

Five Myths of Employee Engagement

every employer
should know.



Introduction

So far, the 2020s have been a decade of change in every aspect of life, including the workplace. At work, the employee/employer relationship has shifted dramatically. **The old order of traditional in-person work environments, top-down leader hierarchy, and siloed teams has been disrupted forever.**

Remote work environments and distributed work teams

The COVID pandemic shutdown led to remote work environments and distributed work teams, which led to a talent shortage and labor crisis. It also led to the Great Resignation and Quiet Quitting trends, which caused employee turnover to skyrocket and productivity to plummet. The chaos also increased employee burnout and highlighted the need for more robust diversity, equity, and inclusion (DEI) policies and training at work.

The shift back to in-person or hybrid work environments

Now employers are shifting back to in-person or hybrid work environments, which many employees are not exactly pleased about. Younger workers are entering the workforce en masse and are demanding more out of their work experience and environment than their parents did.

Workplace culture has become a common topic of conversation in the C-suite. Many leaders are feeling the whiplash caused by the craziness of the last three years. It's a lot to handle all at once. How can managers effectively lead a team amid all this change?

Employee feedback is essential for a thriving organization

We believe that employee feedback should be the bedrock of an engaged and high-performing work environment. Leading a team requires employees to feel like they have a say in their work experience. A company culture where employees' voices are supported and people leaders are prepared for ever-evolving work dynamics is essential for both employees and organizations to thrive.

Authentic employee engagement

To build that culture, business leaders must understand what drives authentic employee engagement. While there are plenty of expert opinions and rhetoric about this important topic, myths and misconceptions abound. This ebook will expose five common myths about employee engagement that can send employers down the wrong path when trying to foster a cohesive and healthy company culture after so much change.





Myth:

Great work culture comes from a one-size-fits-all approach.

This myth is a generalization because employees are not a monolith. **Every individual experiences work in their own unique way.** While it is easier to think in absolutes, it is dangerous to do so because it waters down the nuances that come with working with people.

Generational differences abound

When thinking about group dynamics, generational differences can be appropriate guidelines. There are five generations in the workforce today, from Traditionalists to Generation Z. The Purdue Global “Generational Differences at Work” study outlines how each generation is motivated by different aspects of work, has unique communication styles, and expects different management styles from their employers. For example, while older workers are motivated by respect and duty, younger employees are motivated by unique experiences and diversity. People leaders should provide stability and specific goals to senior employees yet flexibility and opportunity for personal development for younger workers. When multiple generations are represented in a single workforce, it can be challenging to apply a generalized leadership framework.

A closer look at Gen Z

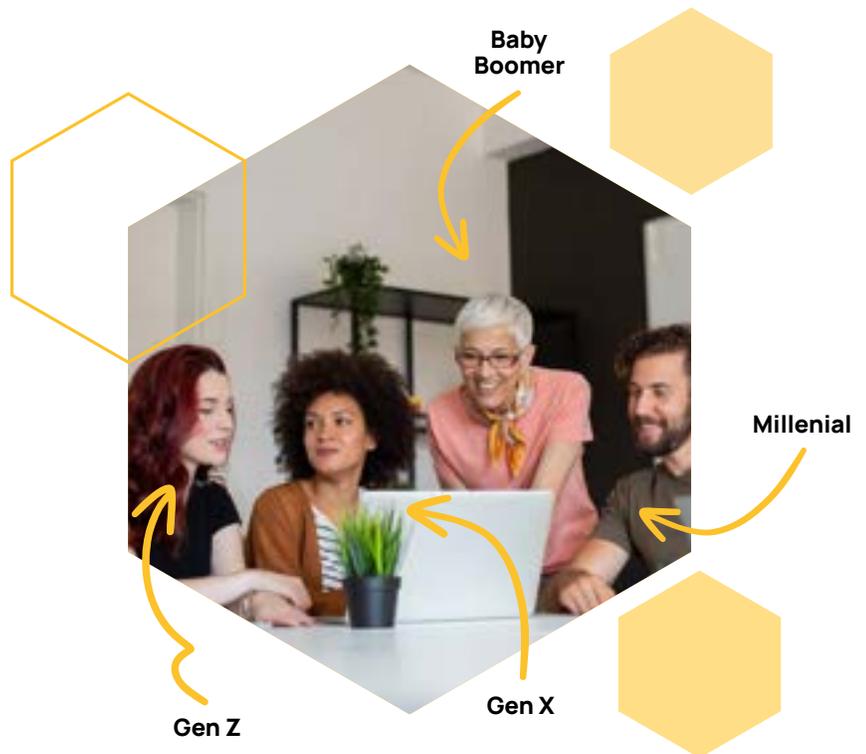
Researchers at the Korn Ferry Institute estimate that by 2025, Generation Z will account for more than 25% of the workforce. Gen Z employees want a more personalized work experience. In an Ernst and Young (EY) study titled, “Is Gen Z the spark?,” the researchers urged employers to “see, hear, and treat Gen Z employees as individuals, versus numbers, offering avenues for them to have a voice, to feel they are creating impact, and feeling passionate about what they are doing.” If employers try to place Gen Z employees in a box, they risk losing them. Gen Z employees have no problem leaving jobs that don’t reflect their personal values or let them contribute to company culture. They are looking for a work environment that allows them to connect with peers and leaders on a more personal level. So, it’s time to think beyond the one-size-fits-all approach to managing people.

