

Melcrum employee engagement survey 2007/08 – summary of findings

Survey overview

This summary of findings is abstracted from Melcrum’s new Practitioner’s Guide, *Essential Techniques for Employee Engagement*, in which leading engagement experts guide readers through the four most widely used engagement techniques and how to apply them – action teams, Appreciative inquiry, message maps and storytelling.

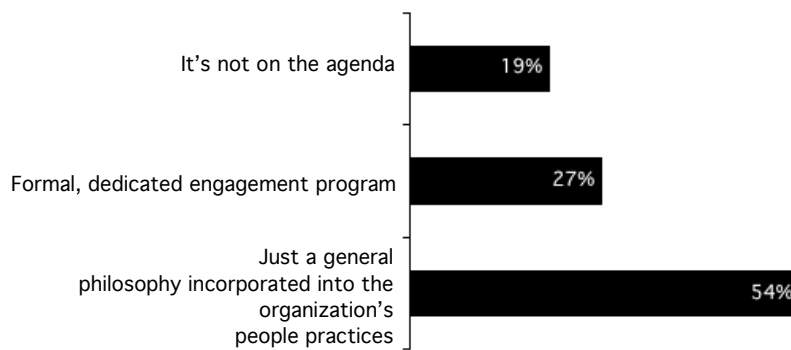
The survey data are based on 1,625 responses from professionals working primarily in communication or HR at organizations in a wide range of industries, and the full findings in the Practitioner’s Guide also includes further data segmented by size of organization and by region.

Further details about this publication are provided at the end of this summary.

Organizations’ approach to employee engagement

The survey suggests that 81% of organizations worldwide now have employee engagement on the agenda (see Figure 1, below). A quarter of organizations address engagement through a formal engagement program, while 54% treat engagement as part of a general philosophy, incorporated into overall people practices.

Fig 1: Approach to employee engagement [All data]



Large organizations are more likely than small ones to treat engagement as part of a general philosophy (see Figure 2, below). However, although nearly 40% of large organizations have a formal program, compared with 23% of small organizations, some 13% of large organizations still don't have employee engagement on the agenda.

Fig 2: Approach to employee engagement [Large and small organizations]

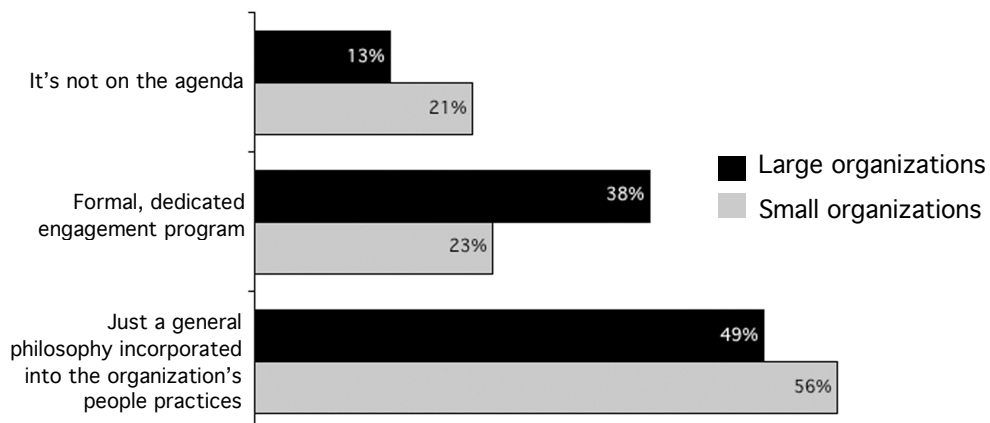
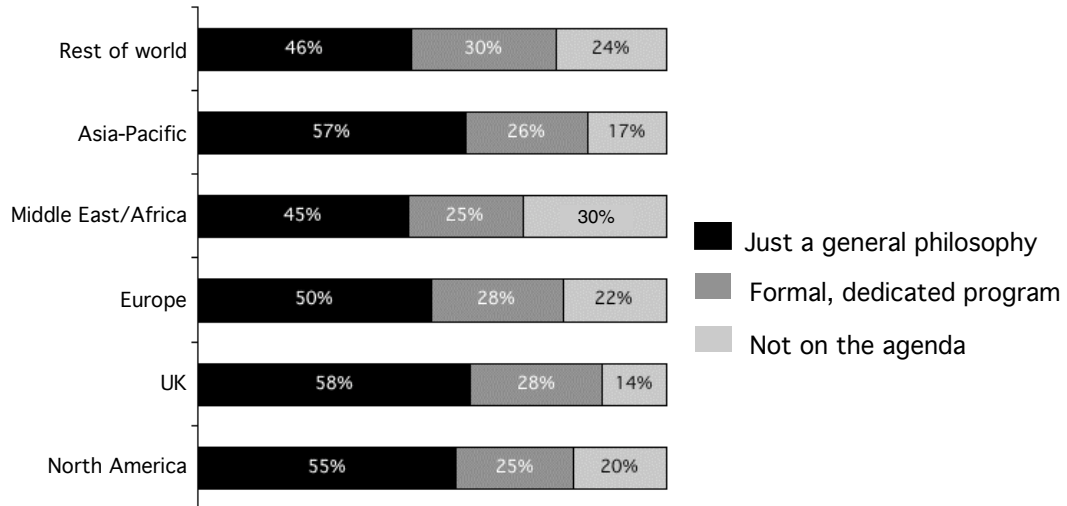


