

GLOBAL TRENDS

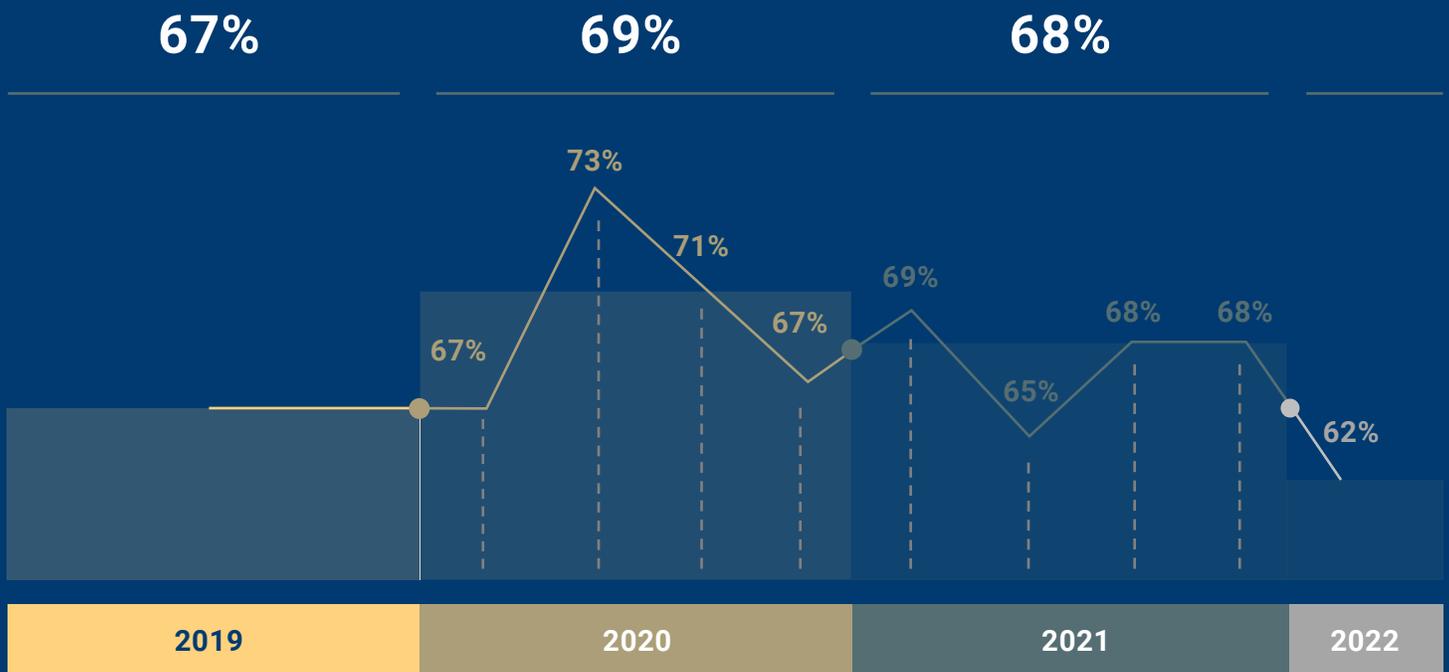
Stability is an illusion — take a closer look.

Global Trends in Employee Engagement 2022:
Research Highlights

KINCENTRIC > A Spencer Stuart Company

Although global employee engagement levels over the last three years appear fairly consistent, a deeper dive into quarter-to-quarter results brings to light the true ups and downs of engagement. Whilst this shows we are still operating in a fluctuating and uncertain environment, this variability also indicates that many organizations are trying something new – testing, learning and refining, while others are holding back in the hope that things will go back to “normal.”

Global Employee Engagement 2019–2022 Q1



But we can never go back. Organizations have been presented with a unique opportunity to change what previously may have been seen as unchangeable. This is an *Era of Opportunity* that provides businesses with an inflection point unmatched in history. Employee expectations are higher than ever, and every employee and organization is focused on the future. It's time to take a closer look, and proactively reassess, rethink, realign and vitalize your business for long-term success.



Seize
your moment.

Identify
your opportunities.

Vitalize
your organization.

#1 Attention! Your talent needs it:

The “Stay” element of engagement – an employee’s desire to stay with the organization – continues to decrease, indicating that employee turnover will remain a challenge. To mitigate attrition, companies should address two main areas for concern: “recognition and career” and “support needed to get work done”. There is a growing need among employees to feel their efforts will be acknowledged and to better understand where they fit into the future of the organization. They also need more support to get work done, as there are concerns relating to insufficient resources and staffing levels. Organizations must take this opportunity to provide the attention, recognition and support needed to invigorate talent and drive retention before it’s too late.

Only
50%
of employees globally feel that their organization has sufficient staffing levels to get work done.