Leaders confuse autonomy with independence

Many employers take pride in giving their employees “independence,” which creates a positive work environment. There is a critical difference between employees working independently and working with autonomy. In a nutshell, autonomy is the freedom to make choices, while independence is not wanting or needing help to make choices.

In a landmark study, researchers Edward Deci and Richard Ryan include autonomy as one of three basic psychological needs. Autonomy means a person has free will and can stand behind their actions and values. In other words, no one forces that person to do something they don’t want to do or disagree with.

We can be autonomous AND dependent on others for help and support. In contrast, independence means a person doesn’t need or accept help, resources, or care from others. They function without others. That isn’t the culture the younger generations seek in a work environment. They want to feel connected to a part of something bigger than themselves.



“The way I think about culture is that modern humans have radically changed the way that they work and the way that they live. **Companies need to change the way they manage and lead to match the way that modern humans actually work and live.**”

Brian Halligan
Co-founder and Executive Chairperson
HubSpot

Connection is essential to employee performance

Let's look at the concept of connection a little deeper. Employees are looking for work environments that enhance human connections and managers who understand the importance of feedback. According to a study by RedThread Research, "Connection is a new lever that organizations need to focus on." Connections are made through consistent check-ins. It's that simple. Companies that added more employee check-ins during the pandemic experienced stronger employee engagement and performance. The researchers concluded, "A culture of clarity, feedback, and coaching will find it hard to succeed without implementing processes that encourage frequent conversations and communications between managers and employees."

Leaders need to know how to stimulate employee engagement

Here's a hot take. Employee engagement should be every manager's primary responsibility. A recent Gallup study reported that an astounding 70% of any team's engagement is determined by the leader of that team. And many are struggling. The researchers wrote, "Managers need to be equipped to have ongoing coaching conversations with employees. Unfortunately, most managers don't know how to make frequent conversations meaningful, so their actions are more likely to be interpreted as micromanaging." People leaders need the training and skills to be effective connection enhancers. Without that training, employees may not feel connected, engaged, or empowered.

Connections inspire employee confidence, socialization and better health

Engagement through connection is just the tip of the positive workplace iceberg. There is also evidence that leaders who check in frequently with their team inspire employee confidence. An Oracle study of almost 5,000 employees found that visibility and accessibility in leaders were strongly linked with confidence and performance in team members.

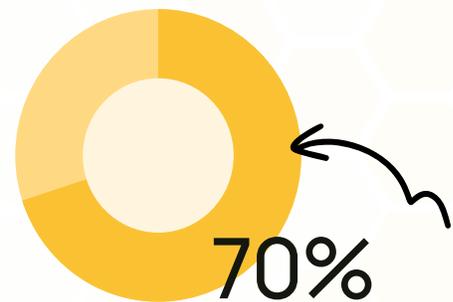
For many Gen Z workers, there are blurry lines between personal and professional relationships. Managers should encourage employees to build personal and social relationships as well as professional connections. Why? Because in-person socialization with colleagues is important to most Gen Z workers and will lead to a better work experience. The Centers for Disease Control identifies work as an important social determinant of health.

