

An Engaging Employee Experience



THE ULTIMATE GUIDE



UNIFIED TALENT MANAGEMENT

Cornerstone
ON DEMAND Empowering People

IMPROVE PRODUCTIVITY AND PROFITABILITY BY CREATING THE ULTIMATE ENGAGING EMPLOYEE EXPERIENCE

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1

ENGAGEMENT MATTERS

Are your employees truly connected to—and engaged with—your business?

In a perfect world, every employee is committed to your organization’s goals, is ready to go above and beyond in daily activities, and actively collaborates with other team members. Yet when it comes to employee engagement, there’s a big gap between perfect world scenarios—and the reality.

A 2013 survey by Gallup found that a mere 13 percent of employees worldwide are fully engaged.¹ Further, only a dismal 40 percent of employees know their organization’s strategy and priorities for success.² That leaves more than half of employees not actively committed to making their organization a success—in essence, not engaged.

Employees who aren’t engaged are less likely to be inspired by their work, more likely to job hop, and less likely to put in the discretionary effort—the “above and beyond”—that contributes powerfully to an organization’s culture, productivity, and bottom line. Case in point? Research shows that engagement directly affects performance outcomes: business units in the top-quartile of engagement have 21 percent higher productivity and 22 percent higher profitability.³

Yet fostering engagement isn’t as straightforward as sharing organizational priorities or offering annual reward lunches. Ultimately, nurturing engagement requires creating a powerful, positive employee experience, from day of hire to day of retire.



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How then can organizations get started creating this positive—and more productive—employee experience?

Despite the thousands of theories, articles, and opinions available on how to get the most out of your workforce, creating real engagement can be distilled into three simple steps:



Building and supporting meaningful goals.



Accessible, on-demand development and learning opportunities.



Supporting collaboration with internal and external social tools.



2

SUPPORTING THE DEVELOPMENT—AND FULFILLMENT—OF MEANINGFUL GOALS

What motivates employees?

While performance reviews play a key role in tracking and managing employee progress—and getting the big picture view of talent—they're not known to inspire loyalty or innovation. According to research by Globoforce, 53 percent of employees surveyed said reviews didn't motivate them to work harder.⁴ Translation? Your traditional annual review, at best, is inspiring less than half your workforce to employ discretionary effort.

That said, performance feedback does matter.

But engaging employees takes more than offering the traditional performance management review, e.g., a checklist or goal for a percentage increase in productivity. Simply increasing frequency of reviews—today's magic bullet for keeping Millennials engaged—isn't the end-all, be-all answer, either.

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The key to making performance feedback—and the work that surrounds it—engaging and inspiring?

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Human beings are big on meaning. Victor Frankl, a concentration camp survivor and author of *Man's Search for Meaning*, posited that the search for meaning is a central task of human existence. Why should work be any different? According to research highlighted in the article “Why You Hate Work,” “employees who derive meaning and significance from their work [are] three times as likely to stay with their organizations” and were 1.4 times more engaged.⁵

Doing something meaningful on the job is more motivating than money or recognition.

A survey by BNET discovered that 29 percent of respondents felt that doing something meaningful was the most motivating thing about work—and meaning mattered more than money or recognition when it came to inspiring performance.⁶



HOW CAN ORGANIZATIONS MAKE GOALS MORE MEANINGFUL?

1. Allow employees to set their own goals.

Allowing employees to set their own goals creates personal relevance and improves accountability. It also increases performance: in one study, call-center employees who set their own goals outperformed by a 37 percent margin those who were assigned goals.⁷

What about goals set by management, which are not open to interpretation? Make these goals more meaningful by allowing employees to choose how they'll achieve them. Allowing employees choice around action steps stimulates intrinsic motivation, even if the goal isn't employee-selected.⁸

2. Connect employee goals to organizational goals.

Organizations want to be successful and profitable; employees are concerned with their own career prospects, financial future, and sustainability. Aligning both goals is key ensuring employees find meaning in supporting the organization with their talents and their time. This means creating transparency in organizational initiatives—and performance and succession processes—and sharing how benefits to the company also benefit employees.



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Unifying employee goals with succession planning reduces turnover, increases accountability, and ensures the organization is prepared for loss of key talent.



