workday.

The Transformational Employee Experience Workbook

Your technology, process, and mindset roadmap to unlock the Engagement Edge.

The stage is set for employee experience transformation.

The role engagement plays in the wider employee experience (EX) is front of mind for HR leaders everywhere—and for good reason. Over recent years, there's been no shortage of research showing the extraordinary business value of an engaged workforce. Gallup research shows organizations with a critical mass of engaged employees outperform their peers by 147% earnings per share[1], for instance.

Forward-thinking senior executives understand that an engaged workforce is essential for long-term growth. But even as they recognize this intrinsic connection between employee engagement and business performance—and in many cases, also make huge investments into employee experience—most organizations struggle to successfully navigate the systematic, sweeping culture change that EX transformation demands.

That's why we created this eBook.

[1] Gallup, "How Employee Engagement Drives Growth"; 2013.

Employee engagement is today's biggest value driver—but few organizations are primed to take full advantage. Importantly, it's not a question of appetite—key groups across the business are ready for EX transformation:

- **Employees** are hungry for a better work experience and to make their feelings felt across key business metrics

- **Jobseekers** are sending clear signals that EX matters, as the best people flock to organizations with strong EX

- **Line managers** are fighting to support their teams effectively but rarely have the time and resources to do a great job

- **Senior leadership** recognizes the link between engagement and growth, and is pushing for progress

So the motivation is there—the real challenge is orchestration. That's where the value of this eBook comes in.

What's inside.

This is a two-section eBook.

1 The first section explores guidance, principles, and concepts to help you frame the challenge and break free from the inertia of the status quo.

2 The second section is a practical workbook to help you understand your current EX posture, prioritize your focus areas, and steward the business toward a more strategic, more effective EX capability.
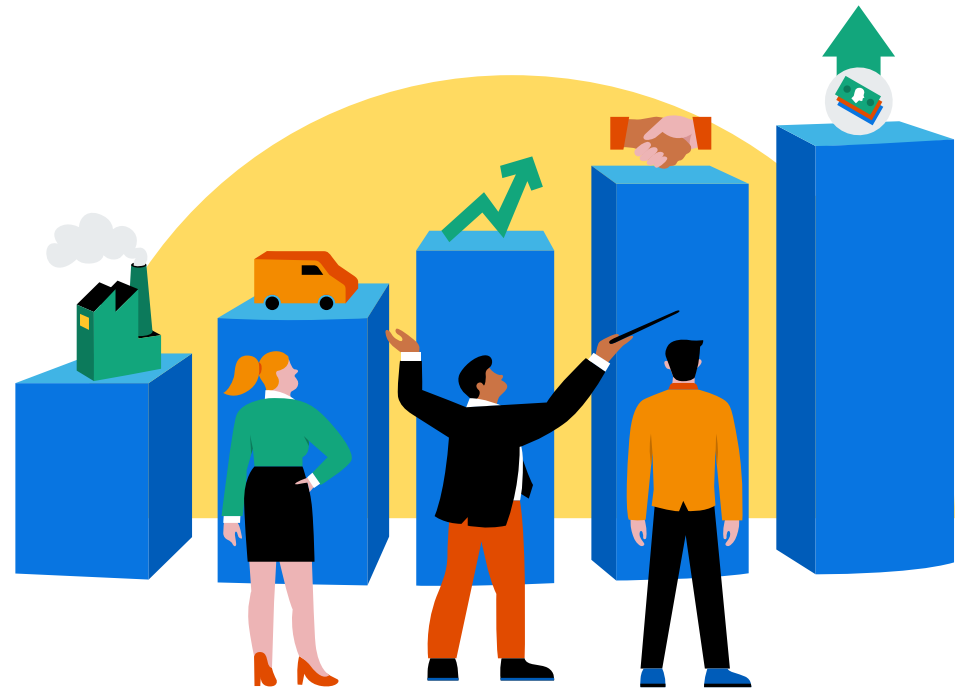
Why you should read this.

By the end of this eBook, you should have everything you need to create a shared vision of engagement across the whole business. When you build a critical mass of support and accelerate toward transformed engagement together, the effects compound into something beyond simply "improved engagement."

We call it the **Engagement Edge**—the financial outperformance that comes from having more talented, more engaged, more productive people co-creating an inspirational and purposeful culture together. Organizations with the most engaged workforces can achieve more ambitious strategic goals with fewer resources—because while innovation and quality of output go up, burnout and attrition fall.