Figure 3 below highlights that organizations in the UK, North America and Asia-Pacific region are most likely to have employee engagement on the agenda, and in the UK only 14% of organizations don't. However, similar proportions of organizations in all regions have formal engagement programs.

Fig 3: Approach to employee engagement [All data; by region]



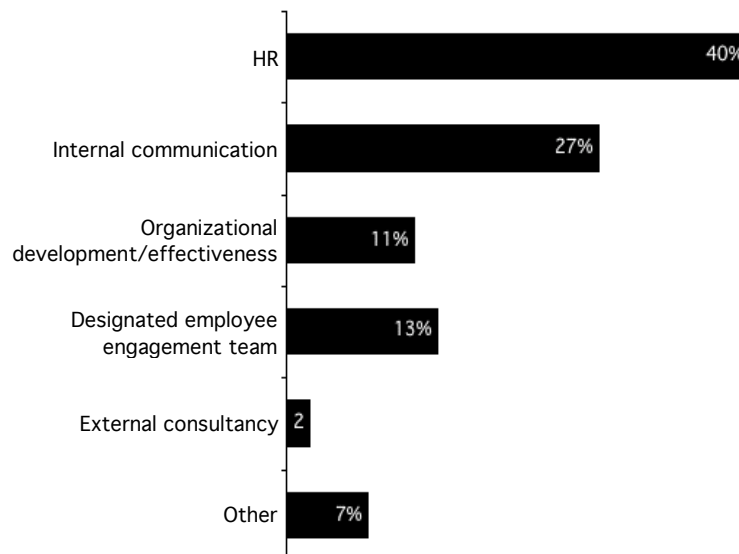
When did organizations start focusing on employee engagement?

We found that one in five organizations introduced their program before 2001. There seems to have been a “lull” in commitment to a formal program during 2001 and 2002, but there has been a progressive increase since, with 47% of organizations with programs having introduced them during 2005, 2006 or the first nine months of 2007.

Which functions manage employee engagement?

We asked organizations with a formal engagement program which function is primarily responsible for it. The responses suggest that responsibility more often rests primarily with HR, while internal communication also has considerable ownership. Figure 4, below, shows that the employee engagement programs in 40% of organizations worldwide are overseen primarily by HR, while for 27%, internal communication is the key function. In 13% of organizations, a designated employee engagement team oversees the project.

