

# EMPLOYEE ENGAGEMENT: WHY CEOS CARE

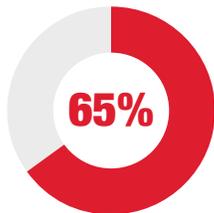
As a C-level executive, when you walk into a board meeting or meet with a major investor, chances are that they will ask you a few simple questions. What's your value proposition? What's your growth trajectory? How are you going to deliver?

And while you might not talk about employee engagement in that meeting, it's a core element of shareholder value. Your employees are your innovators, your service delivery channel, and the face of your brand. The world's best companies are the best BECAUSE of their people and culture. Effective employee engagement initiatives go far beyond the warm and fuzzy. They help you control costs, attract customers, speed growth, and offer a much stronger bottom line.

## THE ROI OF EMPLOYEE ENGAGEMENT

Employee engagement isn't just nice to have for a pleasant culture. From personnel costs, to productivity, to growth potential—it impacts every metric that your shareholders will use to look at your business in a tangible way. Here are a few ways a good engagement system can help your business.

These metrics add up to real benefits: lower recruitment and training costs as well as higher productivity and innovation, which in turn makes it easier to retain and attract new customers.



**Up to 65% improvement  
in employee retention**



**Better reviews on  
Glassdoor and Yelp**



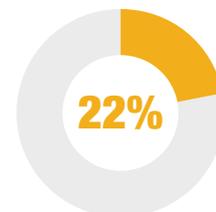
**Engaged employees have  
confidence to innovate**



**21% higher productivity**



**10% higher customer  
satisfaction ratings**



**22% lower absenteeism**

“The great thing about a culture is that once you really get it going, it evolves on its own. It’s self-organizing. It’s dynamic. It just feeds on itself.”

**John Mackey**

CEO of Whole Foods Market (a JGF Customer)

## MILLENNIALS AND EMPLOYEE ENGAGEMENT

Despite the benefits of employee engagement, many companies aren’t doing it effectively.

Millennials now make up the bulk of the workforce, and they engage differently than the previous generation. This generation grew up with a stream of instant feedback from Twitter, Facebook, and Instagram. They’re more socially and digitally connected than the established workforce.

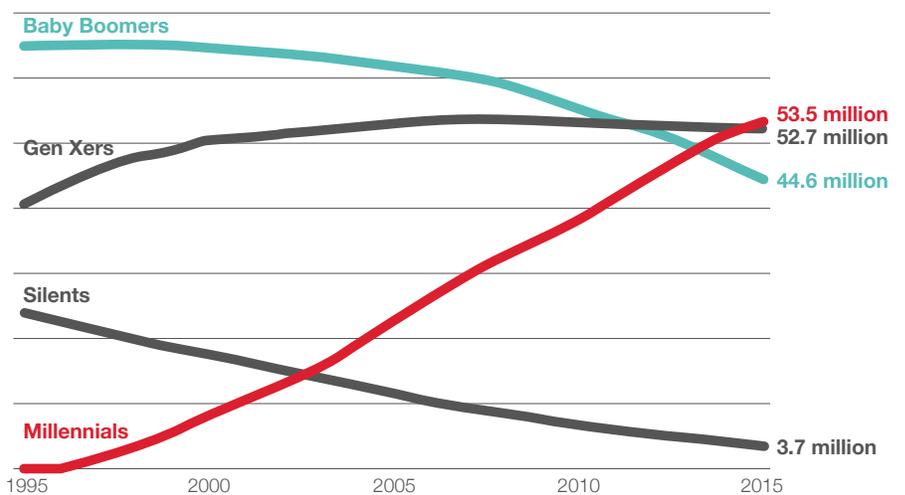
This puts a strain on a management team. Many experienced managers might not be equipped to manage the attitudes, behaviors and expectations of this new generation of employees. And newer, younger leaders also need support in building the skills and experience to lead and engage their teams.

“The incoming new, younger workforce communicates differently than those that have been around for 20 or more years. With this in mind, one of my first actions upon assuming the role of leading human resources was to Google ideas on new and effective ways to promote employee recruitment and retention.”

**Jim Tull**

CFO of Crafton Tull (a JGF customer)

**U.S. Labor Force by Generation, 1995-2015 (in millions)**



Source: Pew Research Center



66% of **engaged employees** reported that they had no plans to leave their company, and only 3% were actively looking.