After reading this eBook, you'll have clear steps on how to achieve the Engagement Edge.

Keep reading to learn:

- The basic components of a more effective employee engagement strategy and how you can build one

- Practical exercises and thought experiments for critical stakeholders to audit your existing employee engagement strategy and steer conversations

- Key milestones as your journey picks up pace, and specific tasks to complete at each stage

Transformation begins now. Let's go.

The basic components.

Mechanically speaking, humdrum and high-impact employee experience programs look similar. They both use surveys to ask the workforce questions about their experiences, crunch the numbers, and identify improvement areas accordingly.

But widespread lack of results belie the truth: there's a universe of nuance under the surface that directly impacts results. The continuing engagement crisis is testament that the traditional approach to EX—based on infrequent, generic, and lengthy surveys—needs overhauling.

Despite widespread investment, employee engagement is at record lows.

The global employee engagement and feedback software market is projected to reach upwards of $1.9 million by 2027[2]—and yet, Gallup's 2021 "State of the Global Workplace" report finds 80% of employees aren't engaged at work, costing the global economy $8.1 trillion in lost productivity each year.[3]

In fact, this legacy approach isn't just ineffective. It can actively jeopardize the very thing you seek to improve. (Read more about this in *The Shortcomings of Old Approaches to EX—and a Better Way*).

The problem is that most traditional approaches treat employee engagement as a problem to be "fixed" rather than an opportunity to understand and serve the real needs of the workforce and the business simultaneously.

This mindset unavoidably prioritizes business goals over workforce perspectives. It leads to lengthy, repetitive, and generic employee surveys sent once or twice annually when relevant for the business, disregarding what's most useful and relevant for employees.

The result is a distorted image of employee sentiment which—at best—powers only limited and imprecise follow-up actions that fail to drive meaningful or measurable change. Organizations can't build an accurate understanding of employee engagement, let alone have a positive impact.

The biggest engagement outcomes happen when business and workforce needs are synthesized and executed within a single mutually beneficial strategy.

That means building an EX program with laser-like focus on the most important activity: understanding your people's true experiences in real time—contextualized by sophisticated benchmarking against attributes such as tenure, age, and job level—and creating positive and timely change based on team and business priorities.

Here's what it'll take to get there.

[2] Blueweave Consulting, "Global Employee Engagement & Feedback Software Market-Industry Trends & Forecast Report 2027"; 2020.
[3] Gallup, "State of the Global Workplace Report 2021"; 2021.

Candid honesty from employees about their experiences.

Three things you need:

- Scientifically rigorous questions
- More frequent, shorter surveys
- Confidentiality

Employees' experiences are a collage of interacting factors that constantly fluctuate in importance and relevance. To have a meaningful impact on engagement, your EX program must factor in this complexity. This starts with asking better, more open-ended questions grounded in a deep knowledge of behavioral psychology.
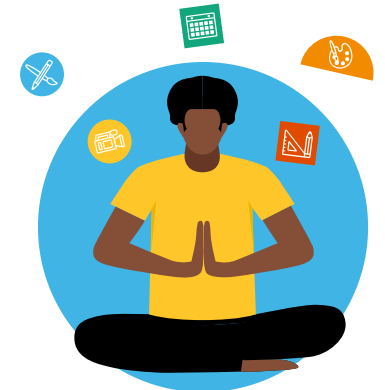
Fourteen factors that have a profound impact on employee engagement:

- **Accomplishment.** Do your people feel a sense of accomplishment in their work? Accordingly, do they perceive themselves as competent?

- **Autonomy.** Do your people have a degree of control and sense of freedom over how they approach tasks?

- **Environment.** What is the impact of the working environment on your people's well-being?

- **Freedom of opinion.** Do your people feel your workplace is a safe space to express ideas and opinions?

- **Goal setting.** Does the organization set clear, effective goals that spur, not restrict, performance?

- **Growth.** Do your people feel you have a culture of learning and development that supports and inspires them to grow?

- **Management support.** Do your people feel empowered by empathetic, transformational managers?

- **Meaningful work.** Does the workplace give employees a sense of purpose, challenge, and respect?

- **Organizational fit.** Do your people's values, motivations, and attitudes align with the organization's?

