


# Engagement Surveys Lead to Mediocre Outcomes





Your top employees may not be as engaged as you think they are. Unless you ensure your best people are truly passionate about your organization, you risk failing to harness their potential. Or, worse still, you risk losing them completely. A failure to foster passionate employees is bad for your customers and bad for your bottom line. But you can take action today to identify your passion deficit, get the most from your best people and win more customers-for-life.

## LIMITATIONS OF “EMPLOYEE ENGAGEMENT”

Most leaders worry about whether their top people are committed to their job, if they will perform to their full potential and whether they will ultimately stick around for a while. Conventional wisdom says leaders should focus on “employee engagement” to address this problem. Conventional wisdom is wrong.

In the modern economy, the chances are your employees have chosen their career path and enjoy their profession. In simple terms they are likely to be “engaged” by their work. Leaders need to look beyond engagement and instead assess how *passionate* people are about the organization itself. That emotional connection to the organization makes the crucial difference for customer loyalty and the bottom line.

## WHY IS PASSION SO IMPORTANT?

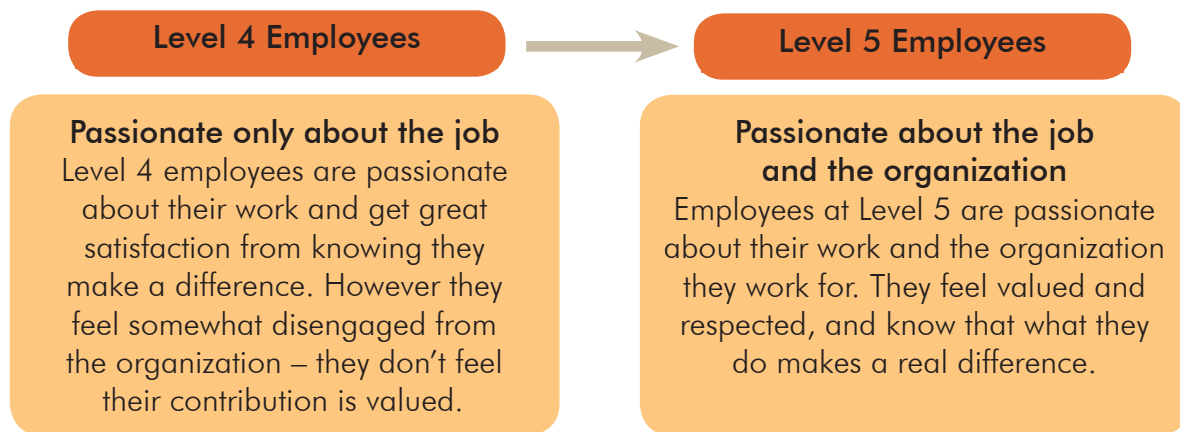
A passionate employee is focused, engaged, and committed to consistently perform at her best. She feels strongly about the work she does, knowing that she is creating value. She has a *strong emotional connection* to the organization she works for and feels a sense of pride and commitment towards it. As a result, she delivers exceptional value to customers, both external and internal. An engaged employee may like the work he does, but if he doesn’t have a strong emotional connection to his organization, he also may not care whether the organization succeeds or not. And he may be ready and willing to apply his trade elsewhere.

*Traditional engagement surveys can’t tell the difference between these two employees.*

Our research has discovered that a large majority of employees fit into the typical “engaged” category. But of these engaged employees, only roughly half are passionate about the organization. This gap – the passion deficit – underlines the *hidden emotional disconnect* among otherwise engaged employees. Our passion survey ranks employees at 5 levels, rather than 3 in traditional engagement surveys. An engaged employee is at Level 4 while a passionate employee is at Level 5. Thankfully there are very few Level 1s out there.

## THE LEADERSHIP CHALLENGE

The passion deficit presents a challenge for leaders. Firstly, those who are not passionate about the organization will be more difficult to retain. But high potential and otherwise engaged employees are the ones you most want to keep. Secondly, those who are not passionate about the organization are far less likely to deliver excellent customer service than those who are passionate. After all, why would they promote an organization they are not passionate about?



## CREATING A CUSTOMER-FOCUSED CULTURE

Janet, the CEO of a mid-sized Australian insurance company, recently discovered for herself the difference between engaged and passionate employees. The company had run engagement surveys on a yearly basis, consistently yielding positive results. Yet employee turnover was higher than Janet would have liked, and customer satisfaction levels were not improving. When she decided to take a look at passion levels, the hidden emotional disconnect was all too apparent.

Armed now with detailed data on employee passion levels and drivers of her passionate employees, Janet could see where the organization was falling short. She was able to hone in on the key factors that differentiated between her Level 4 and Level 5 people. Her own team members spelled it out for her in the survey. They wanted:

- ✓ To get the recognition they believe they deserve
- ✓ To know that their work is meaningful because it helps their organization fulfill its mission
- ✓ To work for managers who trust them and treat them with respect
- ✓ To have the opportunity to increase their knowledge and develop new skills

## IT STARTS AT THE TOP

Janet realized that her behavior, and that of her managers, ultimately determines whether these four needs will be satisfied. Working closely with her team, Janet was able to make targeted changes, based on the survey findings, to how managers and the company as a whole behave. She saw a significant improvement in turnover and increased customer service levels within 18 months. This personal responsibility at the leadership level is critical to developing passionate people.

Building a team of passionate employees sets you apart from your competitors because your people will be a step above. Your customers will notice—so too will your CFO.

It's time to stop focusing on engagement and prioritize increasing employee passion. Contact us now to measure the passion level in your organization.

Intégro Leadership Institute is a research-based consulting firm, providing assessment-driven solutions for leaders who aspire to creating a workplace culture based on trust and personal responsibility. We have an international array of clients ranging from Fortune Global 500 companies to government institutions and not-for-profits.

Our offerings range from individual, team and organization-wide assessments backed up with leader’s guides, workbooks and PowerPoint decks for debriefing results and developing action plans.

Underpinning our work is a constantly evolving body of research and analysis focusing on the impact of trust on employee performance, leadership behaviors that build trust and the key contributing factors to high levels of employee passion.



Want to find out how passionate your organization is? Contact:



Lori Heffelfinger  
James Jackman  
p | 310 543 7632

lorih@heffelfingerco.com  
james@heffelfingerco.com  
www.heffelfingerco.com

