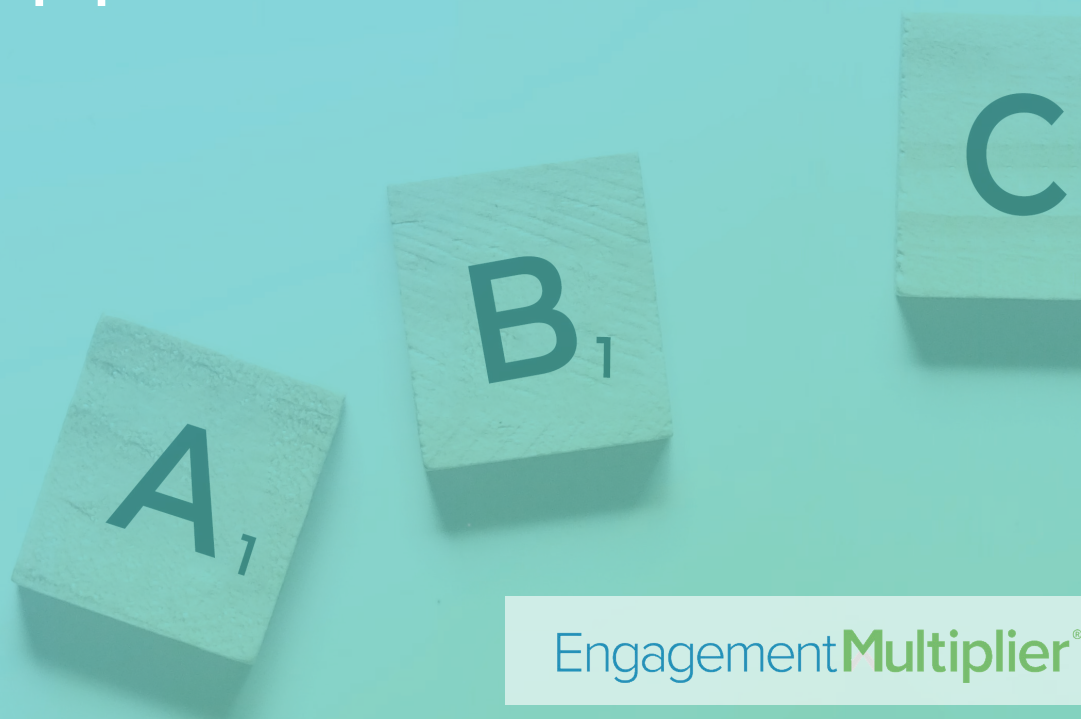


# ENGAGEMENT ENERGY TOOLKIT

ALIGNMENT  
BELONGING  
CLARITY



EngagementMultiplier®

## A MESSAGE FROM THE FOUNDER

I've long held the view that the engagement levels of an organisation's workforce should be an agenda item in the boardroom. Simply put, employee engagement is a business-critical issue that will make or break a business.

This is why I am focusing on both the crucial importance of engaging one's employees – and the simplicity with which one can do so.

Engaging your people – and removing any impediments preventing them from being fully present, focused, and energised at work – has been proven to pay huge dividends by measurably improving performance, retention, and attendance.

Happily, engaging your workforce can also be remarkably simple - as simple, in fact, as ABC - when you concentrate on alignment, belonging, and clarity.

This toolkit offers a practical approach you and your staff will find both easy to manage and stunningly effective. And to aid you in your efforts, I am also providing complimentary 30-day access to the Engagement Multiplier platform, which is plenty of time to do a full engagement assessment of your workforce. The resulting report is yours to keep, with my compliments.

Warmly,

A handwritten signature in black ink, appearing to read 'Stefan', with a stylized flourish extending from the end.

STEFAN WISSENBACH

Founder & CEO

Engagement Multiplier

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## THE S.M.A.R.T. VISION STATEMENT

A well-crafted vision statement is clear and concise, serving to connect people to the organization's vision and motivating them to participate in its realization.

The most effective vision statements are SMART, meaning they are Specific, Measurable, Achievable, Relevant, and Time-Bound.

Engagement Multiplier's vision statement is "750,000 lives improved in 36 months." It works because in addition to being specific, measurable, achievable, relevant, and time-bound, it also pays homage to our purpose, unlocking potential and improving lives.

To turn your vision statement into a compelling touchstone for your team, make it SMART.

## DEFINING PURPOSE

When employees at any level feel the work they do fulfills their purpose, the outcomes are not just remarkable – they're measurable. As we [highlighted in another article](#), employers stand to make important gains in employee engagement, loyalty, advocacy, and retention when employees feel their purpose aligns with their employer's.