- **Peer relationships.** Do your people have strong interpersonal relationships with, and a sense of belonging among, their colleagues?

- **Recognition.** Do your people feel their hard work is acknowledged, even if they're not in feedback-rich roles such as sales or customer support?

- **Reward.** Do employees feel compensation in your organization accurately and fairly reflects achievement?

- **Strategy.** Are employees onboard with the organization's strategy, especially as it relates to current change or major events?

- **Workload.** Do your people feel their workload is manageable? Do they trust they've got everything they need to do great work?

Dive into these factors in our eBook *The Psychology of Employee Engagement* now.

It's tempting to try and get your arms around the entirety of these factors all at once with long, exhaustive surveys. But people don't work like that. You'll get far greater participation and richer input by asking the right question at the right time of the right person.

Decrease the length and increase the frequency of your surveys to build a continuous cadence that feels empowering rather than laborious. Small, short, and personalized questions based around employees' current needs will increase completion rates, reduce survey fatigue, and help you prioritize your focus rather than attacking every part of the problem at once.

Finally, it's crucial to preserve employees' confidentiality. Your people must feel empowered and safe to raise potentially sensitive issues without fear of recrimination. Withheld honesty risks an imperfect and misrepresentative understanding of the employee experience. Any action based on incorrect assumptions has the potential to do more harm than good.

Clear data on how employee sentiment changes over time, and contextual understanding of what that data means.

Three things you need:

- More nuanced scales
- Competitive context
- Better analytics

One snapshot of employee engagement is interesting, but not insightful. The relationship between multiple frequent snapshots reveals trends and the impact of events and actions, and provides clear guidance for future decisions.

This isn't groundbreaking, but many organizations don't measure change over time effectively—either because too much time passes between surveys, or because the surveys themselves don't yield rich insight.

To truly understand employee sentiment over time, you first need to improve data quality at the source by applying the right scaling to questions. Most traditional surveys rely on a Likert scale, which uses percentage-favorable analysis over 5, 6, or 7 points ("Do you strongly agree, agree, feel neutral about . . ." and so on).

As we discussed in our eBook *The Shortcomings of Old Approaches to the Employee Experience* (read it here if you haven't), this is one of the major blindspots in how most employee feedback is gathered today. Scales like this shave off nuance by reducing responses into positive or negative binaries—either agree or disagree—and the margins are too thin to reveal meaningful differences.

A much more effective approach is to use 10-point numerical scales that leave room for granularity because they don't categorize responses into broad success and failure metrics.

You also need to benchmark yourself against competitors. Engagement is inherently relative to alternative workplace experiences. Employees compare you to your talent competitors constantly: not just "I'm frustrated" but "Would I be less frustrated elsewhere?" Understanding how you stack up against similar companies—and within that, with adjustments for attributes such as tenure, seniority, age, and department—highlights urgent action areas that could prompt turnover, avoids misleading conclusions on engagement trends, and strengthens evidence to guide EX investment.

It's also vital that all this data comes wrapped in fast, flexible, and robust analytics and reporting that make the ROI of engagement easy to understand for everyone. Effective EX is a company-wide strategic imperative. The right analytics are critical to disseminate the EX message across the organization, helping the whole business understand how engagement scores impact key business metrics.

A demonstrably effective feedback loop that cultivates participation and trust through visible action.

Three things you need:
- Personalized questions
- Company-wide action
- A closed feedback loop

Observation without action can harm the employee experience more than doing nothing. The core of effective EX is active listening—demonstrating purposeful measurement that is self-evidently relevant, empowering, and valuable for employees.

What is active listening?

Active listening is a pattern of conscious, attentive, empathetic listening that creates a bond of engagement between speaker and listener. It focuses on hearing, understanding, responding to, and retaining information. Active listening is the key to employees feeling truly heard and valued.

Active listening is really about empathy. It starts with asking the employee the right questions at the right time, throughout their employment journey; for instance, asking a new hire how they're adjusting to their new role, or asking a team with lower-than-average recent scores for belonging about their interpersonal relationships.

This is about more than personalization, although personalized employee dashboards make the process feel relevant for every individual. Rather, it's about an equitable, inclusive, and participatory process that gives every employee an opportunity to share what matters to them. It's on you to drive change on both the managerial and structural level to ensure those voices are heard.

