

Beyond the Survey

Turning Engagement into Everyday Action

Learning Objectives

- Analyze employee engagement data to identify meaningful patterns and underlying workplace issues
- Interpret everyday employee feedback and connect it to key engagement drivers
- Apply a practical framework to respond to employee feedback in real time
- Facilitate more effective conversations between employees and leaders
- Recommend small, targeted actions that improve engagement and operational effectiveness

Conveyor Belt Sushi Restaurant or Kaiten-Zushi



Today's Format

INTERACTIVE, PRACTICAL, AND DISCUSSION-BASED

HOW

- Chat-Based Participation
- Collective Wisdom
- Socratic Discussion

WHAT

- Practical and Applied
- Pattern-Focused Thinking
- Small, Actionable Improvements

Why Engagement Often Fails to Improve Despite Surveys

WARM UP

Izakaya, ee-zah-KAI-yah

- Yakatori
- Edamame
- Karaage
- Gyoza

What usually happens after the employee engagement survey is complete?

Surveys alone rarely create change.

Why do you think employees sometimes become cynical about engagement surveys?

Engagement is relational and behavioral, not just measurable.

Before seeing survey results, what workplace behaviors already tell you engagement may be struggling?

Engagement is visible in everyday workplace behavior.

Engagement is often treated as a measurement exercise instead of an operational practice.

How do we shift from measuring engagement once a year to responding to employee needs in real time?

THE MILLION DOLLAR QUESTION

First Things First

START WITH BUSINESS OUTCOMES

~~How engaged are employees?~~

What organizational outcomes
are we trying to improve, protect,
or sustain?

What are some common business outcomes?

- Growth
- Profitability
- Retention and Turnover
- Customer Satisfaction
- Innovation
- Continuous Improvement
- Employee Morale
- Change Readiness
- Leadership Capacity
- Succession Planning
- Safety
- Risk Reduction
- Productivity and Performance
- Organizational Trust
- Psychological Safety
- Quality

Business outcomes and employee engagement are largely shaped and reinforced through everyday workplace interactions.

A Behavior-Based Approach

HOW TO OPERATIONALIZE EMPLOYEE ENGAGEMENT

The goal is to create a shared organizational understanding of what engagement looks like in practice.

Start by Defining Engagement Behaviorally

- Observable actions
- Communication patterns
- Collaborative behaviors
- Accountability practices
- Leadership practices
- Workplace interactions

tuh-MAY-toh



tuh-MAH-toh

8FE

- Purpose
- Accountability
- Trust
- Resources
- Care
- Recognition
- Agility
- Development

Common Categories

- Relationship with Manager
- Communication and Transparency
- Recognition and Appreciation
- Growth and Development
- Teamwork and Collaboration
- Work Environment and Culture
- Resources and Role Clarity
- Leadership and Trust
- Well-Being and Work-Life Balance

Define Purpose Behaviorally

Employees understand how their work contributes to meaningful goals and organizational direction.

- Observable actions
- Communication patterns
- Collaborative behaviors
- Accountability practices
- Leadership practices
- Workplace interactions

Purpose – Observable Actions

- ☐ Employees demonstrate initiative and ownership.
- ☐ **Team members connect tasks to broader outcomes.**
- ☐ Employees proactively solve problems.
- ☐ Employees seek ways to improve work processes.
- ☐ Teams align work with stated priorities and values.

Purpose – Communication Patterns

- ☐ **Conversations reference organizational goals and impact.**
- ☐ Managers explain the “why” behind decisions and tasks.
- ☐ Employees ask clarifying questions about priorities and direction.
- ☐ Teams discuss outcomes, not just activities.
- ☐ Leaders communicate consistent priorities.

Purpose – Collaborative Behaviors

- ☐ Teams coordinate around shared goals.
- ☐ **Departments work toward common outcomes rather than competing priorities.**
- ☐ Employees support cross-functional problem-solving.
- ☐ Team members contribute ideas during planning and strategy discussions.

Purpose – Accountability Practices

- ☐ **Goals and expectations are clearly connected to organizational objectives.**
- ☐ Teams regularly review progress toward shared outcomes.
- ☐ Employees take responsibility for results, not only task completion.
- ☐ Leaders reinforce alignment between actions and priorities.

