The Future of Engagement

How can you leverage your employee study to drive business performance?
The Future of Engagement

Introduction

This report provides an overview of Employee Engagement practices in 150 companies across Europe. Our research shows that while many organisations are taking a similar approach to gathering employee feedback only a few stand out in terms of their ability to increase Employee Engagement in challenging times. The report outlines common practices and the practices of these exceptional few.

More Than Ever, Employee Engagement Matters

We live in complex times. New paradigms of working are emerging and organisations are seeking to understand and act on these. Changing regulatory environments, organisational restructuring, challenges of diversity and inclusion, the demand for corporate social responsibility and the ability to manage a cross-generational workforce, are all part of the fabric of today’s working world. At the same time, organisations report that talent shortages and the aging workforce are creating additional pressure on their ability to find and retain the best talent. More than ever, Employee Engagement matters. While in past times organisations may have debated the importance of Employee Engagement, today the power of an engaged workforce is well understood and a sought after asset.

However, while organisations acknowledge the power of engagement, many struggle to make progress in this area. Aon Hewitt’s latest research shows that employee loyalty and engagement is waning. At a time when organisations are looking to employees to help them reduce costs, identify areas for growth, streamline processes and innovate faster than their competitors, employees in many organisations are showing fatigue in response to the lengthy period of stress, uncertainty and confusion of the economic downturn.
Aon Hewitt has analysed Employee Engagement levels across more than 900 organisations around the world that conducted a repeat engagement study in each of the last eight quarters since July 2008. Historically, about half of those organisations improve their engagement levels in a one- or two-year period, while 15 percent experience a decline. However, the past two years have been more challenging: the percentage of organisations with declining engagement has been steadily increasing. This trend was particularly notable in 2010. Aon Hewitt’s research shows that 46 percent of organisations experienced a decline in engagement levels in the quarter ending June 2010, while just 30 percent saw an improvement.

Succeeding In Uncertainty

Despite the challenges faced by organisations today, some are able to drive improvements in Employee Engagement and sustain high levels of loyalty. As a result these organisations are better able to:

- Attract the best employees;
- Keep the talented employees they already have;
- Motivate their employees to give their best;
- Monitor levels of employee well-being; and
- Outperform the market and their competitors financially.

So What Is Different At These Organisations?

There is a significant gap between common practice and best practice. In many organisations the collection of Employee Engagement data is managed as an administrative process, investments are focused on data collection, reporting and communication. Organisations are adept at collecting the data; they set clear accountabilities and effectively communicate expectations to senior leaders, managers and employees in that process. Then, when it comes to taking action, these accountabilities get dispersed and governance models are unclear.

At organisations with increasing Employee Engagement, leaders have a clear purpose for gathering employee opinions – Employee Engagement data is part of a set of critical integrated metrics that leaders use to make resourcing, workflow, cost reduction and investment decisions. Within these organisations leaders and their teams have clear accountability for exploring results and deciding on priority actions. The strategy, structure and systems support leaders in understanding and improving Employee Engagement and driving performance.

Savvy HR practitioners implement methodologies and technology platforms that enable leaders to:

- Understand how their own behaviour impacts Employee Engagement;
- Segment employee data in order to gain better insight into the needs of critical talent segments;
- Access best practice suggestions and advice on demand; and
- Link Employee Engagement data with other people and business metrics to demonstrate the impact.

In many organisations, employee survey outcomes stop at the stage of generating a set of interesting facts. The link between the results and the day-to-day decisions required to improve is missing.

Figure 1: Percentage of Organisations with Increasing and Decreasing Engagement Levels

Source: Hewitt’s Global Employee Engagement database, June 2010
The Research Findings

Study Overview

In May 2010 Aon Hewitt conducted a European-wide study into organisational Employee Engagement practices – The Future of Engagement. The findings from this research reveal current Employee Engagement practices and highlight the practices of those organisations that, over the past two years, have experienced a significant positive increase in their Employee Engagement, despite the challenging economic environment.

Survey Participants

Aon Hewitt surveyed organisations across Europe to understand what is making the difference in their engagement improvement programmes. There were 150 participants in the study. These organisations were a mix of small (<250 employees) and large organisations (>30,000 employees) and global, regional and local organisations. Participating organisations represent a broad range of industry sectors.