They list these attributes as indicators of a "good job":

- ✓ Safe, healthy workplace
- ✓ Income and benefits
(e.g., access to affordable healthcare, paid leave)
- ✓ Work-life balance
- ✓ Employment security
- ✓ Voice in decision-making
- ✓ Opportunities to gain skills
- ✓ Positive employment-related relationships

Notice that last bullet. Strong and supportive employee/manager relationships can cause employees to feel physically and mentally healthy and contribute positively to their work and personal lives.

Our mental health is often affected by our work environment as much or more than our significant other. Yet most workers wish their managers would do more to support their mental health. Creating a culture that encourages authentic human connections is one of the most effective ways supervisors can keep their teams happy and healthy.



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Clear and consistent communication is foundational in creating trust

A shockingly small number of employees trust their leaders. This lack of trust is often the result of a lack of transparency and connection. The US Surgeon General's Framework for Workplace Mental Health and Well-Being sums it up very succinctly, "Trust can be difficult to foster if workers feel disconnected from their leaders and organizations. Promoting trust among leaders and workers begins with listening to worker concerns and explaining why key decisions are made within an organization. Build trust through small, everyday interactions by modeling and inviting others to share important moments of their daily lives with each other."

We agree with the Surgeon General. Frequent and open communication fosters trust, and employee trust is a theme we'll touch on again and again in this ebook. It's that important.

Employees want to hear from their leaders early and often

A culture of connection is created by consistent and clear interactions between staff and people leaders, those "small, everyday interactions" described by the Surgeon General. Most employees embrace this idea. A 2022 study by Stacia Garr and Priyanka Mehrotra found that 70% of workers wanted more daily or weekly check-ins with their supervisors. They said that hearing more frequently from their managers led them to perform better at work. The authors concluded, "Daily check-ins can be a powerful way to build engagement and deep loyalty."

The practice of checking in can strengthen disconnected teams

McKinsey & Company learned during the pandemic that adopting a continuous-listening strategy creates a distinct competitive advantage. McKinsey leaders worried that going to a remote work environment would cause a disconnect between employees and their supervisors at a time when more connection was needed. So, they built a weekly communication tool to interact with employees in real time. As a result, leaders identified critical employee issues and addressed them as they were happening, enhancing employee performance, engagement, and retention.



REDACTED offers real-time coffee pot connection moments

REDACTED platform is built on the idea that checking in early and often is the key to connecting and engaging with any work team. Our quick and easy connection signals give team members the opportunity to self-reflect and share insights with their leaders. Their answers help supervisors better understand what they need, even if separated by time and distance. These insights provide both leaders and employees opportunities to grow, receive support when they need it, and stimulate the human connections we need to be healthy at work.

Recently, Colorado's Larimer County Department of Human Services was suffering from significant employee turnover and struggling to fill vacant positions. It was clear that employees weren't happy at work. Leadership needed a better, more immediate way to capture timely employee input and indicators of burnout than the annual anonymous employee survey. The Department introduced REDACTED to employees in phases. They saw immediate benefits by collecting critical information about employee morale. For example, on a day when an overwhelming 80% of staff checked in with low sentiment scores, leaders were able to quickly identify the root cause of the problem and implement corrective action. After less than a year of using REDACTED the Department's vacancy rate is the lowest in 30 years.

Questions for reflection

- How would your leadership change if you spent two minutes with each employee every morning?
- How do you accommodate generational differences in your team?
- Are you missing the connection moments that matter to individuals on your teams?
- Are your people leaders trained to build authentic human connections on their teams?
- Are your people leaders confusing independence with autonomy?
- How would your employees score their work environment in terms of trust, engagement, socialization, health, and confidence?





Myth: Anonymous employee surveys provide an effective platform for improving engagement

The tradition of gathering feedback and measuring employee satisfaction through anonymous surveys lives on despite evidence that they can do more harm than good, and reinforce the relationship distance between leaders and employees. **It's time to make a new tradition.**

Seven reasons why anonymous surveys aren't useful

Anonymous employee surveys can actually have the opposite intended effect when employers use them for these reasons.

Reactive vs. proactive: Instead of using the forum as a proactive strategy to aid employee engagement, a survey is used as a stopgap measure to address an issue that may have already harmed employee engagement.