But how to achieve this purposeful alignment? The opportunity to do so is within easy reach for most employers – because workers value the opportunity to do purposeful work, and fully [70% look to their work for that sense of purpose](#).

All employers need to do is ensure their employees are connected with the organization's purpose and have a clear understanding of how their role contributes. However, all of this hinges upon having a purpose that energizes your team.

## Developing a purpose your people can believe in

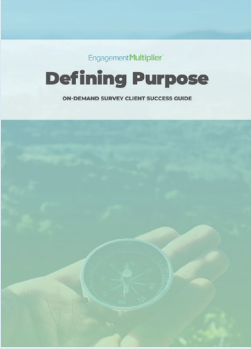
A purpose that doesn't resonate with your workforce will have little effect. Our recommendation is simple: start by understanding the shared values that energize your people, and the aspects of their work they find especially engaging. These details can be used as further input to help craft a purpose statement that is authentic, aspirational, and connects emotionally. With these two elements in hand, you'll be equipped to frame your company's purpose in a way that will be meaningful to your team.

### What you need to know:

- What will help my purpose statement connect?
- What will make my purpose statement authentic?

### Factors to consider:

- Achievements employees are proud of
- What employees aspire to
- What employees support/believe in



**DEFINING PURPOSE SURVEY**

Engagement Multiplier's "Defining Purpose" survey is designed to help you understand what it is that engages your team. This perspective can then be used as a foundation to build a purpose statement that will connect, inspire, and keep everyone engaged.

[Try it free](#)

## Shared values

When you identify the values your people share, you'll understand what energizes them about what they do each day. You can simplify this task by asking your employees to select the values they feel are most important from our list of fourteen commonly held values:

- Delivering outstanding quality
- Enabling exceptional teamwork
- Creating memorable moments
- Removing stress/pain from others
- Helping others experience success
- Learning and discovering new things
- Experience personal growth/success
- Partnering with others
- Solving problems and simplifying the complex
- Being recognized for excellence
- Gaining exposure in my industry
- Educating and coaching others
- Having an impact on your community
- Being part of a movement

**Examples of engagement:** Finding 'examples of engagement' will enable you to uncover real examples of moments when employees felt energized and inspired. These stories can be used as further input to craft a purpose statement that is authentic, aspirational, and connects emotionally with your team. Here are some questions to ask to uncover examples of engagement within your workplace:

- Please share an example of when you were most proud of your work.
- Describe an example of your team at its best.
- Share an example of our company positively impacting customers or our community.

# THE FOUNDATION OF BELONGING

## Creating Your Organization's People Charter

As the dust starts to settle and we move into the post-Covid era, we are seeing a dramatic shift in employee expectations and what they are prioritizing in terms of employee experience.

A sense of belonging is the number one thing they desire, as many are still fighting the effects of isolation, and are seeking safety and stability.

For many leaders, this is a daunting change. Before the pandemic, the focus was on meeting employees' needs for professional development and providing career opportunities, both of which are well understood.

But a sense of belonging? That is something entirely new. How does one create a sense of belonging?

Here's the good news. This guide will provide you a structure and framework that will lay the foundation for developing a sense of belonging for your organization. Best of all, it will work for any team.

### **And it's easy.**

We start with the key to understanding employee behavior: their feelings. Yes, we know this will feel uncomfortable for some readers, but the fact is, feelings drive human behavior, and always have. Your employees are no different.

By following the steps in this guide, you will:

- Create new energy and a strong sense of alignment within the leadership team,
- Demonstrate you care with the development of your organization's People Charter, and understand how well the company is executing its vision for its people,
- Develop a new set of guide rails for employees, workplace behavior, and culture that will ultimately make leaders' jobs easier.

Businesses that will triumph are those that can show that they care about their employees' feelings and create an environment that provides a profound sense of belonging. The process of creating and publishing your company's People Charter will lay the essential groundwork for building that sense of belonging for your people.

It's impossible to know all of the problems that exist in your business, but it is both possible and practical to let your employees know that you care and to therefore garner the insight and information needed to deliver an exceptional employee experience. This guide provides you with a structure and framework to do just that.

# STEP 1 ALIGN

## Align leadership on how you want your employees to feel.

Creating your organization's People Charter starts with the leadership team answering the question **"How do we want our employees to feel?"**

- Open the floor to your senior team and brainstorm your answers to that question.
- Don't over-analyze your thinking at this stage. This is an opportunity to engage in an open exchange of views. Capture all the answers in a list.