Who Is Collecting Employee Opinion Data?

In an economic climate where organisations have been looking to cut or reduce expenditure that is deemed non-essential, the good news is that most organisations are continuing to collect employee feedback and conduct employee research. 93 percent of participating organisations conduct employee surveys; 85 percent have conducted a study within the past 2 years.

What Type Of Employee Feedback Is Being Gathered?

In the study we asked organisations what other employee feedback they gather in addition to their employee opinion surveys. We found that in addition to employee opinion surveys, the predominant form of employee data collected was from exit interviews. 73 percent of companies collect information from employees leaving the organisation. 34 percent of organisations gather employee feedback as part of their on-boarding process and 12 percent of organisations gather feedback from candidates who have declined job offers with their organisation. The results show that there is a much greater focus on collecting employee feedback at the end of the employee life cycle rather than the beginning. For many organisations it would appear that the message is “while you’re here we’re happy just to have you do your job but once you decide to leave then we want to know why”.

Who Is Collecting Employee Opinion Data?

In an economic climate where organisations have been looking to cut or reduce expenditure that is deemed non-essential, the good news is that most organisations are continuing to collect employee feedback and conduct employee research. 93 percent of participating organisations conduct employee surveys; 85 percent have conducted a study within the past 2 years.

Figure 4: When did you conduct your latest employee survey?

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 3 years ago</td>
<td>7%</td>
</tr>
<tr>
<td>2 to 3 years ago</td>
<td>8%</td>
</tr>
<tr>
<td>1 to 2 years ago</td>
<td>21%</td>
</tr>
<tr>
<td>6 months to 1 year ago</td>
<td>27%</td>
</tr>
<tr>
<td>Within the past 3 months</td>
<td>21%</td>
</tr>
<tr>
<td>3 to 6 months ago</td>
<td>16%</td>
</tr>
<tr>
<td>Source: Future of Engagement Study, May 2010</td>
<td></td>
</tr>
</tbody>
</table>

What Type Of Employee Feedback Is Being Gathered?

In the study we asked organisations what other employee feedback they gather in addition to their employee opinion surveys. We found that in addition to employee opinion surveys, the predominant form of employee data collected was from exit interviews. 73 percent of companies collect information from employees leaving the organisation. 34 percent of organisations gather employee feedback as part of their on-boarding process and 12 percent of organisations gather feedback from candidates who have declined job offers with their organisation. The results show that there is a much greater focus on collecting employee feedback at the end of the employee life cycle rather than the beginning. For many organisations it would appear that the message is “while you’re here we’re happy just to have you do your job but once you decide to leave then we want to know why”.

Source: Future of Engagement Study, May 2010
HR business partners, rather than people managers, are still the primary users of people data. In 78 percent of organisations HR business partners access and use this data. In three out of every ten organisations line managers do not access or use this people data.

### Employee Life Cycle Survey Objective
- **Market Survey (Pre-Employment)**
  - Measures the attractiveness of the organisation as an employer, perceptions of the external customer and employee brand.
- **Candidate Rejection**
  - Measures the candidate experience, reasons for rejection and willingness to apply for other positions within the organisation.
- **Candidate Acceptance**
  - Measures the candidate experience, reasons for acceptance and expectations for the role.
- **On-boarding, (30 days, 90 days and 180 days)**
  - 30 days: Measures the onboarding experience, degree of clarity on performance goals and cultural integration.
  - 90 days: Measures role fit, likelihood of disengagement or exit and the extent to which the new employee has been supported to perform.
  - 180 days: Measures role fit, likelihood of disengagement or exit and the extent to which the new employee has been supported to perform.
- **Engagement Survey**
  - Measures the extent to which people are engaged to deliver their best work and what factors are influencing this level of engagement.
- **Values Survey**
  - Measures employee perceptions of the behaviours in the organisation, how they match to their own values and if the organisation is living the desired values and behaviours it says it stands for.
- **Engagement Pulse or Targeted Survey**
  - Addresses a specific engagement issue, such as career opportunities. This is important for employees at critical stages in the employee life cycle, key talent and employees performing in critical roles. One example of this is surveying employees after 2-3 years in the organisation who are most likely at a critical career stage.
- **Transition Survey**
  - Measures role fit, likelihood of disengagement or exit and the extent to which the employee has been supported to perform in their new role.
- **Exit Survey**
  - Measures reasons for leaving and the possibility of re-engagement. Can be focused on regretted losses.
- **Alumni Survey**
  - Tests attractiveness of the organisation as an employer, the likelihood of re-joining the organisation or referring the organisation to colleagues. Can also measure perceptions of the external customer and employee brand.