3. Unify employee goals with succession planning.

Help employees see beyond today's job and into tomorrow's by connecting their goals with the organization's overall succession planning. Goals are more meaningful when they're seen as stepping stones to employees' long-term career aspirations within the organization. Unifying employee goals with succession planning reduces turnover, increases accountability, and ensures the organization is prepared for loss of key talent.

4. Simplify goal tracking and management.

Goals continue to be meaningful when they're easily revisited and managed on a weekly or monthly—not yearly—basis. Employees and managers must have consistent access to their goals, learning and performance records, and succession opportunities—near impossible to do via spreadsheets, or worse, paper-based processes. A unified talent management system—a single platform that integrates recruiting, learning, performance, goal setting, compensation, and succession—is key to keeping goals front and center, flexible, and integrated with the employee lifecycle.



4

TAKING LEARNING AND DEVELOPMENT BEYOND BASIC TRAINING

Development opportunities foster engagement.

Employees today—especially Millennials—want opportunities for learning and career growth. In the 2012 Employee Job Satisfaction and Engagement study, 63 percent of employees thought the ability to use their skills and abilities fully was most important to job satisfaction⁹, and 36 percent rated an organization’s commitment to professional development as very important to job satisfaction.¹⁰

There are consequences for not providing development opportunities.

An estimated 23 percent of employees quit because of a lack of learning opportunities.¹¹ Organizations that don’t provide adequate development opportunities also leave skills on the table. No small matter when you consider that 54 percent of workers feel they have more creativity, resourcefulness, talent, and intelligence than their job requires or allows.¹²



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Organizations that prioritize learning and development see increases in revenue and reductions in turnover.

According to Bersin, organizations with “high-quality development plans” experience 27 percent lower turnover and see double the revenue per worker.¹³ For example, at an international truck rental company, employees who participated in training programs experienced a 19 percent turnover rate. Those employees who didn’t undergo training had a turnover rate of 41 percent.¹⁴



HOW TO CREATE LEARNING AND DEVELOPMENT OPPORTUNITIES THAT INCREASE ENGAGEMENT

1. Make learning opportunities more accessible.

Employees today don't have time to take a half-day seminar or travel to a workshop; not every employee is in front of a computer eight hours a day. Delivering on-demand content—lessons that can be accessed on the employee's own schedule—creates a year-round, virtual classroom that inspires continuous learning.

2. Deliver blended learning opportunities.

Everybody learns differently. Meet multiple learning styles by offering web-based training, peer-to-peer knowledge capture, virtual classrooms, videos, and mobile courses. Offer both self-paced and instructor-led courses to accommodate diverse training needs.

3. Make it easy to access opportunities.

Don't make employees visit multiple sites to access courses. A single platform learning management system—unified with performance, succession, and recruiting—improves adoption and makes it easier for employees to find courses, track their progress, and manage career development.



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4. Ensure learning is part of the entire talent management picture.

Learning and development plans are key elements in the entire employee lifecycle. If you're not linking your development to performance, compensation, and succession, you're missing the opportunity to have learning do double, even triple, duty: engaging employees while improving performance and creating a talent pool ready for succession.



ENABLING COLLABORATION

Collaboration in the workplace is critical to creating community and ensuring productivity.

It's deemed so important that in a study conducted by Fierce, Inc., 86 percent of respondents stated that a lack of collaboration resulted in workplace failures.¹⁵

Yet relying on yesterday's collaboration tools can be just as costly as not collaborating at all.

When organizations insist on email and in-person meetings as primary collaboration avenues, critical information is inaccessible to a larger workforce. Without a true collaboration network in place, employee relationships tend to be more hierarchical and limited, which prevents managers—and organizations—from leveraging previously unknown expertise at every job level.

How then can organizations collaborate effectively?

Internal social collaboration tools. While external social media options—Facebook, Twitter—are useful in creating connectivity, internal social networks are key to collaboration in the corporate arena. According to Nikos Drankos, research director at Gartner:

"There is increasing interest for using social technologies within organizations to connect people more effectively, to capture and reuse valuable informal knowledge, and to deliver relevant information more intelligently...through social filtering."¹⁶



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Internal social collaboration tools are even more effective when they're unified with talent management tools.