For example, say the finance team records low scores for strategic alignment compared to other teams. You need to translate that insight into proactive management decisions—such as scheduling 1:1 meetings with team members to help them relate individual goals to organizational goals.

But you also need to roll those insights up at an organizational level, rethinking policies and processes that contribute. Perhaps when those insights are aggregated, senior management identifies a company-wide lack of strategic clarity that needs broader action, for instance.

For your EX efforts to feel genuinely valuable for employees, you need to prove participation delivers beneficial outcomes. This means not only taking relevant action, but also communicating the action you've taken. Closing the feedback loop like this cultivates trust and spirals into greater engagement and participation, so the value of your EX program compounds exponentially.

Buy-in and sponsorship from a range of stakeholders.

Three things you need:

- Investment from senior leadership
- Engagement from line managers
- The right engagement technology

An effective EX program demands company-wide ownership. HR plays a key role in driving success, but the biggest results come from the broadest adoption. EX is a mosaic of experiences happening for every employee, everywhere, all the time. Responsibility for improving EX must be shared by the people who contribute to these experiences. That is, by everyone.

To realize this vision, HR leaders must partner with stakeholders across the business to galvanize buy-in and support adoption—from senior leaders, to management, IT, and the wider workforce.

Senior leaders—in partnership with HR—need to set an example by clearly linking engagement to the key performance indicators that drive the business. It's critical to show—not just tell—why better engagement is a win-win-win for the workforce, organization, and customers.

For example:

Does increasing employee well-being reduce average absence days per employee?

Do teams with higher workload scores perform higher on productivity metrics?

Do locations with higher engagement scores have lower first-aid incidents?

Do more-engaged teams provide better customer service?

Do departments with lower growth scores have higher employee turnover?

The turmoil of the last few years is fertile soil for persuasion. HR leaders must work to prove how engagement can preempt and lessen the impact of disruption by building workforce resilience and preventing attrition.

Likewise, without careful communication, managers can feel exposed by the increased transparency into employee sentiment this new approach to engagement brings. Managers need support to embrace employee engagement as a path to better leadership, better relationships, and better outcomes—at both the team and individual level.

Finally, you need to choose the right engagement technology to gain internal buy-in from IT and the workforce. The platform that's the foundation of your EX program must be frictionless and low risk, reaching across the entire organization without creating a technical burden.

Your technology must also be consumer-grade and integrated easily into employees' existing workflows to encourage adoption. And to facilitate true company-wide participation, it must also be accessible for employees without a business email address, such as field employees.

As you can see, EX programs might look similar from a distance, but under the surface there's a world of difference. Now that you know what effective EX looks like, let's explore some practical exercises to assess your current state of play, spur conversations across the business, and map your next steps.

Practical exercises to prepare for EX transformation.

EX transformation is a business-wide imperative. Visionary HR leaders can drive the conversation but it's critical to bring key stakeholders along with you—namely, executive leaders who can evangelize engagement as a strategic priority, and day-to-day users whose adoption determines success.

Below are some questions and exercises for these groups as well as for your team to help guide conversations and steer next steps. Working through this section will help you define how well your current EX capabilities support your people and business objectives and identify priorities to elevate your EX function.

Transformational EX(ercises).

Some of these questions will feel easy to answer. Some will feel challenging, uncomfortable, and difficult.

That's OK. In fact, that's exactly the point.

You won't end this section with an exact transformation roadmap to revolutionize your engagement. But you'll expose the things holding you back—assumptions, misalignment, conflicting principles, competing values, and so on.

Importantly, you'll also work through those issues to build a shared vision for the path forward. Then comes the exciting part: the beginning of your journey toward the Engagement Edge.

Ready? Let's go.

For HR.

Complete this section to reveal why and where change is needed and gather fuel for conversations with executive sponsors.

How does your organization measure employee experience?

What are your three biggest employee experience challenges?

1 _____

2 _____

3 _____

For example:

1 High rate of new-hire turnover

2 Employee NPS is 30, compared to industry benchmark of 50

3 High variance in manager engagement scores

For example:

1 Challenge 1

1   2   3   4   5   6   7   8   9   10

○   ○   ●   ○   ○   ○   ○   ○   ○   ○
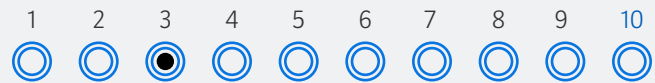
Complete coverage of all problems is not possible.