### Is Employee Feedback Being Integrated With Other Data?
We also asked organisations if they were integrating their employee opinion data with other people measures, such as performance ratings, potential ratings, productivity ratios or compensation data. A surprisingly high number of organisations, 87 percent, reported that their people data is well integrated or partially integrated across the organisation. However, this integrated data is predominantly used to identify historic trends rather than to focus on future scenarios. 73 percent of organisations say that this information is used to identify trends in the employee situation over time while only 24 percent say this information is used to predict future employee issues.

**Figure 5: Integrated information is used to look back, not for predictive analyses**

<table>
<thead>
<tr>
<th>Information Used</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current employee situation</td>
<td>59%</td>
</tr>
<tr>
<td>Identify trends in employee situation</td>
<td>73%</td>
</tr>
<tr>
<td>Predict future employee situation</td>
<td>24%</td>
</tr>
</tbody>
</table>

Source: Future of Engagement Study, May 2010

HR business partners, rather than people managers, are still the primary users of people data. In 78 percent of organisations HR business partners access and use this data. In three out of every ten organisations line managers do not access or use this people data.

**Figure 6: Line managers’ role in using employee data is not emphasized**

<table>
<thead>
<tr>
<th>Role</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive board</td>
<td>76%</td>
</tr>
<tr>
<td>Line managers</td>
<td>65%</td>
</tr>
<tr>
<td>HR business partners</td>
<td>78%</td>
</tr>
<tr>
<td>HR centres of expertise</td>
<td>25%</td>
</tr>
</tbody>
</table>

Source: Future of Engagement Study, May 2010
How Is The Employee Feedback Being Communicated?

Organisations are not yet adopting new technologies for communication, with only 6 percent of organisations using electronic forums, such as blogs, chat rooms and webinars.

99 percent of participating organisations share their results and use multiple channels for communication. Face-to-face forums, such as focus groups, workshops and team meetings are the most popular forms of communication.

Where Are Organisations Focusing Their Action Plans?

While 99 percent of organisations take action based on their employee feedback, this does not guarantee results. Hewitt research shows that most organisations focus on the following areas: learning and development initiatives, communication programmes, manager development.

Figure 7: How do you communicate the results of your employee opinion survey to employees?

- Paper-based communication, such as newsletters or internal newspapers: 28% (companies with significantly positive increases in employee feedback), 46% (other companies)
- E-mail or intranet postings: 44% (companies with significantly positive increases in employee feedback), 59% (other companies)
- Information events, such as large conferences or presentations: 48% (companies with significantly positive increases in employee feedback), 60% (other companies)
- Face-to-face forums, such as focus groups, team meetings or workshops: 60% (companies with significantly positive increases in employee feedback), 70% (other companies)
- Two-way electronic forums, such as chat rooms, blogs or webinars: 6% (companies with significantly positive increases in employee feedback), 9% (other companies)

Source: Future of Engagement Study, May 2010

Action planning is still mainly initiated and defined by HR. In 50 percent of organisations HR is held accountable for initiating and defining action plans and in 46 percent of organisations it is HR that is held accountable for following the action planning process.

Are Organisations Segmenting Their Data To Understand The Unique Needs Of Specific Employee Groups?

Close to a quarter of organisations do not segment their employee data to understand the experiences of different employee segments and are unable to determine whether their critical talent segments are more or less engaged than other employee groups. Where organisations do undertake segmentation analysis the primary focus is on distinctions between different levels of management.

What is the Perceived Value of The Employee Data Collected?

