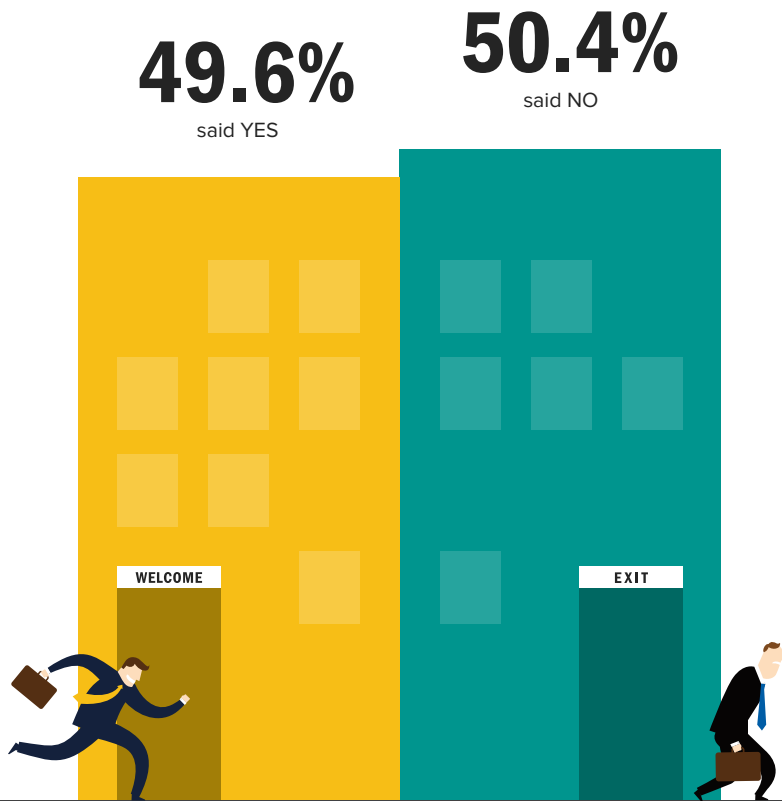
What happens when companies recognize great work often? Bersin by Deloitte found, for example, that for organizations where recognition occurs, employee engagement, productivity and customer service are approximately 14 percent better than companies without recognition.

Bersin by Deloitte. The State of Employee Recognition in 2012.

Retention

It's no surprise employees are asking, "Should I stay or should I go?" The future of retention reflects the lackluster connection employees feel with their workplace: Only half of employees expect to be with their organizations a year from now.

I am likely to be in my current job a year from now.



What's missing?

It's unlikely half of your workforce isn't doing anything worthwhile while at work. The truth is most efforts—even minimal efforts—are valuable and make a difference. But without momentum, purpose and inspiration, the disconnection only grows. It's a negative snowball effect.

Small steps lead to great accomplishments, but employees need to see that they're headed somewhere. Recognizing daily efforts—the great little things happening all the time, the stuff that's done right or is on the right track—adds up. It enables employees to see the value in what they're doing and why.

Recognition is the biggest opportunity in business, because what you get is an engaged workforce. And an engaged workforce is a powerful force.



Tip: Rewarding the journey, not just the end result, inspires habits that lead to consistent excellence. Read ***The Ultimate Guide to Employee Recognition*** for more great tips on harnessing the power of recognition.

Case study

LoyaltyOne echoes their focus on client success with an equal emphasis on employee success.

LoyaltyOne knows the importance of culture and alignment, with over 20 years of experience building and managing loyalty programs and solutions for a global portfolio of clients.

The strong culture of success at LoyaltyOne led to an initiative to have associates share success stories; but what came clear was that associates were looking to recognize each other directly. LoyaltyOne engaged Achievers to deliver recognition via the Achievers Employee Success Platform™. Bringing together siloed departmental recognition programs and leveraging core values and a single recognition brand that had proven to resonate with the culture of the organization, LoyaltyOne launched their 'Pass It On' program in April, 2013. Grassroots response was unprecedented. Launch statistics within the first two weeks showed user and program adoption levels at 93%, and over the program's first year user engagement was consistent at 97%.

The Achievers Employee Success Platform enables cross-functional interaction and communication across the company. In meetings someone is bound to say "let's make sure to put that in 'Pass It On'." And it's made managers want to get involved and take a closer look at the successes of their associates. After one year, the impact of the program has contributed to a 6% increase in associate engagement scores, to a level 23% higher than high performing companies; and the company moved up 10 spots in

their placement within top employer rankings, ranking sixth for 2014 in the AON Hewitt Employer Survey.

Bringing everyone together under one platform represents a cultural foundation that will continue to help drive success and facilitate important initiatives, such as innovation, to maintain market leadership in context of the longer-term goals of the company.



Achievers

Achievers delivers an Employee Success Platform™ that enables social recognition, which dramatically increases employee engagement and drives business success.

Take a tour of our Platform today and see how Achievers makes recognizing greatness an every day thing.

www.achievers.com

SURVEY METHODOLOGY

Survey methodology for Achievers 2015 workforce survey

Confidence level: 95%

Sample: 397 full-time employees

Gender: 60% Female, 40% Male

Age: >60 - 14%; 45-60 - 25%; 30-44 - 32%; 18-29 - 28%; <18 - 1%

Region: North America