How effectively does your current EX approach address those challenges?

Challenge 1

1   2   3   4   5   6   7   8   9   10

Comments:

Challenge 2

1   2   3   4   5   6   7   8   9   10

Comments:

Challenge 3

1   2   3   4   5   6   7   8   9   10

Comments:

What are your three biggest employee experience goals this year?

- _____
- _____
- _____

On a scale of 1 to 10, with 10 being the highest, rate the following statements:

Our EX efforts have delivered measurable change in the last 12 months.

1   2   3   4   5   6   7   8   9   10

Comments:

Employees are more engaged than they were last year.

1   2   3   4   5   6   7   8   9   10

Comments:

We understand how employee engagement differs at different stages in the employee lifecycle and why.

1   2   3   4   5   6   7   8   9   10

Comments:

We understand the impact strategic decisions have on different employee groups at different stages in their tenure.

1   2   3   4   5   6   7   8   9   10

Comments:

EX creates demonstrable value across the organization.

1   2   3   4   5   6   7   8   9   10

Comments:

For example:

1   Employees are more engaged than they were last year.

1   2   3   4   5   6   7   8   9   10
○   ○   ●   ○   ○   ○   ○   ○   ○   ○

Engagement has increased 10% since last year.

2   EX creates demonstrable value across the organization.

1   2   3   4   5   6   7   8   9   10
○   ○   ○   ○   ○   ●   ○   ○   ○   ○

Our sales team has overachieved its targets this year, and turnover has decreased in EMEA.

Our employees trust us to listen and respond to their issues.

1   2   3   4   5   6   7   8   9   10

Comments:

EX empowers our line managers to be more effective leaders.

1   2   3   4   5   6   7   8   9   10

Comments:

Our employees value our EX program.

1   2   3   4   5   6   7   8   9   10

Comments:

Employee and manager adoption for our EX program is high.

1   2   3   4   5   6   7   8   9   10

Comments:

Our EX function drives measurable progress with belonging and diversity.

1   2   3   4   5   6   7   8   9   10

Comments:

We have an accurate understanding of well-being across the organization.

1   2   3   4   5   6   7   8   9   10

Comments:

Our EX program delivers clear next steps based on engagement insights.

1   2   3   4   5   6   7   8   9   10

Comments:

Our EX program allows us to tackle issues before they spiral into negative impact for the business.

1   2   3   4   5   6   7   8   9   10

Comments:

For managers.

Ask line managers to complete the following section to set the tone for positive conversations about your vision for EX, identify where managers most need support, and bolster your conversations with executives.

What do you think are the three biggest challenges impacting your team?

- _____
- _____
- _____

For example:

1   Heavy workloads

2   Returning to the office

3   Lack of recognition

Do you understand how to tackle those challenges to drive positive change?

Challenge 1

1   2   3   4   5   6   7   8   9   10

Comments:

Challenge 2

1   2   3   4   5   6   7   8   9   10

Comments:

Challenge 3

1   2   3   4   5   6   7   8   9   10

Comments:

Rate the following statements:

Our EX function makes me a better manager.

1   2   3   4   5   6   7   8   9   10

Comments:

Our EX initiatives give me insights to better support my team.

1   2   3   4   5   6   7   8   9   10

Comments:

Our EX initiatives improve my team's performance.

1   2   3   4   5   6   7   8   9   10

Comments:

Our EX function helps me maintain good oversight over the needs and experiences of my team.

1   2   3   4   5   6   7   8   9   10

Comments:

Our EX function helps me see how my team members are engaged as individuals.

1   2   3   4   5   6   7   8   9   10

Comments:

When a member of my team raises some feedback, I'm confident about the next steps needed.

1   2   3   4   5   6   7   8   9   10

Comments:

Our EX function provides me with clear metrics that measure the impact of those next steps.

1   2   3   4   5   6   7   8   9   10

Comments:

Improving my team's experiences is easy.

1   2   3   4   5   6   7   8   9   10

Comments:

For executive sponsors.

Ask your executive sponsors to complete this section, then correlate their answers with what you've learned from managers and your own feedback to steer conversations. Be ready to gently challenge assumptions and evangelize possible improvement areas.