Purpose – Leadership Practices

- ☐ Leaders communicate how work connects to organizational goals.
- ☐ **Leaders reinforce priorities consistently.**
- ☐ Leaders recognize contributions tied to mission and impact.
- ☐ Leaders encourage initiative and problem-solving.

Purpose – Workplace Interactions

- ☐ **Employees express pride or meaning in their work.**
- ☐ Meetings include discussion of purpose and impact.
- ☐ Employees demonstrate engagement during planning conversations.
- ☐ Leaders consistently reinforce organizational mission and direction.

A More Complete Picture

NO SINGLE DATA SOURCE TELLS THE FULL STORY

Quantitative Data

What is happening?

- Employee Engagement Data
- Workforce Metrics
- Performance Metrics
- Learning and Development Metrics

Qualitative Feedback

Why is it happening?

- Employee Comments
- Conversations and Interviews
- Employee Statements

Operational Metrics

How is it affecting business performance?

- Workflow and Productivity Indicators
- Customer and Service Indicators
- Workforce Capacity Indicators
- Operational Stability Indicators
- Collaboration Indicators

Behavioral Observations

How is it showing up day-to-day?

- Communication Behaviors
- Collaboration Behaviors
- Engagement Behaviors
- Leadership and Accountability Behaviors
- Stress and Burnout Indicators

Organizational Context

What conditions may be influencing the experience?

- Organizational Change
- Workforce Conditions
- Leadership Context
- Cultural Context
- External Environment

Key Questions

- Frequency
- Distribution
- Consistency
- Behavioral
- Root Cause

Teach What to Look For

PATTERNS AND WORKPLACE CONDITIONS

What are some common repeating themes?

- Low Trust
- Communication Breakdowns
- Lack of Recognition
- Burnout
- Confusion about Priorities

What are some common behavioral signals?

- Withdrawal
- Reduced Initiative
- Increased Escalation
- Silence During Meetings
- Silos

What are some underlying workplace issues?

- Unclear Expectations
- Resource Strain
- Inconsistent Leadership
- Psychological Safety Concerns
- Operational Friction

Engagement improves through everyday workplace interactions, behaviors, and operational practices.

A Practical Framework

RESPONDING TO ENGAGEMENT FEEDBACK

Notice

Identifies recurring patterns, behaviors, trends, and signals

Listen

Explores root causes and employee experiences beneath the data

Act

Prioritizes targeted responses to identified issues

Make It Visible

Tracks and communicates improvement efforts over time

Notice

- Repeated Concerns in Comments
- Changes in Team Dynamics
- Emotional Tone in Conversations
- Silence or Withdrawal
- Declining Participation
- Increased Conflict
- Burnout Indicators
- Collaboration Breakdowns
- Shifts in Morale and Initiative

Listen

- Open-ended Conversations
- Follow-Up Questions
- Active Listening
- Listening Sessions
- Manager Check-Ins
- Stay Interviews
- Reflective Interpretation of Feedback

Act

- Experimentation
- Incremental Improvement
- Shared Ownership

Make It Visible

- Leaders Are Listening
- Concerns Are Acknowledged
- Improvement Efforts Are Genuine

Why It Works

- Simplifies Engagement Work
- Creates Repeatable Leadership Behaviors
- Integrates Engagement into Everyday Operations
- Reinforces Trust through Visible Responsiveness

Kanmi, kahn-mee

- Mochi
- Daifuku
- Dorayaki
- Kakigori

What helps employees feel genuinely heard during conversations with leaders?

Possible Answers

- Leaders listen without becoming defensive.
- Employees see follow-through after sharing feedback.
- Leaders ask thoughtful follow-up questions.
- Conversations feel respectful and honest.
- Employees feel safe speaking openly.

What small actions would employees actually notice and experience as meaningful?

Possible Answers

- More consistent communication from leaders.
- Timely recognition and appreciation.
- Clearer priorities and expectations.
- Faster follow-up after feedback is shared.
- Leaders visibly addressing barriers or concerns.

How do employees know
whether feedback led to action?

Possible Answers

- Leaders communicate what was heard.
- Employees see visible changes in behaviors or processes.
- Progress updates are shared consistently.
- Managers continue the conversation over time.
- Employees experience improvement in daily work, not just promises.

Thank you! Please come again!

- Engagement is operational and behavioral.
- Workplace interactions reveal engagement more clearly than survey scores alone.
- Small leadership behaviors create meaningful impact.
- Listening without visible action damages trust.
- Patterns matter more than isolated events.