Organisations still struggle with getting buy-in from executives on the value of engagement surveys. While 72 percent of participating organisations agree that overall their organisation acknowledges the value that the employee survey brings, only 54 percent of participating organisations agree that their executive boards see their employee survey process as being critical to organisational success. Those companies that are able to link employee survey outcomes with performance measures see increased commitment from senior leaders to act on the results.
What is Different at Leading Organisations?

Of those organisations responding to the study, a quarter have seen little or no change in Employee Engagement levels over the last two years, while another quarter have seen engagement levels decline. 36 percent have seen a slight increase in engagement levels and 16 percent of participating organisations have seen a significant increase in engagement levels. We refer to these organisations that have experienced significant increases in Employee Engagement as ‘Leading Organisations.’

When we analysed the differences between those leading organisations and the others, we see a number of differences. Those organisations that are able to ‘move the needle’ on improving Employee Engagement are more likely to do the following things:

Start With A Very Specific Objective For Their Survey:
They go beyond measuring employee attitudes and benchmarking to address the impact of Employee Engagement on business and HR strategies.

Organisations that made significant improvements to employees’ perceptions went beyond wanting to simply measure employee attitudes, they were purposeful in using the survey to collect data for input into the strategic business plan or to assess the impact of HR programmes and practices.

Figure 9: Primary reasons for conducting an employee survey

- Benchmark ourselves against competitors: 16%
- Measure current employee attitude and morale: 47%
- Collect data for input into business strategic plan: 21%
- Collect data for input into HR/people programmes: 17%
- Address specific employee issue (i.e. turnover): 21%
- Assess the impact of our HR/people programmes: 16%
- Drive change in the organisation and improve performance: 17%
- Collect data for input into HR/people programmes: 21%
- Address specific employee issue (i.e. turnover): 10%
- Measure current employee attitude and morale: 10%

Hold Leaders Accountable For Taking Action:
There are more practices in place to build accountability amongst leaders and it is less likely that HR will be responsible for taking action.

Leaders at organisations making significant improvements in Engagement take more ownership for taking action on the information. They are held accountable through the performance management process for developing plans and taking action to address Employee Engagement.

Figure 10: What practices do you use to build accountability for responding to the employee feedback?

- Leaders are held accountable for achieving pre-defined targets: 56%
- HR is held accountable for achieving pre-defined targets: 49%
- HR is held accountable for following the action planning process: 63%
- HR collects informal feedback to measure progress: 54%
- HR facilitates follow-up meetings to share progress and success stories: 21%
- Leaders are held accountable for following the action planning process: 38%
- HR collects informal feedback to measure progress: 38%
- HR facilitates follow-up meetings to share progress and success stories: 50%
- Companies with significantly positive increases in employee feedback: 51%
- Other companies: 51%

How Do You Build Leadership Accountability?
- Take the measure of Engagement seriously. Discuss it at management meetings, incorporate it into corporate scorecards and individual performance plans.
- Reinforce the link between high engagement and performance, again and again.
- Ensure the data collected directs managers to what they can change. This might be specific behaviours or actions around learning and development, career management or recognition practices.
- Be clear that being a leader is about motivating people to achieve a set of common goals. Build this into leadership development programmes and value it as highly as technical expertise.
Focus Actions On The Areas That Matter Most To Engagement:
Leading organisations focus on the fundamentals first, making sure that their managers spend time on the areas that really do impact Engagement, not just satisfaction.

While 99 percent of organisations take action based on their employee feedback, this does not guarantee results. Leading organisations are:

- More focused on the areas that matter to employees, such as: career opportunities, employer branding, learning and development, recognition and performance management; and
- Taking action in areas where employees see immediate impact.

Figure 11: Where have you focused your action plans in response to your employee feedback?

Aon Hewitt’s global employee research shows that during normal times certain drivers are critical to Engagement. These include: Leadership, Career Opportunities, Performance Management, Reward and Recognition. Our research shows that in the current economic climate the drivers of Engagement have changed. Career Opportunities, People/HR Practices and Recognition are now the most critical for engaging employees.

However, organisations are struggling to make progress in those areas which have a strong impact on engagement. Leading organisations do not always have the most innovative actions, they focus on those programmes that they know will have the greatest impact on employees’ sense that they are recognised for their contribution, supported to do great work and see a future for themselves with the organisation.