88% of **disengaged employees** reported that they had some plan to leave their company, and 31% were actively looking.

The Carnegie Training Institute estimates that 71% of employees are less than fully engaged, and in the spring of 2015, Modern Survey reported that 38% of millennials are searching for new jobs at any given time.

YouEarnedIt has done a lot of research on what works to engage millennials. You can find specific tips for working with this growing group of workers in:

- ▶ Article in Boss Magazine: “[How Can Employee Engagement Bridge the Generational Divide?](#)”
- ▶ Study in Recruiting Trends Magazine: “[Creating Connections for a Millennial-Friendly Company Culture](#)”
- ▶ Our white paper with tips for managing millennials, the [Ultimate Guide to Engaging Millennials](#)

“We have also invested in Just Got Fit services because it has been obvious—from our first interactions forward—that we have kindred thinking about what needs to be done to reverse the grim statistics around workplace satisfaction. 70% of people in the US, and an even higher percentage around the world, go to work dissatisfied each day.”

**Tom Gardner**

CEO of The Motley Fool (a JGF customer)

## EFFECTIVE ENGAGEMENT SYSTEMS

As you look through our studies on managing millennials you'll see some common trends that are also true for engaging established workers.

In study after study, we see the one common theme: Employees want to be recognized by their peers and managers for their good work. Many JustGotFit customers come to us after their employee engagement surveys showed that their employees number one complaint was that they didn't feel appreciated.

“We have learned people are more interested in co-workers' feelings about their job performance than supervisors or some higher-up sitting in another state.”

**Jim Tull**

CFO of Crafton Tull (a JGF customer)

But some older methods of recognition—like setting up an employee of the month program that rotates among groups, offering a once a year recognition tied to a review, making it all about the money, or having lots of competitive contests—don't meet employees' need for acknowledgment.

Employees want specific, meaningful, and timely feedback. Even more than cash-based rewards and bonuses, public recognition and shared experiences build employee engagement.

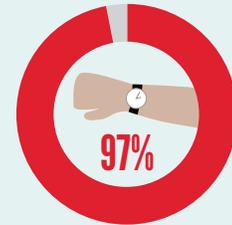
“A subtle shift in thinking can make a big difference: Stop rewarding people and start recognizing performance.”

**Abbi Whitaker**

Co-Founder and President of The Abbi Agency (a JGF customer)

### It's Time to Listen to Employees

We polled a large sampling of employees across a spectrum of industries. The goal? To learn what really drives engagement.



#### Real-time Feedback

Why wait? The overwhelming majority found real-time feedback more valuable than annual performance reviews.



#### Increasing Connectivity

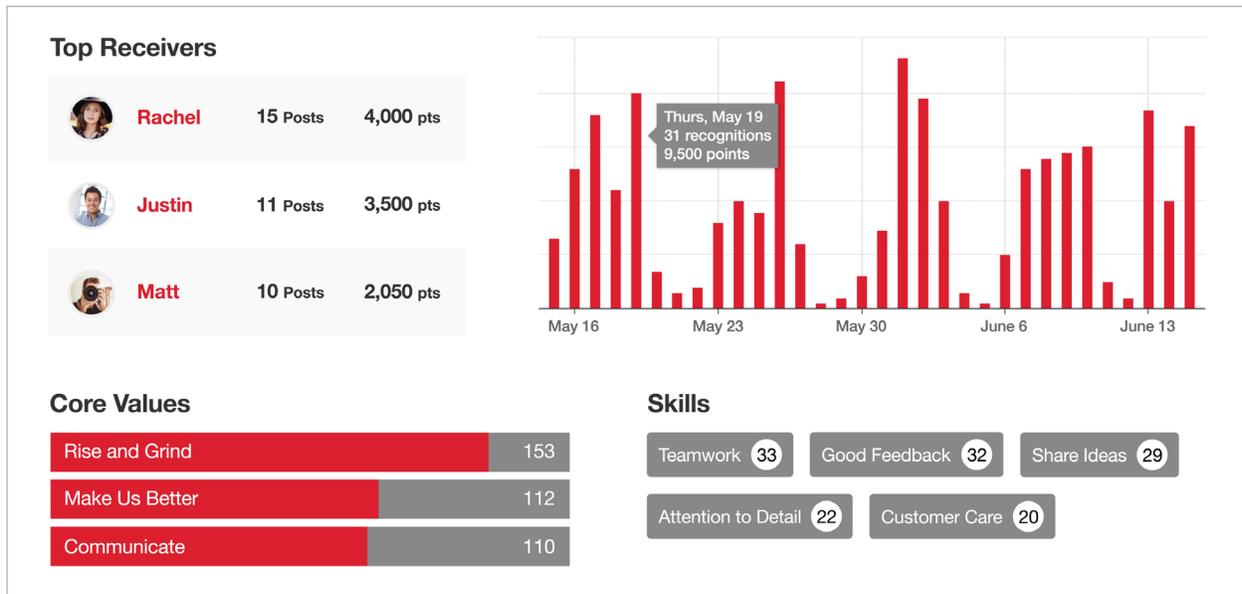
67% consider connection to coworkers and work that impacts the team as top engagement boosters.