Why the focus on employee feelings? Simple. We start with feelings first, because feelings drive employees' decisions and behavior.

Here's an example of a list created by the Engagement Multiplier executive team completing this exercise:

# STEP 2 REFINE

## In the same meeting, take the statement list and select between six and 12 statements your team feels are most important.

After the brainstorming session, the next step is for the leadership team to review the responses, and select between six and 12 feelings the team feels are most important. Don't be surprised if this exercise sparks a robust and enlightening discussion amongst your leaders.



### TIP

Some teams end up generating dozens of feelings statements during their brainstorming session. In these cases, it's useful to groom the list, deleting duplicates, and organising statements by theme, to more easily identify the feelings leadership will prioritise.



## STEP 3 CREATE

### Use your prioritized statements to draft your People Charter.

Your People Charter communicates to your people the employee experience the company aims to deliver, and frames that experience in how leaders hope employees will perceive and feel about working for the organization.

### TIPS

- Begin each statement with “You,” addressing employees on a personal level.
- How the leadership team wants employees to feel forms the heart of your People Charter, so don’t shy away from using the word “feel.”
- We recommend framing the Charter with a message from leadership, signaling your commitment to employees.

### Sample People Charter

At [XXX Company], we are committed to creating a work experience everyone values. How you feel while working here is central to your experience. This People Charter details how we believe our employees have the right to feel in our workplace:

- You feel **safe**.
- You feel **respected** by colleagues and leadership.
- You feel **proud** of your work.
- You feel **valued**.
- You feel **supported** by your manager and the organization when it comes to your personal and career growth.
- You feel **excited** and confident about the company’s future.
- You feel **empowered** to live our values every day.
- You feel a sense of **belonging** to something special.
- You feel **energized** by our purpose.

Creating these conditions is a shared obligation amongst us all, and one we undertake each day. Together, we can create a positive, energizing culture and experience in which we all can thrive.

Signed, [CEO]

## STEP 4 SHARE

Share your People Charter with your whole team, ideally at a company-wide meeting and/or via an announcement to all employees.

### Key points you may wish to make:

- Show the team your passion, and focus on them. This is an important opportunity to make a powerful impression on your people, and open the channels for more (and more meaningful) conversations in the future.
- Position your People Charter as a statement of “our commitment to you, our employees,” speaking to them directly.
- Emphasize the mutual obligation - such as their participation and feedback - that’s needed to make fulfilling the People Charter for all employees a reality.

## STEP 5 ASK

Gather feedback from your team on how well the company meets the aims of its People Charter.

The next step is to turn the list of People Charter statements into an employee survey. Surveying your team will tell you how well the company is doing at providing the employee experience it aims to deliver and will highlight any areas that need improvement to ensure your business is fulfilling its People Charter.

Simply start by prefacing your selected People Charter statements with ‘I feel’ to create questions your team can respond to. For maximum insight, be sure to keep your statements short and unambiguous.

You may want to explore different elements relating to specific employee feelings via your employee survey. For example, the idea of respect in the workplace is a broad one, comprising respect from one’s manager, respect from one’s colleagues, and whether one feels respected as an individual. In this case, you may want to ask employees to respond to three separate statements related to respect in your survey:

- I feel respected as an individual
- I feel respected by my manager
- I feel respected by my colleagues

**I feel that Engagement Multiplier offers opportunity for career growth.**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree



**Important Note:** For an additional layer of insight, we recommend adding the following two open-ended questions at the end of your survey:

- How did taking this survey make you feel?
- Is there any additional information you would like to share?

**Best practices for a successful survey:** Employee engagement survey best practices can be boiled down into three areas: timing, participation, and follow-up.

Find more details and sample messages you can use in the article, "Employee Engagement Survey Best Practices."



**Read More**

## STEP 6 RESPOND

### Respond to the team's feedback.

Once your survey closes and you have the results in hand, gather the leadership team to review and analyze survey results and employee feedback.

Select three actions to take over the next 90 days that will close the gaps between the experience described in the company's People Charter, and the feedback you have received from your employees.

Communicate these plans - along with timelines and planned outcomes - to your team, and be sure to update them on the progress over the following months.

Remember, this is an opportunity to prove leadership's seriousness about living up to the promises of the People Charter: involve your people, and indicate to them that this isn't simply a "tick the box" exercise.