Rearview vs. forward view: Surveys are often used to summarize what has already happened, like for an annual report or a capabilities statement, instead of as an opportunity for change.

No action plan for results: Performance review season isn't a good reason to send out a survey. It can damage employee morale and engagement when survey results are handled improperly or ignored. That tells employees their employer isn't acting in good faith on their behalf.

Broad brush strokes: Survey questions often take an enterprise-level view and never get around to asking for information that would enhance the work experience of individual employees.

Anonymous results aren't useful: While the prevailing assumption may be that an anonymous survey will collect more genuine data, it doesn't help managers personalize how they lead their team or address the individual employee.

Employees don't trust the outcomes: We know how critical trust is to employee engagement. Unfortunately, many employees have learned not to trust that anonymous surveys are really anonymous and are often not truthful in their responses.

The "Me vs. Them" mindset: This also comes down to trust. Employees often feel like an anonymous survey won't benefit them. They feel their leaders don't trust them enough to ask for honest feedback, and the survey is about making the company (them) look good instead of the employee (me).

Trust is the foundation that drives impactful employee engagement

Engaged employees understand what is expected of them at work and trust their leaders to respond to their feedback and requests. Paul J. Zak, the founding director of the Center for Neuroeconomics Studies and a professor of economics, psychology, and management at Claremont Graduate University, and the CEO of Immersion Neuroscience, has found that **employees working in high-trust companies:**



Zak observed that employees in these work environments are held accountable for their work but never micro-managed. When workers are treated as responsible adults, they are "more productive, have more energy at work, collaborate better with their colleagues, and stay with their employers longer than people working at low-trust companies." Go figure! It seems so obvious, but it still needs to be said. Employees working in high-trust cultures are happier in their work and life, which leads to heightened performance.



What about a purpose-driven engagement strategy?

Let's return to the US Surgeon General's Framework for Workplace Mental Health and Well-Being and those "small, everyday interactions." The report also suggests that leaders engage staff in workplace decisions. True engagement comes from a sense of ownership in the company.

Employees feel that ownership when their managers lead them with these key qualities, identified by David Horsager, chief executive officer of the Trust Edge Leadership Institute.

They are:

Clarity: Employees respond to clear goals and objectives and an understanding of the plans for their future and the company's future.

Compassion: Leaders who care about their team's welfare inspire trust.

Character: Employees respect and follow leaders who choose to do what's right rather than what's easy.

Competency: Prioritizing continuing education and training for themselves and their team helps people leaders exhibit capability and relevancy.

Commitment: Managers who never waiver in support of their teams, even in the face of adversity, will inspire the same dedication in their employees.

Connection: We've already shown how important human connection is to driving employee engagement.

Contribution: Highly engaged teams are led by high-performing supervisors who personally produce results just as they expect their staff to.

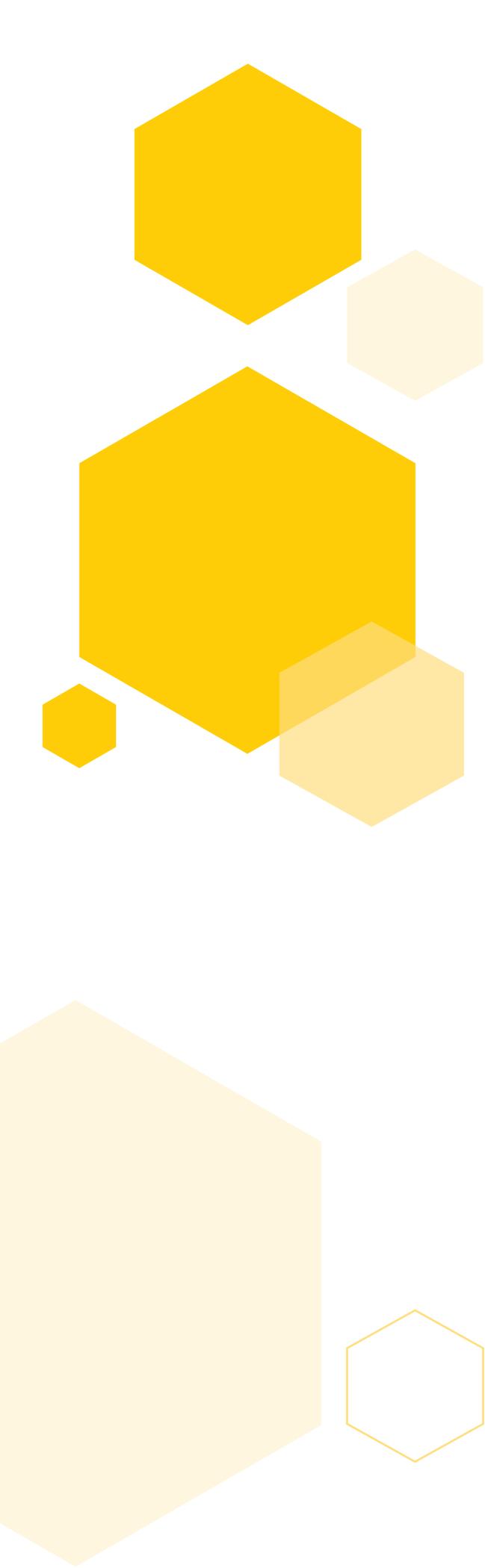
Consistency: Horsager says, "It's the sameness in a person that builds a reputation." Employees will follow a manager's lead when they feel the manager will always have their back.