Key Drivers of Engagement

<table>
<thead>
<tr>
<th>Global</th>
<th>Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Opportunities</td>
<td>Career Opportunities</td>
</tr>
<tr>
<td>Recognition</td>
<td>People/HR Practices</td>
</tr>
<tr>
<td>People/HR Practices</td>
<td>Recognition</td>
</tr>
<tr>
<td>Brand Alignment</td>
<td>Pay</td>
</tr>
<tr>
<td>Pay</td>
<td>Managing Performance</td>
</tr>
</tbody>
</table>

Source: Aon Hewitt’s Global Employee Engagement database, June 2010

Involve Employees In Identifying Actions:
At organisations that make significant improvements in Engagement, employees and managers work together to identify and agree those actions that will be most effective in addressing the issues raised.

At other organisations the most prevalent approach is for top management to define the actions. Where employees are involved in action planning they have greater ownership of the plans and take greater responsibility for their own engagement.

Figure 12: Approaches to Action Planning

Companies with significantly positive increases in employee feedback

Companies with significantly positive increases in employee feedback

Source: Future of Engagement Study, May 2010
Focus On Collecting Data Earlier In The Employment Relationship:
Leading organisations focus on understanding employee needs sooner, rather than later.
These organisations canvas the perspectives of potential employees and new hires. They seek to understand the employee experience and to take action to address aspects of the experience that are not aligned with the employer promise. Leading organisations are more likely than other organisations to gather employee data at the beginning of the employment relationship, for example, 17 percent gather feedback from people declining job offers from the organisation. Only 14 percent of leading organisations conduct exit interviews. Their focus is on gathering employee data much earlier in the employment relationship, at a point in time when action can be taken to address specific concerns and suggestions.

Investments in monitoring the employee experience earlier in the employment life cycle are more effective than once the employee has left the organisation. It ensures new employees have the support they need to perform and the right expectations are being set and delivered upon.

Gathering employee feedback earlier in the employment life cycle

The primary focus of early employment surveys is to ensure new employees are supported to perform in their new role. Frequent data collection and feedback directly to the manager is important.

- Conduct short but frequent on-boarding pulse checks, ideally within 30, 90 and 180 days of an employee joining the organisation.
- Give the results of the on-boarding questionnaire directly to managers, within days of completion.
- The survey should collect feedback on the extent to which new employees:
  - Have clear performance goals;
  - Have been given support and feedback on their performance; and
  - Understand the expected behaviours and cultural norms in the organisation.
- Information can also be collected at this stage on new employees’ motivations and working style preferences which can help build the manager/employee relationship.

Understand What Engages Their Top Talent:
Leading organisations use their data to understand what impacts Engagement for critical employee groups, such as high-potential employees.

Employee Engagement matters. It matters more for some employee groups than others. Leading organisations are more focused on collecting feedback from their top talents. These organisations are 50 percent more likely to analyse data from high-potential and high-performing talents to better understand the views of these key talent segments. Sophisticated market research techniques, originally used to understand customers are now being used to understand and adapt the employee experience. Using data techniques such as segmentation analysis enables HR practices to be adapted and focused to address individual employee needs. With the growing diversity within the workplace, leading organisations are customising their employment experience to address the needs of an increasingly complex and segmented workforce.

Figure 13: Do you analyse your employee survey data, to understand the views of these specific groups?

<table>
<thead>
<tr>
<th>Group</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specific management levels</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>High-performing or high-potential employees</td>
<td>58%</td>
<td>42%</td>
</tr>
<tr>
<td>Critical talent</td>
<td>26%</td>
<td>74%</td>
</tr>
<tr>
<td>Gender groups</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>Specific ethnic or cultural groups</td>
<td>15%</td>
<td>85%</td>
</tr>
<tr>
<td>Specific age groups</td>
<td>10%</td>
<td>90%</td>
</tr>
<tr>
<td>No, we do not really target any groups</td>
<td>25%</td>
<td>75%</td>
</tr>
</tbody>
</table>

Source: Future of Engagement Study, May 2010
Link employee feedback and business outcomes:

Demonstrate the link between Engagement, leadership behaviours and business performance to increase commitment for action.