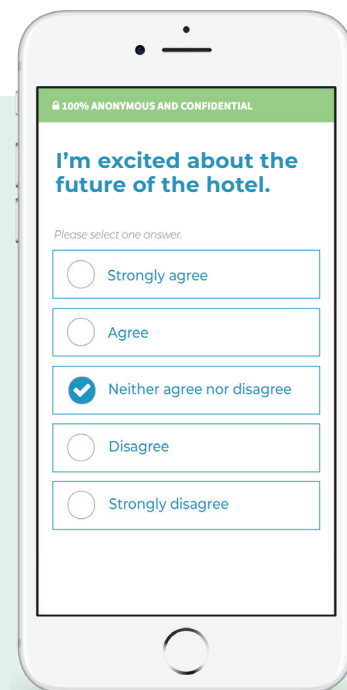
## Help with creating your on-demand survey:

**Current Engagement Multiplier clients** - if you need assistance creating an on-demand survey, please contact your Client Success Manager.

**If you're new to Engagement Multiplier**, we will provide you with free resources to complete this survey.

Register for your free survey and a member of our team will contact you to provide support and guidance.

**[hospitality.engagemultiplier.com/](https://hospitality.engagemultiplier.com/)**



### In closing:

As your organization continues to survey employees and act upon their feedback, you'll notice several things. The feedback will become more thoughtful and sophisticated, as employees realize that they are being heard. Participation rates may improve, as even the skeptics are won over. And speaking of the skeptics, as they see results and their enthusiasm increases, you'll enjoy a measurably higher rate of engagement.

You'll also see how the simple act of focusing on how people feel will lift engagement.

The People Charter brings a new layer into the engagement picture. It's a great way to show both existing employees and future hires that you care, and lays the foundation for creating that crucial sense of belonging that is so important today. That which gets measured gets done, and by asking your team how well the organization is fulfilling the commitments outlined in the Charter, you're doing two things: signaling strongly that the organization cares, and continually expanding the sense of belonging amongst your employees.

# KEYS TO CLARITY

## Communicating More Effectively

Beauty is in the eye of the beholder, so goes the old saying. The corporate corollary is “Meaning is in the perception of the audience.” To ensure leadership communications are maximally effective, it’s worth keeping the perspective of individual employees in mind, because everyone reads corporate messages through the lens of “so what does this mean for me?”

This is why using [elements of employee engagement](#) as a framework for improving your organization’s communication is so powerful, because doing so ensures messages will be aligned with the things your employees care about. Some of the engagement drivers that mesh beautifully with leadership communication subjects include:

- Feeling connected to the company’s strategy and direction
- Having a clear understanding of one’s role and responsibilities
- Receiving recognition for individuals’ contributions and successes
- The opportunity to develop professionally and advance one’s career
- An environment in which employees have an authentic voice
- A sense of purpose and belonging, and contributing to the good of the community.

## Effective Communication Starts With Listening

Using the elements of employee engagement to guide your messaging is all the more effective when you have a clear understanding of where your team stands. Communicating well, we believe, starts with listening. Here’s why.

If you regularly survey your employees, you undoubtedly have a crystalline understanding of where the organization is thriving, and where the challenges exist, and this information can be used to ensure messages land - and stick.

Organizations that don’t have a handle on what their people are feeling and where they stand are more likely to be perceived as merely paying lip service to an issue. When this is the case, employees aren’t energized by leadership’s communications. Far from it. Instead, the conclusion is “They don’t get it,” and leadership loses, rather than gains, credibility and traction.

## 5 Keys to Effective Leadership Communication

### 1. Helping employees feel connected to the organization's strategy and understand how their roles contribute

#### Engagement elements:

Feeling connected to the company's strategy and direction, knowing how their role contributes, provide clarity and context that lay the groundwork for engagement. As a bonus, employees will have additional clarity about the "whys" behind their individual responsibilities.

When you share the high-level strategy and provide the "why" behind the decisions and initiatives, you'll provide them with important context and direction, and help everyone better understand how their role fits in and contributes to the organization's success. Chances are good you'll also boost the team's energy and enthusiasm, as their work will have new meaning, and you may also notice the scores for "The Company" improve as a result.

Taking it a step further, and sharing major initiatives, key goals, and KPIs at the beginning of the year, and then providing monthly or quarterly updates, will not only keep the goals and KPIs top of mind for the team but invest them in the wider success of the organization.

#### Information to include:

- High-level corporate strategy
- Strategic initiatives
- Annual goals and KPIs
- Monthly or quarterly updates of progress against goals

### 2. Recognizing individuals' contributions and successes, and ensuring people feel valued

#### Engagement elements:

Recognizing key contributions and successes - especially those that are behind the scenes - makes people feel valued and appreciated, and increases everyone's understanding of the business.