Engagement grows from action, triggered by information

Employees trust supervisors who show up for them by demonstrating these eight qualities. Trust is also inspired when managers are intentional about asking for clarity and feedback instead of promoting anonymity. The first step is openly talking with staff about the current state of company culture and how trust can be fostered.

For example, at Grizzard Communications Group in Atlanta, employees at all levels are encouraged to ask questions about workplace culture. Gary S. Jones, SHRM-SCP, who recently retired as chief human resources officer, said that when employees fear throwing out ideas that might not be popular, it leads to "office politics rather than honest conversations about how employees can help the leader be a better leader and help the business move forward."

By making it safe for employees to regularly express how they are doing and what they are thinking, leaders can create a workplace of trust and engagement.



REDACTED's voice-of-the-employee approach

REDACTED offers employers that all-important continuous communication loop that connects employees and people leaders. The platform is driven by strategic real-time prompts focusing on the whole employee. The individual employee. Our clients liken these prompts to radar or a listening device, picking up important warning signs for leaders to address before they become issues.

The platform channels energy into a digital tool for morale-boosting and problem-solving. Managers show up for their team by turning informational signals into action daily and building trust over time. It reinforces the power of learning and communication between employees and managers. Additionally, the platform constantly learns, adapts, and adjusts so it never becomes stale for staff or leaders.

Questions for reflection

- Are you asking questions you should already know the answer to?
- Are you collecting signals from your employees that you don't use?
- Are your leaders prepared to respond to employee signals in a personalized and timely manner?
- What signals do you collect from employees who leave, and how do you use them to measure engagement?
- How confident are you that employees aren't "gaming" their answers on surveys?
- Do your employees feel seen and heard by their leaders?
- Do your employees feel they have an impact on the future of the company?

"No company, small or large, can win over the long run without **energized employees** who believe in the mission and understand how to achieve it."

Jack Welch
former Chairman and CEO, General Electric



Myth:

You can buy workplace culture with swag and parties

Culture is so much more than swag and parties. Our friends at RedThread Research define culture as “the shared assumptions, values, and behaviors that determine how people do things within a company which helps them and organizations thrive.” Culture can’t be bought with free t-shirts, coffee mugs, Hawaiian shirt days, or pizza parties. These tactics are not examples of leaders helping their employees thrive.

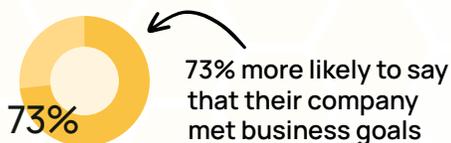
Culture starts with a people-first strategy, not one-and-done gimmicks.

Why is culture important?

According to RedThread, to drive both talent and business outcomes, leaders should focus on the 3Cs – Culture, Capability of managers, and Connection. We thoroughly discussed the benefits of aiding strong employee/employer connections when busting myth number one. For this myth, let's talk about culture and why it is so important to authentic employee engagement.