What are the top three priorities for the business in the next three years?
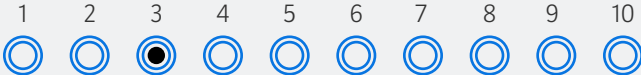
- _____
- _____
- _____

For example:

1   Increase market share in EMEA from 15% to 50%

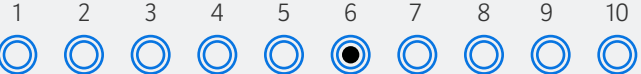2   Increase NPS from 43 to 75

3   Reduce workforce costs

For example:

1   Increase market share in EMEA from 15% to 50%.

1	2	3	4	5	6	7	8	9	10
○	○	●	○	○	○	○	○	○	○

High sales team turnover is damaging market reputation and hurting sales performance.

2   Increase NPS from 43 to 75.

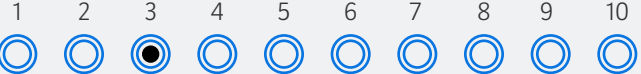| 1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	●	○	○	○	○

High engagement in customer success team.

Lacking in-house development muscle to meet ongoing customer needs.

3   Reduce workforce costs.

1	2	3	4	5	6	7	8	9	10
○	○	●	○	○	○	○	○	○	○

High turnover increasing burden on recruitment.

Skills shortages increase wage pressure—we're struggling to compete.

How effectively does your current EX strategy support those goals and why?

Goal 1

1   2   3   4   5   6   7   8   9   10

Comments:

Goal 2

1   2   3   4   5   6   7   8   9   10

Comments:

Goal 3

1   2   3   4   5   6   7   8   9   10

Comments:

What are the top three employee engagement issues driving your EX focus?

- _____
- _____
- _____

For example:

1 Belonging and diversity

2 Low productivity

3 Hybrid working

For example:

1 Belonging and diversity.

1	2	3	4	5	6	7	8	9	10
○	○	◉	○	○	○	○	○	○	○

Little improvement over the past two years.

2 Low productivity.

1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	◉	○	○	○	○

We know burnout is increasing but not sure why.

3 Hybrid working.

1	2	3	4	5	6	7	8	9	10
○	○	○	◉	○	○	○	○	○	○

We've embraced flexible work and it got great feedback last year.

How effectively does your EX strategy address those issues and why?

Issue 1

1   2   3   4   5   6   7   8   9   10

Comments:

Issue 2

1   2   3   4   5   6   7   8   9   10

Comments:

Issue 3

1   2   3   4   5   6   7   8   9   10

Comments:

List three of the most significant strategic decisions that have been informed by employee engagement data within the last 12 months.

- _____
- _____
- _____

For example:

1 Investment into employee perks

2 Flexible working

3 Hiring a new head of Belonging and Diversity

What metrics changed to indicate the efficacy/impact of those decisions?

- _____
- _____
- _____

For example:

1 Engagement increased in this year's survey

2 Anecdotal employee feedback seems good

3 Nothing concrete yet

To what extent does employee engagement positively impact your strategic initiatives?

1   2   3   4   5   6   7   8   9   10

Comments:

For example:

1   2   3   4   5   6   7   8   9   10
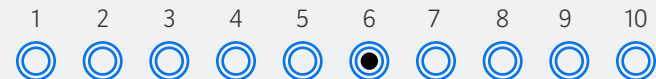
○ ○ ● ○ ○ ○ ○ ○ ○ ○

Higher engagement this year has helped us navigate disruption, but burnout is slowing delivery.

To what extent is the workforce engaged around and aligned with your organizational strategy?

1   2   3   4   5   6   7   8   9   10

Comments:

For example:

1   2   3   4   5   6   7   8   9   10

○ ○ ○ ○ ○ ● ○ ○ ○ ○

The U.S. is onboard, but we have trouble communicating effectively elsewhere.

For HR after stakeholder conversations.

After you've used the three sections above to explore your current state of EX and guide conversations toward improvement, use the exercises below to determine the objectives for your future EX function.

Based on your conversations so far, what are the three EX priorities you need to address first?

- _____
- _____
- _____

Based on your conversations so far, what are the biggest hurdles you might face to transforming EX?

- _____
- _____
- _____

For example:

1 Burnout
2 Understanding disparities between different employee groups
3 High sales turnover

For example:

1 Sales managers tend to be resistant to change, as performance is linked to revenue
2 _____
3 _____

How can you mitigate those hurdles?