#### Money Doesn't Pay

Wow! Paid time off and more money had the least impact on engagement. Instead, 47% of employees preferred experiential rewards (like happy hour, mentoring, or group yoga).

So, as a CEO how can you know that the right recognition is happening, or if your investment in recognition is working? You need an organic, easy-to-use, and measurable way to set up metrics for any engagement-building program.

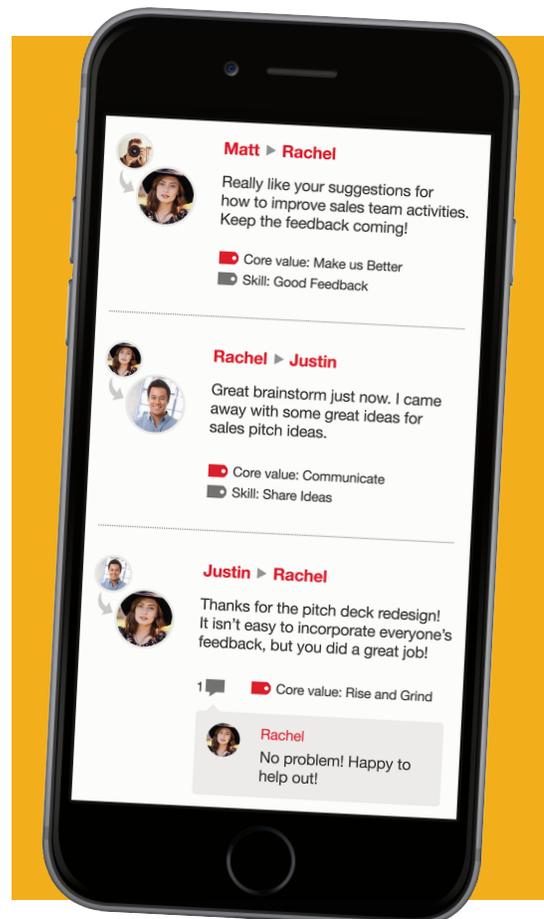


Just Got Fit offers this to our customers through a robust, easy-to-use platform for strategically building employee engagement. You can use the JGF MyPlan platform to get:

- ▶ More productivity with the entire company focused on real-time feedback and positive reinforcement
- ▶ Extensive data-tracking on your most and least engaged managers
- ▶ Insights into how behaviors are aligned to corporate values
- ▶ A leg up on the war for talent with a differentiated employer brand
- ▶ Top performers excited while dramatically reducing turnover costs

We did a study with the San Francisco State University that showed that our real-time recognition feedback directly matched manager's experiences with employees. It showed that employee performance went up more than 77% for the lowest performing employees over the course of two years.

But the value of the platform goes beyond the engagement of any individual employee. Just Got Fit offers systems that dramatically impact your entire company's success.



“Our offices are spread out, so I don’t meet with everyone face-to-face. Then I find out I have to go to someone for a project. Being able to see the praise they’ve gotten allows me to go in with a sense of trust.”

**Charlene Davis**

Manager of Customer Advocacy at Return Path (a JGF customer)

## STRONGER GLOBAL CONNECTIONS

In today’s marketplace, many companies have geographically dispersed and mobile employees. It’s hard for you, as CEO, to keep track of what’s happening with each of your employees on the front lines. And, whether your teams are split between cities, working remotely, or even just in different floors of the same building—it can be hard to keep a consistent work culture and encourage collaboration between teams. That directly affects your company productivity.

Many Just Got Fit [customers](#) encourage employees and managers to acknowledge employees on other teams. This builds a sense of collaboration, breaks down geographical silos, and reinforces a consistent culture.