In businesses that focus on culture, employees are:

2.5X more likely to rate their managers as effective



As the world of work changes, the impact of culture on engagement grows. In 2019, employers with a high-performing culture were 32% more likely to experience high employee engagement. In 2021, this likelihood nearly doubled to 63%.

So, what does an engaged company culture look like?

Experts say four elements drive a culture of employee performance and engagement. They are feedback, fairness, fostering growth, and focus or clarity. When leaders prioritize these outcomes, employees feel more engaged with their employer.

The Surgeon General concurs, saying, "A strong company culture is a shared purpose, a collective sense of working toward a common goal." When employees find meaning in their work, they develop a sense of pride and are motivated to excel. Leaders who can connect their team's day-to-day work to the organization's purpose and mission enhance employee buy-in in deeper ways than casual Fridays ever would.



Leadership that creates a sense of shared purpose

The key to strengthening culture is to connect employees to each other and positive business outcomes. In other words, create an environment where “when one excels, we all excel.” This point of view is future-focused and a long-term commitment. It’s critical to remember that building a high-performing company culture is a journey, not a destination. The work is never completely done.

The researchers at RedThread suggest leaders do these things to enrich company culture:

- Encourage employees to update their goals regularly
- Provide ongoing opportunities for employees to learn and develop new skills
- Encourage open and honest feedback between peers at all levels
- Help employees believe that their basic abilities can be developed
- Provide resources to help employees understand how to give and receive feedback
- Ensure all employees have ongoing conversations with their managers

REDACTED helps both employees and leaders show up for each other daily

On average, Americans check their phones every 10–12 minutes. So, our cell phones are always within reach. The platform is accessed via any cell phone, making it super simple for employees to check in every day. It’s so easy; it will become part of their daily routine, like texting with friends. Think of REDACTED as a natural “release valve” for employees. It takes less than a minute yet provides incredibly powerful signals for leaders to use and take action. This simple act of receiving daily feedback in bite-sized nuggets allows managers at every level to understand the day-to-day employee experience and the factors contributing to both good and bad days at work. Armed with this insight, leaders can create an environment where employees feel supported and a part of something bigger than themselves.

Questions for reflection

- Have you experienced or tried a “quick fix” employee engagement event or project? If so, was the outcome what you had hoped it would be?
- Is there an obvious “TPS” report that could be eliminated instead of announcing Hawaiian Shirt Day?
- How much swag have you invested in, and can you measure a return on that investment?
- How would you describe the culture of your organization?
- Do you know how your employees describe your culture?

“There’s no magic formula for great company culture. The key is just to treat your staff **how you would like to be treated.**”

Richard Branson
Founder, Virgin Group





Myth:

Culture is an HR/Benefits department responsibility

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This myth is the result of narrow-minded and dangerous thinking. There is no passing the buck regarding company culture and employee engagement. It is every leader's and every department's responsibility. Culture is too critical to business success to relegate it to one function.



If leaders don't understand engagement, how will their employees?

Gallup tells us that the greatest cause of an employee engagement program's failure is the belief that the program is "an HR thing." When leaders at the top aren't bought into the program ("HR will handle it"), that attitude trickles down to their managers and employees ("Ask HR"). If leaders don't expect their managers to own an engagement program, why should their teams want to participate in it?

The inevitable results are that leaders become disillusioned with the concept of "engagement" as a performance lever before they even start using it. And their companies continue to experience low or even declining engagement. Compare that to employers who integrate thoughtful engagement policies into their corporate strategy and see gains year after year.

The real cost of ignoring employee engagement

If an "only HR" policy damages employee engagement, we know that turnover will increase (see Gen Z discussion). And that can be costly. Replacing one employee can range from one-half to two times the employee's annual salary. For example, in a company with 100 employees and an average salary of \$50,000, the turnover and replacement costs could be between \$660,000 to \$2.6 million every year.

The high cost of employee turnover is every leader's problem. Yet, more than half of employees who voluntarily quit their job say their manager or organization could have done something to prevent them from leaving.