- _____
- _____
- _____

For example:

1 Communicate link between engagement and revenue

2 Evaluate sales performance incentives to reward engagement

3 Build trust that this new approach won't limit revenue-generating time

Who are your biggest advocates for change?

- _____
- _____
- _____

For example:

1 CEO

2 Head of Talent Acquisition

3 EMEA engineering director

Key milestones on your new EX journey.

Now that you've built a clear idea of your requirements from a new EX capability, let's look at what the stages of transformation might look like.

Here's the good news: change isn't as disruptive as the word *transformation* can imply. With the questions and exercises from the previous section complete, and having had powerful conversations across the organization, you're in a strong position to start accelerating toward some clear goals.

Your own path will vary depending on your needs, but transformation will typically look something like this.

Crawl.

Change is more manageable if you take a phased approach. Based on the conversations you've had so far, identify an area of the business to pilot transformation, and concentrate resources here before accelerating.

Tasks:

- Research, short-list, and choose a vendor
- Implement an effective EX platform
- Create a cross-functional project team
- Schedule a group meeting with pilot managers
- Set and communicate project expectations
- Create educational and training resources
- Establish success metrics and targets
- Schedule progress check-ins with managers
- Collect feedback from managers
- Craft company-wide email from CEO recognizing manager progress
- Create ongoing FAQ document

Milestones:

- Pilot team engagement benchmarks established
- Pilot team adoption reaches 80%
- Pilot manager adoption reaches 80%
- Manager feedback improves compared to pre-pilot

Walk.

Once you've started to build momentum with your pilot, it's time to scale those successes across the organization. Keep advancing progress among your pilot cohort while feeding positive feedback forward to inspire company-wide change.

Tasks:

- Prioritize business areas for rollout, and communicate timelines
- Collect positive feedback from pilot managers and communicate outward
- Nominate a pilot representative as an ambassador for change
- Schedule group meetings with managers, including pilot representative
- Create a conversation channel for ongoing support and to share successes
- Deliver educational and training resources
- Establish team success metrics and communicate global success metrics
- Schedule progress check-ins with managers

Milestones:

- Company-wide engagement benchmarks established
- Company-wide employee adoption reaches 60%
- Pilot employee adoption reaches 90%+
- Company-wide manager adoption reaches 80%
- Company-wide manager feedback is majority positive
- Pilot manager adoption reaches 90%+
- Conversation channel engagement hits 20%
- Pilot manager feedback is large-majority positive
- Pilot team engagement improves over benchmarks

Run.

Now that you've rolled out your new EX function across the business, you have a continuous stream of contextual, detailed employee insight pouring in from every team across the business. Every manager is seeing value from this new approach and your people are more engaged and productive. You're starting to achieve progress against traditionally stubborn metrics such as belonging and diversity, and you have a clear path to further progress.

Keep on this track: you're gathering pace toward the Engagement Edge.

Tasks:

- Identify strategic focus areas for HR for the 12 months ahead
- Present roadmap and business case for choice investments to C-suite
- Liaise with talent acquisition to translate employee sentiment into branding
- Liaise with Learning and Development to refine development and training
- Evolve performance management to reward transformational leadership
- Evaluate workforce structures, policies, and processes to aid strategic goals

Milestones:

- Company-wide employee adoption reaches 90%+
- Company-wide manager adoption reaches 90%+
- Company-wide manager feedback is large-majority positive
- Conversation channel engagement hits 50%
- Engagement improves over all-time organization benchmarks
- Employee net promoter score exceeds industry benchmarks
- Belonging and diversity scores improve
- Recruitment application quality increases
- Voluntary turnover decreases
- Employee well-being increases
- Productivity increases

The right path starts now.

Congratulations! Completing this workbook is a big step toward building the clarity and organizational alignment you need to undertake EX transformation—and achieve the market-winning Engagement Edge that comes when you do.

As we've shown you, many organizations are moving in the wrong direction with employee engagement—but changing course is surprisingly simple. At their heart, EX programs must be redesigned to serve your people first—only then can they truly serve the business too.

Check out our big book of use cases and success stories *The Engagement Edge in the Real World* for inspiration from organizations like yours.

Or get started right now. Talk to us about how Workday Peakon Employee Voice can help accelerate your EX transformation goals.