Most organisations have not linked their employee survey outcomes to other key performance indicators, particularly financial outcomes. Organisations making significant improvements to employee perceptions are making links to financial outcomes, such as revenue and profitability and leadership behaviours. As a result they have greater commitment from senior leaders.

Figure 14: Have you measured the relationship between employee feedback and the following business outcomes?

- Productivity: 25% companies with significantly positive increases in employee feedback, 29% other companies
- Employee turnover: 45% companies with significantly positive increases in employee feedback, 45% other companies
- Absenteeism: 15% companies with significantly positive increases in employee feedback, 24% other companies
- Retention of key talent: 15% companies with significantly positive increases in employee feedback, 29% other companies
- 180°/360° manager feedback: 18% companies with significantly positive increases in employee feedback, 35% other companies
- Financial indicators: 9% companies with significantly positive increases in employee feedback, 13% other companies
- Customer satisfaction or loyalty: 30% companies with significantly positive increases in employee feedback, 29% other companies
- We have not established any of these links: 25% companies with significantly positive increases in employee feedback, 30% other companies

Source: Future of Engagement Study, May 2010

Figure 15: Perceived benefits of linking employee survey outcomes with performance measures

- Increased the perceived value of our employee survey: 43% companies with significantly positive increases in employee feedback, 44% other companies
- Increased the importance of our employee survey as an instrument to drive change: 64% companies with significantly positive increases in employee feedback, 54% other companies
- Increased commitment from senior leaders to act on the survey results: 93% companies with significantly positive increases in employee feedback, 63% other companies
- Increased HR’s relevance as a business partner: 29% companies with significantly positive increases in employee feedback, 32% other companies
- Limited or no impact: 7% companies with significantly positive increases in employee feedback, 0% other companies

Source: Future of Engagement Study, May 2010

By linking Engagement outcomes to the leadership behaviours that impact engagement, leading organisations are better able to help leaders identify what they might personally focus on to impact Engagement. They are also able to better focus their leadership development programmes on those competencies that truly make the difference.

Too often leaders focus on a set of actions around processes and systems to fix engagement and ignore how their own behaviours might be impacting their team.

Leading organisations provide support and guidance for managers on how they can improve the effectiveness of their behaviours to improve engagement.
As we review the findings from the Future of Engagement Study, emerging practices at leading organisations and key trends from our global best employer studies we see the following practices as being key differentiators in an organisation’s ability to truly engage its workforce and drive organisational outcomes:

**Managers Have Access To Critical People Data At The Click Of A Button**
Organisations that break through the current ‘engagement ceiling’ are more targeted in their reporting to managers, giving managers the people information they need to drive performance and to manage their own impact. They provide specific feedback, tracking a leader’s performance through a broader set of people measures. In addition to Engagement data, managers access metrics that include employee turnover data, retention risks and performance feedback. They have the technology platforms to provide real-time performance data and to undertake their own analyses. Leaders are able to focus on priority action areas and also receive feedback on the impact of the actions they take.

**HR Are Experts At Using Employee Data To Predict Opportunities and Risks**
HR teams in these organisations are skilled in presenting employee insights (not reporting back data) and at understanding the unique needs of critical talent segments. They connect engagement data with other HR and business metrics. They identify practical actions that the business can take to improve Employee Engagement and to address talent management issues.

**HR Teams Leverage Employee Insights For Better Individual and Organisational Performance**
In organisations that are truly able to drive employee engagement, HR professionals use critical people data to drive business performance. The HR team has the analytical capability to understand how high performance (in specific areas, such as sales, cost reduction, product development) can be achieved. They mine people data to explore what is causing variations in performance between teams. This workforce analysis allows them to identify the people factors that drive performance in high-performing teams and enables them to use this data to drive organisational change and support improvements in underperforming teams.