Supervisors hold a powerful role in fostering employee engagement

No matter their department, supervisors are on the front lines for nurturing trust, which we know is a leading indicator of employee engagement. Managers set the tone for every workday. When employees feel recognized, appreciated, and engaged by their supervisors and connected to their coworkers, their sense of personal value and ability to handle stress improves. This sense of connection and well-being positively affects team and individual performance. High-performing organizations revolve around the trust that exists (or doesn't) between managers and their teams in the day-to-day activities of the workplace.

"Determine what behaviors and beliefs you value as a company, and have everyone live true to them. **These behaviors and beliefs should be so essential to your core** that you don't even think of it as culture."

Brittany Forsyth
former Chief Talent Officer VP, Shopify

Trust is the foundation on which REDACTED is built

REDACTED believes that trust is built through human connection, and building trust leads to a hopeful, healthy, and resilient workforce. Even a remote workforce can come together through daily check-ins and prompts. The platform offers a playbook to assist people leaders in bringing teams together for deeper and more authentic interactions. Our mission is to help our clients strengthen the trust that drives a culture of positive engagement and hope for the future, which leads to high performance.

IMPORTANT! Employee engagement is everyone's job

The critical work of employee engagement is a team sport, not an individual HR effort. When a company relegates it to one department, it minimizes its importance and gives leaders and employees a reason to ignore it. Engagement is not driven from a bottom-up or purely HR perspective but from the top down and across the organization because trust and connection are at the core.

Questions for reflection

- **Is HR a policing/compliance function?**
- **Do you know what drives culture improvement and whose job it is?**
- **How do you measure and incentivize leadership that improves culture?**
- **What KPIs do you have that are actually used to improve culture?**
- **Could your people leaders explain your employee engagement policies?**
- **Do you know what your average employee turnover costs are? Have they increased in the last three years?**

Jimmy Carter and his 3x5 Card

When our CEO, REDACTED, was at REDACTED, Jimmy Carter was a professor teaching an ethics class to law students. Before entering each classroom, President Carter's chief of staff handed him a 3x5 notecard with a name and a topic on it.

While in the room, President Carter made a point to talk to that person and start a conversation about the topic. He was genuinely interested in learning more about that person and their experiences. It was an elegant yet simple way to genuinely connect with his audience and put everyone at ease.

Once the connection was made, human nature took care of the rest. Humans are hardwired to connect with other humans, even when the other human is a former president and Nobel Peace Prize winner. We sometimes just need a simple prompt (like a 3x5 notecard or a REDACTED signal) to get us started.



Myth:

We need an enterprise solution to solve our culture issues

As we've discussed while exposing the other four myths, trying to place a one-size-fits-all engagement initiative on an entire workforce is dangerous. Humans don't fit neatly into one box; engagement comes from personal connections, shared trust, and deliberate inclusion. Culture can't be bought with a single tool and shouldn't be dependent on systems. Besides, **most enterprise solutions require a massive commitment, including a long implementation timeframe and a large investment.**

Do one thing well

Enterprise software and systems won't create authentic human connections. Still, specific tools can assist people leaders in doing one or two of the best practices for promoting a culture of trust. Remember the Surgeon General's recommendation of "small, everyday interactions." Researchers at Gallup also recommend "everyday actions and interactions." They say that as a result of these check-ins, "engagement ticks a little up, sideways, or down. And these interactions, big and small, add up to a huge cultural impact." There is no need to invest in an enterprise solution for this critical best practice. Instead, people leaders need a best-of-breed, innovative approach to the lost art of showing up for their people daily.

REDACTED brings people together

Those small daily interactions are encouraged with an easy-to-use tool that empowers employees to reflect on their own work experiences and to connect with their leaders and peers. Leaders are the key to unlocking the magic. When supervisors create a safe space for employees to be vulnerable and open up, authentic human relationships are built. REDACTED check-in platform seamlessly links employees through existing workflows like Slack or Teams. It creates those everyday interactions so important to employees and a company's wellness. They also provide leaders with powerful insights that enable proactive measures to promote employee satisfaction and team strength.

REDACTED interactive platform has provided value to our customers in many ways. One employee who uses REDACTED told us, "I use REDACTED because I know what it's like to be heard and not heard." A supervisor using REDACTED said, "It has been a tremendously beneficial tool in understanding how my team is doing. I appreciate having this insight and the supervisory reports to reflect on as I plan one-on-one supervisory discussions with my staff."

