

**Speed Talk: The Business Case for Driving Employee Engagement**

Stephanie S. Marken, Executive Director, Education Research, Gallup

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**The Business Case for Driving Employee Engagement**

Stephanie Marken  
Executive Director  
@s\_marken

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**Emerging Workplace Expectations Are Shifting**  
What future workplaces want and need

<ul style="list-style-type: none"> <li>My Paycheck</li> <li>My Satisfaction</li> <li>My Boss</li> <li>My Annual Review</li> <li>My Weaknesses</li> <li>My Job</li> </ul>	<p>THE PAST — LEADER AS COACH — OUR FUTURE</p>	<ul style="list-style-type: none"> <li>My Purpose</li> <li>My Development</li> <li>My Coach</li> <li>My Ongoing Conversations</li> <li>My Strengths</li> <li>My Life</li> </ul>
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### Quantifying Engagement

ENGAGEMENT ELEMENT	EMPLOYEE NEED
Q12 This last year, I have had opportunities at work to learn and grow.	Challenge me
Q11 In the last six months, someone at work has talked to me about my progress.	Help me review my contributions
Q10 I have a best friend at work.	Help me build trust
Q09 My fellow employees are committed to doing quality work.	Help me feel proud
Q08 The mission or purpose of my company makes me feel my job is important.	Help me see my importance
Q07 At work, my opinions seem to count.	Hear me
Q06 There is someone at work who encourages my development.	Help me grow
Q05 My supervisor, or someone at work, seems to care about me as a person.	Care about me
Q04 In the last seven days, I have received recognition or praise for doing good work.	Help me see my value
Q03 At work, I have the opportunity to do what I do best every day.	Know me
Q02 I have the materials and equipment I need to do my work right.	Free me from unnecessary stress
Q01 I know what is expected of me at work.	Focus me

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### Workforce Engagement in the U.S.

**ENGAGED EMPLOYEES** are highly involved in and enthusiastic about their work and workplace. They are psychological "owners," drive performance and innovation, and move the organization forward.

**NOT ENGAGED EMPLOYEES** are psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time — but not energy or passion — into their work.

**ACTIVELY DISENGAGED EMPLOYEES** aren't just unhappy at work — they are resentful that their needs aren't being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

AMONG U.S. EMPLOYEES:

33%  
ENGAGED

51%  
NOT ENGAGED

16%  
ACTIVELY DISENGAGED

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### Measuring What Matters

<b>41%</b> LOWER ABSENTEEISM	<b>24%</b> LOWER TURNOVER <small>(in high-turnover organizations)</small>	<b>59%</b> LOWER TURNOVER <small>(in low-turnover organizations)</small>	<b>28%</b> LESS SHRINKAGE	<b>70%</b> FEWER SAFETY ACCIDENTS
<b>58%</b> FEWER PATIENT SAFETY INCIDENTS	<b>40%</b> FEWER QUALITY INCIDENTS <small>(Defects)</small>	<b>10%</b> HIGHER CUSTOMER METRICS	<b>17%</b> HIGHER PRODUCTIVITY	<b>21%</b> HIGHER PROFITABILITY

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An actively disengaged employee costs their organization **\$3,400** for every **\$10,000** of salary, or **34%**. An actively disengaged employee who makes \$60,000 a year costs their company \$20,400 annually.

Gallup estimates actively disengaged employees cost the U.S. **\$483 billion-\$605 billion** each year in **lost productivity**.

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