Fig 4: Function responsible for overseeing employee engagement [All data; organizations with a formal program]

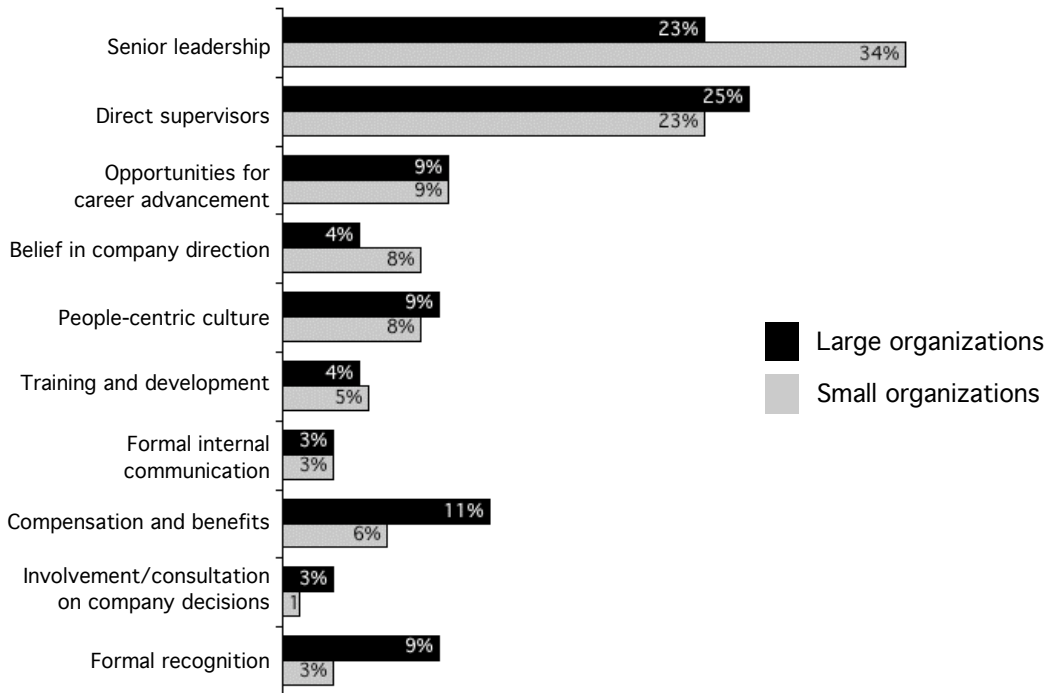


Key drivers of engagement

In this survey, we found that 33% of organizations with employee engagement on the agenda conduct a key driver analysis and we asked this group to rate drivers from a set of ten that are commonly cited by organizations as important.

Figure 5, below, shows results segmented by size of organization. Both large and small organizations rated the actions of senior leaders and direct supervisors the most important drivers of employee engagement. However, senior leaders seem to have considerably greater impact on engagement in smaller organizations than in large ones.

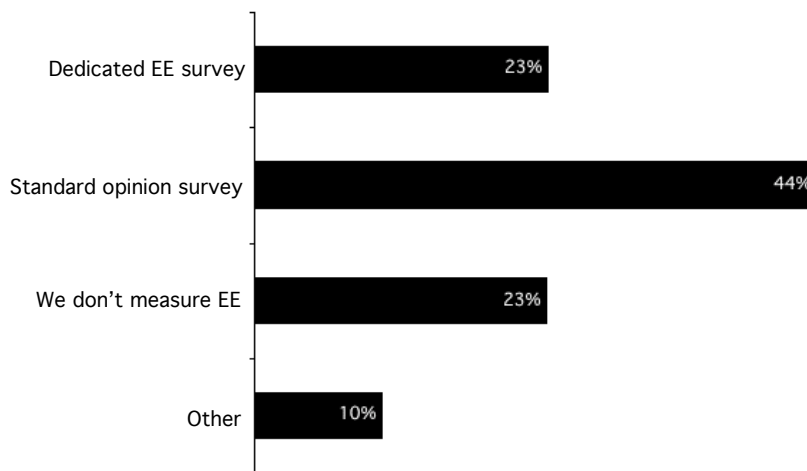
Fig 5: Key drivers of employee engagement
[Large and small organizations that conduct a key driver analysis]



How organizations measure engagement levels

A quarter of organizations that have employee engagement on the agenda don't have a formal method for measuring it (see Figure 5.11, below). Meanwhile, 44% measure engagement levels through their standard opinion survey and 23% have a dedicated engagement survey.