**HR Segments The Employee Workforce To Understand Unique Perspectives**
Segmentation analysis helps to better understand the specific challenges of different workforce segments. As a result, actions can be directed more specifically towards target employee segments, this is particularly important for diversified businesses and for organisations managing an increasingly diverse – by virtue of background, role, location, culture – workforce. Organisations are able to make changes to HR programmes and policies in order to meet the needs of specific employee groups. Segmentation analysis can also be used by managers to ensure they are using the most effective approach to engage individuals within their teams.
The Future of Engagement Starts Here

The future of Engagement is about giving leaders the information, tools and skills they need to lead their teams effectively to drive business performance. As you consider how you move your Engagement approach into the future there are three actions we recommend to help you get started:

**Get Senior Leaders To Buy-In To The Vision Of The Future.**
Ask leaders to imagine a future where they receive regular insights on the blockers and enablers of the business strategy; where they receive feedback on the impact of their behaviour on Employee Engagement; where they have access to predictive analysis to support business decisions. Ask them to describe how that will help them run the business more effectively and what commitments they are willing to make to achieve this. Compare this to their experience today.

**Take Stock Of The Data Sources You Have, Amount Of Value You Receive And What You Need.**
Review your current data sources. Which of these do you use? Which data sources could you integrate in order to gain a deeper perspective on employee issues? Are you using data that is more pre-emptive of issues or is it evaluating the past? What other data could you begin to collect and analyse in order to highlight talent management challenges and successes and identify areas for action?

**Investigate How You Can Exploit Technology To Deliver Insights And Drive Accountability.**
Review the platforms you currently use to gather employee feedback, to discuss and agree actions and to report back on progress. What platforms could you use to deliver insights and share best practices? Can you use your intranet to send a daily or weekly tip on effective Engagement strategies? Can you invite employees to a webinar on career development activities? Can you provide managers with regular online feedback on how they are tracking against critical people management indicators?

Harnessing the power of your employees is not easy. In current times many organisations are struggling to re-energise and re-focus a workforce that is showing fatigue in response to the ongoing uncertainty and increasing complexity of the world of work. Yet now more than ever Engagement matters. Leading organisations don’t just collect employee data. Leading organisations use employee insights to improve current performance and prepare for the future.

**Contacts**

If you would like more information, please contact:

**Austria & Switzerland**
Wolfgang Nemetz wolfgang.nemetzl@aonhewitt.com Tel.: +43 1 712 99 81 40

**Belgium**
An van der Weken an.van.der.weken@aonhewitt.com Tel.: +32 2 743 86 11

**Czech Republic & Slovakia**
Karel Palata karel.palata@aonhewitt.com Tel.: +420 271 001 370

**Denmark/Finland/Norway/Sweden**
Magnus Persson magnus.persson@aonhewitt.com Tel.: +46 8 505 559 38

**France**
Christelle Pounes christelle.pounes@aonhewitt.com Tel.: +33 1 47 83 13 83

**Germany**
Nicole Schadewald nicole.schadewald@aonhewitt.com Tel.: +49 611 92883 114

**Greece**
Alexandra Eleftheriou alexandra.eleftheriou@aonhewitt.com Tel.: +30 210 747 2760

**Hungary**
Rita Veres rita.veres@aonhewitt.com Tel.: +36 1 801-8011

**Italy**
Giorgio Boraso giorgio.boraso@aonhewitt.com Tel.: +39 2 8907797

**Middle East**
Samir Mardini samir.mardini@aonhewitt.com Tel.: ++ 971 4433 0960

**Poland & Russia**
Magdalena Warzybok magdalena.warzybok@aonhewitt.com Tel.: +48 22 696 52 23

**South Africa**
Jaco Kok aco.kok@aonhewitt.com Tel.: +27 11 944 7441

**Spain**
Jorge Jimenez Urizar jorge.jimenez.urizar@aonhewitt.com Tel.: ++34 91 340 54 89

**The Netherlands**
Brenda Broad brenda.broad@aonhewitt.com Tel.: ++31 88 1006539

**United Kingdom**
Jenny Merry jenny.merry@aonhewitt.com Tel.: ++44 1 727 888395
About Aon Hewitt

Aon Hewitt is the global leader in human resource consulting and outsourcing solutions. The company partners with organisations to solve their most complex benefits, talent and related financial challenges, and improve business performance. Aon Hewitt designs, implements, communicates and administers a wide range of human capital, retirement, investment management, health care, compensation and talent management strategies. With more than 29,000 professionals in 90 countries, Aon Hewitt makes the world a better place to work for clients and their employees.

For more information on Aon Hewitt, please visit www.aonhewitt.com.