A one-size-fits-all solution doesn't exist. Nor is it needed. Start by encouraging and enabling those all-important daily interactions that drive trust and engagement with a tool that connects staff with the right signals at the right time to start the right conversations.

Questions for reflection

- Have you placed culture building on the back burner because you didn't know how to get started?
- Does your engagement tool encourage human connection?
- Do your people leaders understand the importance of connecting daily with their team?
- What tools are you using to empower employees to check in with their supervisors and peers?



Conclusion

The five myths have been exposed. But, in doing so, **let's also talk about what does drive employee engagement.**

It's human connection. Humans being human, supporting and trusting each other. There's no artificial construct to creating an engaged workforce. Managers just need to make it easy for employees to connect, listen to each other, and show up when it matters.

There is a real cost to ignoring employee engagement in both tangible dollars and intangible cultural aspects. These costs are manifested in higher turnover, increased recruiting and training costs, decreased employee satisfaction, and less productivity. As more Gen Z employees enter the workforce, employee engagement will become even more critical because they'll insist on it.

Employee engagement takes strong people leadership and a deep understanding of employees' needs. It will take deliberate actions from every person (leader and employee) to build trust, leading to a healthy, high-performing organization. The first step is checking in with the people who drive the organization.

REDACTED is an on-ramp to creating consistent and meaningful human connections. It's a best-in-class digital platform designed to improve organizational health and performance through an easy daily check-in routine that creates both a moment of intention and signals that lead to deeper leader/employee interactions.

REDACTED benefits fit alongside other strategic training and culture programs as a force multiplier to build an engaged workforce and a high-trust organization.

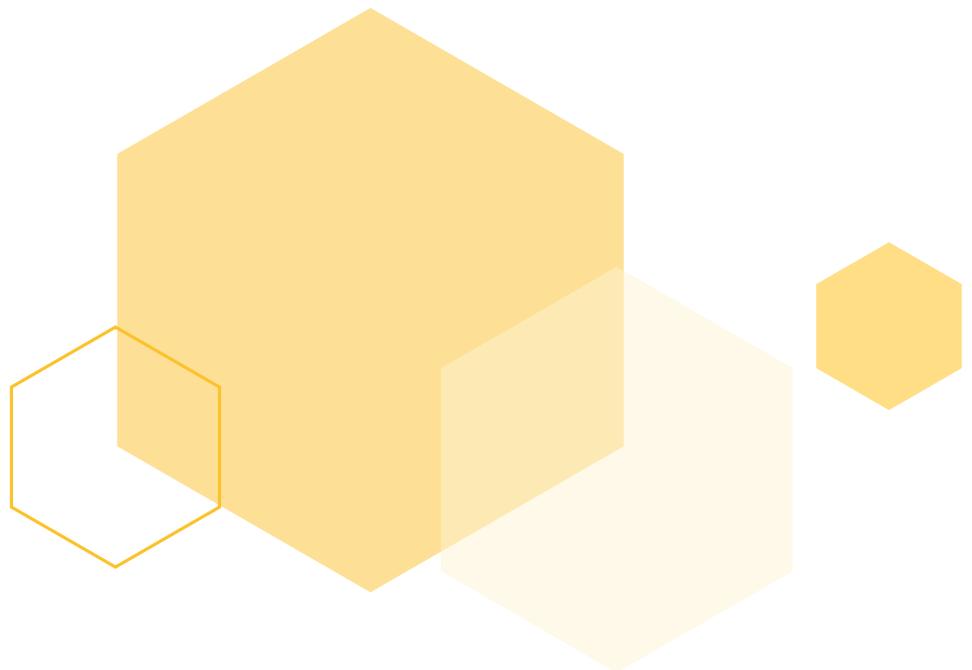
If you'd like to learn more about how REDACTED can equip your teams to show up for each other, strengthen organizational loyalty and trust, and drive company performance, contact us today to schedule a discovery call.





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- ¹⁹ <https://www.hhs.gov/surgeongeneral/priorities/workplace-well-being/index.html#mattering-at-work>
- ²⁰ <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx#ite-357479>
- ²¹ <https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx>
- ²² <https://www.gallup.com/workplace/308780/employee-engagement-program-isn-working.aspx>



Five Myths of Employee Engagement

that every employer
should know.