Fig 5: How organizations measure levels of employee engagement
[All data; organizations with a formal program]



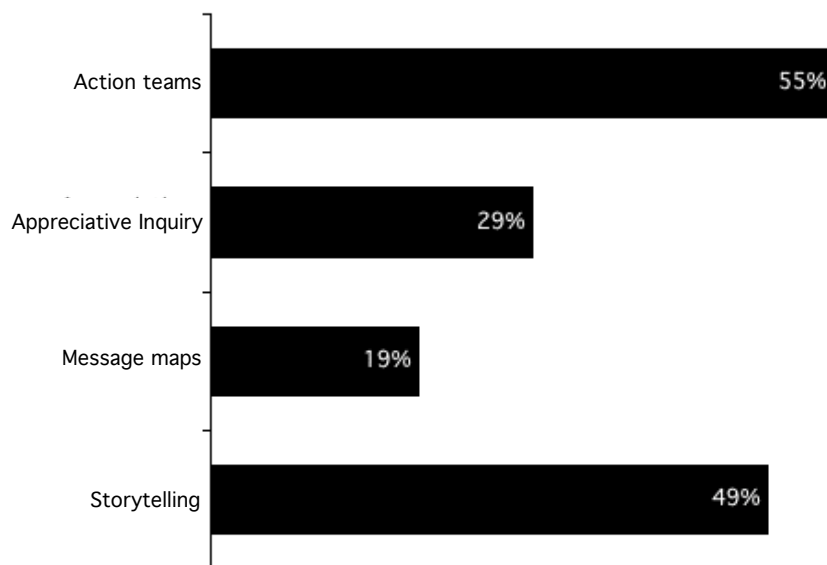
Which employee engagement techniques are organizations currently using?

Organizations use engagement techniques individually or in combination. The survey revealed that 86% of organizations with employee engagement on the agenda are using at least one of the four most widely used techniques – action teams, Appreciative Inquiry, message maps and storytelling – which are covered in Melcrum’s *Essential Techniques for Employee Engagement*.

Figure 7, below, shows proportions of this group of organizations currently using these techniques. The most widely used techniques are action teams and storytelling, with 55% of this group of organizations using the former and 49% using the latter. More than a quarter use Appreciative Inquiry (AI) and 19% use message maps.

Fig 7: Techniques used by organizations

[All data; organizations with employee engagement on the agenda and using at least one of the four key techniques]



About Melcrum’s *Essential Techniques for Employee Engagement*

This new Practitioner’s Guide, published by Melcrum, helps readers understand the four key techniques for engaging employees, why organizations need these techniques and how to apply them. Each chapter has been written by an engagement expert specializing in that area:

- Action teams – Linda Dulye, President of LM Dulye & Co
- Appreciative inquiry – Caryn Vanstone, Business Director, Ashridge Consulting
- Message maps – David Grossman, President and Principal **thoughtpartner**TM, dg&a
- Storytelling – Tony Quinlan, Principal, Narrate

The focus is on providing step-by-step processes, practical advice, key considerations, tips, checklists and troubleshooting recommendations so that communication professionals can get up and running with the techniques.

Also included are data from an extensive, global employee engagement survey conducted for this publication. This provides readers with insights into how organizations are approaching engagement, what techniques they’re applying and what they’re planning to do in the next 12 months, and includes key data segmented by size of organization and region. The summary above is abstracted from this chapter.

For further information about *Essential Techniques for Employee Engagement*, contact: Daniel Gregory, Marketing Manager, Melcrum. Tel: 020 8600 4670
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About Melcrum

Melcrum is a research and training business, expert in all aspects of internal communication, with offices in London, Chicago and Sydney. Through our global networks, we connect more than 25,000 professional communicators in sharing what works. Together, we seek to improve the effectiveness and influence of internal communication.

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