You as CEO can look at the corporate dashboard to check this progress. You can see which teams are getting rewarded, which employees are going above and beyond, who is doing the most cross-project collaboration, and get a snapshot of a project’s status by seeing what they are getting rewarded for.

Ford’s advertising agency of record, Team Detroit, struggled with connecting employees from across the globe. Bear State Bank wanted to better connect employees through a series of mergers and acquisitions. See how they both addressed their desire to make stronger connections [here](#).

“One Monday morning a company executive noted on a post that, ‘I would never had known we had a full office of people working this weekend if it were not for JGF.’”

**Jim Tull**

CFO of Crafton Tull (a JGF customer)

## ALIGNMENT WITH CORPORATE VALUES AND KPIS

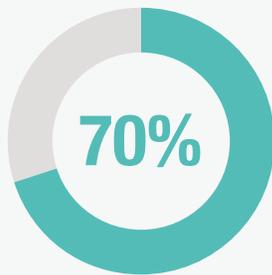
Each time you stand up in an employee meeting you tell your employees what they need to do in order for your company to win. You might echo these actions and themes to your board members or shareholders. These are your corporate values, and you often create initiatives to support them.

We integrate your core values into the Just Got Fit platform, so the behaviors being recognized can be tagged with a value. You can both see how employees' work aligns with those values and create strategic incentives to encourage employees to use or follow them.

### Here are some examples of how these incentive programs have worked:

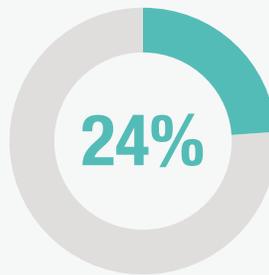
- ▶ One company had an established value of encouraging a healthier lifestyle for their employees. They used Just Got Fit - MyPlan to incentivize participation in their corporate wellness program. A [case study](#) revealed participation in health screen assessments went up 55x year over year, creating a path to lower health care costs.
- ▶ A transportation company had an initiative to reduce fuel costs and environmental impact. They incentivized drivers to spend less time idling their engines. The public recognition helped them achieve a substantial reduction in fuel costs.
- ▶ One company in a high turnover industry strongly valued their employees. They used Just Got Fit to offer recognition and incentives after employees completed 30, 60 and 90 days on the job, and not only reduced their turnover rates, but saved more than \$500,000 in recruitment and training costs.

## Case Study: Corporate Wellness is on its Best Behavior at Bazaarvoice



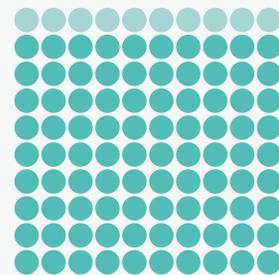
### Through-the-Roof Participation

According to RAND's Workplace Wellness Study, average corporate wellness programs see a 24% participation rate. At Bazaarvoice, that rate jumped to 70% after one year.



### Wellness Program Power Users

Participation isn't just growing, it's thriving: 24% of Bazaarvoice employees have each redeemed 80+ Behavior Bonuses for wellness activities in one year.



### Health Risk Assessment Increase

Health risk assessments increased dramatically—from less than 10 to over 100 year-over-year.

## LEADERSHIP DEVELOPMENT

Just Got Fit doesn't just enhance an individual employee's experience, it also benefits your managers—whether they are new leaders or seasoned executives.

Information is key to developing good leaders. Trackable peer recognition offers real-time metrics for employee performance. This takes the guesswork out of doing employee reviews, identifying employees' key strengths, and seeing what skills would be best to look for in a new hire.

And what manager or CEO wouldn't want to lead a team of already engaged employees?

“One of the key insights we got is that our executive team member who rewarded the most points, throughout the company—not just to his team, had the highest engagement scores in his department.”

**Lorna Hagen**

SVP of People Operations at OnDeck Capital (a JGF customer)

“Having employees being responsible for recognizing each other is such an awesome complement to the normal types of things that management teams do to recognize their employees from the top down.”

**Gabe Krajicek**

CEO of Kasasa (a JGF customer)

## EMPLOYEE ENGAGEMENT MATTERS.

Just Got Fit gives you the tools you need build a positive culture, attract and retain top talent, create strong leadership, boost productivity—and give you great answers for the next time you report to your board. Contact Just Got Fit today so we can show you how we can help you!

 *Request a demo!*

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