Facilitating single log-in access to communication capabilities that are unified with learning, performance, and succession activities allows employees to more easily contribute to projects, collaborate with colleagues, and see how their contributions benefit both the organization and their own career paths.



HOW CAN ORGANIZATIONS GET THE MOST OUT OF INTEGRATED COLLABORATION TOOLS?

1. Create communities of practice.

Social media tools make it easier to create communities of practice, individuals who come together to accomplish organizational goals. Social media tools can be used both asynchronously and in real time, so users can connect regardless of time zone or location.

2. Channel existing social media use into more productive work-specific use.

In response to increased use of external social media tools during work hours, some organizations have banned social media use. Creating an internal social network, however, allows employees to continue to engage with others in the workplace, share ideas, and stay connected. As early as 2008, researchers found that access to social media tools in the workplace led to increases in efficiency, with 65 percent stating social media made them more efficient. In addition, 46 responded that social media usage “sparked ideas and creativity.”¹⁷



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One of the biggest benefits of social media tools in the workplace is how they can help unlock “dark matter.”¹⁸ Dark matter is crucial content—anything from data to creative problem-solving solutions—that stays trapped in one-to-one email communications.



3. Make information searchable.

One of the biggest benefits of social media tools in the workplace is how they can help unlock “dark matter.”¹⁸ Dark matter is crucial content—anything from data to creative problem-solving solutions—that stays trapped in one-to-one email communications. Social media tools encourage sharing across the organization and help employees find solutions to challenges even faster.

4. Find—and recognize—truly great workers.

Collaboration via social tools doesn’t just consolidate resources and create relationships. If you’re using a talent management platform that unifies social capabilities with performance and learning, social tools can quickly highlight talented superstars, those who are the most innovative and contribute at a higher level.



A POWERFUL SHORTCUT TO CREATING THE ENGAGING EMPLOYEE EXPERIENCE

In comprehensive talent management, creating meaningful goals, delivering robust learning opportunities, and enabling collaboration are key to nurturing true engagement. Yet initiating, tracking, and managing any talent management task is infinitely more challenging for organizations still relying on multiple, standalone ERP systems—or spreadsheets—to manage their human capital.

Powerful talent management requires powerful talent management tools.

Savvy organizations know that successfully addressing the employee experience requires a unified talent management system, one platform that allows organizations to track and manage goals, deliver and report on learning and development, plan for succession, and allow hundreds—or hundreds of thousands—of employees to effectively collaborate.





Powerful talent management requires powerful talent management tools.



Used by more than 1800 companies worldwide, Cornerstone OnDemand is the only truly unified system designed to enable comprehensive talent management, from one platform, with one login.

As a result, organizations can place more focus on engaging every employee while spending less time managing multiple systems. Cornerstone helps organizations improve productivity and profitability by delivering key insight into the entire employee lifecycle:



CORNERSTONE
RECRUITING



CORNERSTONE
ONBOARDING



CORNERSTONE
CONNECT



CORNERSTONE
LEARNING



CORNERSTONE
PERFORMANCE



CORNERSTONE
COMPENSATION



CORNERSTONE
SUCCESSION



UNIFIED TALENT MANAGEMENT

Cornerstone
ON DEMAND Empowering People



See how Employees, Managers, and Executives benefit from using a Unified Talent Management approach.



The Employee

"I FOUND OUT ABOUT THE JOB THROUGH A FRIEND AT THE COMPANY. I APPLIED USING MY LINKEDIN PROFILE. NO COMPLICATED APPLICATION PROCESS AND IT ONLY TOOK MINUTES!"



The Manager

"I NEEDED A DESIGNER. WITH CORNERSTONE RECRUITING'S SOCIAL SOURCING AND EMPLOYEE REFERRALS, I FOUND GREAT CANDIDATES AND MANAGED INTERVIEWS, FEEDBACK, AND OFFER LETTERS IN ONE LOCATION."



The Executive

"WE'RE DOING REAL SUCCESSION PLANNING. WITH CORNERSTONE SUCCESSION, WE'RE PREPARING FOR GAPS NOT JUST IN EXECUTIVE POSITIONS BUT AT EVERY LEVEL THROUGHOUT THE ORGANIZATION."

Follow their story at unified.cornerstoneondemand.com >



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