#2 The truth about inclusion lies beneath the surface:

Inclusion has become important to employees as they evaluate their work experience, strongly impacting their engagement and intent to stay. Organizations must increase efforts to improve inclusion in the workplace by exploring more specific employee sentiment data around inclusive behaviors that show the variability of differences in the employee experience. Therefore, it’s important to look beneath the surface to identify the nuances and notable differences that should be addressed.

#3 HR needs bold ideas, not old ideas:

Findings show that significant changes in HR processes will be needed, putting people at the center. What worked before may not serve the needs of the organization in the current environment. Various environmental factors, such as hybrid working, retention and staffing challenges, and shifts in pay expectations affect not only how organizations design talent acquisition and pay structures, but also performance management processes and career development programs. It is time to be bold, human-centric and laser-focused on the employee experience when it comes to talent management.

#4 The struggle is real. Ease the squeeze on managers:

Trends over the last year underscore that mid-level managers are feeling more pressure and “squeeze” than ever before, resulting in lower levels of engagement and deteriorated perceptions around attraction and retention capabilities, sufficient staffing and change management. Given the extra efforts being asked of managers, it isn’t surprising that they are feeling underappreciated and underpaid. Leaders need to ease the burden – making sure expectations of managers are kept reasonable, clear priorities are set, support is provided and they are being developed to adjust to changes in roles and responsibilities.



#5 From cloudy to clarity – keep the vision visible:

The gains we saw in 2020 in perceptions of senior leaders clearly explaining how companies will deliver on their strategies are now eroding. It’s time for senior leaders to double down on efforts to communicate vision and strategic direction. Backing away from this kind of messaging can leave employees feeling untethered, resulting in misaligned actions and disengagement. Giving people a clear sense of purpose and charting where they can go with the organization is just the kind of guidance they are seeking in these precarious times.



#6 Create a culture of consistency or suffer inconsistency:

Culture needs to create a more consistent experience for all employees. It is not enough to just share values, you must show how these values are actively in practice across the organization. When there is consistency in the work experience, we see significantly higher Engagement and Stay levels and feelings of belonging and trust/respect/fairness than when the experience is inconsistent. Actively facilitating culture helps to build the consistency needed to drive business success.

#7 There is no one magic solution:

Creating an engaging work experience is not simply a matter of doing one thing well, but a culmination of doing several things consistently well over time. No one element of employee experience translates into high engagement and retention. It is the culmination of multiple factors being present simultaneously. To have real impact on business outcomes, you can't just have good career development without strong leadership vision and effective infrastructure. Using employee listening and strategic eX (employee experience) design can help you identify priority areas and help sustain the elements you are doing well.

Up to **28**pts

higher than average engagement when most employee experience elements are active



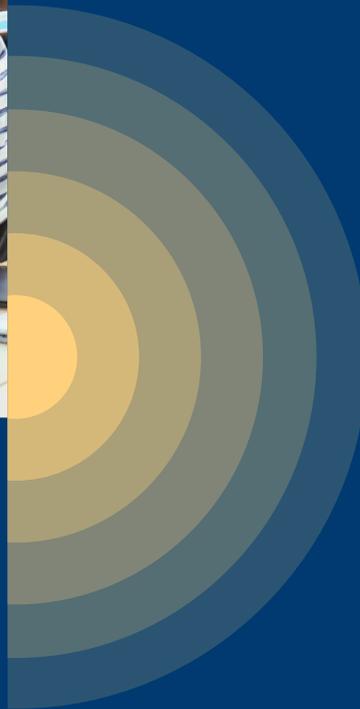
#8 Don't let the change paralyze, but inspire:

Organizations must quickly move past any “learned helplessness” or defensiveness, toward change-positivity, resiliency and adaptability. Change can often represent the biggest opportunity of all. The focus must shift from “everything is out of control” to understanding what you can control, and what actually makes a difference in your organization. Then act!

**Seize your moment:
Take this opportunity to
vitalize your organization.**

A changing world around us is constant. It can be scary — even paralyzing. But it can also be the opportunity you need to unfreeze what has been holding your organization back. Looking closer will help you find the right actions. Now is the time to explore new ways to advance your business by empowering, developing and inspiring your people in ways not previously possible.

Now is the **Era of Opportunity**. Seize it!



CONTACTS

Réka Bakos

Research & Campaigns, Senior Manager
reka.bakos@kincentric.com

Jeff Jolton, Ph.D.

Research & Insights, Managing Director
jeff.jolton@kincentric.com

Kincentric Regional Leaders

Pete Clark

EMEA Regional Leader
pete.clark@kincentric.com

Stephen Hickey

APAC Regional Leader
stephen.hickey@kincentric.com

David Perna

Americas Regional Leader
david.perna@kincentric.com

About Kincentric

Kincentric, a Spencer Stuart company, helps organizations unlock the power of people and teams to ignite change and drive better business results. With decades of experience and specialist expertise in areas such as culture; employee engagement; leadership assessment and development; HR and talent advisory; and diversity, equity and inclusion, we use data-driven insights to architect solutions that add value, enhance agility and increase organizational effectiveness. For more information, visit kincentric.com.

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