While everyone usually knows who the top-performing sales representatives in an organization are, can the same be said for the service representatives who resolve the most customer issues? Or the account managers with the lowest attrition rates? Or the software developer whose elegant code improved the customer experience? Or the analyst whose diligent work found new opportunities? Not feeling valued is a primary reason why people leave their jobs. Ensure against that by seeking out and recognizing strong performance throughout the enterprise.

A useful way to capture examples worth recognizing is to lean into discussions with department heads about results and ask them to discuss key contributions. Doing this will have a multiplier effect of sorts: it will focus department heads on the contributions of their people, creating more recognition and appreciation within their teams, as well as bubbling up accounts of employee contributions to senior management, enabling wider recognition.

**Information to include:**

- Individual successes throughout the organization
- Meaningful contributions and behind-the-scenes stories
- Highlights of team or project efforts and outcomes

### 3. Having the opportunity to develop professionally and advance one's career

**Engagement elements:** The opportunity for professional development and career growth is a primary driver of employee engagement and, for that matter, retention. Relaying news of internal hires, promotions, and job openings, and highlighting the work of cross-functional teams will help illuminate possibilities for employees, and also demonstrate the organization's commitment to developing advancement opportunities for their people.

In a tight labor market, turning to one's employees as a source of talent is important: upskilling employees to do more sophisticated work allows the organization to capitalize on its existing talent, and concentrate recruitment efforts on less-specialized and easier to find talent.

**Information to provide:**

- Internal hires
- Promotions
- Job openings
- Cross-functional team and project updates

#### 4. An environment in which employees have an authentic voice

**Engagement elements:** Responding to survey results and employee feedback is a crucial component of building employee engagement: when leaders respond, employees know they've been heard. Being heard and feeling one's opinion matters is a powerful generator of employee engagement, enabling people to feel they are true stakeholders.

However, not every environment enables employees to act with authenticity and confidence. For this reason, we believe that anonymity is crucial, and the safe space it creates ensures employees feel confident being candid.

**Information to include:** In addition to providing the organization's engagement score, we also recommend sharing noteworthy feedback received from employees, and also providing insight into the actions leaders plan to take over the next quarter.

- Respond to employee feedback via Secure Follow-Up
- Share noteworthy employee ideas and feedback with the whole team
- Provide updates and outcomes of actions and initiatives taken as a result of employee feedback.

#### 5. A sense of purpose and belonging, and contributing to the good of the community

Purposeful work is incredibly important to employees of all levels, according to significant [research by McKinsey](#), which found that 89% of employees surveyed want purpose in their lives, and fully 70% said they rely upon their work for that purpose. In organizations in which feelings of purpose and belonging are lacking, employees are less engaged, and turnover is more likely.

Connecting people to the organization's purpose is a powerful way to create a strong sense of belonging to something bigger.

**Information to include:**

- Tabulate and consistently share outcomes and KPIs related to the purpose, showing people the effects of their work
- Highlight how individual employees' work contributes to the larger purpose
- Ensure purpose is present in all leadership communication.

## **Two things are guaranteed to immediately improve leadership communication: *commitment and consistency***

Simply starting small, telling your employees you've heard them, and providing a digest of updates is all you need to do to get going. Worry less about being perfect, concentrate on committing to treating employees like the important stakeholders they are, and be consistent in your communication. Committing to communicating consistently is the first step, and will immediately improve your organization's leadership communication.

The task of gathering information to share can also be made easier by delegating elements to the people who handle your reporting, as well as departmental heads.

- Ask those responsible for producing monthly and quarterly reports to add a summary for employees to their output.
- When you hear a noteworthy contribution or result, note it for inclusion in your next communication: you may find the message almost writes itself.
- When discussing results with department heads, ask them to highlight significant employee contributions.

By relentlessly challenging yourself and your team to remember your employees are critical stakeholders who share your vested interest in the company's success and keeping them connected to the strategy, you'll ensure your workforce can see how their work fits in, understand growth opportunities, feel they are valued, their voices are heard and are united by a sense of purpose. The effort you put into communicating with the team will pay off: your team will be aligned, energized, and engaged.

EngagementMultiplier®

***Shouldn't the employees delivering the experience be as fulfilled as the guests experiencing it?***

Creating lasting engagement starts with understanding where your team stands.

- Our platform is fast and easy to use.
- Personal service is here if you need it.
- Try the full Benchmark Assessment free. The resulting data is yours to keep.

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